

Powerlink Queensland

Social Impact Management Plan

Flinders Shire

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COPPERSTRING 2032

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Glossary of terms

CDS	Community and Delivery Services
CEMP	Construction Environmental Management Plan
CPB	Contractor name
CRM	Customer Relationship Management
CSEP	Communication and Stakeholder Engagement Plan
CUC	Country Universities Centre
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DLP	Delivery Launch Tracker
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
EP	Environmental Protection
ESG	Environment, Social and Governance
FIFO	Fly In, Fly Out
GHD	Company name
GOC	Government Owned Corporation
HR	Human Resources
HSW	Health Safety and Wellbeing
HSWMP	Health Safety and Wellbeing Management Plan
IPP	Indigenous Participation Plan
IR	Industrial Relations
JV	Joint Venture
KPI	Key Performance Indicator
kV	Kilovolt
LAP	Land Access Protocol
LEPP	Local Economic Participation Plan
LGA	Local Government Area
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual
MITEZ	Mount Isa to Townsville Economic Development Zone
NEM	National Electricity Market
NGO	Non-Government Organisation
NRCG	Northern Renewable Coordination Group
NWMP	North West Minerals Province
QCN	Queensland Capacity Network
Qld	Queensland
RAP	Reconciliation Action Plan
REZ	Renewable Energy Zone
RRG	Regional Reference Group
RV	Recreational Vehicle
SDPWO	State Development and Public Works Organisation
SIA	Social Impact Assessment

SIMP	Social Impact Management Plan
SIMR	Social Impact Management Report
SME	Small Medium Enterprise
TEL	Townsville Enterprise Limited
UGL	Contractor name
WAF	Workforce Accommodation Facility
WIP	Work in Progress
WSP	Company name

1. Project introduction

Project background

The CopperString 2032 project, led by Powerlink Queensland, will connect Queensland's North West Minerals Province (NWMP) to the National Electricity Market (NEM) for the first time in Australia's history.

The project initially involves the construction and operation of approximately 840 kilometres (km) of extra high voltage overhead transmission lines that will extend from Mount Isa to the Powerlink transmission network via a connection point at Woodstock, south of Townsville.

This will not only allow existing loads in the Mount Isa and Cloncurry areas to be fed from the NEM, but will also provide access to new mining loads and opportunities for renewable generation. Approximately 200km of additional transmission line will also be required to connect new renewable generators to CopperString 2032.

The project involves the construction of up to six new substations at Pentland, Hughenden, Dajarra Road (Cloncurry), Mount Isa, Selwyn, Cannington Mine and Phosphate Hill Mine, as well as workforce accommodation and facilities in strategic locations along the corridor.

Construction contractors for the project will oversee design, construction and commissioning of new substations and the high voltage transmission line between just south of Townsville and Mount Isa as well as construction of workforce accommodation facilities. Construction is anticipated to commence in mid-2024 and be completed in 2029.

The UGL CPB Contractors Joint Venture is the engaged contractor for the delivery of the early works phase of the project.

Project scope

Since Powerlink took responsibility for project delivery on behalf of the Queensland Government in March 2023, the project's transmission line design and supporting infrastructure have been refined.

The transmission line from south of Townsville to Hughenden is now planned to be constructed at 500 kilovolts (kV) instead of 330kV. This will allow increased access to renewable generation in the Flinders Renewable Energy Zone (REZ) which has the potential to be one of the largest REZs in Australia.

This connection forms part of the Queensland SuperGrid which will allow a planned and cohesive approach to the state's transition to renewable energy and forms part of the [Queensland Energy and Jobs Plan](#).

The overall expanded project has a budget of \$5 billion to connect the NWMP to the NEM and includes:

- ~360km of 500kV transmission line from just south of Townsville to Hughenden
- ~400km of 330kV transmission line from Hughenden to Cloncurry
- ~100km of 220kV transmission line from Cloncurry to Mount Isa
- up to six new substation sites
- workforce accommodation and facilities in strategic locations along the corridor.

Project timing and staging

Since 2019, work has focused on progressing the project's transmission line design, statutory approvals and engagement with landholders and other key stakeholders along the proposed alignment.

Figure 1: Project phases and anticipated timing



Powerlink is continuing to work alongside the Queensland and Australian governments to progress project approvals. At the same time, work is continuing on detailed engineering design, field and geotechnical investigations, cultural heritage and ecological surveys, community engagement and landholder consultation.

Due to the size and scope of CopperString 2032, the project has been staged to ensure timely delivery and safe travel distances for workers.

The preparation of this Social Impact Management Plan (SIMP) for the Flinders Shire Local Government Area (LGA) is a requirement of the Coordinator-General's conditions prior to the commencement of construction within the Flinders Shire.

This will be followed by Queensland and Australian government assessment of the transmission infrastructure and remaining workforce accommodation and facilities in project delivery stages one to four outlined in Figure 2.

Figure 2: Project sequencing



2. SIMP introduction

Powerlink acknowledges its responsibility as proponent of the CopperString 2032 project to:

- ensure all relevant social impacts of the project are identified and assessed
- recommend mitigation measures to avoid and minimise adverse impacts
- demonstrate the project is based on sound environmental principles and practices
- deliver benefits to impacted communities.

Signatory to the Energy Charter

Powerlink is a signatory to The Energy Charter. The Energy Charter is a national CEO-led collaboration that supports the energy sector towards a customer-centric future.

By committing to the Charter, Powerlink joins other organisations across the energy supply chain in committing to progress the culture and solutions needed to deliver more affordable, reliable and sustainable energy systems in line with our customer and community's expectations. The *Powerlink Queensland Energy Charter Disclosure Statement 2022/23* has prioritised 'better partnerships with communities in the delivery of our infrastructure'.

Powerlink is committed to working with Queensland communities who are hosting new infrastructure to deliver mutual co-existence, support the sharing of benefits across communities and ensure best approaches to community and landholder engagement.

Purpose and scope of this SIMP

Powerlink will implement a SIMP for each LGA applicable to the project. This SIMP is for the Flinders Shire. Its purpose is to provide a framework for the implementation of management measures to address impacts and opportunities:

- identified in the EIS Social Impact Assessment (see SIMP Section 5 Table 4)
- raised as significant during additional consultation with key Flinders Shire stakeholders (see SIMP Section 5 Table 5).

This SIMP:

- is required to be approved by the Coordinator-General prior to construction commencing within the Flinders Shire
- is required to be updated if necessary in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the Flinders Shire
- is required to be published on Powerlink's website within one month of its approval by the Coordinator-General
- is the first of seven to be developed for the project and addresses the Flinders Shire which is impacted by the first stage of the project and the construction of the first workforce accommodation and facilities (WAF) in Hughenden.

The SIMP guides the social performance of the project by:

- outlining the proposed management measures designed to minimise or manage identified social impacts as well as maximise opportunities
- providing a framework to monitor social outcomes through the implementation of the SIMP
- identifying social impact monitoring, review and reporting mechanisms

- identifying roles and responsibilities of Powerlink and other parties to mitigate and manage social impacts throughout the project lifecycle.

Flinders Shire Council is a key stakeholder in the development of initiatives to manage and mitigate the impact of the project on the residents of Flinders Shire and the environment in which they live. Local council elections held in March 2024 resulted in a change of Council personnel and, consequently, the need for more time to work with the newly appointed Council representatives to determine specific initiatives that will form part of this plan. We have endeavoured to be specific in the management measures identified while still providing an opportunity for Council to be involved in the plan. As such, this plan may change as discussions with the new Council progress.

Powerlink currently has eight Enterprise Priorities, including social performance, that underpin the transformations and improvements required to meet our Strategic Objectives. As an Enterprise Priority, social performance focuses upon developing our resourcing and capabilities to assess and manage community impacts, social licence and engagement requirements for Powerlink projects and activities to further contribute to the social sustainability of communities. Social performance tools and approaches will be introduced to the CopperString 2032 project to further refine and support our commitment to the communities we serve.

This SIMP will be reviewed and updated periodically or as determined by the project executive to address any changed circumstances or increased knowledge of impacts, to include input from stakeholders and/or take account of project components commencing construction within the LGA. By remaining a living document, the plan will enable agility and flexibility in our approach and response.

Powerlink will provide updated versions of the SIMP to the Coordinator-General for review and feedback, with any reviewed versions published to Powerlink's website within one month of approval or one month of an updated SIMP submission to the Coordinator-General.

A full list of data sources used to compile this SIMP is set out in Appendix 1.

3. Environmental Impact Statement

The Coordinator-General declared the CopperString 2032 project to be a coordinated project for which an Environmental Impact Statement (EIS) is required under the *State Development and Public Works Organisation Act 1971* (SDPWO Act) in April 2019.

In September 2019, the Coordinator-General released the final Terms of Reference for the project, which required the preparation of a Social Impact Assessment (SIA) consistent with the requirements of the Coordinator-General's *SIA Guidelines (Department of State Development, Manufacturing, Infrastructure and Planning [DSDMIP] 2018)*. In 2020 GHD prepared the SIA in accordance with the SIA Guidelines.

In November 2023, the Coordinator-General released the *Social Impact Assessment: Supplementary material for assessing and managing the social impacts of projects under the Coordinator-General's Social Impact Assessment Guideline (March 2018)*.

Community consultation

Early consultation for the project began in 2010 and was guided by a comprehensive community engagement strategy that outlined stakeholders, likely issues and recommended appropriate communication with various stakeholder groups. The outcomes of this consultation can be found in the EIS *Volume 3 Appendix C Public consultation report* and guided the preparation of the SIA.

Targeted consultation was undertaken to inform the SIA. Consultation included face-to-face meetings or telephone interviews with key stakeholders including local government representatives, impacted social infrastructure services and landholder consultation.

Flinders Shire – community profile

The project runs through the middle of the Flinders Shire, commencing in the east approximately 17km south of Torrens Creek and continuing for 195km. The project corridor leaves the Flinders Shire approximately 24km south of Marathon.

Most residents of Flinders Shire reside in rural areas, with the administrative and population centre being Hughenden. Key services for the region located in Hughenden include the Hughenden Health Service, emergency services (police, fire and ambulance) and several recreational areas. Three national parks are in close proximity to the town.

The Flinders Shire economy is driven by cattle grazing and wool. The heavy reliance on agriculture means fluctuations in the market conditions for beef and seasonal climatic conditions have significant effects on the local community. The demographic profile of Flinders Shire is outlined in Table 1.

Table 1: Demographic profile – Flinders Shire

LGA	Total population	Avg age	Median h ^h hold income/wk	A & TSI people	Highest education level (top 3)	Highest employing industries (top 3)	Unemployment	Occupied private dwellings	Internet from dwelling ³
Flinders Shire	1,500	42	\$1,343	11.3%	Degree 10.2% Dip 4.7% Cert 16.7%	Agriculture Local government Health	2.4%	73.5%	71.1%

Source: Australian Bureau of Statistics (2021) *Census of Population and Housing, 2021 Census Quickstats*

Flinders Shire Council's vision for the region is 'a place of discovery, opportunity and lifestyle'. The *Flinders Shire Council's Corporate Plan 2023-2028* strategic priorities for the region include:

- developing new industries including agriculture, high-value tourism, road freight, health services and large-scale renewable energy generation

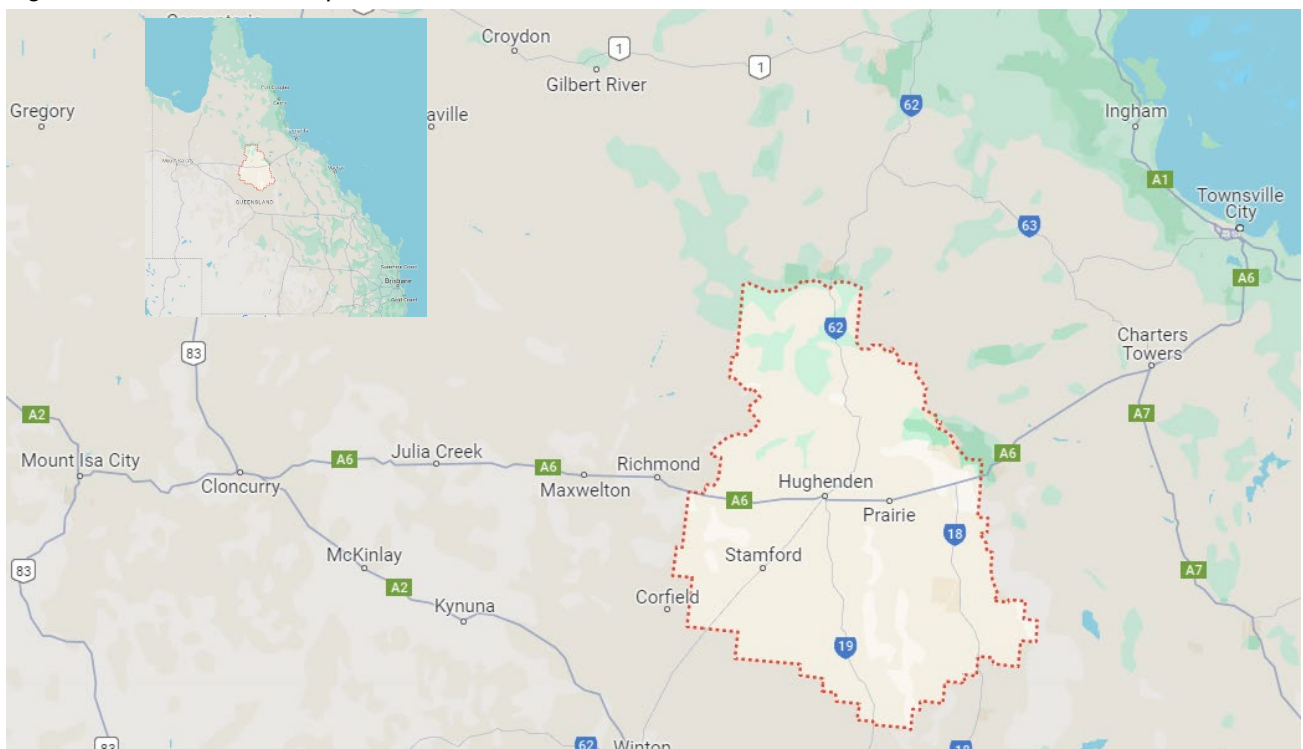
- supporting population growth
- delivering catalytic infrastructure to support the diversification of the local economy and increase job opportunities
- a protected and productive natural environment.

During SIA consultation it was confirmed that attracting skilled workers and migrants was a challenge and that the community identified with having traditional country values with a propensity to embrace and enjoy rural life.

During consultation undertaken in 2023 by Powerlink's Community Relations team, the following anecdotal community insights were noted:

- there was high awareness of CopperString 2032 amongst community members
- there is a rental housing shortage, however the average price of housing is very affordable at around \$220,000
- access to the internet is problematic between 4pm and 8pm
- FM radio reception is poor due to the local antenna being broken
- access to specialist health services is an issue, however General Practitioner accessibility was noted as being acceptable
- access to water for agriculture is a concern

Figure 3: Flinders Shire map



Coordinator-General's imposed conditions of approval on social matters

This SIMP has been prepared to address the Coordinator-General's imposed conditions on social matters included in Appendix 1 of the *Coordinator-General's change report for the Hughenden workers accommodation camp* which replaced the imposed conditions on social matters in Appendix 1 of the Coordinator-General's evaluation report on the EIS released on 28 September 2022.

Table 2: Imposed conditions mapped to the SIMP

Coordinator-General condition	SIMP location
<i>Condition 1. General</i>	n/a
Condition 2. Social Impact Management Plan	All
a) The proponent must submit to the Coordinator-General for approval a social impact management plan (SIMP) prior to construction commencing in a local government area. The SIMP is to be reviewed, and if necessary updated in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the local government area. The updated SIMP is required to be submitted to the Coordinator-General	Section 2 Section 8
b) The SIMP for each local government area must outline the proposed management measures for key impacts identified in the project's EIS social impact assessment	Section 5 Table 9 Table 14 Table 18 Table 22 Table 26
c) The SIMP for each local government area must include a communications and stakeholder engagement plan in accordance with Condition 3	Section 5.(1)
d) The SIMP must include details of the legacy projects that are proposed and/or have been agreed with the local government or other stakeholders, including forecasted timeframes for implementation	Section 6
e) The SIMP for each local government area must include a monitoring and evaluation framework that includes performance indicators and desired management outcomes for the identified key impact areas	Section 5 Table 11 Table 15 Table 19 Table 23 Table 28
f) The proponent must publish the SIMP for each local government area on their website within one month of the Coordinator-General's approval of the plan. Each update of the SIMP must be published on the proponent's website within one month of the updated SIMP's submission to the Coordinator-General	Section 2 Section 8
g) The proponent must implement the SIMP for each local government area	Section 2
<i>Condition 3. Communications and stakeholder engagement plan</i>	see CSEP
Condition 4. Reporting on the implementation of the social impact management plan	Section 5 Section 8
a) The proponent must report on the implementation and effectiveness of measures to manage the project's social impacts during the construction stages	Section 5 Table 11 Table 15 Table 19 Table 23 Table 28 Section 8
b) The proponent is to provide an annual social impact management report (SIMR) to the Coordinator-General for each year of construction, from the commencement date of project construction	Section 8

Coordinator-General condition	SIMP location
<p>c) The SIMR must:</p> <ul style="list-style-type: none"> i. describe the social impact management actions undertaken with respect to each of the key impacts identified in the project EIS social impact assessment and the effectiveness of these actions in achieving the management objectives and performance indicators established for each impact area in the SIMP ii. describe how the social impact management actions address any cumulative impacts across local government areas affected by the project iii. where relevant, identify any new impacts (negative and positive) on project-affected communities from the project during the relevant construction stages and the management actions undertaken to address them iv. describe the status of legacy benefits proposed and/or agreed with local governments or other stakeholders v. report key themes received from consultation on the project in line with the CSEP and via complaint mechanisms, including how key complaints were resolved 	Section 8
<p>d) Each SIMR must describe the construction workforce management and mitigation strategies that have been implemented. This must include a description of:</p> <ul style="list-style-type: none"> i. actions undertaken to support development of the skills base and future local workforce of the regional area ii. the number of workers who identify as having a disability, identify as an Aboriginal or Torres Strait Islander or are female 	Section 5.(2) Section 8
<p>e) Each SIMR is to be made publicly available on the proponent's website within one (1) month of review completion by the Coordinator-General</p>	Section 2 Section 8

4. SIA guideline and project management plans

SIA Guideline requirements

The SIA Guideline requires that an SIA must address the following five key matters:

1. community and stakeholder engagement
2. workforce management
3. housing and accommodation
4. local business and industry procurement
5. health and community wellbeing.

