POWERLINK QUEENSLAND

Social Impact Assessment

Central Queensland Projects

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Executive summary

This social impact assessment (SIA) has been prepared in support of three of Powerlink's proposed new transmission infrastructure projects in Central Queensland. The assessment considers the potential social impacts and benefits associated with the construction and operation of the proposed projects, including cumulative impacts across the defined SIA study areas in the Central Queensland region.

The SIA has been conducted in accordance with the principles set out in Queensland's SIA Guideline (2025) and Powerlink Queensland's social performance specification (Powerlink, 2025a).

Overview of projects

The three proposed projects comprise of high-voltage transmission lines, substations and associated infrastructure to either reinforce electricity supply to existing cities and towns, or to connect large-scale renewable energy developments to the National Electricity Market.

Gladstone Project- Stage 1 and Stage 2 spans the Banana, Rockhampton and Gladstone LGAs. It will reinforce the network between Calvale, Calliope River, Bouldercombe, Gladstone West and Larcom Creek.

Banana RWFCP involves the construction of a transmission line between the proposed Banana Range Wind Farm (being developed by EDF) switching station at Mount Benn and Powerlink's existing Calvale Substation; it also includes associated substation upgrades at the Calvale Substation. The project is located wholly within the Banana LGA.

Theodore WFCP involves the construction of a transmission line connecting the Theodore Wind Farm (being developed by RWE Renewables) to the proposed Mount Benn Substation. The Mount Benn Substation forms part of the Banana RWFCP and does not form part of the Theodore WFCP. The Theodore WFCP also includes the development of a new substation to be known as the Castle Creek Substation. The Theodore WFCP is located entirely within the Banana LGA.

Construction for the three proposed projects is scheduled as follows, with a combined peak construction workforce of approximately 980 workers across the projects:

- Gladstone Stage 1, mid-2026 to late-2028
- Gladstone Stage 2, late-2027 to late-2029
- Banana RWFCP and Theodore WFCP, early-2027 to early-2029.

Key SIA findings

Social impacts identified and assessed have been categorised according to the five SIA key matters, as defined in the QLD SIA Guideline (2025).

A key requirement for project delivery will not only be effective social impact management, but also coordination with other proponents to manage cumulative pressures and deliver clear local benefits.

Local business and industry procurement

Project construction and operations will create opportunities for local and regional businesses to supply goods, services and materials to the projects. This will support economic participation, productivity and economic growth. These opportunities may benefit local and regional businesses, including First Nations, in the Gladstone, Banana and Rockhampton LGAs as well as the broader Central Queensland area.

Opportunities are expected across a range of activities including civil works, logistics, transmission infrastructure development, vegetation clearing and accommodation. Strong interest from local, First Nations and regional businesses was identified during engagement. However, supply opportunities are at risk of not being fully realised due to the limited capacity of smaller local businesses to compete in large-scale procurement processes.

To support participation, stakeholders emphasised the need for procurement approaches which are tailored to local conditions, with support for capability-building and more accessible payment terms. Powerlink has committed to prioritising local and First Nations participation in line with Queensland procurement policies and local content frameworks, supported by targeted measures to enhance First Nations business opportunities. While these initiatives are expected to strengthen economic outcomes, realisation of benefits will depend on proactive management and ongoing engagement.

Concerns were raised regarding the potential for project activities to affect agricultural productivity where infrastructure intersects landholdings, disrupting ongoing operations. These impacts are expected to be localised and manageable through ongoing engagement and tailored mitigation measures.

A key consideration for delivery is the implementation of proactive procurement management strategies to enable meaningful participation by local, First Nations and regional businesses.

Housing and accommodation

Impacts to local housing and accommodation markets are the most material social risk associated with the proposed projects, particularly during construction when workforce demand is highest. This may arise if non-local project workers relocate to SIA study area communities and access housing through the private market during construction.

Baseline data and stakeholder feedback confirms very low rental vacancy rates (well below 1% in Banana and Rockhampton LGAs), limited housing supply, and increasing affordability pressures in the SIA study areas. This is impacting on the attraction and retention of essential workers across the LGAs. Even relatively small increases in demand are likely to exacerbate housing availability and affordability pressures particularly for low-income households, single parent households and essential workers.

Whilst the project's potential for direct impacts on local housing markets are relatively modest, they cannot be considered in isolation, with cumulative development expected to intensify demand for rental and short-term accommodation and increase pressure on already constrained housing markets. To manage potential impacts proactive workforce accommodation planning and management is required. This will include early communication of workforce numbers and timing; prioritising the use of existing dedicated workforce accommodation facilities across the region during construction; coordination with other projects in the region to avoid overlapping peak housing demand periods- where possible; and minimising reliance on the private rental market.

Short-term accommodation demand will also increase during construction. While this may provide economic benefit for local accommodation providers, it may reduce availability for tourism and business travellers. Although capacity may be sufficient in isolation, demand must be considered alongside other projects, events, tourism and industrial activity. As a result, there may be periods when demand will outstrip supply. Advance planning and coordination with accommodation providers will be required to manage peak demand periods and maintain availability for tourism, business travel and other community needs.

A key consideration for delivery is proactive workforce accommodation planning and coordination with other projects to manage cumulative housing pressures and minimise impacts on already constrained local housing markets.

Workforce management

Project delivery will generate direct and indirect employment opportunities, supporting local and regional economic growth, skills development and workforce participation across the SIA study areas. Given the regional skills profile, and the highly specialised nature of transmission infrastructure, direct employment opportunities are expected to be concentrated in clearance and access track works, with broader benefits flowing through adjacent sectors such as accommodation, logistics and food services.

Stakeholders expressed strong interest in employment opportunities and associated economic benefits. Contractors have been encouraged to include and maximise local employment opportunities where possible. However, competition for local labour over the next three to four years is expected to be high due to concurrent projects in the region, which may limit the availability of suitably qualified local and regional workers.

Project delivery also presents opportunities to upskill workers and support traineeships and apprenticeships, providing longer-term benefits through improved workforce capability and retention. Realising these opportunities will require alignment with state and regional skills development initiatives and early engagement with training providers, particularly given the relatively short lead time to construction.

At the same time, project workforce demand has the potential to impact labour supply across multiple sectors. Construction activities may draw skilled and semi-skilled workers from small businesses, agriculture and essential services within Banana, Rockhampton and Gladstone LGAs, potentially affecting local business viability and the service delivery during peak periods.

A key consideration for delivery is the need to actively manage workforce demand to minimise disruption to local labour markets, particularly in a competitive and capacity-constrained environment. This includes prioritising local employment where feasible; coordinating workforce planning with other proponents; aligning training and skills initiatives with regional priorities and ongoing engagement with councils, industry and training providers.

Workforce wellbeing and behaviour will also be critical to maintaining worker safety, community safety, productivity and project delivery timeframes. Powerlink will work with contractors and relevant stakeholders to implement appropriate workforce management measures during construction and operations.

Health and community wellbeing

At a regional scale, the projects are expected to contribute positively to community wellbeing by supporting long-term energy reliability and enabling economic transition. Opportunities exist to deliver lasting local community benefit through targeted and strategic social investment.

However, the assessment identifies sensitivities within regional health, emergency and social services, particularly during peak construction. Across regional and rural Queensland, access to health services is already constrained, with residents often required to travel long distances to access specialist care. As a result, even short-term increases in demand may affect service availability, particularly for vulnerable groups.

Although the peak construction workforces of the Powerlink projects are relatively low when considering the geographical extent of the SIA study area, cumulative development pressures are a key driver of risk, with overlapping projects potentially increasing demand on already stretched services.

A key consideration for delivery is the active management of demand on health and emergency services, particularly in a cumulative development context. This will require coordination with other proponents, forward planning of workforce profiles, and alignment with regional service capacity.

Project construction will create temporary impacts to amenity and community safety, including changes to traffic conditions, road safety, noise, dust, lighting and visual character. During operations, impacts may include changes to the visual landscape or changes to background noise and light levels. The extent to which these changes are experienced as impacts by communities varies and is influenced by baseline conditions settlement patterns and other development activity. Powerlink will manage these impacts through contractor requirements and regulatory compliance.

Stakeholders also identified a number of community wellbeing concerns, including:

- Biosecurity risks affecting agricultural productivity
- Impacts of land access and negotiation processes on landholder wellbeing
- Potential effects of non-local workforces on community cohesion

- Community concerns regarding infrastructure-related health and safety risks
- The protection of culturally significant places and landscapes to support Traditional Owner and First Nations wellbeing.

A key consideration for delivery is recognising that community wellbeing is shaped by both physical impacts and community perceptions, including cumulative pressures and confidence in project processes.

Community health and wellbeing impacts will be managed through an integrated framework led by Powerlink and implemented through contractor management systems. Existing policies and frameworks establish requirements for land access, biosecurity, engagement, safety and amenity management. These will be embedded in procurement, planning and delivery, with Powerlink retaining overall accountability for compliance, monitoring and response to community concerns.

Community and stakeholder engagement

Community and stakeholder engagement is a critical component of impact management and project delivery. The assessment identified widespread consultation fatigue across communities in the study area, driven by the number of concurrent infrastructure and energy projects. Stakeholders expressed concerns about inconsistent information, uncertainty regarding project sequencing, and difficulty distinguishing between different developments. This sentiment was most strongly expressed in the smaller SIA study area communities. SIA engagement with directly affected and adjacent landholders also identified sensitivities related to prolonged project uncertainty, land access negotiations, and compensation.

A key consideration for delivery is the implementation of clear, consistent and coordinated engagement to manage consultation fatigue, improve project understanding and maintain community confidence.

Stakeholders emphasised the importance of transparent and accessible communication; face-to-face and place-based engagement; coordination with other proponents and clear feedback mechanisms demonstrating how input has informed decisions. Effective engagement will be essential to managing expectations, addressing concerns and supporting constructive relationships with communities and landholders.

Overall impact summary

The SIA process identified that, for the Powerlink projects subject to this SIA, potential social impacts and benefits will be concentrated during project construction, when workforce numbers will be at their highest. Project social impacts were identified across all SIA key matters with housing and accommodation, workforce management and health and community wellbeing impacts considered the most significant, with several impacts assessed as high prior to management. The application of management measures to avoid, limit or mitigate impacts under all key matters reduced the significance of many of these impacts to moderate or low levels. The application of measures to enhance potential benefits of the projects increased significance from low to moderate.

Social Impact Management

Powerlink is committed to managing the social impacts of its projects and working to enhance potential benefits to create long term social value for Queensland. To support this commitment, the SIA has informed the development of two stand-alone Social Impact Management Plans (SIMPs) one for the Gladstone Project- Stage 1 and Stage 2 and one combined SIMP for Banana RWFCP and Theodore WFCP.

The SIMPs detail key actions to manage potential social impacts; enhance potential benefits; support the coordinated management of cumulative impacts and the effective monitoring, reporting and adaptation of management measures. Effective implementation of the SIMPs will be critical to maintaining community support and realising long-term social value.

Acronyms and abbreviations

Acronym	Definition
ABS	Australian Bureau of Statistics
BESS	Battery energy storage system
Banana RWFCP	Banana Range Wind Farm Connection Project
CBSV	Community Benefit Social Value
CEMP	Construction Environmental Management Plan
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DIDO	Drive-in drive-out
DSDIP	Department of State Development, Infrastructure and Planning
EBA	Enterprise Bargaining Agreement
EMF	Electro and Magnetic Fields
FIFO	Fly-in fly-out
FTE	Full-time equivalent
Gladstone Project	Gladstone Project – Stage 1: Calvale to Calliope River Transmission Line Reinforcement project and Stage 2: Bouldercombe to Larcom Creek Transmission Reinforcement project
IRSD	Index of Relative Social Disadvantage
km	Kilometre
kV	Kilovolt
LGA	Local Government Area
LNG	Liquefied natural gas
m	Metre
NA	Not applicable
QGSO	Queensland Government Statisticians Office
QLD	Queensland
REZ	Renewable Energy Zone
SAL	Suburb and Localities
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
STE	State
Theodore WFCP	Theodore Wind Farm Connection Project
UCL	Urban Centres and Localities

1. Introduction

Powerlink Queensland (Powerlink) is a government-owned corporation that owns, develops, operates and maintains the high voltage electricity transmission network in Queensland – providing electricity to more than five million Queenslanders. Powerlink plays a critical role in connecting large-scale renewable energy projects, such as wind and solar, and supplying electricity to major industrial sectors – including rail, mining and gas. In line with these responsibilities, Powerlink is proposing three new transmission infrastructure projects in Central Queensland:

- Gladstone Project- Stage 1: Calvale to Calliope River Transmission Line Reinforcement project and Stage 2: Bouldercombe to Larcom Creek Transmission Line Reinforcement project (Gladstone Project- Stage 1 and Stage 2)
- Banana Range Wind Farm Connection Project (Banana RWFCP)
- Theodore Wind Farm Connection Project (Theodore WFCP).