As noted in the SIA Guideline, and the supplementary material for assessing and managing the social impacts of projects under the Coordinator-General's SIA Guideline, management measures must be outcomes focused, reasonable, relevant, transparent and monitorable.

Management measures implemented may differ in their effectiveness to alleviate impacts and at times there may be residual social impacts in the instance of negative impacts.

Management of social performance considerations

The social performance considerations for the project are identified in and managed by the CopperString 2032 project management plans, Powerlink required Construction Contractor management plans incorporating social performance considerations, and Powerlink policies and procedures (refer Appendix 1).

The suite of management plans, sub-plans, policies and processes contain mitigation and management measures that will be implemented to enhance opportunities and minimise or manage social impacts that may result from the project. The plans provide detail on key elements such as:

- desired outcomes for social performance
- a summary of identified social impacts and benefits intrinsic to the plan
- a management framework outlining the management measures to be implemented to achieve outcomes
- roles and responsibilities for implementation of measures and relevant stakeholders.

In addition to the management plans, Powerlink will support sustainable communities, assist in regional economic development, enhance community and social capacity, and build resilience through the implementation of project community investment approaches.

Management plan hierarchy

The CopperString 2032 project management plan hierarchy is structured in 10 key project areas which contain 61 (28 Powerlink CopperString 2032, 33 Construction Contractor) management plans.

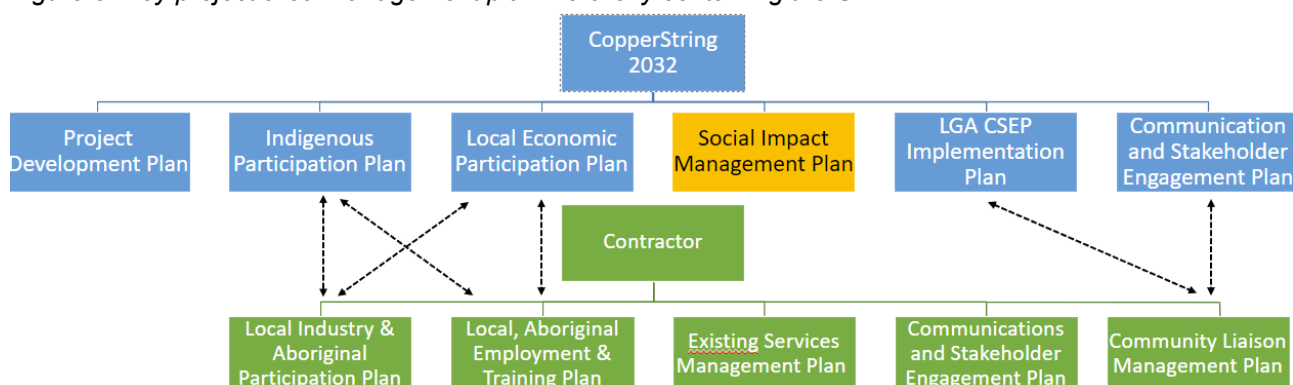
The 10 key project areas are shown in Figure 4.

Figure 4: Key project areas of the management plans



The SIMP sits within the Community, Property, Environment and Land Approvals key project area of the management plan hierarchy as shown in Figure 5.

Figure 5: Key project area management plan hierarchy containing the SIMP



Mapping management plans to the SIA Guideline key matters

Table 3 maps the relevant management plans to each of the five key matters of the SIA Guideline.

Table 3: Management plans relevant to each of the SIA Guideline key matters

SIA Guideline key matter	CopperString 2032 management plan	Construction Contractor management plan
Community and stakeholder engagement	<ul style="list-style-type: none"> SIMP Section 5.(1) Communication and Stakeholder Engagement Plan (CSEP, Appendix 3) Flinders Shire CSEP Implementation Plan (Appendix 4) 	<ul style="list-style-type: none"> Communications and Stakeholder Engagement Plan Community Liaison Management Plan
Workforce management	<ul style="list-style-type: none"> SIMP Section 5.(2) Health, Safety and Wellbeing Management Plan Human Resource Management Plan Industrial Relations Plan Indigenous Participation Plan 	<ul style="list-style-type: none"> IR/HR Management Plan Local, Aboriginal Employment & Training Plan Local Industry & Aboriginal Participation Plan
Housing and accommodation	<ul style="list-style-type: none"> SIMP Section 5.(3) 	<ul style="list-style-type: none"> Accommodation Management Plan

SIA Guideline key matter	CopperString 2032 management plan	Construction Contractor management plan
Local business and industry procurement	<ul style="list-style-type: none"> ▪ SIMP Section 5.(4) ▪ Local Economic Participation Plan ▪ Indigenous Participation Plan 	<ul style="list-style-type: none"> ▪ Local Industry & Aboriginal Participation Plan
Health and community wellbeing	<ul style="list-style-type: none"> ▪ SIMP Section 5.(5) ▪ Health, Safety and Wellbeing Management Plan 	<ul style="list-style-type: none"> ▪ Early Works Health and Safety Management Plan ▪ Health and Safety Implementation Plan ▪ Traffic Management Plan

5. Social impact management

This SIMP outlines the proposed management measures for key impacts:

- identified in the project's EIS social impact assessment as summarised in Table 4.
- raised as significant during additional consultation with key stakeholders as summarised in Table 5.

EIS SIA

The EIS SIA profiled communities potentially impacted by the project, gathered baseline data through research and stakeholder consultation and described existing social challenges and issues. The SIA also analysed the potential benefits and risks of the project for Flinders Shire.

The key impacts identified in the project's EIS SIA are summarised in Table 4. An assessment of benefits and risks has been applied to these impacts using the same risk assessment methodology as used in the SIA. The risk matrix is included in Appendix 2.

Table 4: Extract from EIS SIA Table 7-15: summary of potential social impacts

Social impact category (SIA page, phase)	+ve / -ve	SIA unmitigated risk rating	SIA description
Health and community wellbeing (p62, construction)	-	Medium	Planning and construction may reduce the wellbeing of landholders through feelings of stress, anxiety, and frustration
Community and stakeholder engagement (p62, construction)	-	Medium	Construction activities and the time required for landholders to engage with the project may increase requirements for property management and reduce property productivity
Health and community wellbeing (p62, construction)	-	Low	Construction may reduce the amenity and privacy of landholders
Health and community wellbeing (p63, construction and operation)	+	Medium	Construction and operation would result in an increase in economic output and real income
Health and community wellbeing (p63, construction) (p68, operation)	+ +	Low Negligible	Construction and operation would increase the availability of local and regional employment opportunities
Health and community wellbeing (p63, construction) (p69, operation)	+ +	Low Negligible	Construction and operation would increase the availability of local and regional business opportunities
Housing and accommodation (p63, construction)	+	Low	Increased business opportunities for short-term accommodation providers
Housing and accommodation (p63, construction)	-	Negligible	The use of short-term accommodation by the project may displace other users

Social impact category (SIA page, phase)	+ve / -ve	SIA unmitigated risk rating	SIA description
Health and community wellbeing (p64, construction)	-	Medium	Construction vehicles presence on the road network may result in a perceived decrease in road safety
Health and community wellbeing (p64, construction)	-	Low	Workforce presence in communities may result in a decrease in perceived safety
Health and community wellbeing (p65, construction)	-	Low	Use of health and emergency services may compromise capacity to service the existing community
Workforce management (p66, construction)	-	High	Use of non-residential workforce practices may reduce wellbeing for the workforce
Health and community wellbeing (p66, construction) (p69, operation)	- -	Negligible Negligible	Establishment may reduce the community use and enjoyment of nearby recreational areas
Community and stakeholder engagement (p67, construction) (p69, operation)	- -	Low Negligible	Workforce requirements may contribute to a cumulative demand for labour
Health and community wellbeing (p68, operation)	-	Medium	The project's establishment may restrict landholder activities within the easement and may increase the cost of property operation and maintenance
Health and community wellbeing (p68, operation)	-	Low	Establishment and operational activities may reduce the amenity and privacy of landholders

Impacts raised as significant during additional consultation

The following social impacts were raised during consultation with the Flinders Shire on the Hughenden workforce accommodation and facilities in 2023 and included in the Flinders Shire CSEP Implementation Plan (Appendix 4). The report notes Flinders Shire Council and CopperString 2032 project representatives meet fortnightly. These forums will act as a mechanism through which social impacts can be discussed and management measures agreed.

Council elections in March 2024 led to a change in the composition of the Council. Consequently, more time is required to work with the new Council to agree on specific initiatives that will form part of this SIMP. Some of the issues listed in Table 5 have been addressed by the plan to date and others are the subject of ongoing discussions with Council. This is particularly true for legacy projects that will be delivered as part of the CopperString 2032 project (see Section 6).

Table 5: Additional social impacts raised

Topic	Social impact	+ve/ -ve	Social impact category
Environment and biosecurity	<p>Environmental impacts may include:</p> <ul style="list-style-type: none"> <i>Noise and vibration</i> – construction noise may lead to stress, sleep disturbance and reduced wellbeing for nearby residents <i>Air quality</i> – reduced air quality (dust / ground disturbance) may impact health, particularly to those suffering from respiratory issues including asthma <i>Environmental management and biosecurity measures</i> – restrict access across landholdings and impact local economic activity and productivity. Additionally, measures may also impede access to essential services. These measures also have the potential to impact First Nations cultural practices 	-	<p>Communication and Stakeholder Engagement Plan (Section 5.1)</p> <p>Health and Community Wellbeing (Section 5.4)</p>
Road upgrades and traffic impacts	Improvements to the Flinders Highway as part of the project will facilitate more vehicle movements and larger loads into the region	+	Health and Community Wellbeing (Section 5.4)
Waste	Construction and operation of the Hughenden WAF and transmission line could place pressures on local waste facilities and impact the environment if construction waste is not dealt with responsibly	-	<p>Communication and Stakeholder Engagement Plan (Section 5.1)</p> <p>Health and Community Wellbeing (Section 5.4)</p>
Water	Increased water usage may contribute to community concerns about long-term water security and impact future economic capacity of the region	-	<p>Communication and Stakeholder Engagement Plan (Section 5.1)</p> <p>Health and Community Wellbeing (Section 5.4)</p>
Legacy and community infrastructure	Enhanced community facilities, spaces, services and networks that benefit the community will improve essential services to residents but may also enhance positive community sentiment towards the CopperString 2032 project	+	<p>Health and Community Wellbeing (Section 5.4)</p> <p>Local Industry and Industry Participation (Section 5.5)</p>
Local (~125km) participation	Potential increase in economic prosperity of the Flinders Shire through procurement of local goods and services and use of local labour in construction of the Workforce Accommodation Facility near Hughenden and the transmission line and substation work within the Flinders Shire	+	<p>Communication and Stakeholder Engagement Plan (Section 5.1)</p> <p>Workforce Plan (Section 5.2)</p> <p>Local Industry and Industry Participation (Section 5.5)</p>
Indigenous participation	Potential increase in the economic prosperity of Aboriginal and Torres Strait Islander owned businesses in the Flinders Shire through procurement of goods and services	+	<p>Workforce Plan (Section 5.2)</p> <p>Local Industry and Industry Participation (Section 5.5)</p>

Topic	Social impact	+ve/ -ve	Social impact category
Cultural Heritage	Opportunity to support and protect the culture and heritage of the Yirendali People through initiatives and support for cultural awareness and other cultural programs	+	Workforce Plan (Section 5.2) Health and Community Wellbeing (section 5.4) Local Industry and Industry Participation (Section 5.5)
Cumulative	<p>The increase in population and economic activity in the Flinders Shire from the project may result in cumulative impacts (both positive and negative) to the local community including:</p> <ul style="list-style-type: none"> multiple health and community wellbeing impacts due to ongoing major project activity which may also negatively impact community sentiment due to changes in community composition, negative impacts upon mental health for workforce and community engagement fatigue from long-term project presence potential impacts on community health and wellbeing including Aboriginal and Torres Strait Islander people impacts to social service provision and infrastructure - health and emergency services, education, community support services competition for labour and skills competing demand and capacity strain for goods, services and materials perceptions of safety and security in the community with increased population (non-resident workers) changes to cost of living brought about by demand for goods and services increased demand for short-term accommodation impacts to visitors and tourism due to higher costs and limited accommodation impacts may be further exacerbated by additional infrastructure projects in the region facilitated by CopperString 2032 activity (i.e. REZ and new mine sites) 	-	<p>Communication and Stakeholder Engagement (Section 5.1)</p> <p>Workforce Plan (Section 5.2)</p> <p>Housing and Accommodation (Section 5.3)</p> <p>Health and Community Wellbeing (section 5.4)</p> <p>Local business and Industry Participation (Section 5.5)</p>

Identification and management of social impacts

Key activities and potential social impacts from the project, and the measures to manage those impacts, have been grouped by the SIA Guideline themes in the following sub-sections of this document:

- 5.(1). Community and stakeholder engagement
- 5.(2). Workforce management
- 5.(3). Housing and accommodation
- 5.(4). Local business and industry procurement
- 5.(5). Health and community wellbeing

The community and stakeholder engagement section 5.(1) of this SIMP:

- outlines the project-wide engagement approach

- summarises key aspects of the Communication and Stakeholder Engagement Plan (Appendix 3) and the Flinders Shire CSEP Implementation Plan (Appendix 4)
- identifies key stakeholders and issues

Section 5.(1) acts as an umbrella to the other components of the SIMP in sections 5.(2), 5.(3), 5(4) and 5.(5) in its detailing of the methods for engagement and management of social impacts.

For each of themes 5.(2) to 5.(5), the SIMP provides:

- **objective:** the guiding management objectives and activities that apply
- **summary of social impacts:** a summary of changes that may occur because of the key activities of the project and the likely impact of these changes
- **management measures:** the measures to be used to ensure that the objectives are met
- **reporting and monitoring:** the procedures to be used to measure, monitor and report.

5.(1). Community and stakeholder engagement

The CopperString 2032 Communication and Stakeholder Engagement Plan (CSEP, Appendix 3 to this SIMP) sets the benchmark for project-wide communication and engagement. The Flinders Shire CSEP Implementation Plan (Appendix 4 to this SIMP) outlines how the CSEP will be applied to communication and engagement within the Flinders Shire local government area.

The CSEP will be applied in concert with related project management plans including the CopperString 2032 Indigenous Participation Plan (IPP) and CopperString 2032 Local Economic Participation Plan (LEPP). These plans focus on the practical application of meaningful opportunities for Traditional Owners, Aboriginal and Torres Strait Islander people, local suppliers, and workers to participate in and benefit from the project.

The CSEP outlines how Powerlink will engage with communities and stakeholders impacted by CopperString 2032 and outlines measures for ongoing engagement that will take place throughout project construction and into the future.

Objectives

The objectives of the CSEP are to:

- ensure stakeholders are identified and their needs understood and managed
- ensure information about the project is shared and understood by those who are likely to be affected by the project or who have interest in the project
- ensure engagement and communication activities are transparent, equitable and accessible, and that there are adequate opportunities for stakeholders to comment or provide feedback on the project
- regularly demonstrate to stakeholders how feedback has been, and will be, considered
- demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect.
- record and report feedback received from stakeholders and ensure it is considered by Powerlink, particularly in relation to identifying impacts and measures to manage and/or mitigate those impacts.

Engagement principles

Powerlink's Stakeholder Engagement Framework guides our interactions with individuals and organisations and ensures our communication and engagement is effective and meaningful. The purpose of Powerlink's Stakeholder Engagement Framework is to enhance the way we interact and engage with our stakeholders to maintain our social licence to operate and deliver on our vision to connect Queenslanders to a world-class energy future.

CopperString 2032 abides by Powerlink's five principles for effective stakeholder engagement:

1. we will be honest and act with integrity at all times
2. we will share information on matters that are important to stakeholders
3. we will respond to stakeholders in a timely way
4. we will monitor and report on our performance and matters of importance to stakeholders
5. we will engage with stakeholders to understand, consider and respond on matters of importance to them and seek mutually beneficial outcomes.

The Stakeholder Engagement Framework is supported by Powerlink's Customer Service Charter and Community Engagement Strategy, both of which confirm our commitment to customers, stakeholders and the communities we work in.

The project will continue to proactively engage with communities and stakeholders in the planning, construction and operation phases of the project on the issues outlined in Table 6.

To further support continuous improvement, a project close-out session will be held with relevant members of the project team and delivery partners on completion of project construction.

The purpose of this session will be to explore what worked well and opportunities for improvement to further refine Powerlink's communication and engagement approach, particularly in the delivery of major projects that support Queensland's energy future.

Summary of existing social environment

Table 6 sets out the stakeholder groups for the project and maps their primary interests in the project. The details in this section are derived from Table 4 of the Flinders Shire CSEP Implementation Plan (Appendix 4).