To identify and assess potential social impacts and benefits associated with planning, constructing and operating these projects, Powerlink is undertaking a voluntary social impact assessment (SIA) and preparing two project Social Impact Management Plans (SIMPs). As a part of this process, measures to manage potential social impacts and to enhance potential benefits were identified and included in this SIA and the relevant SIMPs.

1.1 Document purpose

A SIA "is a process for the identification, analysis, assessment, management and monitoring of the social impacts of a project, both positive and negative" (Department of State Development and Infrastructure Planning (DSDIP), 2025a). This SIA provides an assessment of the potential social impacts and benefits associated with the proposed projects in the defined SIA study areas, including potential changes resulting from construction and operational phases of the projects. The mitigation measures proposed are designed to enhance project benefits and to minimise social impacts of the projects in the SIA study areas.

1.2 Report structure

The report includes both common and project-specific information, as presented in Table 1-1. Where a consolidated approach has been used – such as the social baseline and stakeholder engagement sections – information is presented collectively.

To allow a standalone assessment of each of the three Powerlink projects, the SIA and management measures are presented by project. This enables Powerlink to assess and manage social impacts for each project individually, while maintaining linkages across the broader program.

Overlaps in SIA study areas, project types, activities, schedules and scale mean there are common potential social impacts as well as management measures, resulting in some unavoidable repetition. Project-specific sections should be considered as standalone assessments. The cumulative impact of Powerlink's projects as well as other projects in the

region has also been considered and is presented in both a standalone chapter as well as throughout the project impact assessments.

Table 1-1: Document structure

Section	Purpose	Notes
Section 1	Introduces the SIA and its purpose	This information is common across all projects Project descriptions are distinct and by project
Section 2	Details the SIA principles and methodology	
Section 3	Describes each project – including project activities, timeframes and workforce information available at the time of report production	
Section 4	Provides an overview of the policy and planning context of this SIA and the proposed projects	
Section 5	Provides an overview of the regional context and social baseline	
Section 6	Summarises stakeholder engagement findings	
Section 7	Details the SIA and management measures for the Gladstone Project - Stage 1 and Stage 2	Information is presented by project The sections are designed to be read independently and used as a standalone assessment by project
Section 8	Details the SIA and management measures for the Banana RWFCP	
Section 9	Details the SIA and management measures for the Thedore WFCP	
Section 10	Details cumulative impact considerations	Common across all projects
Section 11	Summary of SIA monitoring, review and reporting	
Section 12	Conclusion to the SIA	
Section 13	Provides report references for cross-checking the data	
Section 14	Provides bibliography of reference materials	

2. SIA methodology

The SIA methodology used for this report aligns with the:

- Queensland Government SIA Guideline (DSDIP, 2025a)
- DSDIP - Supplementary material for assessing and managing the social impacts of projects under the Social Impact Assessment Guideline (July 2025) (DSDIP, 2025b)
- Social Impact Assessment for Powerlink Queensland – Technical Guidance - Specification (Powerlink, 2025a).

A single overarching methodological approach was applied to support consistency while reflecting each project's specific elements and social context.

Steps in the SIA process include scoping and desktop review, stakeholder engagement, social impact identification and assessment, then the identification of social impact management measures. This SIA report will then inform the SIMPs. The SIMPs will detail the impact management measures identified as part of the SIA process and will also outline implementation responsibilities and monitoring arrangements (Figure 2-1).



Figure 2-1: SIA process

2.1 Relevant guidelines and frameworks

The SIA methodology and approach was guided by the following:

- Queensland SIA Guideline and supplementary material (DSDIP, 2025a) (see Section 4.1.2 for details)
- International best practice guidance, including:

- International Association for Public Participation – ethics, core values, participation spectrum and quality assurance standard (International Association for Public Participation, 2025)
- International Principles for Social Impact Assessment (Vanclay, 2012)
- Public Participation International Best Practice Principles (Andre, et al., 2006)
- Health Impact Assessment International Best Practice Principles (Winkler, et al., 2021)
- Respecting Indigenous Peoples and Traditional Knowledge Best Practice Principles (Croal, et al., 2012)
- International Best Practice Principles Resilience Assessment (Robertson, et al., 2021).

Powerlink has an established suite of corporate principles, policies, standards and strategies that guides its approach to social and environmental performance, occupational health and safety, employment, procurement, land access and community engagement. The SIA and the proposed mitigation and enhancement measures have been prepared by considering the following relevant Powerlink policies and standards:

- Social Impact Assessment for Powerlink Queensland – Technical Guidance - Specification (Powerlink, 2025a)
- Stakeholder Engagement Framework (Powerlink, 2019)
- Community Engagement Approach (Powerlink, 2025b)
- Transmission Easement Engagement Process (Powerlink, 2024a)
- Land Access Protocol (Powerlink, 2023)
- Diversity, Equity and Inclusion Strategic Plan and Strategy (Powerlink, 2025c)
- Employee Code of Conduct (Powerlink, 2024b)
- Health, Safety and Environment Policy (Powerlink, 2024c)
- Supplier Code of Conduct (Powerlink, 2025d)
- Community Benefits and Social Value Framework (Powerlink, 2025n.d1).

2.2 SIA objectives and principles

The objectives of this SIA are to:

- Identify the communities potentially impacted by the projects and to define discrete SIA study areas for each project
- Develop a baseline of the existing socio-economic environment, from which potential changes associated with the projects can be considered and assessed
- Provide stakeholders with the opportunity to input into the SIA process by identifying social impacts and considering proposed impact management and opportunity enhancement measures
- Identify and assess potential social impacts and benefits that may occur in the defined SIA study areas because of each proposed project
- Propose measures to manage potential social impacts and ways to enhance potential benefits.

The SIA was guided by the principles set out in Queensland's SIA Guideline (2025) and Powerlink Queensland's social performance specification (Powerlink, 2025a). Table 2-1 presents the definition of each principle as per the SIA Guideline and its application to this SIA.

Table 2-1: Principles to inform development of the SIA

SIA Principle	Description	Application to this SIA
Lifecycle-focused	A SIA is to consider the full lifecycle of the project	• Section 3 provides details of the project activities at each phase • Sections 7 to 9 discuss social impacts, positive and negative at each project phase
Reasonable	An SIA is to be commensurate with the nature and scale of the project, the sensitivity of the social environment, and the likely scope and significance of the resultant project-related social impacts	Nature and scale of the project was considered throughout project scoping, definition of the SIA study area and social baseline: • Scoping – Section 2.3 • Social baseline method – Section 2.4
Participatory	Engagement for an SIA is to be inclusive, respectful, meaningful and tailored to the needs of potentially impacted individuals and groups, including special consideration of the needs of First Nations peoples and marginalised groups	SIA engagement was inclusive, respectful and tailored to potentially impacted stakeholders: • Stakeholder engagement method – Section 2.5 • Stakeholder engagement completed for this SIA – Section 6
Rigorous	An SIA is to be based on objective, comprehensive social impact analysis, incorporating the most up to date information on the communities affected and the project	Social impact analysis has been informed by objective, robust data, both qualitative and quantitative: • Social baseline – Section 5 • Stakeholder engagement completed for this SIA – Section 6
Effective management	A SIA is to include effective social management measures that enhance potential benefits and mitigate potential negative impacts	Management measures to mitigate potential social impacts and enhance potential benefits were informed by engagement and aligned with identified key impact themes: • Sections 7 to 9 include social impact management and benefit enhancement measures for each project.
Adaptive	Management measures are to be monitored, reviewed, and adjusted to ensure ongoing effectiveness	Management measure monitoring arrangements, review timeframes and responsibilities will be documented in each project SIMP.

Source: DSDIP, 2025a.

2.3 Scoping

As per Queensland's SIA Guideline (2025), the scoping phase enables early identification of likely SIA issues and ensures the SIA is appropriately scaled and consistent with regulatory requirements (DSDIP, 2025a). During this phase, the projects were reviewed, and activities, timelines and locations were considered to:

- Define the study area
- Consider potential social impacts, both positive and negative.

This informed subsequent SIA phases, including the social baseline indicators and analysis.

2.3.1 Defined SIA study area

A SIA study area was defined for each project to develop this combined project SIA and will be used in the SIMPs. The SIA study areas were determined by considering several factors, including:

- The physical footprint of the proposed projects
- The location of potentially affected communities, both regional and main urban centres
- The nature, scope and scale of potential direct and indirect social impacts and benefits associated with the projects
- The existing environment, including built and natural features of the areas surrounding project locations
- Other projects in the region, to understand potential cumulative social impacts
- Interests and rights of Aboriginal and Torres Strait Islander peoples.

Australian Bureau of Statistics (ABS) geographical boundaries were also used. The Australian Statistical Geography Standard contains various geographical boundaries; the final geographical boundaries for each SIA study area were selected by considering the above factors, ABS geographical boundaries, and applicability to the requirements of the SIA and subsequent SIMPs (ABS, 2021a). It should be noted, that SIA study areas intersect with Traditional Owner Country, being the lands and waters of Aboriginal and Torres Strait Islander peoples. While the boundaries of Traditional Owner Country do not align with the geographical boundaries defined by the ABS, the selected SIA study area has been developed to appropriately consider and respect the rights, interests, and enduring connections to Country of the relevant Aboriginal and Torres Strait Islander peoples.

The defined SIA study areas for each project are presented in Table 2-2, a map illustrating the full LGA areas is presented in Figure 2-2 and a detailed view is presented in Figure 2-3.

Table 2-2: SIA study areas

Project	Reference region		SIA study area
	State (STE)	Local Government Area (LGA)	Suburbs and Localities (SAL)/Urban Centres and Localities (UCL)
Gladstone Project	Queensland STE	Banana LGA	Biloela SAL
		Gladstone LGA	Bouldercombe SAL
		Rockhampton LGA	Gladstone UCL
			Rockhampton UCL*
Banana RWFCP	Queensland STE	Banana LGA	Biloela SAL
			Banana SAL*
Theodore WFCP	Queensland STE	Banana LGA	Biloela SAL
			Banana SAL
			Theodore SAL