Table 6: Community and stakeholder engagement: stakeholder profiles

Stakeholder group	Stakeholder	Primary interests
Queensland Government departments and agencies	Queensland Government and subsidiary agencies including: <ul style="list-style-type: none"> Department of Agriculture and Fisheries Department of Energy and Climate Department of Premier & Cabinet Department of Resources Department of State Development and Infrastructure Department of Transport & Main Roads Ergon Energy Queensland Ambulance Service Queensland Department of Environment, Science and Innovation Queensland Department of Housing, Local Government, Planning and Public Works Manufacturing Skills Queensland Queensland Department of Regional Development, Manufacturing and Water Queensland Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts Queensland Fire & Rescue Service Queensland Health – Hughenden Multipurpose Health Service Queensland Police Service Queensland Rail 	<ul style="list-style-type: none"> Legislation Indigenous participation Employment and business opportunities Water security Regional development Environmental matters Planning and public works Impacts to utilities, roads and rail infrastructure Community health and wellbeing Impacts on health and emergency services Safety Construction and operational impacts
Australian Government departments and agencies	<ul style="list-style-type: none"> Department of Employment and Workplace Relations National Indigenous Australians Agency Workforce Australia 	<ul style="list-style-type: none"> Legislation implementation Indigenous participation Employment and business opportunities
Regulatory Authorities	<ul style="list-style-type: none"> Department of Climate Change, Energy the Environment and Water (DCCEEW) Office of the Coordinator-General Queensland Department of Housing, Local Government, Planning and Public Works 	<ul style="list-style-type: none"> Environmental approvals Statutory approval compliance Implementation of SIMP and CSEP Ministerial Infrastructure Designation (MID) process

Stakeholder group	Stakeholder	Primary interests
State and Federal elected representatives	<ul style="list-style-type: none"> The Hon Robbie Katter, Member for Traeger (State) The Hon Bob Katter, Member for Kennedy (Federal) 	<ul style="list-style-type: none"> Portfolio and constituent impacts and opportunities Potential escalation point for landholders, community members and other key stakeholders
Local government	<ul style="list-style-type: none"> Flinders Shire Mayor Flinders Shire Councillors and CEO Flinders Shire Council operational representatives and support services Western Queensland Alliance of Councils North West Queensland Regional Organisation of Councils 	<ul style="list-style-type: none"> Legacy infrastructure Community investment Local supply chain and industry participation Biosecurity Water Jobs and economic development Sewerage Impacts to utilities Local roads – impacts and upgrades
Local industry groups	<ul style="list-style-type: none"> Hughenden Chamber of Commerce 	<ul style="list-style-type: none"> Local business and supply chain involvement Capability and capacity building Sustainable economic development
First Nations groups	<ul style="list-style-type: none"> Yirendali People 	<ul style="list-style-type: none"> Indigenous participation Economic benefits Cultural Heritage Native Title Environmental impacts on Country Genuine pathway into project
Local businesses, supply chain and job seekers, including Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> Registered local businesses (project supplier register, Industry Capability Network) Local businesses who have not yet registered All job seekers 	<ul style="list-style-type: none"> Skills development Supply chain development Jobs Labour draw impacts Sustainable economic development

Stakeholder group	Stakeholder	Primary interests
Industry, service providers and advocacy bodies	<ul style="list-style-type: none"> ▪ Mount Isa to Townsville Economic Zone (MITEZ) ▪ Townsville Enterprise Limited (TEL) ▪ Northern Renewables Coordination Group (NRCG) ▪ CopperString 2032 Regional Reference Group (RRG) ▪ Regional Development Australia Townsville and North West Queensland ▪ RSL Queensland ▪ Townsville Multicultural Support Group ▪ Energy Skills Queensland ▪ HOME Pty Ltd (formerly Jangga Operations) ▪ Aurizon ▪ HIPCo ▪ Windlab ▪ Telstra ▪ Queensland Capacity Network 	<ul style="list-style-type: none"> ▪ Regional environmental impacts and issues ▪ Renewable energy supply ▪ Local business and supply chain involvement ▪ Cumulative impacts ▪ Liveability ▪ Capability and capacity building ▪ Sustainable economic development ▪ Impacts to and opportunities for enhanced telecommunications
Directly impacted landholders	<ul style="list-style-type: none"> ▪ Landholders immediately impacted by the project 	<ul style="list-style-type: none"> ▪ Land access ▪ Local roads impacts ▪ Compensation ▪ Acquisition ▪ Visual amenity ▪ Transmission infrastructure impacts ▪ Construction impacts ▪ Operational impacts

Stakeholder group	Stakeholder	Primary interests
Local schools and community groups	<ul style="list-style-type: none"> ▪ Cameron Downs State School ▪ Flinders Discovery Centre ▪ Hughenden Bowls Club ▪ Hughenden Hammerheads Swim Club ▪ Hughenden Jockey Club ▪ Hughenden Kindergarten and Early Childhood Centre ▪ Hughenden Netball Association ▪ Hughenden Post Office ▪ Hughenden Railway Social Club ▪ Hughenden Rugby Sevens ▪ Hughenden Show Society ▪ Hughenden State School ▪ Hughenden Touch Club Inc. ▪ Northwest Equestrian Group ▪ Oakley Amateur Picnic Race Club ▪ Prairie Jockey Club ▪ Prairie State School ▪ Prospect Community Services ▪ Rural Fire Service ▪ Sporting Shooters Association of Australia Hughenden Branch ▪ St Francis Catholic School Hughenden ▪ Stamford Jockey Club ▪ Stamford Sports Club ▪ Torrens Creek Golf Club 	<ul style="list-style-type: none"> ▪ Community benefits ▪ Sponsorships and partnerships
Adjacent landholders and residents		<ul style="list-style-type: none"> ▪ Local roads impacts ▪ Visual amenity ▪ Construction impacts ▪ Operational impacts
Broader community and all other stakeholders	<ul style="list-style-type: none"> ▪ Local hotels and caravan park ▪ Flinders Discovery Centre ▪ All residents in the communities across the Flinders Shire 	<ul style="list-style-type: none"> ▪ Opportunities for project participation and feedback ▪ Sponsorships and partnerships ▪ Construction impacts ▪ Operational impacts

Summary of impacts

The project maintains a comprehensive risk register administered by the project controls team. The communication and engagement impacts associated with the project are summarised in Table 7 (source: CSEP Table 13). The table also identifies proposed mitigation measures to support overall project delivery and CSEP objectives.

Table 7: Community and stakeholder engagement: summary of impacts

Impact	Risks	Proposed mitigation
Community and stakeholder discontent about project staging and perceived delay in regional benefits	Reputational damage Negative media coverage Direct pressure on government	<ul style="list-style-type: none"> Proactive, no surprises approach to communication and engagement through thorough planning and timely delivery of activities that meet the needs of communities and key stakeholders Transparent and consistent messaging for project staging rationale shared across all communication platforms and interactions with the project team Communication and engagement that establishes relationships and builds trust
Project Impacts on landholders and communities	Landholder and community discontent Loss of social licence Reputational damage	<ul style="list-style-type: none"> Engage early and often and maintain open lines of communication Undertake regular briefings and establish strong relationships with impacted landholders through dedicated Landholder Relations representatives Promote mechanisms for project information and how to speak with and provide feedback to the project team
Lack of real or perceived project benefits, including discrepancies between communities	Reputational damage Community outrage Loss of social licence	<ul style="list-style-type: none"> Benefits and legacy items tailored to communities and stakeholders Implementation and broad promotion of the CopperString 2032 Community Grants Program
Engagement fatigue, apathy and loss of experience	Negative sentiment Project opposition Loss of social licence	<ul style="list-style-type: none"> Build alliances and relationships with key stakeholders and communities Apply genuine and transparent communication and engagement through a wide range of tools and tactics to target different audiences
Criticism about lack of opportunities for local involvement and disagreement about what constitutes 'local'	Negative sentiment Project opposition Loss of social licence Direct pressure on government	<ul style="list-style-type: none"> Clear and consistent communication and engagement about definitions and targets supported by legislative requirements Supporting local supply chain through on-ground capacity and capability building activities
Project cost increases or time delays	Reputational damage Negative sentiment Direct pressure on government	<ul style="list-style-type: none"> Robust planning with timely engagement with government stakeholders Transparent and genuine communication and engagement
Lack of awareness of Powerlink and its role as a Government Owned Corporation	Negative sentiment	<ul style="list-style-type: none"> Clear and consistent messaging Early and ongoing communication and engagement Relationship-building through regular on ground engagement activities
Confusion about Powerlink's role in project delivery and interface with delivery partners	Reputational damage Negative sentiment	<ul style="list-style-type: none"> Maintain open channels of communication Early mobilisation of key roles Ensure robust handover approach as required

Impact	Risks	Proposed mitigation
Adverse media reporting	Reputational damage Negative sentiment	<ul style="list-style-type: none"> Establish positive working relationships with local media Contribute to positive media coverage Promote project benefits Ensure project team and contractors are aware of media protocols regarding project communication Identify designated spokespeople
Community and key stakeholder dissatisfaction with project responsiveness	Reputational damage Negative sentiment	<ul style="list-style-type: none"> Establish sound lines of communication within project team Consistent and timely processes to capture and respond to enquiries and complaints, and escalate issues and risks Induct team members with regard to roles and responsibilities Accessible project team Digital and community-based information sharing and engagement

Activity-specific issues and risks are identified, and mitigations proposed, in the Flinders Shire CSEP Implementation Plan. Table 8 (source: Flinders Shire CSEP Implementation Plan Table 1 and Table 2, Appendix 4) outlines feedback received from Flinders Shire Council representatives.

Table 8: Flinders Shire Council and Yirendali People feedback and actions

Theme	What we heard	Our commitments
Water and wastewater	<ul style="list-style-type: none"> Council's water security project (Hughenden Offstream Water Storage) is 50% funded by the Queensland Government, with Australian Government support to be confirmed. Water security and wastewater connections are of concern to Council. 	<ul style="list-style-type: none"> We will consider applications made by Council regarding contributions to the water security project should Australian Government support not be forthcoming. We will work with Council to discuss water and wastewater connections for proposed housing development.
Road upgrades and traffic impacts	<ul style="list-style-type: none"> Council would like the condition of the Flinders Highway to be improved to enable higher vehicle movements and larger loads into the region. Council recommended the sealed road into the proposed WAF be via Flinders Highway and Type 3 Road Train compliant. 	<ul style="list-style-type: none"> We are working closely with the Department of State Development and Infrastructure, and regularly briefing a Queensland Government agency forum including the Department of Transport and Main Roads, Queensland Rail, and representatives from emergency services, health, training and education on project development, timing and likely needs. We will seal the access road to and beyond the WAF to connect to the existing local road network at McLay Street.

Theme	What we heard	Our commitments
Legacy and community infrastructure	<ul style="list-style-type: none"> ▪ Council has a strong view on the project leaving a positive legacy – i.e. community investment, sustainable housing for growth. ▪ Council has identified the following community infrastructure opportunities as part of their master-planning – lake upgrades including a new water park, play areas, BBQ facilities, Hughenden memorial pool, aerodrome capacity. ▪ A key priority for Council is population retention and growth, including establishing access to tertiary education through a Country Universities Centre (CUC) in Hughenden. ▪ Biosecurity is critical to the region. ▪ Telecommunications capacity improvements are needed. ▪ The capacity of Hughenden waste facility needs to be improved. 	<ul style="list-style-type: none"> ▪ We are working with Council representatives to understand what's important from a legacy perspective. Through ongoing engagement, Council will have the opportunity to identify, discuss and progress community infrastructure legacy opportunities. ▪ We will work with Council to provide project information which will support business cases or funding applications to other government departments with the aim of supporting community infrastructure and broader community benefit outcomes. ▪ We are exploring opportunities for semi-permanent housing to be built in Hughenden for key Powerlink project staff that can be transitioned from the project to the community. ▪ We will develop a list of potential community investment opportunities which align with Council priorities. These will be reviewed and progressed with consideration given to joint contributions from other proponents in the renewable energy space. ▪ We are looking into how we might support Council in their proposal for a CUC based on Powerlink's support of CUC establishment in other regions. ▪ In addition to washdown facilities and biosecurity measures being incorporated into the design of the WAF, we will consider legacy infrastructure of this nature. ▪ We will support improved community and economic outcomes through the staged delivery of the SuperGrid Telecommunications Program alongside Queensland Capacity Network. ▪ We will continue to discuss supporting Council's aspirations to improve the capacity of the Hughenden waste facility. ▪ We will explore opportunities for partial retention of the workforce accommodation and facilities for future Council/community use.

Theme	What we heard	Our commitments
Local participation	<ul style="list-style-type: none"> ▪ Council has the capability and capacity to deliver work in the region. This includes works related to road construction and maintenance, concrete works, concrete supply, water and wastewater truck infrastructure and services, as well as ongoing inspection and maintenance services. ▪ Council advised that while the community are aware of and have little concern about workforce accommodation, they want to know how the project will support small business throughout the project. ▪ Small businesses are feeling 'sized-out' of the procurement process and felt overwhelmed by the process and language used. 	<ul style="list-style-type: none"> ▪ We are likely to engage Council and its local supplier panel to undertake local civil works and road upgrades following a request for proposal to respond to the project's initial package of works. ▪ We are working with the UGL CPB Contractors Joint Venture to break down packages into smaller components suitable for local involvement. ▪ We have hosted additional information sessions and opportunities for businesses to register their interest in recent months that build on the project's local and Indigenous supplier roadshow in late 2023. ▪ We will engage with local and Indigenous businesses and clearly communicate opportunities for involvement. ▪ We will support supplier capability and capacity building in Flinders Shire through the project's supplier development program which aims to prepare suppliers for CopperString 2032 and future procurement opportunities in the region. ▪ We will work with Council to facilitate information sharing and inclusive activities. ▪ We will support local supply chain information sharing and participation as an active member of the Hughenden Chamber of Commerce.
Relocation of workforce accommodation site	<ul style="list-style-type: none"> ▪ Council supports a new location for Hughenden workforce accommodation and identified alternative sites which mitigate issues of potential flooding and increased workforce size. 	<ul style="list-style-type: none"> ▪ We will continue to consult with Council, landholders and other key stakeholders on site options, opportunities, and constraints.
Indigenous participation	<ul style="list-style-type: none"> ▪ Council expressed the need for the project to support First Nations benefits. ▪ While Yirendali support the concept of the project's Indigenous Participation Plan, it has little relevance due to their lack of presence in the area. 	<ul style="list-style-type: none"> ▪ We are engaging directly with Traditional Owner group, the Yirendali People. ▪ We have developed an Indigenous Participation Plan which seeks to drive positive outcomes and ensure opportunities for involvement in CopperString 2032 are maximised. ▪ We will work with our Construction Contractor to support increased job and supply opportunities for Indigenous jobseekers and businesses. ▪ We will continue to work with Yirendali representatives to create meaningful opportunities for participation and determine legacy outcomes. This includes the delivery of face-to-face cultural awareness training with key project personnel and inductions for our broader Hughenden-based workforce.

Theme	What we heard	Our commitments
Community and landholder engagement	<ul style="list-style-type: none"> Council advised a personal approach to communication and engagement is well-received in Hughenden and surrounds. Information needs to be accessible and easy to understand. 	<ul style="list-style-type: none"> We will letterbox drop information and undertake 1:1 engagement as required with landholders and residents impacted by Hughenden WAF and other project infrastructure. We will share information on project activities and opportunities for involvement in advance through established and trusted mechanisms such as the Flinders Post and community Facebook groups. We will continue to host community drop-in information sessions in Hughenden to share project information and answer questions. We installed a temporary static display at the Flinders Shire Public Library to ensure the community and other key stakeholders have convenient access to project information during the project's application for change public consultation period.
Indigenous legacy and cultural heritage	<ul style="list-style-type: none"> Yirendali have no presence on Country, with the closest representative based in Mount Isa and the majority displaced to Cherbourg. This creates a strain on resourcing cultural heritage activities. Yirendali want to establish an economic and cultural presence on Country through the construction of a Yirendali Cultural Centre and other ventures. 	<ul style="list-style-type: none"> We will consider all opportunities to support the legacy aims of the Yirendali People, including the establishment of a cultural heritage artefacts storage area to safely store materials for viewing and processing, and the development of a Yirendali language book. We will work with the Yirendali People to put forward Yirendali place names for relevant project infrastructure, such as the Flinders Substation.

Management measures

The Key Performance Indicators (KPIs) outlined in Table 9 will be used to measure the project's engagement activities.

Table 9: Community and stakeholder engagement: management measures

KPI	Measurement	Timing
Landholders, Traditional Owners and other stakeholder acceptance of and satisfaction with the project	<ul style="list-style-type: none"> Direct feedback provided during all phases of project delivery. 	Ongoing
Complaints are managed and responded to in a timely and effective manner (per Powerlink's defined processes)	<ul style="list-style-type: none"> All complainants are contacted within one business day of the complaint being received to acknowledge the complaint and advise them of an estimated date of resolution and completion. 	Ongoing
Legal challenges are managed and responded to in a timely and effective manner	<ul style="list-style-type: none"> Monitor any legal issues related to the project, taking advice from the Powerlink legal team regarding process and next steps. 	Ongoing
Landholders and other stakeholders are informed about project developments and impacts	<ul style="list-style-type: none"> Number of phone calls and face-to-face meetings held. Number of enquiries and/or complaints received. Number of communication tools issued, e.g. newsletters, community notices, newspaper advertisements. 	Ongoing

KPI	Measurement	Timing
	<ul style="list-style-type: none"> Website updated with key information in a timely manner. 	
Media enquiries are effectively managed in a timely manner	<ul style="list-style-type: none"> Any media enquiries are responded to the same day or before advised deadline. 	Within deadline or same day
Neutral/positive traditional and social media coverage	<ul style="list-style-type: none"> Media monitoring. 	Ongoing
Management of non-media issues	<ul style="list-style-type: none"> Issues are proactively identified and action taken as appropriate. 	Ongoing
Effective engagement with landholders and other stakeholders does not result in significant delays to project delivery	<ul style="list-style-type: none"> Project milestones are reached on time with any significant delays stemming from factors other than deficiencies in Powerlink's engagement approach. 	Ongoing

Initiatives, policies and programs

The project has developed an action plan to guide engagement activities throughout the development, construction and operation of the project. The plan is based on current knowledge but will be adapted as new information comes to hand or circumstances change. Table 10 outlines these initiatives.

Table 10: Community and stakeholder engagement: initiatives

Initiative	Responsibility	Stakeholder groups	Timeframe
Establish project webpage and feedback channels to facilitate broad information sharing and two-way communication	Communication & Stakeholder Relations	All	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Engage with impacted and adjacent landholders and monitor impacts	Landholder Relations	Landholders	Pre-construction (including early works) Construction Operations
Engage with local and Aboriginal and Torres Strait Islander business community and job seekers to support opportunities for involvement	Communication & Stakeholder Relations Indigenous Partnerships	Local businesses, supply chain and job seekers	Pre-construction (including early works) Construction Operations
Establish and maintain respectful and transparent relationship with Yirendali People	Indigenous Partnerships Communication & Stakeholder Relations	Traditional Owners	Pre-construction (including early works) Construction Operations
Establish and maintain strong working relationship with Flinders Shire Council throughout project delivery to manage impacts and leverage opportunities.	Government Relations Communication & Stakeholder Relations	Flinders Shire Council	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Establish and maintain strong working relationships with regulatory bodies, government departments and agencies and elected representatives for two-way information sharing and collaboration	Government Relations Communication & Stakeholder Relations	Queensland Government departments and agencies Regulatory authorities Elected representatives	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Establish and maintain strong working relationships with industry and advocacy bodies	Communication & Stakeholder Relations	Industry and advocacy bodies	Pre-construction (including early works) Construction Operations Decommissioning (legacy)

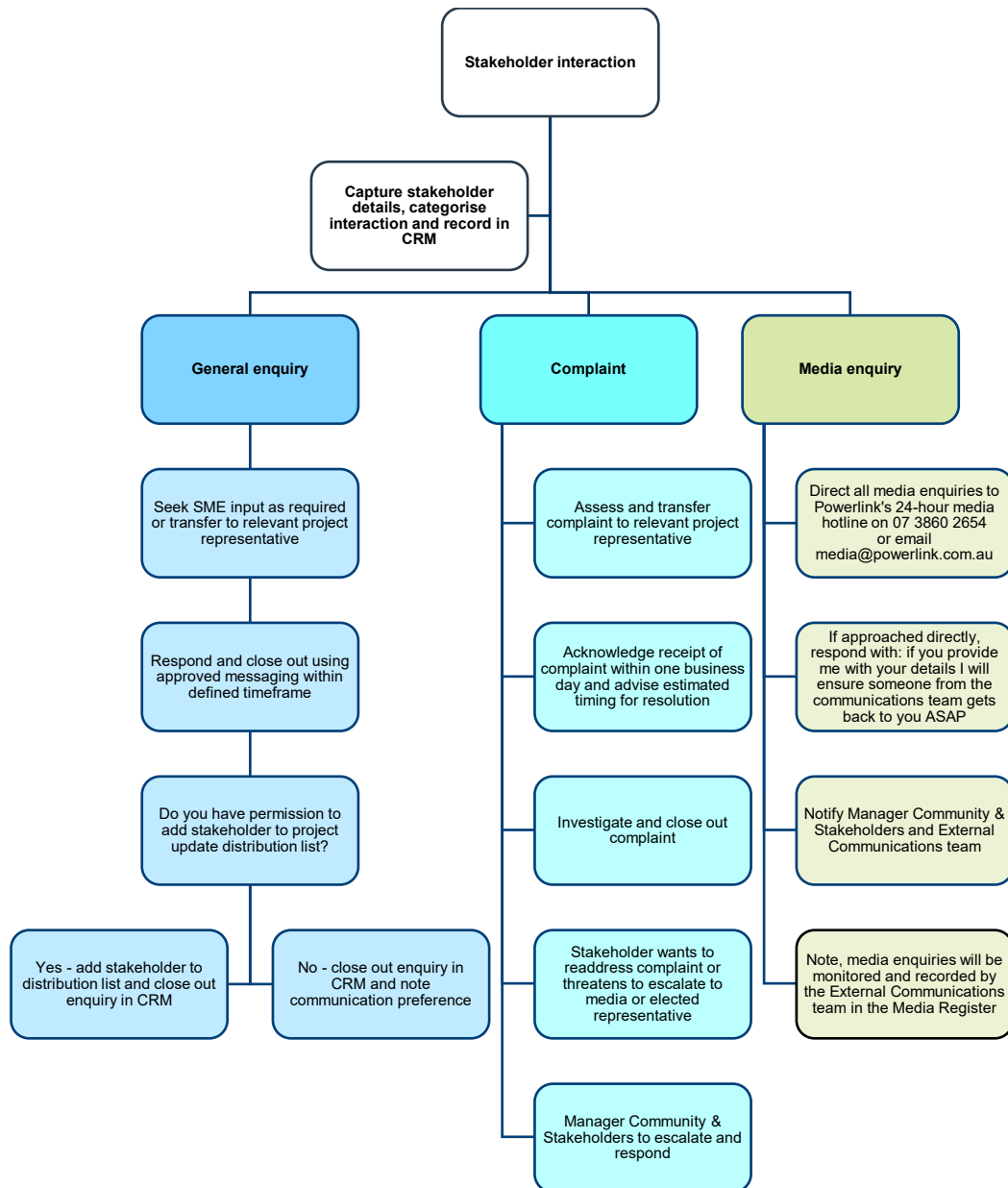
Initiative	Responsibility	Stakeholder groups	Timeframe
Facilitate regular and inclusive communication and engagement with local communities, including forums for discussion	Community & Stakeholder Relations Landholder Relations Community Relations Construction Contractor	All	Pre-construction (including early works) Construction Operations
Apply established communication and engagement protocols and procedures including issues identification and management	Communication & Stakeholder Relations Landholder Relations Government Relations Indigenous Partnerships Construction Contractor	All	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Communicate changes to local access, roads, traffic conditions, stock routes and other environmental factors during construction and operations	Communication & Stakeholder Relations Landholder Relations Construction Contractor	All	Pre-construction (including early works) Construction Operations
Produce and share quarterly project updates to share information, milestones, impacts and opportunities with community and key stakeholders	Communication & Stakeholder Relations	All	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Engage with the community through CopperString 2032 Community Grants Program and investment approaches	Community Relations Communication & Stakeholder Relations	Local schools and community groups Broader community	Pre-construction (including early works) Construction Operations Decommissioning (legacy)
Manage community complaints effectively through a proactive, responsive and consistent approach to identifying and handling complaints	Communication & Stakeholder Relations Landholder Relations Community Relations Construction Contractor	All	Pre-construction (including early works) Construction Operations Decommissioning (legacy)

Complaints management process

A proactive, responsive, and consistent approach to identifying and handling enquiries and complaints is critical to managing project issues and risks. A project-wide database of approved key messages will be used to support this approach.

While responses to enquiries and reporting of those responses are the responsibility of the relevant team, the project communication and engagement team will triage enquiries and complaints according to Figure 6.

Figure 6: Community and stakeholder engagement: enquiries and complaints management



Community consultation registers

The project's communication protocols dictate a stringent record-keeping process for all community and stakeholder interactions including enquiries and complaints.

As a GOC, Powerlink is required to comply with the *Public Records Act 2002 (Qld)* and has several policies, frameworks, and standards to support compliance with its legislative obligations. These include:

- Powerlink Information Management Framework
- Powerlink Records Management Standard
- Powerlink Data Management Standard
- Records Management Checklist
- Privacy Statement

All stakeholder interactions must be recorded in the Engagement+ CRM and reported in line with project requirements. Information recorded must include the stakeholder, issues raised, commitments made, actions required and status of the interaction.

Monitoring and reporting

Regular reporting, including a content overview and frequency, of the communication and stakeholder engagement activities is summarised in Table 11 (source: CSEP Table 14). Additional ad hoc reports will be run in line with project and broader Powerlink needs.

Table 11: Community and stakeholder engagement: monitoring and reporting

Report	Content summary	Frequency
Work in progress (WIP) activity report	Project communication and engagement team status report including activities underway and upcoming, as well as time and priority monitoring.	Weekly
Delivery Launch Package (DLP) tracker	Reporting to capture completed, ongoing and agreed activities as well as a three-month milestone lookahead for Stakeholder Engagement stream to monitor progress against DLP objectives.	Weekly
Enquiries, complaints and feedback report	Regular reporting on and tracking of community and key stakeholder interactions. Data shared with the project team to incorporate stakeholder feedback into project-specific impact mitigation strategies and compliance with KPIs.	Weekly
Commitments tracker	Record of expectations expressed by stakeholders and communities in relation to project delivery in their area. Expectations will be assessed by Powerlink and commitments recorded, tracked and communicated.	Weekly
Media register	Record of upcoming media activities and opportunities for Powerlink projects including indicative timing.	Weekly
Landholder reporting	Reporting on number of LAPs negotiated and Options Agreements in place, as well as the number of land access requests for site investigations and early works on landholder properties. This information will also be incorporated into CSEP Implementation Plans for each LGA.	Monthly
Media and social media analysis report	Summary prepared by Powerlink's External Communications team to report on project mentions, sentiment, issues and opportunities and monitor compliance with KPIs.	Monthly
Risk register	Review and analysis of existing/emerging issues/risks.	Monthly
Divisional report	Contribution to high-level report curated for the Powerlink executive.	Monthly
Project community sentiment surveys	The project will initially undertake two community sentiment surveys annually to gain insights into how stakeholders and community members perceive the project and our approach to comply with KPIs.	Biannually

Report	Content summary	Frequency
Stakeholder perceptions survey	Powerlink undertakes a perceptions survey amongst a range of stakeholders including government, landholders, and environmental groups each year. The results provide valuable insights into social license and reputation, key stakeholder issues and customer service.	Annually
Community sentiment research	Annual community research is undertaken to gauge sentiment about Powerlink and renewable development/transition.	Annually
Employee engagement survey	All employees are encouraged to participate in an annual engagement survey to help Powerlink understand what's working well and what can be improved, including actions to move forward.	Annually
Social Impact Management Report	Input into annual report to the Coordinator-General on the implementation and effectiveness of measures to manage the project's social impacts during each year of construction.	Annually

5.(2). Workforce management

The Workforce Management Plan outlines the proposed management and monitoring of the CopperString 2032 workforce. The plan is designed to address impacts of the project on the workforce, maximise future benefits from an increase in workers to the local community and mitigate against negative impacts the workforce presence may have on the local community.

Objectives

The objectives of workforce management for the project are to:

- maximise employment opportunities for local residents through training and education programs that deliver education and skills required to work on the project
- ensure workforce adhere to a code of conduct and manage behaviour appropriately
- support the mental health and wellbeing of the workforce through well designed accommodation facilities, access to telecommunications, Wi-Fi, broadband and increased understanding of mental health
- integrate workforce with the local community to support ongoing community cohesion.

Summary of existing social environment

Flinders Shire is predominantly a cattle grazing and wool growing area. The heavy reliance on the agricultural industry means fluctuations in the market conditions for beef, and seasonal climatic fluctuations have significant effects on the local economy.

There is potential for future employment opportunities associated with Flinders REZ, one of 12 REZs identified by Queensland Government. In addition, CopperString 2032 will connect the NWMP to the grid and grow job opportunities in the critical minerals industry.

The region has a growing tourism trade with visitors drawn to national parks and paleo (dinosaur) tourism. There are five small hotels catering for tourists and visiting professionals/trades in Hughenden as well as a caravan park and RV park to cater for tourists.

Flinders Shire has experienced unemployment rates that are lower than Queensland's average and attracting skilled workers and migrants to the area has historically been challenging.

A large influx of construction workers may impact perceptions of community safety and values of the community. CopperString 2032 plans to build a workforce accommodation facility just south of Hughenden on the Flinders Highway which will house non-resident workers on the project. It is being designed with reference to the *Economic Development Queensland Non-Resident Worker Accommodation Guidelines (2015)* to ensure accommodation supports the needs of the workforce with reference to mental health and wellbeing. In addition, codes of conduct and support for mental health for workers and programs to integrate non-residents workers into the town are expected to address any risk of a drop in community cohesion.

Table 12: Labour market statistics for Flinders Shire

LGA	Total population	Indigenous population %	Education level %	Labour force %	Labour by Industry %
Flinders Shire	1500	11.3%	Degree: 10.2% Diploma: 4.7% Certificate: 16.7% Year 12: 16.3%	Employed: 61.7% Full time: 70%	Beef cattle industry: 25.4% Other agriculture: 25.1% Public admin: 13.1% Construction: 7.3% Education: 6.3% Health: 6.3% Retail: 6.3%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

Summary of impacts

The project will generate largely positive social impacts for the community relating to workforce management. Powerlink and its Construction Contractor, the UGL CPB Contractors Joint Venture, are committed to prioritising local employment and skills training for local people. This will provide opportunities for people within Flinders Shire who are currently not employed or who are underemployed to upskill and gain full time work, leading to added income within the region that will support local families and businesses. The increase of people using Hughenden as a hub will have cascading benefits to local businesses and the development of more skills as local businesses expand to support the project.

A summary of impacts from the presence of the project workforce is set out in Table 13. An assessment of benefits and risks has been applied to impacts using the same risk assessment methodology that was used in the SIA. The risk matrix used to determine the pre- and post-managed impacts is included in Appendix 2.

Table 13: Workforce management: summary of impacts

Social change process	Social impact	Stakeholder group	Impact significance	
			Pre-managed	Post-managed
Change in supply and demand for labour due to new employment opportunities with CopperString 2032 within the Flinders Shire	Increase in number of workers within Flinders Shire using Hughenden as a hub.	Flinders community Flinders Shire Council	Medium	Low
	Increase in labour participation within Flinders Shire with opportunities for people who are currently unemployed.	Unemployed people and job seekers within the Flinders Shire Flinders Shire Council Under-represented groups including Indigenous people, women and young people	Low (+)	Medium (+)
Change in the availability and supply of skills within Flinders Shire	Opportunity for people with no previous experience to gain skills in construction.	Flinders community	Low (+)	Medium (+)
Change to worker wellbeing due to shift work, FIFO, feelings of isolation.	Increase in risks to mental health, safety and wellbeing of non-resident workers. Increased stress on families of FIFO workers indirectly contributing to family breakdown. Potential for increased burden on mental health services. Potential for anti-social behaviour.	Project workforce Health service in Flinders Shire Emergency services in Flinders Shire Families of project work force	Medium	Medium

Management measures

Powerlink has reviewed the social impacts associated with workforce management and has measures in place to ensure social impacts are managed well and that the project adds positively to the economy and wellbeing of the region.

Following local government elections in March 2024, the composition of Flinders Shire Council has changed. Work is underway to engage with the new Council to develop an agreed program of legacy projects for CopperString 2032. Initiatives that link specifically to workforce management are yet to be finalised.

Table 14 outlines the workforce management measures Powerlink has committed to as of June 2024 and intends to develop with key stakeholder involvement during the remainder of 2024.

Table 14: Workforce management: management measures

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in long-term employment opportunities including underrepresented groups such as women, Indigenous people and young people	Equal opportunity programs are applied	Women, Indigenous people and young people in Flinders Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	Powerlink People Policy
	Prioritise advertising available positions locally	Local community	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
	Liaise with Traditional Owner groups to identify and encourage potential applicants for project roles	Traditional owner groups Indigenous people	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan (Section 5.1)
	Job advertisements have clear statements of proponent's commitment to recruiting diverse and inclusive workforce	Women, Indigenous people and young people in Flinders Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	Powerlink People Policy CopperString 2032 Local Economic Participation Plan
	Ensure accessible, inclusive and culturally sensitive recruitment processes	Women, Indigenous people and young people in Flinders Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan (Section 5.1)
	Identify skill gaps and prioritise training for local people	Local community Hughenden State School Flinders Shire Council	Pre-construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
	Work with local and state agencies to upskill potential recruits	Flinders Shire Council Hughenden State School State agencies	Pre- Construction Construction	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in risk to mental health, safety and wellbeing of workforce including job stress associated with fatigue and isolation	Establish a Code of Conduct for all CopperString 2032 workers (resident and non-resident) that establishes behavioural expectations for interactions between workers and with the community	Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct
	Manage workforce health and safety through Health and Safety Systems including management of risks associated with drugs and alcohol	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan (Section 7.2)
	Fatigue management policy in place consistent with legislative requirements and Powerlink policies to manage worker fatigue	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan (Section 7.2) CopperString 2032 Joint Venture (UGL CPB) Accommodation Management Plan
	Expectations and standards for dealing with external parties and the broader community	Flinders community Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct Powerlink Land Access Protocol
	Mental health training for managers and supervisors	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan (Section 7.3) Powerlink Employee Assistance Program
	First aid facilities at work sites with first aid workers on every shift and trained paramedic at WAFs	Workforce	Construction Operations	Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Management Plan (Section 7.3)

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
	Provide emergency services (Police, Fire and Ambulance) in Hughenden advanced notice of workforce mobilisation and operational changes	Police, Fire and Ambulance services	Construction Operations	Powerlink Construction Contractor	Partnership with Police, Fire and Ambulance services CopperString 2032 Communication and Stakeholder Engagement Plan
	Promotion of Employee Assistance Program for workers and families of workers through information at work sites	Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Employee Assistance Program
Increased stresses associated with working environment	Ensure that workforce is given adequate support through: Mentoring programs Cultural awareness training for non-Indigenous workers	Indigenous community Workforce	Construction	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan (Section 7.3) Powerlink Employee Assistance Program CopperString 2032 Indigenous Participation Plan

Initiatives, policies and programs

Powerlink is committed to implementing initiatives, policies and programs that will ensure that they will achieve all their objectives. Some of the most significant of these are outlined below.

Powerlink Innovate Reconciliation Action Plan

Powerlink launched its second Reconciliation Action Plan (RAP) in February 2024. The Innovate RAP expresses Powerlink's vision and commitments to First Nations people. The vision is built upon respect, understanding and acknowledgement of the past allow the organisation to move forward with First Nations people toward a shared, equitable and inclusive future.

Powerlink aim to create a work culture and environment where the importance of First Nations cultures are valued and celebrated and all staff and partners feel safe to engage and thrive. Through its core business and key role in delivering the energy industry transformation, Powerlink will work to continue to develop mutually beneficial regional partnerships that will help maintain and protect Australia's oldest living culture and heritage, knowledge and connection, and deliver economic outcomes for First Nations people while caring for Country.

Powerlink's RAP provides a commitment to practical actions that build respectful relationships and create opportunities with First Nations people—inside and outside our organisation. The Powerlink RAP is committed to creating sustainable opportunities for First Nations people. Our organisation, we will foster a culturally and socially inclusive environment to enable equitable participation through access to employment opportunities, professional development and retention. We will continue to support improved economic outcomes through our supplier diversity and culturally appropriate community partnerships and engagement.

Local recruitment

Strategies to create opportunities for local workers to participate in the project are detailed in the CopperString 2032 LEPP including targets and activities.

Indigenous Participation Plan

The CopperString 2032 IPP seeks to ensure that all appropriate measures are taken to facilitate the equitable treatment of Indigenous workers and that steps are taken to support and retain Indigenous employees. The IPP takes a holistic approach and includes initiatives such as ensuring individuals are aware of job opportunities through local networks, project-wide cultural awareness training, individual mentoring programs, training and education programs, making procurement opportunities accessible to Indigenous owned businesses and providing them with support to increase business capabilities.

Equal opportunity policy

Powerlink's strategic objective of *Unleash Our Potential* to drive a high performance, future ready and culturally aligned workforce will be strengthened through a diverse workforce and an inclusive culture, where people feel psychologically safe to speak up without fear of repercussion. The project will leverage existing Powerlink practices and materials to establish a culture that values and promotes cultural and linguistic diversity, First Nations peoples, LGBTQIA+, People with Disability, Gender Diversity and Women in Leadership, along with any other identified population segment as deemed relevant.

Training initiatives

Powerlink has a suite of training initiatives designed to bolster the skills of prospective employees and businesses hoping to participate in CopperString 2032.

The project will provide apprenticeships and traineeships for local and Indigenous people as well as pre-employment training for job seekers in conjunction with state agencies and other relevant stakeholders. Powerlink will also facilitate job seeker access to participate in industry skills-based training that meets minimum entry-level requirements for construction and operational roles.

Powerlink is also committed to encouraging and supporting local people to access further education through cadetships and graduate intake programs, with particular focus in Indigenous workers.

The IPP includes training for Indigenous businesses on how to prequalify for tenders, how to gain supplier accreditation, training in health and safety systems and support to develop internal health and safety systems, as well as support for other business functions including environmental management, finance and administration.

Employee health and safety program

The Health, Safety and Wellbeing Management Plan (HSWMP) provides an overall outline for management of Health, Safety and Wellbeing (HSW) on CopperString 2032 and defines the minimum HSW requirements.

The purpose of this is to ensure:

- health and safety of individuals at the workplace
- health and safety of the public
- safe operation of plant and equipment
- compliance to all relevant legislation, standards and procedures, and other HSW obligations and targets.

Mates in Energy

Workers in the construction, mining and energy sectors are six times more likely to die from suicide than an accident at work.

Suicide seems to be a part of the reality of working in the construction, mining and energy industries. Work within the industry is highly transient with most workers employed on a project-by-project basis, for periods ranging from a few weeks to a few years, at best.