**Area outside of physical project footprint, included for relevance to socio-economic study.*

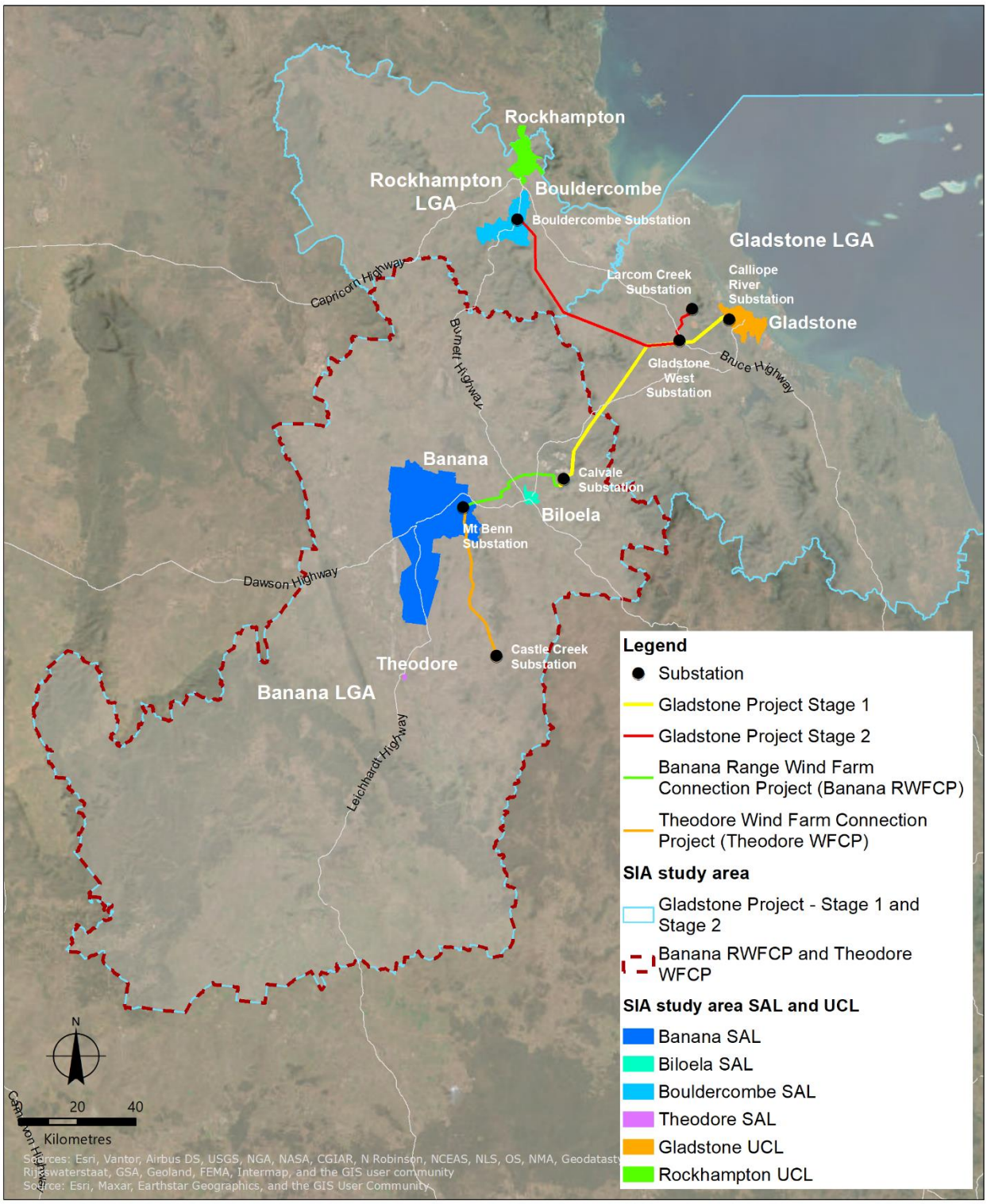


Figure 2-2: SIA study area- full LGA view

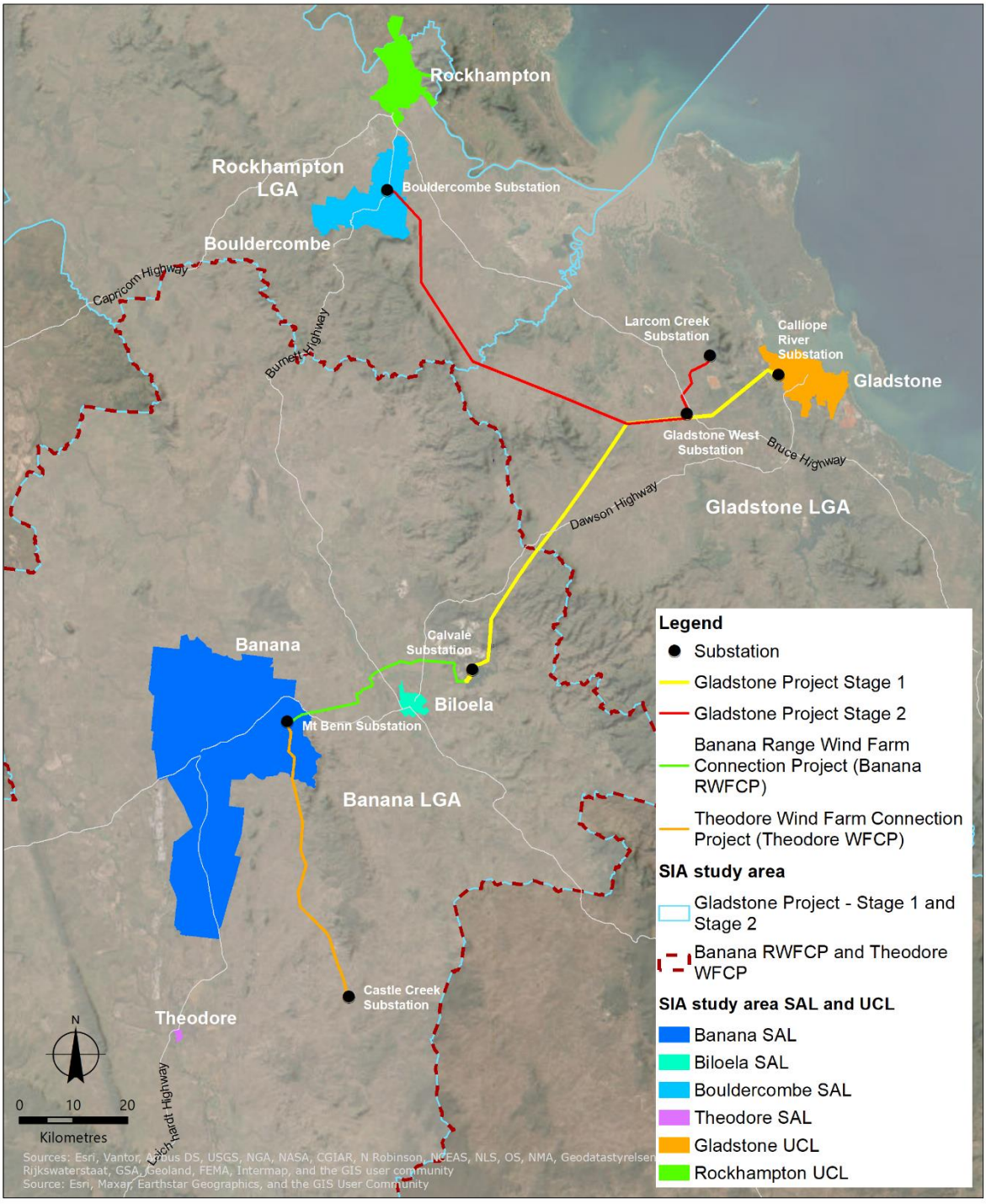


Figure 2-3: SIA study area-detailed view

2.3.2 Scoping of potential social impacts

Project scoping involved reviewing project information to determine potential social impacts, both positive and negative, aligned with the five SIA key matters defined in Queensland's SIA Guideline (DSDIP, 2025a). Due to the similarities across project activities and type (linear transmission infrastructure and substation development), the initial scoping was conducted at a high level from a consolidated project perspective. This process then guided the identification of social baseline indicators for analysis as well the SIA study areas. Appendix A presents a table mapping this high-level scoping process.

2.4 Socio-economic baseline analysis

A desktop analysis of the existing social environment, to identify trends and key issues, was undertaken to provide a baseline from which project-related changes can be considered and assessed. The socio-economic baseline was developed by considering the requirements of the Queensland Government's SIA Guideline (2025) and is structured around the five SIA key matters.

The desktop analysis involved:

- Assessing demographic data – using the most recent dataset for each aspect to identify key study area characteristics, social infrastructure and services. Primary data sources included:
    - the ABS Census of Population and Housing and other ABS data sources (primarily 2021 Census Data and Socio-Economic Indexes for Areas)
    - the Queensland Government Statistician's Office (QGSO) – regional profiles, population reports and forecasts, social infrastructure, building approvals, property sales, welfare payments and small area crime data
    - regional council websites, including Gladstone Regional Council, Banana Shire Council, Rockhampton Regional Council
    - state government department information (e.g. Department of Health)
    - Renewable Energy Zones (REZ) Readiness Assessments Summary Report: Central Queensland and Callide (Queensland Government, 2024)
    - the Residential Tenancies Authority – median rents quarterly data
    - the Australian Government Department of Employment and Workplace Relations Small Area Labour Markets
    - publicly available data and reports (e.g. local and regional planning documents, media)
- Reviewing literature (desktop review) and considering community issues and social values by analysing existing data and reports, previous engagement undertaken for the projects, and local and regional planning documents
- Identifying and analysing past and potential social issues that different communities have faced by analysing previous community engagement results and reports
- Reviewing and assessing project information available at the time of writing, including location, timing, infrastructure and estimated workforce numbers, to assess potential social impacts positive and negative, both real and perceived, that could occur during construction and operations. This assessment included analysing the effects on local communities, social infrastructure and community values.

An overview of the socio-economic baseline is presented in Section 5 and the full report is provided in Appendix B.

2.5 Stakeholder engagement methodology

2.5.1 Engagement overview

When developing the SIA, a range of stakeholders were engaged. The engagement process adopted was consistent with the Queensland SIA Guideline (2025), which emphasises early, ongoing, inclusive and transparent engagement (DSDIP, 2025a). It was also aligned with Powerlink's Stakeholder Engagement Framework principles of integrity, transparency, responsiveness, accountability and inclusiveness (Powerlink, 2019). SIA engagement aimed to:

- Provide stakeholders with information about the proposed projects
- Better understand stakeholder and community perceptions regarding the projects, including potential social impacts
- Verify baseline data and collect further data against some of the indicators, and identify local values and interests
- Obtain stakeholder input into potential measures to manage potential negative social impacts and to enhance positive social impacts.

Through this consultation, the project teams were able to understand current socio-economic issues and concerns across the study area as well as overall stakeholder response to the projects. The sentiment and considerations raised by these stakeholders have been incorporated throughout this report, and key issues and stakeholder sentiment are summarised and presented in Section 6.

2.5.2 Stakeholder identification and engagement planning

Stakeholders for the SIA were identified through a desktop review process conducted by Worley Consulting. This involved a consideration of Powerlink materials and engagement conducted to date and a review of council websites, community directories and other local and regional organisations. Powerlink's internal teams also inputted into the identification process.

Stakeholders were selected for face-to-face or online engagement based on location, likely interest, statutory role (where applicable) or community involvement. Stakeholder capacity to provide insights into the local social context and potential social impacts was also considered. The process was iterative, with the stakeholder list expanding through Powerlink's input and recommendations from stakeholders themselves. Appendix C lists stakeholders identified and invited to participate in face-to-face and online SIA engagement.

Key engagement methods, communication materials, engagement protocols and schedules were consolidated into a targeted SIA Engagement Plan, which was reviewed and updated after Round 1, to incorporate findings and learnings to guide Round 2.

2.5.3 Engagement methods and communication materials

SIA engagement was structured across two main rounds. Engagement objectives for each are presented in Figure 2-4.

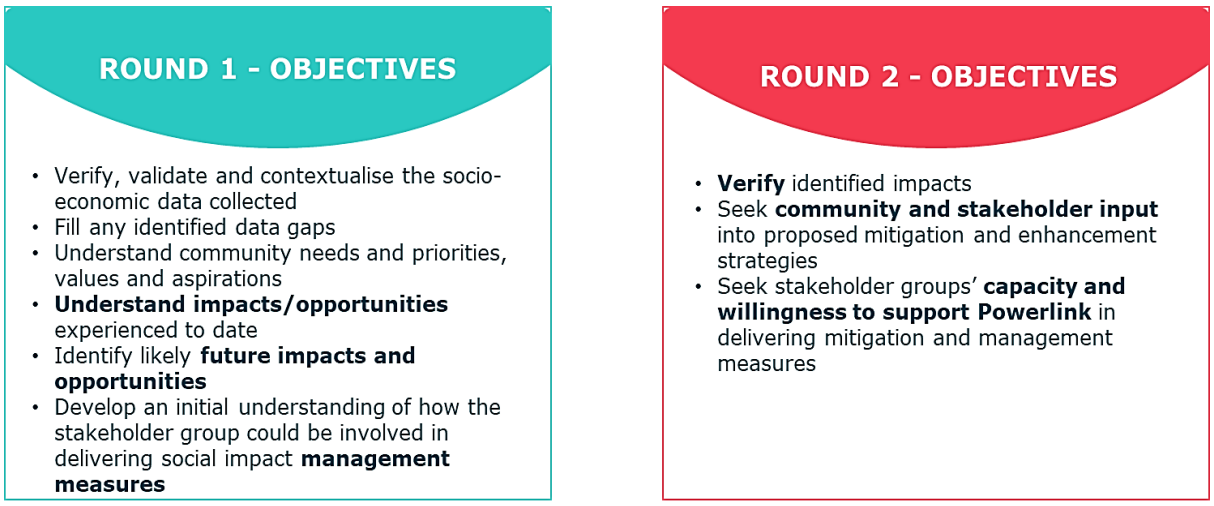


Figure 2-4: SIA engagement objectives

Powerlink and Worley representatives attended each round of engagement. Engagement Rounds 1 and 2 were conducted June – December 2025 and included:

- In-person focus groups held across Gladstone, Biloela, Theodore and Bouldercombe, allowing structured discussions aligned with SIA key matters
- Online sessions, enabling access for regionally based government and regional community representatives
- Targeted meetings and interviews with local councils, state agencies, landholders, regional development organisations and community groups
- Phone interviews with landholders.