All Powerlink personnel are introduced to the Mates in Energy program. Mates in Energy is an industry-specific suicide intervention program to:

- connect workers to the best available help and support
- raise awareness of suicide as a preventable problem
- build stronger and more resilient workers
- partner with researchers to inform industry around best mental health practice.

Monitoring and reporting framework

Powerlink has developed a monitoring and reporting framework to ensure that the measures identified to manage the social impacts of the project workforce are delivered.

Table 15: Workforce management: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Existing equal opportunity programs are applied	Increased workforce diversity	Percentage of workforce from underrepresented groups	>15% of leadership positions across the project are filled by women 5% of the construction workforce across the project is Indigenous	Monthly	Powerlink	CopperString 2032 HSW performance data and statistics Annual Social Impact Management Report
Prioritise advertising available positions locally	Prioritisation of providing jobs to local residents	Percentage of workers from local area	12.5% of project workforce FTE across the project is from local area			Annual Social Impact Management Report
Liaise with Traditional Owner groups to identify and encourage potential applicants for project roles	Increased employment for Indigenous people	Percentage of Indigenous workers involved in the project	5% of the construction workforce across the project is Indigenous			Annual Social Impact Management Report
Job advertisements have clear statements of project's commitment to recruiting diverse and inclusive workforce	Increased employment for all under-represented groups	Number of job ads with appropriate inclusive statements included	100%	Every six months	Powerlink	Annual Social Impact Management Report
Ensure accessible, inclusive and culturally sensitive recruitment processes	Increased employment for under-represented groups	Powerlink Employee Engagement Survey	Increase in employment in under-represented groups	Six months	Powerlink	Annual Social Impact Management Report Biannual Indigenous Participation Plan review

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Work with local and state agencies to upskill potential recruits	Increase in skills of local workforce	Quarterly meeting with state and other relevant agencies	Four meetings held during year	Six months	Powerlink	Annual Social Impact Management Report
Establish a Code of Conduct for all CopperString 2032 workers (resident and non-resident) that establishes behavioural expectations for interactions between workers and with the community	No anti-social behaviour from workforce	Complaints	100% of complaints resolved to complainant satisfaction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report Powerlink Complaints Management Procedure
Manage workforce health and safety through Health and Safety Systems including management of risks associated with drugs and alcohol	Upholding Powerlink's zero tolerance for alcohol and drug intoxication on site	Drug and alcohol testing	Negative drug and alcohol results	Annual	Powerlink	CopperString 2032 HSW performance data and statistics Annual Social Impact Management Report
Fatigue management policy in place consistent with legislative requirements and Powerlink policies to manage worker fatigue	Mitigation of harmful effects of fatigue	Road-related incidents linked to fatigue	0 road related incidents	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report CopperString 2032 HSW performance data and statistics
Mental health training for managers and supervisors	Mental health support for workers	Delivery of planned wellbeing initiatives	95%	Quarterly	Powerlink	Annual Social Impact Management Report CopperString 2032 HSW performance data and statistics
First aid facilities at work sites with first aid trained workers on every shift	Safe workplace	Number of workers with first aid training	100% of field workers with first aid training	Quarterly	Powerlink Construction Contractor	CopperString 2032 HSW performance data and statistics Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Provide Police, Fire and Ambulance services in Flinders Shire advanced notice of workforce mobilisation and operational changes	Sufficient availability of emergency services to support Flinders Shire	Frequent communications with Police, Fire and Ambulance services	Quarterly meetings No issues identified	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report CopperString 2032 Communication and Stakeholder Engagement Plan
Promotion of Employee Assistance Program (EAP) for workers and families of workers through information at work sites	EAP accessible to all workers	EAP materials available on site and in worker induction pack	100% of workers know about EAP	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Cultural awareness training for non-Indigenous workers	Workforce is educated about Indigenous culture	Percentage of attending participants	100% of participants that attend, complete and pass training	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Mentoring program for Indigenous workers	Increased retention of Indigenous workers	Number of Indigenous workers undergoing mentorship	100% of Indigenous workers having a mentor	Six months	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review

5.(3). Housing and accommodation

The Housing and Accommodation Plan outlines the management and monitoring of potential social impacts associated with housing and accommodating the anticipated workforce during the construction and operation of CopperString 2032.

Objectives

The objectives of the Housing and Accommodation Plan are to:

- minimise the pressure on local housing availability through accommodation of the construction workforce in proposed WAF just south of Hughenden
- contribute to local civil infrastructure of the town to facilitate future town expansion and maximise the project's positive legacy.

Summary of existing social environment

Hughenden is the largest town in the Flinders Shire and serves the local area as the regional hub. There are 545 occupied dwellings in Hughenden. Most dwellings are standalone houses with 30 percent of dwellings rented. Housing stock in Hughenden has aged, with Council reporting very few private houses constructed in the Flinders Shire in the last decade due to relatively high costs of construction, few local housing contractors in the region, and low investment returns.

Table 16: Housing and accommodation statistics for Flinders Shire

LGA	Total dwellings	Dwelling type	Household composition	Tenure type
Flinders Shire	545	Separate house: 77.1% Semi-detached: 14.9% Flat/apartment: 0.6%	Family household: 62.2% Single person household: 34.4% Group household: 3.5%	Owned outright: 40% Owned with mortgage: 20.2% Rented: 30.5% Other: 6.1%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

There is little available housing or land for purchase or rent in Hughenden. Short-term accommodation is also at a premium particularly during the high tourist season from May to September. The lack of short-term accommodation is exacerbated by the need for accommodation for tradespeople and contractors to support Hughenden's role as a regional service centre.¹

There are five local hotel and motel accommodation providers in Hughenden, two caravan parks with a small number of cabins and powered camp sites, a small guesthouse and a small number of cottages to rent for short-term accommodation.

The creation of a separate accommodation facility for the first stage of the project near Hughenden in Flinders Shire is designed to minimise pressure on local housing and accommodation stock while contributing to the local community through legacy civil infrastructure. The involvement of local businesses in supplying skills and services to the project and increasing their supply chain capacity may lead to second order impacts on local accommodation. While housing shortages are not the responsibility of the project, Powerlink is committed to well-planned work and engagement with local authorities to ensure any second order impacts on housing and accommodation within the local community are well managed.

The project's planning and design phase is likely to create small, sporadic and short-term demand for accommodation in Hughenden, but this is expected to be minor and not adversely affect the ability of local accommodation to be utilised by other users, mainly tourists.

¹ Queensland Housing Strategy 2021-25 Local Housing Action Plan, Flinders Shire Council, Feb 2023.

The purpose-built WAF just south of Hughenden is designed to minimise the impact of an increased workforce on the town and its facilities during the construction phase. All workers and professional consultants associated with the project will be housed in the facility to ensure limited to no impact on the availability of short-term accommodation for residents or tourists.

The project has an operational phase that will require 30 workers to maintain the planned substation. The impact on accommodation and housing from the operational phase of the project is considered negligible because work crews will be permanently based out of Townsville.

Summary of impacts

The social impacts of the project on housing and accommodation in the Flinders Shire are summarised in Table 17. An assessment of impacts has been applied using the same methodology that was used in the Flinders SIA. The risk matrix used to determine the severity of the pre- and post-managed impacts is included in Appendix 2.

Table 17: Housing and accommodation: summary of impacts

Social change process	Social impact	Stakeholder group	Impact significance	
			Pre-managed	Post-managed
Change to supply and demand for housing within the Flinders Shire due to increase in non-resident workers on the project	Potential for temporary increase in rents due to increased demand for housing with no change to supply of housing	Workforce Renters in the Flinders community	Medium	Low
	Increased demand for quality housing from workers relocating to Hughenden to take up jobs related to CopperString 2032	Workforce Flinders community	Medium	Low
	Potential increase in returns for property owners who lease property or who own houses that are currently vacant	Property owners in Flinders Shire	Low (+)	Low (+)
	Decrease in availability of houses to rent or buy which might limit the options available to workers moving to the region for work on or related to the project	Workforce	Medium	Low
Change in demand for short-term accommodation from short-term contractors working on the project	Increased productivity of short-term accommodation providers with rooms likely to face high occupancy rates, leading to stable or increasing employment in accommodation and hospitality	Short-term accommodation providers in Flinders Shire	Low (+)	Low (+)
	Decreased availability of short-term accommodation options for visitors, tourists and other professionals coming to the Flinders Shire leading to lower number of visits	Tourists Flinders Shire Council	Medium	Low

Management measures

Measures have been developed to manage the social impacts of the project on housing and accommodation in the Flinders Shire. Much of the social impact will be addressed via construction of a purpose-built workforce accommodation facility to house all workers on the project. However, management measures including legacy initiatives are the subject of ongoing discussions with Flinders Shire Council following local government elections in March 2024 which led to a significant change in Council membership. It is expected that the project will deliver substantial legacy benefits to the community through provision of trunk water, sewerage, and electrical connections that can be leveraged for future residential expansion of the town. Discussions with the Flinders Shire Council Executive in early June 2024 also raised the potential for part of the workforce accommodation facility to be retained on project completion for use by Council in future, as well as the potential for the project to transfer to Council any semi-permanent dwellings constructed in town to house key Powerlink personnel, something not previously contemplated by the project. The specific timing and scope of legacy projects is currently being discussed and will be negotiated with Council over the coming months. Any changes will be reflected in this document.

Table 18: Housing and accommodation: management measures

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Potential for temporary increase in rents due to increased demand for housing with unchanged supply of housing options	Construction of Hughenden WAF is designed to accommodate up to 550 workers during peak construction Existing short-term accommodation capacity is considered sufficient for the construction of the Hughenden WAF which will utilise local labour for civil construction works	Flinders Shire Council Community renters	Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Increased demand for quality housing from workers relocating to Hughenden to take up jobs related to CopperString 2032	Construction of Hughenden WAF is designed to accommodate up to 550 workers during peak construction Trunk infrastructure for water, sewerage and waste services is being discussed with Council as a legacy of the project	Flinders Shire Council	Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Potential increase in returns for property owners who lease property or who own houses that are currently vacant	No management measure applicable	Property owners	-	-	-
Reduced availability of houses to rent or buy which might limit the options available to workers moving	Construction of Hughenden WAF is designed to accommodate up to 550 workers during peak construction	Flinders Shire Workforce	Pre-construction Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
to the region for work on the project or for its suppliers					
Increased productivity of short-term accommodation providers with rooms likely to face high occupancy rates, leading to stable or increasing employment in accommodation and hospitality	No management measure applicable	Short-term accommodation providers in Flinders Shire	-	-	-
Decreased availability of short-term accommodation options for visitors and tourists leading to lower number of visits to Flinders Shire	Ensure short-term contractors and consultants (i.e. non-permanent workers) engaged on the project are housed in the WAF	Short-term accommodation providers in Flinders Shire	Pre-construction Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Reduced availability, increased rental costs and suitable housing options may displace existing community members	Ensure that short-term contractors and consultants (i.e. non-permanent workers) engaged on the project are housed in the WAF	Flinders Shire Council Community	Pre-construction Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan

Initiatives, policies and programs

Powerlink has put in place several policies and programs to ensure the social impacts of housing and accommodation of project workforce will be minimised. Some of the most significant of these are outlined below.

Workforce accommodation

Construction of the WAF is proposed close to Hughenden. Powerlink and the UGL CPB Contractors Joint Venture are consulting with Flinders Shire Council representatives about the potential for trunk water and sewerage connections from town supplies to the WAF to be used by the Council for development of residential lots for future housing. The composition of the Council changed in March 2024 as a result of local government elections. Discussions with the new Council about use of trunk infrastructure are ongoing and yet to be finalised.

The Construction Contractor has developed the workforce accommodation plan for Hughenden. Like all workforce accommodation infrastructure for the project, the Hughenden WAF will be demountable unless alternative community and project benefits are identified prior to commencement, and they comply with the Coordinator-General's change report assessment of the WAF. The contractor has considerable experience in setting up WAFs of this type and has factored in the need for site offices, meeting rooms, first aid rooms, accommodation units, internet and Wi-Fi, mobile service boosters, access to streaming services, gym facilities, self-serve laundry, full serviced kitchen facilities and cleaning services.²

Workforce Accommodation Strategy Working Group

Powerlink recognise its responsibility to mitigate the impacts of our activities upon the communities within which we operate. This may be manifested through pressure upon existing housing and temporary accommodation markets. Powerlink have identified Workforce Accommodation as a Community and Delivery Services (CDS) Divisional Priority and are currently developing a scope and range of deliverables that will see the development of a workforce accommodation strategy to support requirements for project uplift, operational and maintenance activities with consideration to Enterprise Agreements, managing safety, cost effectiveness and cumulative impacts. Whilst this group currently an internal working group, there is scope for membership to be expanded to include local stakeholders as the project progresses.

Monitoring and reporting framework

The monitoring and reporting framework outlined in Table 19 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the CopperString 2032 project on housing and accommodation. Elements of the monitoring framework may change over time to ensure that the framework remains effective and adapts to new information and new circumstances that arise over the life of the project.

² Accommodation Management Plan, UGL CPB CopperString 2032 JV

Table 19: Housing and accommodation: monitoring and reporting framework

Management Measures	Desired Outcome	Monitoring Indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Construction of a new workforce accommodation facility outside of Hughenden is designed to accommodate up to 550 workers during the construction process.	Maintain current levels of available housing for local people	Workers accommodated in the WAF	100% of workers accommodated in the WAF	Annually during construction	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting
Ensure that short-term contractors and consultants (i.e. non-permanent workers) engaged on the project are housed in the WAF	Maintain existing levels of short-term accommodation options to support tourists and visitors to the area.	Short-term contractors and consultants accommodated in the WAF	100% of short-term contractors and consultants accommodated in the WAF	Annually during construction	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting
Trunk infrastructure for water, sewerage and waste services is being discussed with Council as a legacy of the project.	Project infrastructure built for the WAF can be leveraged for use by Council in future.	Legacy project	Legacy project agreed	Annual progress report	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting

5.(4). Health and community wellbeing

Powerlink's approach to health and community wellbeing for the CopperString 2032 project outlined, is designed to manage the social impact of the project on communities and stakeholders in the Flinders Shire resulting from the planning, construction and ongoing operation of the project.

The health and community wellbeing plan within this section is supported by a range of management plans and policies from both Powerlink and the UGL CPB Contractors Joint Venture.

Objectives

The objectives of the health and community wellbeing approach are to:

- contribute in a positive way to the community's health and wellbeing
- mitigate any negative impacts on communities by ensuring the project does not add pressure to key services including health, emergency services, environmental management and social infrastructure
- support the mental health and wellbeing of the workforce through well designed accommodation facilities, access to telecommunications, Wi-Fi, broadband, increased literacy of mental health and provision of support services.

Summary of existing social environment

Flinders Shire has a total land area of 41,200km². Hughenden is the largest township located within the Flinders Shire and lies 1,430km north-west of Brisbane and 380km west of Townsville. Hughenden has a population of approximately 1,500.³ Hughenden supports the smaller regional communities of Prairie, Torrens Creek and Stamford.

Table 20: Health and Community wellbeing statistics for Flinders Shire

LGA	Total population	% Aboriginal people	Weekly income	Average number of people per household	% of single person homes	Population age range
Flinders Shire	1500	11.3%	\$1,343	2.6	34.4%	People <15 yrs: 19.2% People >65 yrs: 21.4%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

Like many regional communities, Hughenden's population is aging. This means an increasing need for health and community services that are traditionally challenging to provide in regional and remote locations. An aging population also means a decline in the working-age population.

Flinders Shire has reported a median weekly income of \$1,343 which is 20% below the Queensland average.⁴ Rural areas of Flinders Shire were relatively better off with the lowest income households being concentrated within the town of Hughenden.

The Yirendali People have occupied the upper Flinders River area for approximately 11,000 years and are the Registered Aboriginal Party for Hughenden. There are very few Yirendali people who live in the Flinders Shire but descendants of the Yirendali live in Mount Isa, 500 km to the west of Hughenden. 11.3% of the local population identify as Aboriginal or Torres Strait Islander.⁵

The Flinders REZ has the potential to diversify the local economy away from farming towards renewables and bring with it a younger demographic of workers. CopperString 2032 will also connect the North West

³ Queensland Housing Strategy 2021-2025, Local Housing Action Plan, Flinders Shire Council, Feb 2023

⁴ [Australian Bureau of Statistics 2021 census data, Flinders LGA](#)

⁵ [Australian Bureau of Statistics 2021 census data, Flinders LGA](#)

Minerals Province to the National Electricity Market which is forecast to increase critical minerals industry opportunities in the region and may also contribute to an influx of younger workers.

Health

The Hughenden Multipurpose Health Service is part of the North Queensland Primary Health Network. The service provides general and visiting health care services to residents, but major and complex health incidents are referred to larger hospitals with greater resources. People requiring higher levels of general or specialist care are referred to secondary or tertiary health services in Mount Isa or Townsville.

Emergency services

Hughenden hosts local police, ambulance and fire emergency services.

Crime rates

During consultation on the EIS, Hughenden residents noted relatively low rates of crime and generally reported feeling safe in their community.⁶

Local sporting facilities

The influx of a non-residential workforce has the potential to add support to local sporting clubs within the Flinders Shire.

Education

There is one kindergarten and early childhood centre, three prep to year six primary schools and Hughenden State School (which extends from prep to year 12) in the Flinders Shire. Distance education and boarding schools in Charters Towers also cater for high school students in the area.

Nature / national parks

Flinders Shire boasts national parks and local attractions related to dinosaurs. Both the natural beauty of the region and its paleo-scientific history draw tourists to the area.

Summary of impacts

The construction and operation of CopperString 2032 will have both positive and negative social impacts on the Flinders Shire and the town of Hughenden in particular. The influx of up to 550 workers to the region will increase the local population by 35%, but the impacts on the community will be mitigated by the construction of a purpose-built workforce accommodation facility to the town's south. However, it is likely that the town will be affected by the long-term presence of the facility which is expected to be in operation for approximately five years.

The impact of the project on the local community has been discussed with the Flinders Shire Council. Recent local government elections have prompted the need for further discussions particularly around agreed management measures and legacy outcomes that will benefit the community long-term.

As a result, the outcomes listed in the following tables remain at a high level with further detail to be added to this plan following detailed discussions with the new Flinders Shire Council.

An assessment of impacts has been applied using the same methodology that was used in the Flinders Shire SIA. The risk matrix used to determine the pre- and post-managed impacts is included in Appendix 2.

⁶ CopperString 2.0 Social impact assessment, Volume 3 Appendix Z, GHD, p20.

Table 21: Health and community wellbeing: summary of impacts

Social change process	Social impact	Stakeholder group	Impact significance	
			Pre-managed	Post-managed
Increase in numbers of people living and working within the Flinders Shire from 1500 people to 2000+ people at the peak of project construction	Population growth in the region leading to a build-up of social capital and indirectly contributing to improved community cohesion and pride in the region	Flinders community Flinders Shire Council	Low	Low
	Change in community demographics to a lower average age of population that may bolster community organisations including sporting and recreational clubs	Flinders community Flinders Shire Council	Low (+)	Medium (+)
	Decrease in community cohesion because of large influx of non-resident workers	Flinders community Flinders Shire Council	High	Medium
	New non-resident workers that are predominantly male may contribute to concerns about a perceived reduction in safety due to a potential increase in anti-social behaviour	Flinders community Queensland Police Service	High	Medium
Change in demand for critical town services from increase in population adding pressure to existing service capacity – health, emergency services, critical infrastructure including telecommunications	Increased demand for local health services leading to increased burden for health care providers and access difficulties for residents	Flinders Shire Council Health services	Medium	Low
	Increased demand for emergency services leading to increased burden for health care providers and access difficulties for residents	Flinders Shire Council Emergency services	High	Medium
	Increased demand for essential services such as water, sewerage and waste services leading to increased burden on Flinders Shire Council to provide additional capacity	Flinders Shire Council	High	Medium
	Increased demand for internet and communications leading to strains on existing capacity	Flinders Shire Council	Medium	Low
Change in demand for water within Flinders Shire	Increase in concern about water security within the Flinders Shire	Flinders Shire Council	High	Medium

Social change process	Social impact	Stakeholder group	Impact significance	
			Pre-managed	Post-managed
Change in road use because of project's use of road network to transport heavy machinery and construction materials as well as mine specification vehicles	Increased risk of road incidents on the Flinders Highway, on access road to workers accommodation facility and on local roads due to increased road movements and driver fatigue	Road users Flinders Shire Council Project construction workforce	Very high	Medium
Change in amenity to landholders who are approached to host infrastructure or negotiate easements	Increased interactions between the project and landholders has potential to result in feelings of stress, anxiety and frustration, particularly for landholders who do not want to host infrastructure	Landholders	High	Low
Change in amenity to local residents and landholders near construction sites	Temporary increase in noise and dust associated with project construction as well as perceived reduction in privacy	Nearby residents Landholders	Low	Low
Change to level and type of community initiatives and programs	Increase in overall social and economic wellbeing in the Flinders Shire through provision of community initiatives through targeted community investment and direct negotiations with Flinders Shire Council	Flinders community Flinders Shire Council	Medium (+)	High (+)
Cumulative change to cost of living, level of affordability and amenity for residents in Flinders Shire	Increase in demand for accommodation, food and local services may increase costs of living and lower affordability for residents in Flinders Shire	Flinders community Flinders Shire Council	High	Medium
	Increase in engagement fatigue as project continues and other infrastructure projects are developed	Flinders community Flinders Shire Council	Medium	Low

Management measures

The measures identified to manage the social impacts of the project on health and community wellbeing are outlined in Table 22.

Table 22: Health and community wellbeing management measures

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Population growth in region leading to build up of social capital and indirectly contributes to improved community cohesion and pride in the region	Maximise the involvement of local community in the employment opportunities of the project through: <ul style="list-style-type: none"> ▪ implementation of the Workforce Management Plan (outlined in section 5.2 above) ▪ advertise locally first ▪ provide support for Aboriginal and Torres Strait Islander people 	Project workforce Flinders community	Pre-construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan Powerlink People Policy
Change in community demographics that may bolster community organisations including sporting and recreational clubs	Program to integrate non-resident workers into the community	Project workforce Flinders community	Pre-construction Construction	Powerlink Construction Contractor	CopperString 2032 Communication and Stakeholder Engagement Plan Powerlink Community investment approach Worker induction pack
Decrease in community cohesion because of large influx of non-resident workers	New workers to be provided with information about local services and amenities to promote positive engagement with the Flinders community	Workforce Flinders community	Construction	Powerlink Construction Contractor	Worker induction pack

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
	Maintain initiatives to contribute to local community through active engagement in local events and activities including but not limited to: <ul style="list-style-type: none"> ▪ sporting clubs ▪ support for local events and festivals ▪ connections with local school ▪ support for community groups, charities ▪ small grants funding to support community organisations 	Flinders community Workforce Hughenden State School	Construction	Powerlink Construction Contractor	Powerlink Community investment approach
Perceived reduction in safety due to potential for an increase in anti-social behaviour by non-resident workers	Implement a worker's code of conduct which describes expected standards of behaviour that contribute positively to local community, prohibit negative behaviours with clear ramifications for non-conformance	Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct Worker induction pack Powerlink Employee Assistance Program
	Scheduled engagement with Queensland Police Service representatives to address anti-social or disruptive behaviour from workforce in local communities	Queensland Police Service	Construction	Powerlink Construction Contractor	Partnership with Queensland Police CopperString 2032 Communication and Stakeholder Engagement Plan
	Promote community complaints procedure for community to raise concerns directly with the project team	Flinders community	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Communication and Stakeholder Engagement Plan Powerlink Complaints Management Procedure

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increased demand for local health services leading to increased burden on health care providers and access difficulties for local residents	Provide onsite medical facilities within WAF including paramedic vehicle and trained paramedic. First aid trained officers will be on every shift to provide service for minor medical incidents and to act as first responders in emergencies or site accidents	Hughenden Multipurpose Health Service	Construction Operations	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
	Implementation of Health, Safety and Wellbeing Management Plan to minimise workplace accidents, promote employee health and wellbeing while on site to minimise emergency incidents	Workforce Emergency services	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health Safety and Wellbeing Plan Powerlink Employee Assistance Program
Increased demand for essential services such as water, sewerage and waste services leading to increased burden on Flinders Shire Council to provide additional capacity	Work closely with Flinders Shire Council to determine how best to support expansion of water, sewerage and waste services	Flinders Shire Council Landholders	Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Increased demand for internet and communications on existing infrastructure leading to slow speeds	Work closely with Queensland Capacity Network (QCN) to increase capacity to improve telecommunication standards for Flinders Shire as part of the SuperGrid project	Flinders Shire Council QCN	Construction Operations	Powerlink Construction Contractor	QCN SuperGrid project
Increase in concern about water security within the Flinders Shire	Work closely with Flinders Shire Council to support the Hughenden Off-stream Water Storage project	Flinders Shire Council Landholders	Construction	Powerlink Construction Contractor	CopperString 2032 Communication and Stakeholder Engagement Implementation Plan
Increased risk of road incidents on Flinders Highway, on the access road to workers accommodation facility and on	All non-resident workers will be housed in the workforce accommodation facility which will minimise worker movements within town	Road users Flinders community	Construction Operations	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
local roads due to increased road movements and driver fatigue	Implementation of Traffic Management Plan and driver fatigue policies to ensure safe road use	Road users Flinders Shire Council	Construction	Powerlink Construction Contractor	Construction Contractor Traffic Management Plan CopperString 2032 Health, Safety and Wellbeing Management Plan Construction Contractor Fatigue policy
Increased interactions between the project and landholders has potential to result in feelings of stress, anxiety and frustration for landholders, particularly for those who do not want to host infrastructure	<p>Landholder wellbeing will be managed through:</p> <ul style="list-style-type: none"> ▪ development of individual land access management plans for each landholder ▪ development and implementation of Construction Contractor Construction Environmental Management Plan ▪ CopperString 2032 Environmental Management Plan ▪ Powerlink Environmental Management Plan ▪ implementation of the Construction Contractor Early Works Health and Safety Management Plan ▪ Powerlink's Code of Conduct ▪ stakeholder engagement plan to communicate project updates ▪ robust complaint management procedure 	Landholders	Construction Operations	Powerlink Construction Contractor	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p> <p>Powerlink Land Access Protocol</p> <p>Construction Contractor Environmental Management Plan</p> <p>Powerlink Environmental Management Plan</p> <p>Powerlink Code of Conduct</p> <p>Powerlink Complaint Management Procedure</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Temporary increase in noise and dust associated with project construction as well as perceived reduction in privacy	<p>Noise, dust and privacy issues will be addressed through the development of a Construction Environmental Management Plan and land access management plans for each landholder</p> <p>Provide advanced notice to landholders and neighbours prior to construction commencing</p>	Landholders	Construction	Powerlink Construction Contractor	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p> <p>Powerlink Land Access Protocol</p> <p>Construction Environmental Management Plan</p>
Increase in overall social and economic wellbeing in the Flinders Shire through provision of community initiatives	<p>Implement a targeted community investment approach in Flinders Shire to identify and fund agreed community programs through:</p> <ul style="list-style-type: none"> grants and sponsorship community benefits/resilience funds community investment <p>Focus on cultural heritage and preservation in partnership with the Yirendali People including establishing a cultural heritage artefacts storage area to safely store materials for viewing and processing for future cultural use</p>	<p>Flinders community</p> <p>Flinders Shire Council</p> <p>Yirendali People</p>	Pre-construction Construction Operations	Powerlink Construction Contractor	Powerlink's community investment approach Construction Contractor Workforce Accommodation Facility Plan
Increase in demand for accommodation, food and local services may increase costs of living and lower affordability for residents in Flinders Shire	<p>Construction of a dedicated WAF will minimise demand for short-term accommodation from the project</p> <p>Work with Flinders Shire Council and State Government agencies to minimise impacts through engagement and active management of issues</p>	<p>Flinders Shire Council</p> <p>State Government agencies</p>	Pre-Construction Construction Operations	Powerlink Construction Contractor	<p>CopperString 2032 Local Economic Participation Plan</p> <p>CopperString 2032 Indigenous Participation Plan</p> <p>CopperString 2032 Communication and Stakeholder Engagement Plan</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in engagement fatigue as project continues and other infrastructure projects are developed	The CopperString 2032 Communication and Stakeholder Engagement Plan is designed to monitor engagement fatigue and adjust engagement activities accordingly	Flinders community	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Communication and Stakeholder Engagement Plan

Initiatives, policies and programs

Powerlink has several initiatives that will support the delivery of measures to manage the social impact of the project on the health and wellbeing of the Flinders Shire community. Some of the most significant of these are outlined below.

Community investment

Powerlink's community investment approach has three pillars: grants and sponsorships, community benefits/resilience funds, and community investment directed at promoting sustainable communities and economic development.

The CopperString 2032 Community Grants Program is being designed to facilitate small grants for community projects. The program is expected to commence in mid-2024 and is likely to consider grant applications every six months. This program is likely to focus on communities that are directly impacted by the project.

Partnerships will be considered when support for a community organisation has the potential to deliver positive social impacts for communities within the project footprint. The impacts identified in this SIMP will guide the evaluation of partnerships which will also be assessed against Powerlink's community investment table (Table 27 in this SIMP). The partnership program will be launched in the second half of 2024.

Sponsorships will be considered as part of Powerlink's wider corporate sponsorship program and will focus on opportunities to promote CopperString 2032 to potential employees and suppliers, and to create positive community relationships along the project footprint.

Health, safety and wellbeing management plan

Powerlink's Health, Safety and Wellbeing Management Plan provides an outline for the management of health, safety and wellbeing on CopperString 2032 and ensures the health and safety of individuals in the workplace, health and safety of the public, the safe operation of plant and equipment and compliance with all relevant legislation, standards and procedures and other HSW obligations.

The plan outlines project-specific safety requirements including fitness for work requirements that require workers to pass random drug and alcohol tests, comply with all fatigue management systems put in place by the Construction Contractor, and pass physical and mental health and wellbeing examinations prior to starting work on the project. The plan also sets out requirements for medical support for workers, the requirement to meet electrical safety standards, wearing of protective equipment and clothing to minimise safety incidents and minimise the need for workers to access local health and emergency services.

Powerlink's Human Resources Plan for the project provides for a Manager Health, Safety and Wellbeing who is responsible for implementing the HSW strategy and assisting leaders to achieve HSW targets, as well as lead audit and assurance activities and develop wellbeing initiatives for workers in remote areas.

Code of Conduct

Powerlink's Code of Conduct bring to life the values, culture and commitment we make to our customers and communities in which we work. It sets out the standards of behaviour we expect from our workforce. The Code of Conduct is available on Powerlink's website. Breaches of the code are treated seriously and reporting of breaches is considered an important way in which Powerlink's culture can be improved.

Powerlink Land Access Protocol

The Land Access Protocol (LAP) outlines Powerlink's approach to accessing land for planning, investigation, easement acquisition, construction and maintenance activities. Powerlink is committed to working closely with landholders when developing a new transmission line.

The LAP includes communication and consultation with landholders, use of land, use of roads and tracks to access locations, use of gates including entry conditions, biosecurity and weed management, strategies to mitigate fire risk and use of public roads.

Landholder-specific LAPs include property-specific information, rules, and entry conditions that are negotiated directly with the landholder. LAPs are embedded into Option Agreements and further refined prior to any construction commencing to incorporate specific landholder requirements and mitigate disturbance to landholder operations.

Traffic Management Plan

The Construction Contractor has developed a Traffic Management Plan designed to ensure project construction meets safety standards and promotes community awareness of construction traffic and safe behaviours. The plan has been designed to manage the efficiency of the road network impacted by the project including consideration of existing periods of peak use and protecting sensitive users including school bus operation and during tourism events.

The plan includes provision of information to local road users about the construction traffic haul routes, including visitors to the area through engagement with the local Tourist Information Centre. The plan also outlines the Construction Contractor commitment to maintain local roads and ensure they are free of damage from project construction traffic.

Construction Environmental Management Plan

The Construction Contractor has developed a Construction Environmental Management Plan (CEMP) which defines the management of environmental compliance on all activities undertaken by them. The CEMP provides a high-level structure on how the CopperString 2032 project will manage its environmental obligations and responsibilities across all work activities. It is structured so that it can be used as a system implementation tool to ensure compliance with the EMS. The plan:

- Explains the content, structure and relationship with other systems used by the project
- Establishes how the project will maintain environmental compliance with legislation, standards, guidelines and approvals establishing best practice in environmental management
- Outlines the project risk profile, core function and work activities
- Sets performance objectives and targets
- Identifies, based on environmental aspects, feasible mitigation measures to avoid, prevent and/or minimise potential impacts and harm to communities and the environment.

Within the CEMP, construction mitigation measures include:

- The construction contractor workforce and subcontractors will only use approved access tracks/roads.
- Approved access tracks/roads will be signed and available routes will be shown on the GIS platform.
- Impacts on stock routes operation from construction traffic and crossings will be minimised by addressing soil management, biosecurity and waste. Temporary closure of stock routes requires stock route notification under the Planning Scheme (pursuant to the Stock Route Management Regulation 2003) and requires permits from Local Government. This process will be managed by Powerlink Queensland.

Monitoring and reporting framework

The monitoring and reporting framework outlined in Table 23 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the project on health and community wellbeing. Elements of the monitoring framework may change over time to ensure that the framework remains effective and can adapt to new information and new circumstances that may arise over the life of the project.

Table 23: Health and community wellbeing: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Maximise the involvement of local community in the employment opportunities of the project through: <ul style="list-style-type: none"> ▪ advertising opportunities locally first ▪ provide support for Aboriginal and Torres Strait Islander people 	Increased workforce participation from Flinders Shire community	Number of local people employed in the project	12.5% of project workforce FTE across the project is from local area		Powerlink Construction Contractor	Annual Social Impact Management Report Biannual IPP Review
New workers to be provided with information about local services and amenities to promote positive engagement with the Hughenden community	Workforce has a positive impact on Flinders Shire	Complaints	100% of complaints resolved to complainant satisfaction 100% of workers receive worker induction pack		Powerlink Construction Contractor	Annual Social Impact Management Report
Maintain initiatives to contribute to local community through active engagement in local events and activities including but not limited to: <ul style="list-style-type: none"> ▪ sporting clubs ▪ support for local events and festivals ▪ connections with local school ▪ support for community organisations groups and charities ▪ small grants funding to support community organisations 	The project has a positive impact on Flinders Shire	Community events supported	Four initiatives supported annually during construction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Implement a worker's code of conduct which describes expected standards of behaviour that contribute positively to local community, prohibit negative behaviours with clear ramifications for non-conformance	Workers behave in an appropriate manner in the local community	Complaints	100% of complaints resolved to complainant satisfaction		Powerlink Construction Contractor	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Scheduled engagement with Queensland Police Service to address anti-social or disruptive behaviour in local communities	Anti-social behaviour does not occur and does not impact local community	Quarterly meetings held with Queensland Police Service	At least four meetings held annually	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Promote community complaints procedure for community to raise concerns directly with the project	Community members feel safe	Complaints	100% of complaints addressed to the complainants' satisfaction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report CopperString 2032 Communication and Stakeholder Engagement Plan Powerlink Complaints Management Procedure
Provide onsite medical facilities within WAF including paramedic vehicle and trained paramedic. First aid trained officers will be on every shift to provide service for minor medical incidents and to act as first responders in emergencies or site accidents	Local health care services are sufficient to meet demand Workforce healthcare needs are met	Access to local medical services is unchanged	Average GP wait time is in line with pre-project level	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Implement the Health, Safety and Wellbeing Management Plan to minimise workplace accidents, promote employee health and wellbeing while on site to minimise emergency incidents	Workforce accidents are minimised	Safety training complete	100% of workers have completed safety training	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Work closely with Flinders Shire Council to determine how best to support expansion of water, sewerage and waste services	Capacity of local infrastructure is sufficient to support local and project needs	Ongoing discussions with Council	Raised in quarterly meeting with Flinders Shire Council	Quarterly	Powerlink	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Work closely with QCN to increase capacity to improve telecommunication standards for Flinders Shire	Improved telecommunication services for Flinders Shire	Ongoing discussions with QCN	Raised in annual meetings with QCN	Annually	Powerlink	Annual Social Impact Management Report
Work closely with Flinders Shire Council to support the Hughenden Off-stream Water Storage project	Flinders Shire has sufficient water security to meet needs of residents and future industry	Ongoing discussions with Flinders Shire Council	Raised in quarterly meeting with Flinders Shire Council	Quarterly	Powerlink	Annual Social Impact Management Report
All non-resident workers will be housed in the WAF which will minimise worker movements within town	Local community is not unduly disturbed by worker movements within town	Complaints Road-related safety incidents	100% of complaints resolved to complainant satisfaction 0 road-related safety incidents	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Implementation of Construction Contractor Traffic Management Plan and Fatigue Management Plan to ensure safe road use	Community feels safe using local road network	Road-related incidents due to fatigue	0 road-related incidents due to fatigue	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Provide advance notice to landholders and neighbours prior to construction commencing	Positive relations with the local community	Complaints	100% of complaints resolved to complainant satisfaction Works notifications are issued to all impacted landholders in line with LAPs	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report Construction Works Notices

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Implement community investment approach in Flinders Shire to fund agreed community projects through: <ul style="list-style-type: none"> grants and sponsorship community benefits / resilience funds community investment focus on cultural heritage and preservation in partnership with the Yirendali People including establishing a cultural heritage artefacts storage area to safely store materials for viewing and processing for future cultural use 	Ensure that the local community derives benefit from the project	Community investments approved	Four initiatives approved annually during construction	Annually	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review

5.(5). Local business and industry procurement

Creating opportunities for local suppliers and workers is an important part of the project. The CopperString 2032 LEPP outlines Powerlink's approach to ensure the project provides opportunities for local and Indigenous suppliers, and subsequently uses local resources as much as possible. There are processes and systems in place to develop local capability and ensure local suppliers can meet project compliance standards and performance objectives. The Indigenous Participation Plan (IPP) sets out how the project will deliver economic benefits through supply chain engagement and employment for project area Traditional Owner members and other Aboriginal and Torres Strait Islander workers. The IPP is designed to enable increased Indigenous participation (procurement and employment opportunities brought about by the project).