Stakeholders, including landholders, were invited via email to participate in the SIA engagement process. Follow-up emails and phone calls were made to stakeholders, where required, to maximise participation. All stakeholders who participated in Round 1 were invited to participate in Round 2 engagement.

Traditional Owner representatives were also identified and invited to participate in the SIA process by Powerlink.

An online community survey was developed to provide communities with an additional engagement channel to share their views on the projects. It was open between 17 July 2025 and 10 August 2025, and was:

- Distributed via email to stakeholders who participated in Round 1
- Advertised to a broader audience via social media
- Promoted at Powerlink-led pop-up engagement sessions in Central Queensland.

Participation in the survey was anonymous.

Engagement methods were supported by communication tools and materials that were distributed via email to stakeholders and made available at in-person meetings and focus groups. This included:

- Project information sheets – one for each round of engagement
- Invitation to participate.

Materials prepared and used for engagement during each round included:

- A PowerPoint presentation that contained a project overview, introduction to the SIA process, and prompts for social impact and opportunity discussions by SIA key matter
- Maps of each project to enable stakeholders to mark key points of interest
- Key messages to guide the consistent delivery of messaging to stakeholders.

The communication materials prepared and used in this process are provided in Appendix D.

Insights from engagement were used to identify and assess potential social impacts and benefits and to develop management measures. Engagement outcomes are summarised in Section 6.

2.6 Impact assessment methodology

Each identified social impact or opportunity for the three projects was assessed in terms of its potential consequence and significance using Powerlink's probability-based social impact significance assessment framework (2025a), which was developed in alignment with the Queensland SIA Guideline (2018) to:

- *"Consider the likelihood and consequences of a potential impact, and evaluate significance based on the resultant level of risk.*
- *"Take into account factors such as the probability, scale, duration and intensity of the impact, and the characteristics of the stakeholders or communities who may be affected. The consequences of impacts may be more significant where there are vulnerable communities that may be less resilient to change.*
- *"Assess the significance of both positive and negative impacts"*
- *"Consider the variable effects of the project on various groups"*
- *"Assess residual impacts after management measures have been applied"*
- *"Consider cumulative impacts"* (Powerlink, 2025a).

Impacts were assessed by using Powerlink's likelihood and magnitude criteria as defined in its Social Impact Assessment for Powerlink Queensland- Technical Guidance Specification 2025 (see Figure 2-5). Significance was then established using Powerlink's impact significance matrix (Figure 2-6), with impacts rated as major, high, moderate, low or negligible (Figure 2-7).

IMPACT MAGNITUDE CRITERIA	
Negligible	Change remains within the range commonly experienced within the household or community.
Low	A low magnitude impact is a localised impact that is temporary, short-term (up to three years), and affects a small proportion of stakeholders. There may be an observable difference from social baseline conditions and impact may be effectively mitigated through simple control measures.
Moderate	A moderate magnitude impact is an impact that may extend beyond the SIA study area or affect a large number of people. Frequency may be occasional and of medium duration (4-9 years).
High	A high magnitude impact is an impact that is widespread, long term (10+ years), and results in substantial, possibly irreversible change to the social baseline.
Very High	A very high magnitude impact resulting in permanent change to social values and characteristics, and society has no capacity to cope with the significance of negative impacts.

LIKELIHOOD CRITERIA	
Rare	<5% probability - The impact may occur only in exceptional circumstances
Unlikely	5% to 35% probability - The event could occur at some time but is improbable
Possible	35% to 65% - The event might occur at some time
Likely	65% to 95% - The event is likely to occur
Almost certain	95% to 100% - The event is expected to occur

Figure 2-5: Powerlink's impact magnitude and likelihood criteria

LIKELIHOOD	MAGNITUDE					
		Negligible	Low	Moderate	High	Very High
	Almost Certain	Low	Moderate	High	Major	Major
	Likely	Low	Moderate	Moderate	High	Major
	Possible	Negligible	Low	Moderate	High	Major
	Unlikely	Negligible	Low	Low	Moderate	High
	Rare	Negligible	Negligible	Low	Moderate	High

Figure 2-6: Powerlink's impact significance matrix

IMPACT SIGNIFICANCE RATING	
Major	A major impact occurs when the project effect or change will potentially cause irreversible or widespread harm to a social baseline or characteristic of the community. Avoidance through appropriate design responses is generally the only effective mitigation.
High	A high impact occurs when the project effect or change will potentially affect the intrinsic characteristics and structural elements of a social value. Avoidance through appropriate design responses or extensive mitigation and management is required.
Moderate	A moderate impact occurs when project induced effects would degrade a social value (despite its intrinsic resilience) due to the scale of the impact or alter the susceptibility of a value to further change. Appropriate mitigation and management of the change is required.
Low	A low impact occurs where a social value is of local importance and temporary and transient changes will not adversely affect its viability provided adequate control measures are implemented.
Negligible or insignificant	Where impact will not result in any noticeable change in the social baseline.

Figure 2-7: Powerlink's impact significance rating definitions

Stakeholder perceptions of likely project-related social impacts were sought through consultations and were considered throughout the SIA process. This ensured both real and perceived risks were considered.

Through the SIA process, impacts were grouped and categorised according to the five SIA key matters and are discussed in detail in the relevant sections:

- Local business and industry procurement
- Housing and accommodation
- Workforce management
- Health and community wellbeing
- Community and stakeholder engagement (DSDIP, 2025a).

Each impact was rated at two stages:

- Pre-management (initial rating): assessment based on the likelihood and magnitude of the potential social impact or opportunity before mitigation
- Post-management (residual rating): re-assessment of the likelihood and magnitude of the potential social impact or opportunity after applying proposed mitigation, management or enhancement measures.

The aim of the post-management assessment process is to lower the significance level of potential social impacts and to enhance the significance of potential benefits by thoughtfully applying management measures.

2.6.1 Impact management

Impact management measures are designed to avoid, reduce or manage potential direct or indirect social impacts through project planning and design. Benefit enhancement measures aim to help realise potential direct and indirect benefits.

The SIA management measures were developed using national and international leading practice standards, professional judgement, engagement outcomes, and an understanding of existing Powerlink and other initiatives in place across Central Queensland. While the SIA management measures proposed in this report consider all identified potential social impacts, emphasis is on those considered to have a 'moderate' or higher post-management impact significance rating.

In August 2025, impact assessment and management measure workshops and meetings were held with Powerlink to discuss proposed management measures. These were then discussed with external stakeholders during the second round of SIA engagement.

These outcomes will inform the project SIMPs, detailing how Powerlink will implement measures to manage potential social impacts, as well as support the realisation of benefits.

2.6.2 Cumulative impact evaluation

The potential for cumulative impacts from multiple projects occurring in Central Queensland was considered as a part of the preparation of this SIA. This involved reviewing publicly available information to identify relevant proposed infrastructure and resource developments across the SIA study areas. An analysis of these proposed projects was undertaken to understand the potential for cumulative socio-economic impacts on communities within the SIA study area during a similar timeframe to the proposed construction of the Powerlink projects. Cumulative impact effects have also been considered in the context of the overlapping construction timeframes for the proposed Powerlink projects. Cumulative impact considerations are presented in Section 10.

2.7 Methodology limitations and assumptions

This SIA has been prepared using project design, activity details, and schedule information made available by Powerlink at the time of writing (March 2026). Any project changes after this period have not been incorporated into this report.

The socio-economic information used to inform the baseline report relies primarily on ABS 2021 Census data and QGSO 2024 estimates and projections. While these are authoritative sources, they may not fully capture post-2021 demographic and economic shifts associated with cost-of-living pressures or the accelerating energy transition in Central Queensland. Small-area datasets such as SAL and UCL profiles are subject to confidentiality adjustments and rounding, which can obscure localised trends in smaller populations, such as Theodore SAL.

Engagement findings represent the perspectives of participants who elected to be involved through meetings, interviews and focus groups during the designated engagement periods and activities (June to December 2025). While a broad cross-section of organisations, service providers, landholders, Traditional Owners and community representatives were invited to participate, not all groups will be equally represented due to the voluntary nature of participation. Engagement approaches were reviewed and adapted during the SIA to increase community participation. This included the implementation of a community survey between the two main rounds of SIA engagement. Regardless, as communities are dynamic, it is important

to note that the views expressed reflect a particular point in time and may evolve as regional conditions change.

Project workforce estimates, schedules and workforce accommodation plans are based on information provided by Powerlink at the time of report writing. As workforce estimates are subject to change, an indicative peak workforce for each project was considered for the impact assessment. Potential social impacts, both positive and negative, associated with workforce numbers considered this indicative peak workforce size for each project individually and from a cumulative perspective.

A detailed skills profile was not available at the time of preparing the report. Without a skills profile of the construction and operations workforce, the detail to which the local labour pool could be assessed in terms of appropriate skills and levels was limited to the information provided.

This SIA applies Powerlink's impact significance assessment framework. The identified potential social impacts have been considered and assessed using Powerlink's defined criteria and parameters as per the Social Impact Assessment for Powerlink Queensland – Technical Guidance - Specification (2025a).

The cumulative impact assessment is based on relevant projects that were publicly announced at the time of preparing this SIA report (March 2026). Cumulative impact considerations are based on publicly available information, noting that construction timeframes and workforce numbers were not available for all identified, relevant projects. Where workforce data and constructions timeframes were available, they have been included in this report.

As with all SIAs, the analysis is a point in time assessment, based on information available at the time of report preparation. As communities, social conditions and projects are dynamic in nature, future reviews of the SIA may be required should conditions of the assessment substantially change.

3. Project descriptions

The three projects Powerlink is progressing in Central Queensland which are the subject of this SIA are the:

- Gladstone Project- Stage 1 and Stage 2
- Banana RWFCP
- Theodore WFCP.

Each project involves constructing high-voltage transmission lines, substations and associated infrastructure to either reinforce electricity supply to existing cities and towns, or to connect large-scale renewable energy developments to the National Electricity Market.

This section provides a description of each project, including the proposed activities, timeframes and workforce characteristics. The information contained in this section is based on information provided by Powerlink and may be subject to change.

3.1 Gladstone Project- Stage 1 and Stage 2

The proposed Gladstone Project spans the Banana, Rockhampton and Gladstone LGAs. It will reinforce the network between Calvale, Calliope River, Bouldercombe, Gladstone West and Larcom Creek. It includes:

- Stage 1: Calvale to Calliope River Transmission Line Reinforcement project
- Stage 2: Bouldercombe to Gladstone West to Larcom Creek Transmission Line Reinforcement project.

Stage 1

Stage 1 involves constructing a new 87-kilometre (km) 275 kilovolt (kV) double circuit- transmission line, predominantly within an existing spare transmission easement and co located beside existing 275 kV transmission lines, between Calvale Substation and Calliope River Substation (Umwelt, 2025a) (Figure 3-1), with future cut in to Gladstone West Substation. The new transmission line will mostly be constructed in existing spare easement, although there is approximately 16 km between Bracewell and East End where easement widening is required. There are also minor areas approaching both substations where new easement is required due to design requirements. This stage also includes grid connection to Calvale and Calliope River Substations requiring expansion of the 275 kV switch yard at Calvale River Substation and upgrading and expansion of the 132 kV and 275 kV switch yard at Calliope River Substation, potentially adding components such as reactors, transformers, synchronous condensers and static synchronous compensators (Umwelt, 2025a). Stage 1 extends from 10 km east of Biloela in Banana LGA and 2 km north of Clinton, near Gladstone in Gladstone LGA (Umwelt, 2025a). Construction is scheduled to begin in mid-2026 and to be completed by late-2028, subject to approvals and final design (Umwelt, 2025a).