Objectives

The objectives of the LEPP are to:

- maximise the potential to increase local business participation in construction activities during CopperString 2032 through a tailored, cluster approach to local procurement and participation
- improve the capacity of businesses within the Flinders Shire to deliver the project to standards of safety, quality, sustainability and construction
- maximise the employment opportunities for residents within the Flinders Shire with particular focus on Aboriginal and Torres Strait Islander people who are unemployed, young people, women, people from culturally and linguistically diverse backgrounds and veterans.

The LEPP has two key drivers:

1. **capability:** to increase the local and regional supply chain's expertise, systems, practices, and technical proficiency to meet and deliver the CopperString 2032 project to standards of safety, quality, sustainability, and construction.
2. **capacity:** to increase the size, availability, competency and co-ordination of the local and regional material, plant and human resources required to mobilise and efficiently deliver the CopperString 2032 project.

Targets have been set to monitor the outcomes of the LEPP and are designed to:

- increase supply chain capability and capacity to tender competitively for work with the CopperString 2032 project and beyond
- increase supply chain reliability to deliver on awarded packages of work
- increase stakeholder confidence in the projects preparedness to procure and employ locally.

The objectives of the IPP are to:

- maximise the employment opportunities for residents with the Flinders Shire with particular focus on employment of members of project area Traditional Owner groups and Aboriginal and Torres Strait Islander people
- seek to procure goods and services from local and regional Aboriginal and Torres Strait Islander owned businesses
- in collaboration with Traditional Owner groups provide opportunities to support delivery of social investment/initiatives.

The LEPP focuses specifically on implementing a Supplier Development Program that will build the capability of local businesses through a dedicated eight-step program over the course of six months. All local businesses are welcome to attend the workshops (places limited to 30) and participate in the program.

Suppliers who attend the program will have an increased capability to supply goods and services for not just the project, but also for other projects in the Flinders REZ.

Summary of existing social environment

The Flinders Shire has a small population of 1,500 permanent residents. The median household income/week is \$1,343, which is approximately 20% below the median Queensland household income.

Cattle farming accounts for 25% of jobs in the Flinders Shire with other agricultural jobs and public administration accounting for the next largest employers. The LGA has a low unemployment rate of 2.4%, which means there is little flexibility for the existing local workforce to cater to the needs of CopperString 2032. A strong increase in demand for local jobs could place inflationary pressure on cost of labour within this region. The project requires mature procurement approach to be in place to ensure the employment benefits of CopperString 2032 are shared with the community but do not cause unnecessary wage inflation for local employers.

Table 24: Health and Community wellbeing statistics for Flinders LGA

LGA	Total population	Weekly income	Employment status	Labour by occupation %	Labour by Industry %
Flinders Shire	1,500	\$1,343	Full-time: 70.1% Part-time: 20.1% Other: 6.6% Unemployed: 2.4%	Managers: 27.3% Professionals: 3.7% Technician/Trades: 7.0% Machinery operators/drivers: 7.6% Labourers: 11.7%	Beef cattle industry: 25.4% Other agriculture: 25.1% Public admin: 13.1% Construction: 7.3% Education: 6.3% Health: 6.3% Retail: 6.3%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

Summary of impacts

The construction and operation of CopperString 2032 will have predominantly positive impacts on Flinders Shire. A summary of impacts is outlined in Table 25.

Table 25: Local economic participation plan: summary of impacts

Social change process	Social impact	Stakeholder group	Impact significance	
			Pre-managed	Post-managed
Change to supply and demand of labour in Flinders Shire due to CopperString 2032 construction	The size of the project will impact on the local employment and supply of labour to the project's supply chain which could lead to increased difficulty in filling vacant positions in other sectors	Flinders Shire community Non-Powerlink businesses	High	Medium
Change in availability of supply opportunities for businesses in the Flinders Shire due to the project	Increased opportunity for local and regional businesses	Flinders Shire community Local/regional businesses Community	Medium (+)	High (+)
Change in long-term capacity and capability of agricultural industry in Flinders Shire	Enhanced business viability due to the long-term effects of a more skilled workforce	Flinders Shire community	Low (+)	Medium (+)
Change in long-term capacity and capability of community services in Flinders Shire	Enhanced community services viability due to the long-term effects of a more skilled workforce	Flinders Shire community	Low (+)	Medium (+)
Change to supply and demand of Aboriginal and Torres Strait Islander labour in Flinders Shire due to CopperString 2032 construction	Increased opportunities for employment and upskilling	Traditional Owner groups Aboriginal and Torres Strait Islander people	Low (+)	High (+)

Management measures

Management measures have been identified for each of the expected positive and negative impacts on local economic participation within the Flinders Shire.

Table 26: Local economic participation plan: management measures

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
Enhanced economic benefit and productivity for local and regional businesses, indirectly leading to further employment opportunities	Maximise local industry participation by: <ul style="list-style-type: none"> working with local businesses for the procurement of manufactured goods ensuring contractors adhere to project standards establishing efficient supply chains through the CopperString 2032 supplier register Maximise regional industry participation by: <ul style="list-style-type: none"> maintaining relationships with Queensland (and Australian) manufacturers and notifying them of relevant opportunities partnering with third party organisations to reduce barriers to participation 	Local industry groups Regional industry groups	Pre-construction Construction	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
Barriers to entry for local and/or small businesses due to scale demanded	Reduce barriers to entry into the supply chain and to maximise local participation by: <ul style="list-style-type: none"> implementing the Supplier Development Program advertise smaller contracts to local businesses allowing small businesses to share contracts 	Local industry groups	Pre-Construction Construction	Powerlink	CopperString 2032 Local Economic Participation Plan
Enhanced long-term business feasibility within the Flinders Shire	The project will provide the necessary infrastructure for subsequent projects within the region bringing economic benefits by increasing: <ul style="list-style-type: none"> capability and capacity to deliver community infrastructure programs infrastructure to facilitate local industry diversification 	Local businesses Flinders Shire community	Construction Operations	Powerlink	CopperString 2032 Local Economic Participation Plan

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
Increased economic activity for Indigenous-owned businesses	<p>Maximise supply and procurement opportunities for Aboriginal and/or Torres Strait Islander owned and/or managed businesses by:</p> <ul style="list-style-type: none"> identifying Indigenous businesses operating within the region and sharing tendering opportunities developing project lifecycle strategies engaging Indigenous businesses to partner with Traditional Owner businesses/start-ups developing initiatives and existing Indigenous business capability 	Indigenous owned/managed businesses	Pre-construction Construction	Powerlink	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan
Barriers for local, small and/or new Indigenous owned businesses	<p>Proactively target Indigenous owned businesses and provide support to participate in the Supplier Development Program</p> <p>Modify standard procurement practices around tendering for Indigenous businesses either as a means of reaching negotiated or agreed targets, and in recognition of the barriers Aboriginal or Torres Strait Islander people face. These practices include:</p> <ul style="list-style-type: none"> letting minor contracts that can be negotiated directly between the company and the Indigenous business, without entering into formal tendering processes, (aligned with Australian and Queensland Indigenous procurement policies and practices). Examples of contracts that can be managed in this way are services such as maintenance (light vehicle maintenance, environmental services, waste collection, cleaning) civil construction (landscaping, roads), and WAF operations (accommodation, catering) unbundling larger contracts into smaller work packages so that small businesses can compete. This will require extensive consultation with contractor procurement teams so that these 	Indigenous owned/managed businesses	Pre-construction Construction	Powerlink	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
	<p>opportunities can be identified early enough in the tender process for these packages to be set aside</p> <ul style="list-style-type: none"> ▪ using weighting and premiums to give preference to local and Indigenous suppliers in competitive tendering processes, and to non-local suppliers that source locally or enter into joint ventures with local businesses ▪ providing support in fulfilling the requirements of the tender preparation process, either directly, or by partnering with another organisation ▪ facilitating workshops to provide information about upcoming procurement opportunities and how to access the company's procurement system. These sessions should also include a statement of the company's expectations in terms of the quality and detail expected in tenders and the evaluation criteria that will be used to award successful tenders ▪ Engage mature Indigenous businesses to partner with Traditional Owner businesses/start-ups 				
Improved employment opportunities for Indigenous people	<p>Traditional Owners and Aboriginal and Torres Strait Islander people have all reasonable opportunity to be aware of and apply for a role on the CopperString 2032 project:</p> <ul style="list-style-type: none"> ▪ when recruited, Traditional Owners and Aboriginal and Torres Strait Islander people are provided with additional assistances, if required, to maximise their likelihood of retention on the project ▪ Powerlink can accurately report on the number of Aboriginal and Torres Strait Islander personnel working on the project as required by the SIMP or any other relevant reporting requirement 	Indigenous community	Pre-construction Construction	Powerlink	CopperString 2032 Local Economic Procurement Plan CopperString 2032 Indigenous Participation Plan Human Resources Management Plan (Section 5.6, 5.7)



Initiatives, policies and programs

The management measures included in the LEPP are to be integrated into new and existing initiatives, policies and programs of the CopperString 2032 project. Some of the most significant of these are outlined below.

Supplier Development Program

The project is committed to facilitating the development of local and regional businesses to prepare them for future procurement opportunities that may arise from the project. This program is intended to improve the capacity of the supply chain for both the benefit of the project and to leave a legacy of community infrastructure following the completion of the project. The program has been designed so that local suppliers will be better able to participate and increase their market share of local and Indigenous participation in the mineral and resources market that is forecast to develop once CopperString 2032 is operational.

Powerlink Innovate Reconciliation Action Plan

Powerlink launched its second Reconciliation Action Plan (RAP) in February 2024. The Innovate RAP expresses Powerlink's vision and commitments to First Nations people. The vision is built upon respect, understanding and acknowledgement of the past allow the organisation to move forward with First Nations people toward a shared, equitable and inclusive future.

Powerlink aim to create a work culture and environment where the importance of First Nations cultures are valued and celebrated and all staff and partners feel safe to engage and thrive. Through its core business and key role in delivering the energy industry transformation, Powerlink will work to continue to develop mutually beneficial regional partnerships that will help maintain and protect Australia's oldest living culture and heritage, knowledge and connection, and deliver economic outcomes for First Nations people while caring for Country.

Powerlink's RAP provides a commitment to practical actions that build respectful relationships and create opportunities with First Nations people—inside and outside our organisation. The RAP Powerlink is committed to creating sustainable opportunities for First Nations people. Our organisation, we will foster a culturally and socially inclusive environment to enable equitable participation through access to employment opportunities, professional development and retention. We will continue to support improved economic outcomes through our supplier diversity and culturally appropriate community partnerships and engagement.

Community investment

Powerlink's community investment approach considers partnerships when support for a community organisation has the potential to deliver positive social impacts for communities within the project footprint. The impacts identified in this SIMP will guide the evaluation for successful partnerships which will also be assessed against Powerlink's Community Investment table shown in Table 27. The partnership program will be launched in the second half of 2024.

Table 27: Community investment table: three pillars

THEMES	FOCUS AREAS	ALIGNS TO¹: POWERLINK: <ul style="list-style-type: none"> Community engagement strategy Sponsorship framework Reconciliation action plan QLD GOVERNMENT: <ul style="list-style-type: none"> Objectives for the community² Sponsorship policy Queensland indigenous procurement policy 	DESIRED OUTCOMES		
			PILLAR 1 – Grants & sponsorships	PILLAR 2 – Community benefits/resilience funds	PILLAR 3 – Community Investment
SUSTAINABLE COMMUNITIES	Community resilience & social capacity; environment	<ul style="list-style-type: none"> Create sustainable communities Enhance community and social capacity Build resilience Support safety and well-being Support communities facing vulnerable circumstances. Create a positive legacy Protecting the environment 	<ul style="list-style-type: none"> Strengthening local support services Enhancing community conservation 	<ul style="list-style-type: none"> Improving connectedness between country³, people and place Improving access to information to assist with building sustainable communities 	<ul style="list-style-type: none"> Strengthened environment & community resilience to enable localised responses to events (<i>i.e. natural disasters</i>) and opportunities (<i>i.e. economic change</i>) through community-level initiatives Increased ability of community to collectively leverage regional opportunities through enhanced capacity and connectedness
ECONOMIC DEVELOPMENT	Local purchasing; skills and training & employment	<ul style="list-style-type: none"> Assist in economic development Build resilience Support communities facing vulnerable circumstances. Create a positive legacy Investing in skills Growing our regions Supporting jobs 	<ul style="list-style-type: none"> Supporting jobs and a strong economy through partnership associations Key stakeholders' participate in important issues and forums Improving local education/vocation opportunities 	<ul style="list-style-type: none"> Supporting communities to leverage economic resources and opportunities more effectively 	<ul style="list-style-type: none"> Increased opportunities for employment and training Improved ability for local enterprises to meaningfully participate in economic opportunities

Monitoring and reporting framework

The monitoring and reporting framework outlined in Table 28 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the project on local employment and procurement.

Elements of the monitoring framework may change over time to ensure that the framework remains effective and can adapt to new information and new circumstances that may arise over the life of the project.

Table 28: Local economic participation plan: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Maximise supply and procurement opportunities for local and regional businesses where comparative bids are assessed as commercially and technically equivalent	Increased economic activity for local and regional businesses	Proportion of accessible procurements awarded to local and regional businesses	10% local manufactured procurement (project wide) 60% Queensland manufactured procurement (project wide)	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report
Maximise supply and procurement opportunities for First Nations groups	Increased economic activity for First Nations owned businesses	Proportion of accessible procurements awarded to local and regional businesses	3% Indigenous procurement (project wide)	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report
Ensure Small/Medium Enterprises (SME) benefit from the project	Increased economic activity for SME across supply chains	Proportion of accessible procurements awarded to SME	30% supply chain SME procurement (project wide)	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report
Ensure the Supplier Development Program is effective in enabling SME to participate in the project	SMEs are able to derive economic benefit from the project	Number of businesses under the SDP Number of complaints received regarding Supplier Development Program	100% of suppliers receive feedback from the procurement process 100% of suppliers/subcontractors are given information and guidance on how to access future development information and support	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Support ongoing economic benefit to the Flinders Shire	The SDP to leave a positive legacy	Increased market share of local and Indigenous participation in future	N/A		Powerlink	
Maximise supply and procurement opportunities for Aboriginal and Torres Strait Islander groups	Increased economic activity for Aboriginal and Torres Strait Islander owned businesses	Proportion of accessible procurements awarded to local and regional businesses	3% Indigenous procurement (project wide)	Monthly	Powerlink	Annual Social Impact Management Report
Proactively target Indigenous owned businesses and support them through the SDP	Increased economic activity for Aboriginal and Torres Strait Islander owned businesses	Proportion of accessible procurements awarded to local and regional businesses	3% Indigenous procurement (project wide)	Monthly	Powerlink	Annual Social Impact Management Report
Traditional Owners and Aboriginal and Torres Strait Islander people have all reasonable opportunity to be aware of and apply for a role on CopperString 2032	Increased Aboriginal and Torres Strait Islander representation within the workforce	Proportion of the workforce that identify as being Aboriginal or Torres Strait Islander	5% of workforce is made up of Aboriginal and/or Torres Strait Islander people	Monthly	Powerlink	Annual Social Impact Management Report

6. Legacy initiatives

The Flinders Shire Council is a key stakeholder in the development of initiatives to manage and mitigate the impact of CopperString 2032 on the residents of the Flinders Shire and the environment in which they live.

Local government elections held in March 2024 resulted in a significant change of Council personnel and consequently, the need for more time to work with the new Council to determine specific initiatives that will form part of this plan.

Members of the project team met with the executive staff of the new Council on 5 June 2024 to discuss the legacy measures below. Comments from Council have been captured in the table below however most of the measures remain the subject of ongoing discussions between Powerlink and the Flinders Shire Council. This SIMP is a living document and will be updated to reflect agreements reached with Council as the project progresses.

Table 30 outlines a non-exhaustive list of potential legacy projects being considered by Powerlink and Flinders Shire Council that may be added to the SIMP as the project is developed.

Table 29: Legacy projects under consideration

Legacy project	Status	Timeframe for implementation
Explore opportunities for semi-permanent housing to be built in Hughenden for Powerlink key project staff that can be transitioned from project to community	Raised by Council in June 2024 and the subject of ongoing discussions with Powerlink	Construction Operations
Explore opportunities for partial retention of WAF for future council / community use	Raised by Council in June 2024 and the subject of ongoing discussions with Powerlink	Operations
Consideration to enhance Flinders Shire master-planning and community amenity which may include lake upgrades, new water park, play areas, BBQ facilities, Hughenden Memorial Pool	Discussed with new Flinders Shire Council in June 2024 with further discussions planned.	Construction Operations
Support population retention and growth	Discussed with new Flinders Shire Council in June 2024 with further discussions planned.	Construction Operations
Support Flinders Shire aspirations to establish a Country Universities Centre (CUC) in Hughenden	Discussed with Flinders Shire Council in June 2024 with further discussions planned.	Construction Operations
Supplier development program that seeks to provide opportunities for local suppliers to build capability to be ready for the CopperString 2032 project and prepare firms for future procurement opportunities in the region	Proposed by CopperString and raised with new Council in June 2024, and the subject of ongoing discussions with Council.	Construction Operations

Legacy project	Status	Timeframe for implementation
Focus on cultural heritage and preservation in partnership with the Yirendali People including establishing a cultural heritage artefacts storage area to safely store materials for viewing and processing for future cultural use	Proposed by Powerlink/Yirendali people. Storage area will be constructed as part of the WAF and all subsequent accommodation camps along the CopperString route	Pre-construction Operations
Develop Yirendali language book	Proposed by Yirendali people/ Powerlink. In partnership with the Yirendali People, Powerlink are supporting the delivery of a program of works, including the production of a Yirendali language book. This initiative has been agreed but further work is required to refine details including timing	Construction Operations
Supporting Council's aspirations to improve the capacity of the Hughenden Waste Facility	Proposed by Council prior to 2024 election. Raised with new Council in June 2024 and the subject of ongoing discussions.	Construction Operations
Supporting Council's aspirations to improve the capacity of the Hughenden aerodrome (airport)	Raised by Council in June 2024 and subject to discussions between Council, Powerlink and other REZ proponents.	Construction Operations
Fibre optic connection along Flinders Highway	Powerlink is working closely with Queensland Capacity Network (QCN) to increase capacity to improve telecommunication standards for Flinders LGA	Operations
Sealing of access road to and beyond the WAF to connect to existing Council road network at McLay Street	Committed as part of Hughenden WAF. Work is nearing completion	Pre-construction
Water and wastewater connections for council housing development	Proposed by Powerlink. Raised with Council in June 2024 and the subject of ongoing discussions.	Pre-construction Construction

7. Roles and responsibilities

Organisations roles and responsibilities

Development, coordination and implementation of this SIMP requires collaboration with key stakeholders, including local and state government and communities. The organisational roles and responsibilities are outlined in Table 30.