The transmission line will require the construction of about 188 steel lattice towers, with tower heights of 54.4 metres (m) on average, based on topography, safe operational clearance

requirements, environmental and cultural heritage considerations and span distances. Construction activities include site preparation – vegetation clearing, upgrading of existing and construction of new access tracks, gates and strategically placed biosecurity washdown facilities along the easement; foundation and excavation work; establishment of brake and winch sites and the pre-stringing and stringing of conductors and earth wires (Umwelt, 2025a). Tower bench sites will potentially range between 40 m × 40 m up to 60 m × 60 m (Umwelt, 2025a).

Stage 1 intersects a total of 30 landholdings, with 26 landowners, including 17 private landowners, 2 corporate landowners and 7 government landowners. Under Powerlink's established land and easement acquisition process, agreements for new easements are required and will be negotiated with landowners.

Stage 2

Stage 2 includes the construction of a new 275 kV substation at Gladstone West and a 275 kV transmission line, about 95 km long, split into two segments: Bouldercombe to Gladstone West; and Gladstone West to Larcom Creek. Of this line, 80 km will follow existing easement, 10 km will include easement widening and 5 km will require a new easement (Figure 3-2). Construction is expected to begin in late 2027 and to finish in late 2029 (Powerlink, 2025e).

The transmission line will require about 193 steel lattice towers, with tower heights ranging from 35 m to 65 m (up to 20 m higher than existing towers) depending on topography, safe operational clearance requirements, environmental and cultural heritage considerations and span distances. Construction activities will mirror those of Stage 1, including site preparation, vegetation clearing, upgrading of some existing and construction of new access tracks, gates and strategically placed biosecurity washdown facilities along the easement; foundation and excavation work; establishment of brake and winch sites, and pre stringing and stringing of conductors and earth wires (Umwelt, 2025a).

Upgrades and expansions at Bouldercombe and Larcom Creek Substations are needed to enable connection (Powerlink, 2025g). All work will occur on Powerlink-owned land and bays will be added to the substations (Powerlink, 2025e).

While most of the transmission line will be built within the existing easement, there will be 15 km subject to new easement or easement widening. This is expected to intersect 20 land parcels and affect 5 landowners. Under Powerlink's established land and easement acquisition process, agreements may be required and will be negotiated with landowners as needed.

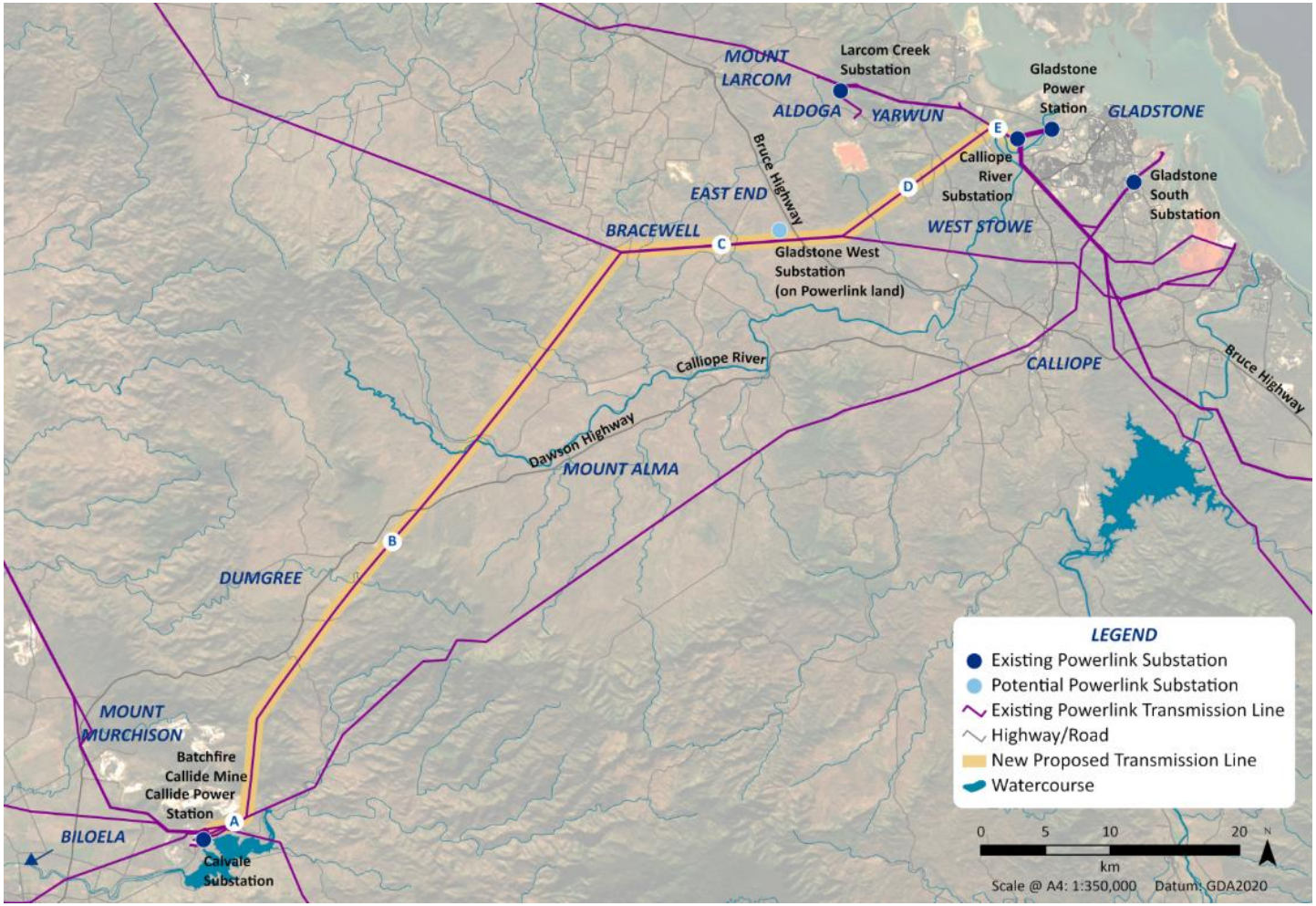


Figure 3-1: Gladstone Project – Stage 1

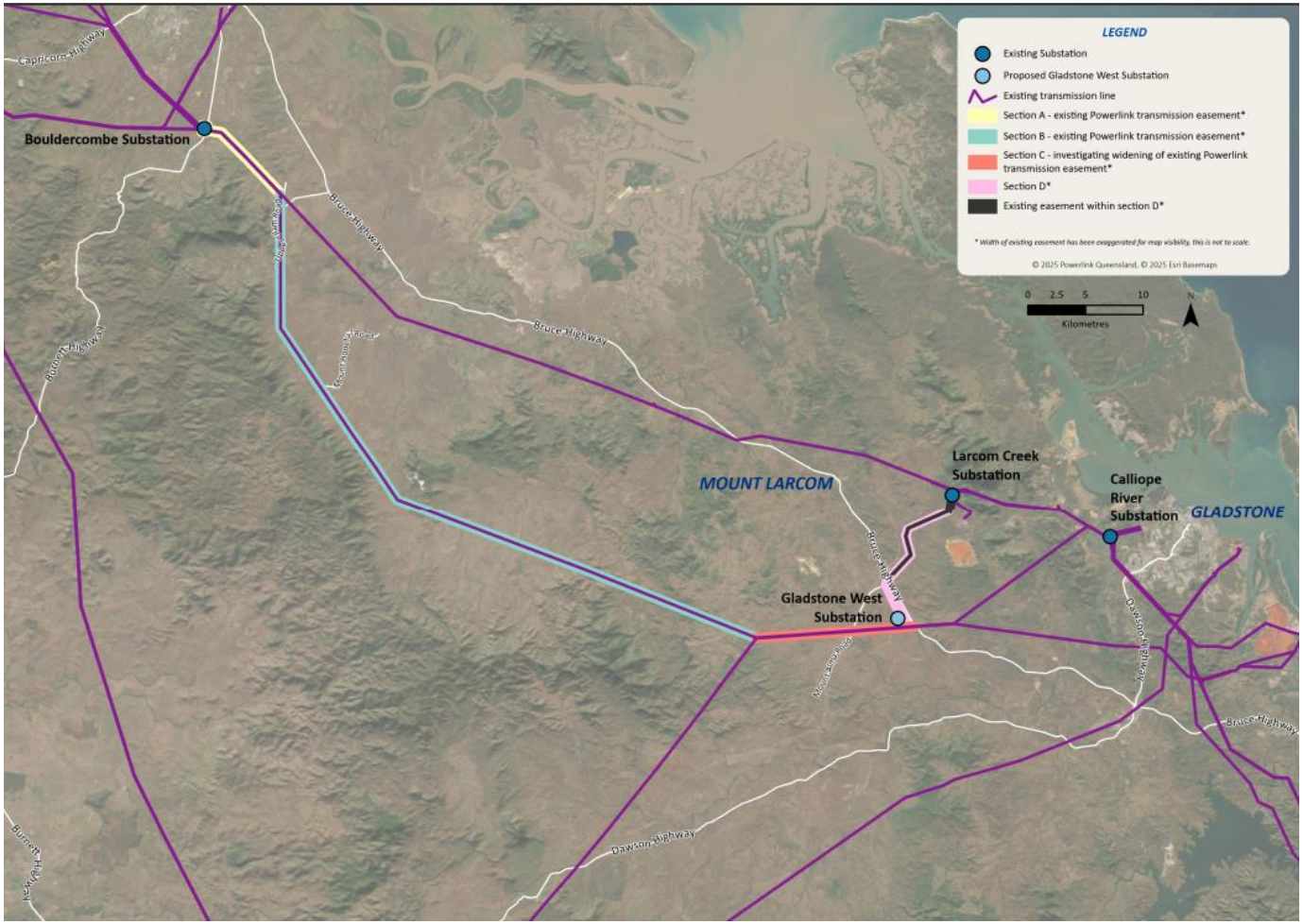


Figure 3-2: Gladstone Project- Stage 2

3.1.1 Construction workforce

Workforce numbers will vary across the project according to need. Figures presented in this section are based on initial project workforce planning and are subject to change. All workforce numbers referenced are full-time equivalent (FTE) positions.

Based on comparable linear transmission and substation projects, the Gladstone Project – Stage 1 is expected to require a peak construction workforce of about 250 FTE positions. The Gladstone Project – Stage 2 is expected to require a peak construction workforce of about 280 FTE positions; with a peak expected in mid-March 2028. The workforce is expected to fluctuate, for both Stage 1 and Stage 2, over their approximate two-year construction period, reflecting sequential delivery of site access, clearance, civil works, tower installation, electrical works, stringing and substation construction.

The Gladstone Project- Stage 1 will be delivered via a clearance and access track work package, as well as a main works package. Gladstone Project- Stage 2 is likely to follow a similar delivery strategy: clearance and access and main works packages.

The clearance and access track contractor/s will be engaged to complete preparatory clearance and access track works over a period of approximately 12 months, with approximately three months completed before transmission line construction begins. It is anticipated that due to the skills and number of workers required, and regional capability, the clearance and access track contractor workforce will be sourced locally (within 125 km as per the Queensland Procurement Policy (Department of Housing and Public Works, 2025)). This could equate to about 50 locally based workers for the Gladstone Project – Stage 1 and about 60 locally based workers for the Gladstone Project – Stage 2.

For the main works contractor/s, a mix of local (125 km from the project), regional (Central Queensland) and non-local construction workforces will be required. These assumptions are based on multiple factors, including current labour availability and skills in the local and regional areas. It is anticipated the main works contractor will seek to secure local and regional workers where skills are available. However, due to the specialised nature of transmission line and substation construction, it is likely key skills will need to be sourced from outside of these areas. This includes specialist transmission line workers, riggers, tower assembly crews, stringing crews, heavy plant operators, crane operators, high voltage electrical and substation technicians, and potentially semi-skilled roles such as foundation crews.

Powerlink is seeking to drive employment outcomes by embedding workforce participation requirements in the procurement phase for the contractor/s. It is anticipated that around 20% of the total construction workforce (via clearance and access track and main works activities) will be locally based. Powerlink is committed to supporting local employment as well as procurement and supply chain opportunities for local businesses, and it is anticipated the following skills will be sourced locally:

- Fencing
- Concrete supply
- Water cartage

- Traffic management
- General access track construction
- Vegetation clearing.

The construction workforce will work a range of hours and rosters. Whilst this is subject to change and tailored to contractor requirements, rosters could potentially include the following for different work crews:

- Clearance and access track crews: 10 days on and four days off, working a 10 – 12 hour day 6:30am to 6:30pm
- Transmission lines crews: roster of 19 days on and nine days off, 6:30am to 6:30pm
- Substation construction crews: roster of 10 days on and four days off, 6:30am to 6:30pm.

To respond to construction workforce needs, a paramedic or emergency response resource may be engaged for the project, with requirements determined by a project - specific health and safety risk assessment.

3.1.2 Operations workforce skills

A small operational workforce (5 FTE) will be needed. Operations will involve routine inspections, line patrols, vegetation management and substation maintenance. These activities will be typically performed by Powerlink regional crews or contractors. It is expected operational roles will be sourced from the local or regional areas.

3.1.3 Workforce accommodation and travel

As noted in Section 3.1.1, Powerlink will procure a clearance and access track contractor, as well as main works contractors for constructing the Gladstone Project - Stage 1 and Stage 2. While local employment is a focus of the project, specialised skills may need to be sourced from outside of the local and regional areas. As a result, a significant portion of the construction workforce may be either fly-in fly-out (FIFO) or drive-in drive-out (DIDO) workers.

For non-local construction workers, Powerlink will request contractors to house workers in a purpose-built workforce accommodation facility that exists outside of Gladstone (e.g. Homeground Gladstone). Due to existing Enterprise Bargaining Agreement (EBA) conditions, contractors and workers cannot be compelled to stay in a dedicated workforce accommodation facility. Therefore, whilst Homeground Gladstone is the preferred accommodation option for non-local construction workforces, some workers may elect or ask to stay in short-term commercial accommodation (e.g. motels, hotels, caravan parks), in towns such as Biloela, Rockhampton or Gladstone. It is expected that due to travel and fatigue risks, substation construction crews working on the Calvale Substation, will be accommodated closer to Biloela reducing the need to travel back and forth to Gladstone after a long day of work. Accommodation selection will depend on availability, personal preference, rostering or EBA-related provisions.

Due to the short project construction timeframe (about two years) and the nature of construction required for this type of project, it is possible a small portion of the Gladstone

Project - Stage 1 and Stage 2 construction workforce may move to Gladstone, Rockhampton or Banana LGA for the construction period. If contractors use Homeground Gladstone, workers could potentially be bused to and from site daily. This approach will reduce road vehicle movements and support workforce fatigue management and safety. Where short-term accommodation is used, workers may rely on light vehicles or contractor-arranged transport depending on location, worker numbers and roster structure to travel to and from site and accommodation each day.

During operations it is anticipated that most of the workforce (i.e. 80 to 100% or 4 to 5 FTE) will be housed locally or within the region to undertake routine maintenance activities on a DIDO basis.

3.2 Banana RWFCP

The proposed Banana RWFCP involves constructing a new 44 km, double circuit 275 kV transmission line between the proposed Banana Range Wind Farm (being developed by EDF) switching station at Mount Benn and Powerlink's existing Calvale Substation; it also includes associated substation upgrades at the Calvale Substation. The project is located wholly within the Banana LGA, with the closest town being Biloela (Figure 3-3). Construction is scheduled to begin early-2027 and to be completed early-2029, subject to approvals and final design confirmation (Powerlink, 2025e).

If approved, the transmission line will be constructed within a 60 m wide easement, with about 20 km of the transmission line co-located within an existing 132 kV line and 24 km in a 'greenfield' transmission line (Powerlink, 2025e; Powerlink, 2025i). As per the Banana RWFCP Ministerial Infrastructure Designation Assessment Report, the "easement width is determined by the size and type of line, and the need to maintain safe electrical clearance between the high voltage conductors and any object or structure adjacent to the line under all conditions" (JBS&G, 2025). The transmission line will include constructing about 117 steel lattice towers, with tower heights ranging from 43 m to 80 m, depending on topography, clearance requirements, environmental and cultural heritage considerations and span distances. Taller structures will be required in gullies and low-lying terrain, while shorter structures will be placed along elevated ridgelines to optimise conductor clearances. Earthworks for tower foundations are expected to be relatively small and discrete, with tower pads typically 40 m × 40 m and up to 60 m x 60 m (JBS&G, 2025). The project includes two major substation components. At Calvale Substation, works will add two new 275 kV feeder bays at the switchyard. At Mount Benn, a new 275 kV substation will be constructed on a footprint of about 500 m × 300 m (JBS&G, 2025).

The project corridor and substation intersect a total of 37 landholdings, with 25 landowners affected. Under Powerlink's established land and easement acquisition process, agreements are required and will be negotiated with landholders. Where applicable, "compensation is paid to directly affected landholders in accordance with the heads of compensation in the *Acquisition of Land Act*" (JBS&G, 2025, p.13). Temporary disturbance areas will include laydown areas, batching plants, conductor brake and winch sites, and access tracks (10 m maximum clearing width) (JBS&G, 2025).

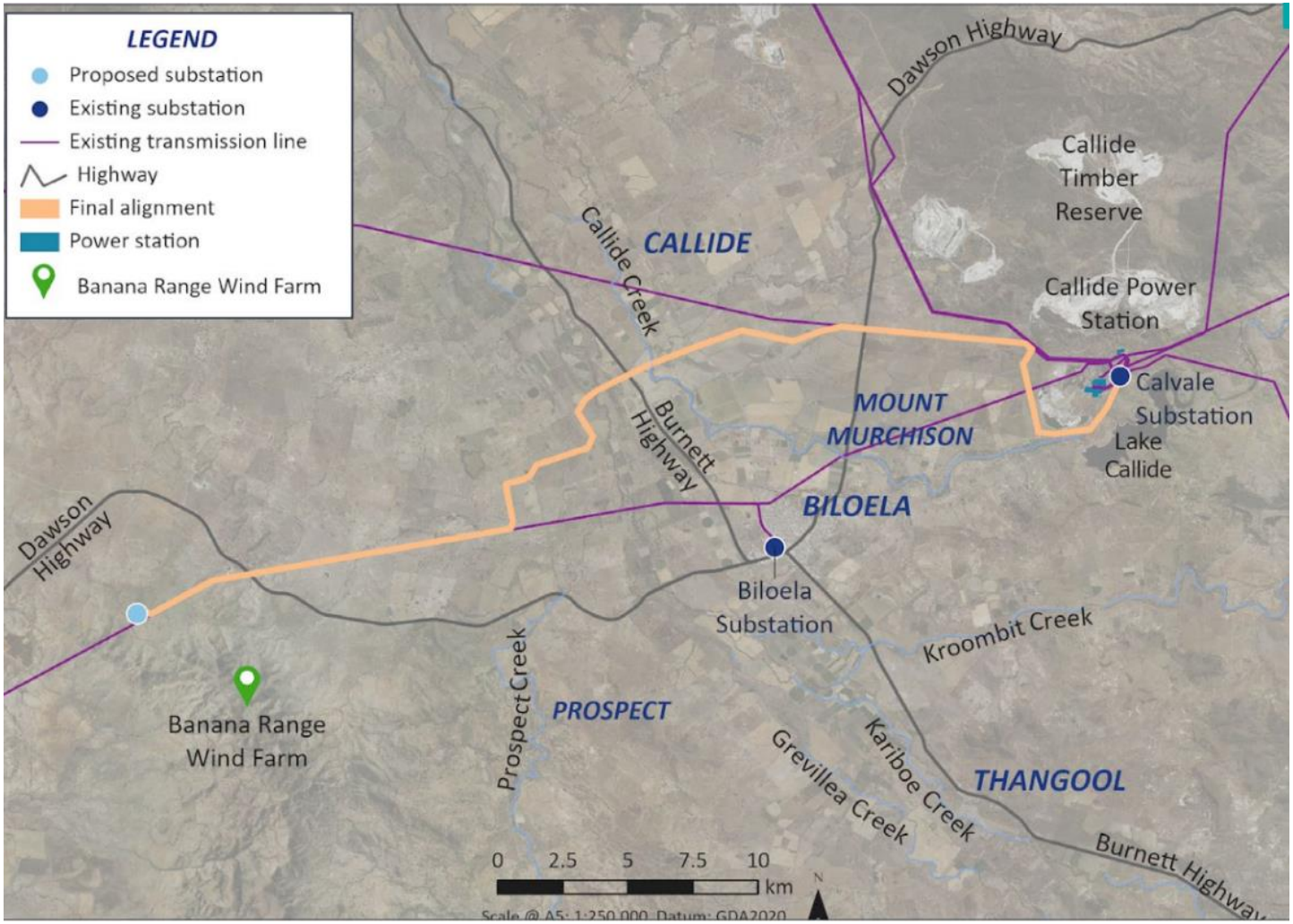


Figure 3-3: Banana RWFCP

3.2.1 Construction workforce

Workforce numbers will vary across the project according to need. Figures presented in this section are based on initial project workforce planning and are subject to change. All workforce numbers referenced are FTE positions.

Based on comparable linear transmission and substation projects, the Banana RWFCP is expected to require a peak construction workforce of about 200 FTE positions (Powerlink, 2025e). The workforce is expected to fluctuate over the two-year construction period, reflecting sequential delivery of site access, clearance, civil works, tower installation, electrical works, stringing and substation construction.

The Banana RWFCP will be delivered via a main works package. The main works package will include both preparatory clearance and access track activities as well as construction of the transmission line and associated infrastructure. It is anticipated that under this main works package a mix of local (with 125 km of the project as per the Queensland Procurement policy), regional (Central Queensland) and non-local construction workforces will be required. These assumptions are based on multiple factors, including current labour availability and skill levels in the local and regional areas. It is anticipated the main works contractor will seek to secure local and regional workers where skills are available. However, due to the specialised nature of transmission line and substation construction, it is likely key skills will need to be sourced from outside of these areas. This includes specialist transmission line workers, riggers, tower assembly crews, stringing crews, heavy plant operators, crane operators, high voltage electrical and substation technicians, and potentially semi-skilled roles such as foundation crews.

Powerlink is seeking to drive employment outcomes by embedding workforce participation requirements in the procurement phase for the contractor/s. It is anticipated around 20% of the construction workforce (via clearance and access track and main works activities) will be locally based. Powerlink is committed to supporting local employment, as well as procurement and supply chain opportunities for local businesses, and it is anticipated the following skills will be sourced locally:

- Fencing
- Concrete, gravel and water supply
- Water cartage
- Biosecurity management
- Traffic management
- General access track construction
- Vegetation clearing.

The construction workforce will work a range of hours and rosters. Whilst this is subject to change and tailored to contractor requirements, rosters could potentially include the following for different work crews:

- Clearance and access track crews: 10 days on and four days off, working a 10 – 12 hour day 6:30am to 6:30pm

- Transmission line crews: roster of 19 days on and nine days off, 6:30am to 6:30pm
- Substation construction crews: roster of 10 days on and four days off, 6:30am to 6:30pm.

To respond to construction workforce needs, a paramedic or emergency response resource may be engaged for the project, with requirements determined by a project-specific health and safety risk assessment.

3.2.2 Operations workforce

A small operational workforce (between 3-6 FTE) will be needed. Operations will involve routine inspections, line patrols, vegetation management and substation maintenance. These activities will be typically performed by Powerlink regional crews or contractors. It is expected that operational roles will be sourced from the local or regional areas.