Table 30: Organisational roles and responsibilities

Organisation	Role in SIMP development and review	Responsibility in SIMP implementation
Office of the Coordinator-General	<ul style="list-style-type: none"> Provide advice on the adequacy of proposed management measures Provide advice on development of management measures to respond to cumulative social impacts 	<ul style="list-style-type: none"> Approve SIMP in accordance with imposed conditions placed on the project in the change report under the SDPWO Act
Powerlink (as proponent)	<ul style="list-style-type: none"> Prepare, review and provide input into adequacy of proposed management measures 	<ul style="list-style-type: none"> Approve SIMP (and updates to SIMP) for lodgement to the Coordinator-General Approve Social Impact Management Report annually during construction for lodgement to the Coordinator-General Implement the SIMP once approved by the Coordinator-General
CopperString 2032 project team – Powerlink	<ul style="list-style-type: none"> Develop management measures in collaboration with relevant stakeholders 	<ul style="list-style-type: none"> Implement management measures developed to respond to social impacts Ongoing monitoring of overall SIMP effectiveness including annual reporting to the Coordinator-General Adopt relevant management measures into operations and procedures Proactively coordinate with stakeholders on SIMP implementation
CopperString 2032 project team – Construction Contractor	<ul style="list-style-type: none"> Provide input into development of management measures 	<ul style="list-style-type: none"> Implement management measures developed to respond to social impacts Ongoing monitoring of overall SIMP effectiveness Adopt relevant management measures into operations and procedures Proactively coordinate with stakeholders on SIMP implementation
Flinders Shire Council	<ul style="list-style-type: none"> Provide input on adequacy of proposed management measures Develop and agree on legacy benefits in collaboration with Powerlink and the CopperString 2032 project team 	<ul style="list-style-type: none"> Notify Powerlink if a management measure is not effective when implemented during regular one-on-one meetings with Powerlink and the Construction Contractor
Other stakeholders	<ul style="list-style-type: none"> Provide input on adequacy of proposed management measures 	<ul style="list-style-type: none"> Notify Powerlink if a management measure is not effective when implemented

* e.g. community, emergency services, social infrastructure services, industry groups, First Nations groups

Project team roles and responsibilities

Powerlink and its contractors have a collective and collaborative responsibility in managing, monitoring and reporting the social impacts identified in this SIMP. Primary responsibilities of the project team roles are outlined in Table 31. These roles and responsibilities will be revised accordingly as and when project circumstances change.

Table 31: Project team roles and responsibilities

Role	Responsibilities
Project Director/Project Management Team	<ul style="list-style-type: none"> ▪ Sufficient resources for the implementation of the SIMP ▪ Ensure compliance with relevant laws, regulations, permits, and industry standards governing social performance and community engagement ▪ Respond promptly to community inquiries, complaints, and grievances, and work towards resolving issues in a timely and satisfactory manner ▪ Work closely with relevant experts and consultants to assess the potential risks and develop mitigation measures to minimise negative impacts ▪ Ensure compliance with regulatory requirements and industry standards related to social impact assessment and management ▪ Lead internal project teams, including engineering, construction, environmental, and communications, legal departments, to integrate social considerations into project planning and decision-making processes ▪ Foster a culture of social responsibility and ethical conduct within the organisation and among project stakeholders ▪ Identify and assess social and reputational risks associated with the project, and develop risk management strategies to mitigate adverse impacts ▪ Monitor and report on social performance indicators to track progress, identify areas for improvement, and demonstrate accountability to stakeholders
Social Performance Advisor	<ul style="list-style-type: none"> ▪ Develop, strategic input, deliver, monitor and support for social performance and impact issues, coordinate community investment plans ▪ Establish, build and lead social performance objectives and outcomes, linked to social impacts, performance, research, project delivery, planning and engagement strategies ▪ Identify/manage/negotiate/communicate/consult on risks related to complex & critical social performance, impacts, issues, engagement, access ▪ Develop and implement coordinated social risk analysis and impact assessments
Environment and Sustainability Manager	<ul style="list-style-type: none"> ▪ Responsible for environmental oversight and ongoing management and monitoring of: <ul style="list-style-type: none"> ○ Construction Environmental Management Plan and any associated work packages ○ Road Use Management Plan ○ Biosecurity Plan ○ Review and reporting internally and from contractors on progress against CEMP ○ Coordinate ongoing review of CEMP
Senior Landholder Relations Advisor	<ul style="list-style-type: none"> ▪ Land Access Protocols ▪ Landholder compensation agreements ▪ Reporting on progress against SIMP ▪ Establish effective communication channels to keep stakeholders informed about project developments, timelines, and potential impacts ▪ Conduct regular meetings, workshops, and consultations to gather feedback, address concerns, and build consensus

Role	Responsibilities
Manager Community & Stakeholders	<ul style="list-style-type: none"> Identify and engage with key stakeholders, including local communities, Indigenous groups, government agencies, NGOs, and other relevant parties Establish effective communication channels to keep stakeholders informed about project developments, timelines, and potential impacts Conduct regular meetings, workshops, and consultations to gather feedback, address concerns, and build consensus Internal stakeholder for: <ul style="list-style-type: none"> Engagement Implementation and Action Plan for Hughenden workforce accommodation and facilities and other project activities within Flinders Shire Workforce Management Plan Local business engagement Plan Complaints management and grievance plan/process Local Economic Participation Plan Community investment and grants Reporting and review internally and from Construction Contractors and delivery partners on progress against stakeholder and engagement plan, complaints, employment statistics, sentiment surveys
Community Relations Advisor	<ul style="list-style-type: none"> Build, develop and maintain relationships with communities, stakeholders & landholders Be an active presence in the community to facilitate positive community relationships Lead/assist to develop, deliver and implement specific/targeted community relations standards, strategies, plans and processes (in collaboration with key internal stakeholders) Implementation of community investment plans, initiatives and activities Identify risks associated with community, landholder relations, land access, stakeholder engagement
Communications Manager	<ul style="list-style-type: none"> Develop and implement community relations strategies to foster positive relationships with affected communities Organise community events, outreach programs, and educational initiatives to promote transparency and mutual understanding Respond promptly to community inquiries, complaints, and grievances, and work towards resolving issues in a timely and satisfactory manner. Communication management Review and reporting of progress against SIMP Internally and externally Complaints management and grievance process/plan
Indigenous Partnerships Manager	<ul style="list-style-type: none"> Collaborate with Indigenous communities and cultural heritage experts to identify and protect culturally significant sites and artifacts Develop Cultural Heritage Management Plans to safeguard Indigenous heritage during the construction phase Facilitate cultural awareness training for project workforce and delivery partners to promote respectful engagement with Indigenous heritage Responsible for: <ul style="list-style-type: none"> Indigenous Participation Plan Reporting and review of progress against SIMP internally and externally Employment/traineeships/apprenticeships/mentoring Additional cultural programs Cultural awareness Local on Country initiatives

Role	Responsibilities
Local Participation Manager	<ul style="list-style-type: none"> ▪ Responsible for the review and ongoing management of the LEPP ▪ Engagement with industry development groups, customers and suppliers, suppliers and development programs all in support of the LEPP

8. Monitoring, SIMR, SIMP review and update

Consistent with the SIA principle of adaptive management, Section 5 of this SIMP includes monitoring and reporting frameworks for each sub-plan. These frameworks detail specific KPIs and targets which measure the effectiveness of the project's social performance and management of its identified impacts on the Flinders Shire.

Monitoring

The SIMP monitoring frameworks for the Flinders Shire are presented in Table 11, Table 15, Table 19, Table 23, and Table 28.

Powerlink's internal monitoring requirements of the social performance of the project are significantly more frequent and comprehensive than the SIMP monitoring frameworks for reporting to the Office of the Coordinator-General. These robust reporting mechanisms enable Powerlink to monitor progress, identify areas for improvement, and demonstrate its commitment to social responsibility and sustainable development throughout the project lifecycle.

The project's comprehensive reporting mechanisms to track progress, assess impacts, and ensure accountability will include:

- quarterly reporting from the construction contractor advising on the status of implementation of all commitments embedded in the contractor's obligations
- reporting on KPIs and metrics to measure social performance throughout the project lifecycle
- regular updates on project activities, milestones, timelines, changes in plans, schedules and budgets
- updates on stakeholder engagement activities including as meetings, consultations, feedback received, actions taken to address them including complaints management and resolution
- tracking and reporting on KPIs related to stakeholder satisfaction, community wellbeing, cultural heritage preservation, and other relevant areas
- revision of management plans including social, cultural, and associated economic impacts of the project on local communities throughout its lifecycle
- reporting on methodologies used, key findings, and recommendations for mitigating negative impacts and enhancing positive outcomes
- updates on the implementation of mitigation measures and any changes in impact predictions
- reporting on community investment initiatives and legacy projects including the allocation of resources, expenditures incurred, outcomes achieved and community feedback on the perceived effectiveness and fairness of benefit-sharing initiatives and projects
- documentation of compliance efforts, regulatory approvals obtained, and any non-compliance issues identified and addressed
- submitting periodic reports to regulatory agencies and oversight bodies as required by permits or contractual obligations
- analysing trends over time, identifying areas for improvement, and taking corrective actions as needed to achieve social performance objectives
- sharing social performance reports internally with project teams, senior management, and relevant departments to foster social performance culture, transparency and accountability
- using reports to inform decision-making processes, allocate resources effectively, and prioritise actions to address social performance issues.

The project's reporting of social performance targets involves a multi-faceted approach that aligns with government regulations, industry standards, and stakeholder expectations. The project's review and reporting of social performance will be published via multiple channels including those detailed in Table 32.

Table 32: Social performance channels of reporting

Channel	Details
Annual reports	<ul style="list-style-type: none"> include a dedicated section in Powerlink's annual report highlighting our social performance targets, initiatives, and achievements provide detailed information on social impact assessments, stakeholder engagement activities, community investment programs, and other relevant aspects of social responsibility present KPIs and metrics related to social performance, along with progress towards targets and objectives
Sustainability and social performance updates	<ul style="list-style-type: none"> publish standalone sustainability reports or sections within the annual report that focus on environmental, social, and governance (ESG) performance outline Powerlink's sustainability strategy, goals, and performance against targets in areas such as community engagement, diversity and inclusion, employee wellbeing, and social investment
Engagement platforms	<ul style="list-style-type: none"> use Powerlink websites, social media channels, and other digital platforms to communicate social performance targets and engage with stakeholders provide regular updates, news articles, case studies, and multimedia content highlighting Powerlink's responsibility initiatives and outcomes facilitate two-way communication by inviting feedback, comments, and questions from stakeholders and responding in a transparent and timely manner
Regulatory reporting	<ul style="list-style-type: none"> comply with regulatory requirements related to governance, reporting standards, and disclosure obligations submit relevant information on social performance targets, actions, and outcomes to government agencies, regulatory bodies, and oversight authorities as required by law
Industry associations and initiatives	<ul style="list-style-type: none"> participate in industry associations, working groups, and collaborative initiatives focused on social licence and social performance contribute to industry benchmarking exercises, voluntary reporting frameworks, and peer-learning opportunities to share best practices and demonstrate leadership in social performance
Partnerships and collaborations	<ul style="list-style-type: none"> collaborate with external partners, including non-profit organisations, community groups, school and training institutions, and other stakeholders, to address social challenges and achieve shared goals jointly report on the outcomes of collaborative projects, initiatives, and programs that contribute to social development and wellbeing in local communities
Board and ministerial meetings	<ul style="list-style-type: none"> present updates on social performance targets, progress, and challenges to Powerlink's board members and Executive as well as ministerial meetings/briefings seek input, guidance, and support from Powerlink Board members and Executive, Ministers and government departments in setting strategic priorities and allocating resources to advance social performance objectives

Social impact management report (SIMR)

Powerlink will provide an annual Social Impact Management Report (SIMR) to the Coordinator-General for each year of construction, from the commencement date of project construction.

The KPIs and targets to be reported in the SIMR for Flinders Shire are presented in Table 11, Table 15, Table 19, Table 23 and Table 28 of this SIMP.

Each SIMR will provide a report of the project's performance against the KPIs and targets of each of the five sub-plans detailed in this SIMP, including:

- describing the social impact management actions undertaken with respect to each of the key impacts identified in the project's EIS social impact assessment and the effectiveness of these actions in achieving the management objectives and performance indicators established for each impact area in the SIMP
- describing how the social impact management actions address any cumulative impacts across local government areas affected by the project
- where relevant, identifying any new impacts (negative and positive) on project-affected communities from the project during the relevant construction stages and the management actions undertaken to address them
- describing the status of legacy benefits proposed and/or agreed with local governments or other stakeholders
- reporting key themes received from consultation on the project in line with the CSEP and via complaint mechanisms, including how key complaints were resolved
- describing the construction workforce management and mitigation strategies that have been implemented, including a description of actions undertaken to support development of the skills base and future local workforce of the regional area and the number of workers who identify as having a disability, identify as an Aboriginal or Torres Strait Islander or are female.

Each SIMR will be published on Powerlink's website within one month of review completion by the Coordinator-General.

SIMP review and update

Powerlink will review and update the SIMP periodically or as determined by the project leadership team to address any changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the LGA, thereby enabling agility and flexibility in our approach and response. Updated Plans will be provided to the Coordinator-General and published on Powerlink's website.

To facilitate continual improvement and to monitor effectiveness of management measures Powerlink will regularly review the project's performance against targets. Results will be published within the annual SIMR report and on Powerlink's website.

Reviews will incorporate feedback received during monitoring and review processes to identify further opportunities to adjust existing, introduce new measures and remove obsolete measures as deemed necessary. Additionally, feedback received from community and stakeholder groups through surveys and other measures will be further incorporated to ensure ongoing relevance.

Powerlink will work collaboratively and cohesively with its delivery partners to continue to identify social impact management targets during the lifecycle of the project. Powerlink's delivery partners, inclusive of the construction contractor, will be required to provide a plan on how they will satisfy and deliver social benefits.

Powerlink have engaged WSP to assist in the creation of Social Performance Metrics and best practice reporting for Powerlink across all its operations. The social performance metrics will be cascaded throughout the business and will be applied to projects including CopperString 2032. Relevant metrics will be captured in future iterations of the SIMP.

Appendix 1: SIMP information sources

This SIMP has been informed by review and analysis of information sources including:

- SIA Guidelines (Department of State Development, Manufacturing, Infrastructure and Planning [DSDMIP] 2018)
- Social Impact Assessment: Supplementary material for assessing and managing the social impacts of projects under the Coordinator-General's Social Impact Assessment Guideline (March 2018)
- Coordinator-General's evaluation report on the environmental impact statement Appendix 2 (28 September 2022)
- Economic Development Queensland; Non-Resident Worker Accommodation Guidelines (2015)
- Coordinator-General's change report for the Hughenden workers accommodation camp (May 2024)
- CopperString 2.0 EIS Volume 2 Chapter 14 Social
- CopperString 2.0 EIS Volume 3 Appendix Z Social Impact Assessment (SIA)
- CopperString 2.0 EIS Volume 3 Appendix C Public Consultation Report
- CopperString 2032 Communication and Stakeholder Engagement Plan (CSEP, Appendix 3)
- CopperString 2032 Communications Strategy
- CopperString 2032 Local Economic Participation Plan (LEPP)
- CopperString 2032 Indigenous Participation Plan (IPP)
- CopperString 2032 Flinders Shire LGA CSEP Implementation Plan (Appendix 4)
- CopperString 2032 Health, Safety and Wellbeing Management Plan (HSWMP)
- CopperString 2032 Human Resource Management Plan (HRMP)
- CopperString 2032 Industrial Relations Management Plan (IRMP)
- CopperString 2032 JV (UGL CPB) Accommodation Management Plan
- CopperString 2032 JV (UGL CPB) Traffic Management Plan
- CopperString 2032 JV (UGL CPB) Construction Environmental Management Plan
- CopperString 2032 JV (UGL CPB) Local Industry & Aboriginal Participation Plan
- CopperString 2032 JV (UGL CPB) Local, Aboriginal Employment & Training Plan
- CopperString 2032 JV (UGL CPB) Early Works Health and Safety Management Plan
- CopperString 2032 JV (UGL CPB) Health and Safety Implementation Plan
- Powerlink Queensland Energy Charter Disclosure Statement 2022/23
- Powerlink Stakeholder Engagement Framework
- Powerlink Land Access Protocol
- Powerlink Code of Conduct
- Powerlink Community Investment approach
- Powerlink Innovate Reconciliation Action Plan 2024

- Powerlink People Policy
- Powerlink Information Management Framework
- Powerlink Records Management Standard
- Powerlink Data Management Standard
- Records Management Checklist
- Privacy Statement
- Queensland Capacity Network (www.qcn.com.au)
- Queensland Housing Strategy 2021-25 Local Housing Action Plan, Flinders Shire Council, Feb 2023
- The Flinders Shire Council Corporate Plan 2023-2028
- Australian Bureau of Statistics (2021) Census of Population and Housing, Flinders Shire LGA

Appendix 2: EIS risk assessment matrix

Likelihood	Consequence				
	Minimal	Minor	Moderate	Major	Severe
Almost Certain	Medium	Medium	High	Very High	Very High
Likely	Low	Low	Medium	High	Very High
Possible	Low	Low	Medium	High	High
Unlikely	Negligible	Low	Medium	Medium	High
Rare	Negligible	Negligible	Low	Medium	High

Source: CopperString 2.0 Social Impact Assessment Volume 3 Appendix Z Table 2-5

Appendix 3: Communication and Stakeholder Engagement Plan

Appendix 4: Flinders Shire CSEP Implementation Plan

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