3.2.3 Workforce accommodation and travel

As noted in Section 3.2.1, Powerlink will procure a main works contractor for project construction. While employing locally is a focus for the project, specialised skills may need to be sourced from outside of the local and regional areas. As a result, a significant portion of the construction workforce may be either FIFO or DIDO workers.

For non-local construction workers, Powerlink will encourage contractors to house workers in purpose-built workforce accommodation facilities in Banana LGA. However, due to existing EBA conditions, contractors and workers cannot be compelled to stay in a dedicated workforce accommodation facility. Therefore, whilst dedicated workforce accommodation facilities are the project's preferred accommodation option for non-local construction workforces, some workers may elect or ask to stay in short-term commercial accommodation (e.g. motels, hotels, caravan parks), in towns such as Biloela. Selection will depend on availability, personal preference, roster alignment, or EBA -related provisions.

Due to the short project construction timeframe (about two years) and the nature of construction required for this type of project, it is also possible a small portion of the workforce may move to Banana LGA for the construction period. If contractors use a workforce accommodation facility, workers may be bused to and from site daily. This approach will reduce road vehicle movements and support workforce fatigue management and safety. Where short-term accommodation is used, workers may rely on light vehicles or contractor-arranged transport depending on location, worker numbers and roster structure to travel to and from site and accommodation each day.

During operations it is anticipated that most of the workforce (i.e. 80 to 100%) will be housed locally or within the region to undertake routine maintenance activities on a DIDO basis.

3.3 Theodore WFCP

The proposed Theodore WFCP involves developing a new 56 km, double -circuit 275 kV transmission line connecting the Theodore Wind Farm (being developed by RWE Renewables) to the proposed Mount Benn Substation. The Mount Benn Substation forms part of the Banana RWFCP and does not form part of the Theodore WFCP. The Theodore WFCP proposes to

develop a new 275 kV substation to be known as the Castle Creek Substation (WSP, 2025). The Theodore WFCP is located entirely within the Banana LGA, about 22 km east of Theodore and 50 km south-west of Biloela (Figure 3-4). Construction is scheduled to begin early-2027 and be completed early-2029, subject to approvals and final design confirmation (Powerlink, 2025e; Powerlink, 2025j).

If approved, the transmission line will be constructed within a new 60 m wide easement, extending north from the Theodore Wind Farm – crossing several watercourses including Castle Creek, Lonesome Creek, Sawpit Creek and Banana Creek. The transmission line will be constructed on self-supporting steel lattice towers or poles. Tower design and heights are to be determined using modelling and considering vegetation, environment, cultural heritage and span distances. While final tower numbers are subject to detailed design, preliminary engineering indicates about 120 towers will be constructed, with tower heights ranging from 42 m to 81 m. Earthworks for tower foundations are expected to be relatively discrete, with tower pads typically 40 m × 40 m up to 60 m x 60 m.

The footprint for the new Castle Creek Substation will cover about 12 hectares (i.e. 445 m by 270 m). The Mount Benn Substation forms part of the separate Banana RWFCP and is not included in the Theodore WFCP description.

The project area (include proposed access tracks) and substation intersect a total of 17 landholdings, one lands-lease land parcel and eight road parcels, with 12 landowners (WSP, 2025). Under Powerlink's established land and easement acquisition process, agreements for easements and other land uses are required and will be negotiated with landholders.

Temporary disturbance areas will include laydown areas, batching plants, conductor brake and winch sites, and access tracks.

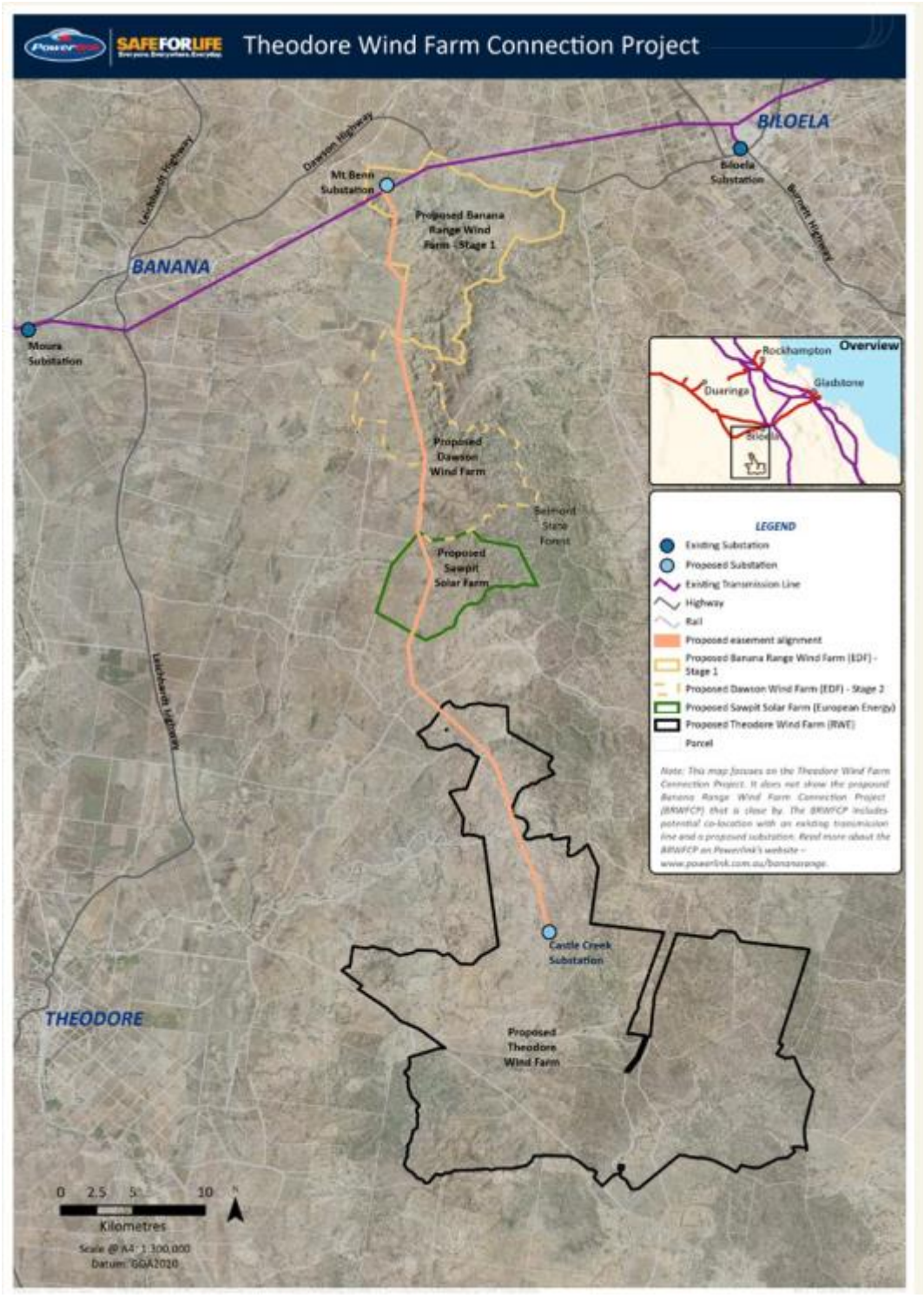


Figure 3-4: Theodore WFCP

3.3.1 Construction workforce

Workforce numbers will vary across the project according to need. Figures presented in this section are based on initial project workforce planning and are subject to change. All workforce numbers referenced are FTE positions.

Based on comparable linear transmission projects, the Theodore WFCP is expected to require a peak construction workforce of about 250 FTE positions (Powerlink, 2025e). The workforce is expected to fluctuate over the approximate two-year construction period, reflecting sequential delivery of site access, clearance, civil works, tower installation, electrical works, stringing and substation construction.

The Theodore WFCP will be delivered via a main works package. The main works package will include both preparatory clearance and access track activities as well as construction of the transmission line and associated infrastructure. It is anticipated that under this main works package a mix of local (with 125 km of the project as per the Queensland Procurement policy), regional (Central Queensland) and non-local construction workforces will be required. These assumptions are based on multiple factors, including current labour availability and skill levels in the local and regional areas. It is anticipated the main works contractor will seek to secure local and regional workers where skills are available. However, due to the specialised nature of transmission line and substation construction, it is likely key skills will need to be sourced from outside of these areas. This includes specialist transmission line workers, riggers, tower assembly crews, stringing crews, heavy plant operators, crane operators, high voltage electrical and substation technicians, and potentially semi-skilled roles such as foundation crews.

Powerlink is seeking to drive employment outcomes by embedding workforce participation requirements in the procurement phase for the contractor/s. It is anticipated that around 20% or more of the construction workforce (via clearance and access track and main works activities) will be locally based. Powerlink is committed to supporting local employment as well as procurement and supply chain opportunities for local businesses, and it is anticipated the following skills will be sourced locally:

- Fencing
- Concrete, gravel and water supply
- Water cartage
- Traffic management
- Biosecurity management
- General access track construction
- Vegetation clearing.

The construction workforce will work a range of hours and rosters. Whilst this is subject to change and tailored to contractor requirements, rosters could potentially include the following for different work crews:

- Clearance and access track crews: 10 days on and four days off, working a 10 – 12 hour day 6:30am to 6:30pm

- Stringing, line and tower crews: roster of 19 days on and nine days off, 6:30am to 6:30pm
- Substation construction crews: roster of 10 days on and four days off, 6:30am to 6:30pm.

To respond to construction workforce needs, a paramedic or emergency response resource may be engaged for the project, with requirements determined by a project-specific health and safety risk assessment.

3.3.2 Operations workforce

A small operational workforce (between 3-6 FTEs) will be required. Operations will involve routine inspections, line patrols, vegetation management and substation maintenance. This will typically be performed by Powerlink regional crews or contractors. It is expected that operational roles will be sourced from the local or regional areas.

3.3.3 Workforce accommodation and travel

As noted in Section 3.3.1, Powerlink will procure a main works contractor for project construction. While local employment is a focus of the project, specialised skills may need to be sourced from outside of the local and regional areas. As a result, a significant portion of the construction workforce may be either FIFO or DIDO workers.

For non-local construction workers, Powerlink will encourage contractors to house workers in purpose-built workforce accommodation facilities in Banana LGA. However, due to existing EBA conditions, contractors and workers cannot be compelled to stay in a dedicated workforce accommodation facility. Therefore, whilst dedicated workforce accommodation facilities are the project's preferred option for non-local construction workforces, some workers may elect or ask to stay in short-term commercial accommodation (e.g. motels, hotels, caravan parks) in towns such as Banana, Theodore or Biloela. Selection will depend on availability, personal preference, roster alignment, or EBA-related provisions.

Due to the short project construction timeframe (about two years) and the nature of construction required for this type of project, it is also possible a small portion of the workforce may move to Banana LGA for the construction period. If contractors use a workforce accommodation facility, workers may be bused to and from site daily. This approach will reduce road vehicle movements and support workforce fatigue management and safety. Where short-term accommodation within the region is used, workers may rely on light vehicles or contractor-arranged transport depending on location, worker numbers and roster structure to travel to and from site and accommodation each day.

During operations it is anticipated that most of the workforce (i.e. 80 to 100%) will be housed locally or within the region to undertake routine maintenance activities on a DIDO basis.

3.4 Cumulative Powerlink project considerations

Whilst this SIA has been prepared on a project-by-project basis, it should be noted that all three Powerlink projects are proposed to be developed in geographically adjacent areas with overlapping construction timeframes. As a result, the potential cumulative effects of project

development are a consideration within the proposed Powerlink projects, as well as other projects in the SIA study areas.

The construction periods for the three proposed Powerlink projects are:

- Gladstone Stage 1, mid-2026 to late-2028
- Gladstone Stage 2, late-2027 to late-2029
- Banana RWFCP and Theodore WFCP, early-2027 to early-2029.

In total, these three projects are expected to source a construction workforce of up to approximately 980 workers during this period. Whilst many workers will be specialised and sourced from outside of the region, Powerlink intends to engage a local workforce of approximately 20% or nearly 200 people. This is likely to generate a complex interaction between local labour and housing markets, as well as local services and infrastructure.

Whilst the use of specialised skills and workers from outside of the region may reduce competition for local labour, it will also increase demand for temporary housing and accommodation, potentially placing pressure on housing markets and local services and infrastructure if not managed. From a labour perspective, the creation of local employment opportunities represents a potential benefit of the projects, provided suitable skills are available and workers are not drawn away in significant numbers from local businesses and services. These potential cumulative impacts are more likely to occur during project construction due to workforce numbers required and the nature of construction activities.

To manage peak workforce numbers, Powerlink will require contractors to consider and plan for the staggering of workforces. Contractors will be required to outline workforce management strategies, including measures to manage peak workforce demands, as part of their tender submissions.

Cumulative factors are considered within the context of each project specific impact assessment. Where applicable, the cumulative effects of project development, such as the intensification of impacts or constraints on the realisation of project benefits are discussed by SIA key matter. Cumulative impact considerations as a whole are presented in Section 10.

3.5 Workforce skills required

Project delivery will require a diverse mix of construction and operational skills aligned with Queensland's transition to a renewables- and transmission-focused energy system. Workforce planning documents – including the Future Energy Jobs Guide (Queensland Government, 2023a), the Queensland Clean Energy Workforce Roadmap (Queensland Government, 2023b) and the Queensland Energy Roadmap 2025 (Queensland Treasury, 2025) – highlight the growing demand for skilled labour across electricity transmission, renewable energy, civil construction, electrical trades and digital energy systems. In line with this, the publications also emphasise the importance of developing Queensland's future energy workforce through apprenticeships, traineeships and vocational pathways delivered by government-owned corporations (Queensland Government, 2023b; Queensland Treasury, 2025). Based on these sources and as per the project descriptions listed above, indicative project workforce skills required are presented in Table 3-1.

Table 3-1: Indicative project related workforce skills and jobs required

Workforce skills and jobs required	
Construction	Operations
• Civil and earthworks operators – dozer, grader, excavator and compactor operators, roller operators and experienced plant operators • Cranes and lifting – mobile, crawler and tower crane operators; elevated work platform and scissor lift operators • Structural and mechanical trades – steel fixers, boilermakers, welders, riggers and rope access specialists • Electrical and telecommunications trades – early works electrical roles supporting temporary power and communications installation • General trades and site support – carpenters, plumbers, trades assistants, surveyors, safety personnel and logistics coordinators	• High-voltage electricians and cable jointers – essential for transmission operation and maintenance • Communications and protection technicians – supporting digital monitoring, automation and network control systems • Maintenance specialists – mechanical fitters, steel specialists, riggers, electricians and general maintenance technicians • Digital systems workers – communications specialists, data/telemetry technicians, and cyber-aware field support roles

Source: Queensland Government, 2023a; Queensland Government, 2023b; and Queensland Treasury 2025.

3.6 Contracting, suppliers and procurement

Queensland is driving significant investment in energy generation, storage and transmission infrastructure. As noted in Section 3.4, the Queensland Government has released key documents that highlight the need to strengthen regional industry capability and to support Queensland businesses in participating in the growing energy supply chain.

Powerlink is committed to maximising local content, regional procurement and First Nations participation across its projects. Its procurement processes prioritise opportunities for businesses in Central Queensland that are aligned with the Queensland Procurement Policy (Department of Housing and Public Works, 2026) and the Queensland Charter for Local Content (Department of State Development, Infrastructure, Local Government and Planning, 2020).

4. Policy and planning context

Queensland Government regulations, policies and strategies guide the direction and prioritisation of future development planning across the state. Regional planning frameworks consider economic, social and environmental elements, and further integrate land use and infrastructure planning. At a local government level, planning documents guide growth and development priorities across an LGA. Together, these provide a frame of reference for the approach to and development of proposed social impact management and opportunity enhancement measures.

4.1 State regulations, guidelines and strategies

4.1.1 Planning Act 2016

The *Planning Act 2016* (Queensland Government, 2016) establishes the statutory framework for Queensland's land use planning and development assessment system. The purpose of the Act is "to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning…that facilitates the achievement of ecological sustainability" (Queensland Government, 2016).

The *Planning Act 2016* and the *Planning Regulation 2017* set out the structure for preparing planning instruments, administering development assessments, and applying assessment benchmarks. Together, these instruments form the basis for assessing development proposals in Queensland, ensuring consideration of economic, environmental and community outcomes. For Powerlink's projects, the Act provides the overarching framework through which land use compatibility, development impacts and required approvals are assessed.

4.1.2 Queensland SIA Guideline

The Queensland SIA Guideline "has been prepared to provide information on details that must be included in an SIA. The guideline covers the identification and assessment of potential social impacts, as well as their management and monitoring" (DSDIP, 2025a). An SIA is required for all projects subject to an Environmental Impact Statement under the *State Development and Public Works Organisation Act 1971* or the *Environmental Protection Act 1994* (EP Act). As per the guideline "it is also required for development prescribed in the *Planning Act 2016* (Planning Act) to be developed requiring an SIA" (DSDIP, 2025a). Under the SIA Guideline the SIA must address five key matters:

- Local business and industry procurement
- Housing and accommodation
- Workforce management
- Health and community wellbeing
- Community and stakeholder engagement (DSDIP, 2025a).

DSDIP has also prepared a non-statutory document to support the SIA guideline and provide direction on the SIA process, titled Social Impact Assessment – Supplementary material for assessing and managing the social impacts of project under the SIA Guideline (July 2025) (DSDIP, 2025b).

Powerlink is not required to prepare an SIA for the proposed projects under this process; it is undertaking this SIA on a voluntary basis. Notwithstanding, this SIA is aligned with this SIA guideline.

4.1.3 State Infrastructure Strategy 2022

The State Infrastructure Strategy 2022 "sets the statewide [Queensland] priorities for infrastructure, providing a framework for how government will plan and invest in infrastructure over the next 20 years" (Department of State Development, Infrastructure, Local Government and Planning, 2022). It emphasises that investing in the right infrastructure at the right time underpins economic growth and social outcomes, supports jobs and creates long-term prosperity for all Queenslanders.

The strategy outlines priority infrastructure investment areas, including the expansion of transmission network capacity, support for regional industrial transition, strengthening of supply chains, and workforce development. These priorities position transmission infrastructure as critical enabling infrastructure to support Queensland's economic transition and long-term energy objectives.

4.1.4 Queensland Energy Roadmap 2025

The Queensland Energy Roadmap 2025 (Queensland Treasury, 2025) provides a five-year plan to deliver a cleaner, more secure and more resilient energy system. The roadmap commits to "delivering affordable, reliable and sustainable energy for all Queenslanders" (Queensland Treasury, 2025).

A focus of the Energy Roadmap is improving the state's existing energy assets while building what is needed for the future. This is to put downward pressure on energy process, optimise existing assets and boost private sector investment in new energy generation.

The Roadmap identifies the continued operation of state-owned coal assets for as long as needed in Queensland's electricity system and outlines a pathway to integrate renewable energy generation, gas and storage. Powerlink's proposed transmission projects would directly contribute to achieving these objectives by unlocking renewable energy generation potential and strengthening network resilience in Central Queensland. A coordinated planning and development approach to the new Regional Energy Hubs will also seek to minimise impacts on communities and optimise associated benefits.

It should be noted that as a part of an earlier energy system roadmap, the Queensland Government proposed to establish a series of REZs to help deliver new jobs, industries and investment across Queensland. Central Queensland – Callide, which included the Banana Shire Council, was identified as the first potential REZ. It was slated to be at the forefront of energy transformation across Queensland due to the level of renewable energy developed activity in

the area (Queensland Government, 2024). As a part of this process, the Queensland Government engaged with communities to assess the region's readiness to become a REZ, to identify stakeholder sentiment towards being a REZ and to identify potential challenges and opportunities. This process was documented in a series of REZ readiness assessment reports. With the change of government in Queensland, the REZ roadmap is no longer active; however, the recognition of Central Queensland – Callide as the first potential REZ provides a useful context to the level of proposed development activity in the region.

4.2 Regional planning framework

Government planning frameworks provide guidance for future development opportunities and distil the vision, goals and objectives for a designated area. For this SIA, regional and local planning documents were considered from the following regional and local government areas:

- Central Queensland
- Gladstone Regional Council
- Banana Shire Council
- Rockhampton Regional Council.

Key regional and local planning documents relevant to the projects are presented in Appendix E with a summary of visions, goals and objectives presented in Section 5.

5. Social baseline

This section provides an overview of the regional context the proposed projects will be developed in, and a summary of the social and economic conditions in the SIA study areas for the three projects (as defined in Section 2.3.1).

5.1 Regional context

Central Queensland is characterised by a mix of major industrial centres, agricultural landscapes, small rural settlements and regionally significant service hubs (Queensland Government, 2024).

Gladstone LGA and Rockhampton LGA operate as the region's primary economic anchors, supporting large-scale heavy industry, transport and logistics networks and nationally significant export infrastructure. In contrast, Banana LGA is characterised by smaller towns and strong agricultural ties. These structural differences influence employment patterns, population mobility, housing markets and the socio-economic context across the region (QGSO, 2025b).

Central Queensland has a long history shaped by mining, energy production and agriculture. Coal extraction and related industries have been central to the regional economy for decades, attracting workers from across Australia and overseas and contributing to population and settlement patterns. At the same time, cattle production remains a major social and economic pillar, particularly across Rockhampton and Banana LGAs, reinforcing the strong agricultural identity of rural communities (QGSO, 2023; Regional Development Australia Fitzroy and Central West, 2022). Gladstone's industrial evolution – encompassing aluminium refining, liquefied natural gas (LNG) processing, cement manufacturing and chemical production – continues to position it as one of Queensland's most significant industrial and export hubs (Gladstone Region, n.d.).

In recent years, Central Queensland has experienced a surge of interest in the renewable energy industry, with a growing number of wind and solar projects proposed, particularly in the Banana Shire Council area (Banana Shire Council, 2025a; 2025b). If multiple proposed renewable energy projects proceed, the economy of the region may shift, potentially increasing associated employment and business opportunities in new industries (Queensland Government, 2025a).

5.2 Community values

As noted in Section 4.2, a range of government planning frameworks have been prepared for Central Queensland, as a whole, as well as for each council area. These planning frameworks provide guidance for development through capturing a community's vision, goals and objectives for its future. In terms of community values, common themes emerge across the regional council areas. With residents valuing:

- The lifestyle and 'way of life' afforded by living in the region
- Communities which are caring, vibrant, inclusive and resilient

- Access to services and infrastructure which will support a high quality of life for residents
- Connection to land, country and the preservation of heritage
- Economic growth and sustainability.

Key aspirations contained in these documents are summarised below, with further detail provided in Appendix E.

5.2.1 Central Queensland

Regional planning documentation captures and presents strategic priorities for the region over the coming decades. Key priorities include:

- A place with healthy, growing communities each with a unique character and lifestyle
- A goal to be a resilient and connected region that continues to adapt to climate change, climate variability and the challenges of remoteness
- Diversification of agriculture, mining, and tourism sectors to remain globally competitive, evolving in response to market and technological drivers
- A focus on harnessing the opportunities of decarbonisation by diversifying into renewable energy, hydrogen, and clean manufacturing to become a global exporter of high-value, low-carbon products (DSDILGP,2023).

5.2.2 Gladstone regional council

Gladstone's regional frameworks and plan set out a clear vision for sustainable growth that seeks to balance economic development with environmental protection and community wellbeing. Key priorities include integrated land use and infrastructure planning, provision of affordable and diverse housing, and access to health, social and community services to support liveability and long-term quality of life.

A strong focus is placed on transitioning to a resilient and diversified economy, particularly through renewable energy, skills development and innovation. These economic goals are closely linked to inclusive growth, social cohesion and community participation, reflecting a shared aspiration for a connected region with a strong identity and enduring social, environmental and economic outcomes (see Appendix E for documents and references).

5.2.3 Banana Shire council

Banana's strategic planning documents outline a coordinated approach to growth that seeks to balance economic development and infrastructure delivery with environmental protection. The community plan and place-based plans emphasise locally tailored planning that reflects the distinct needs, values and aspirations of Biloela, Banana, Theodore and surrounding districts. Key priorities include strengthening infrastructure, improving access to community services, preserving cultural identity and supporting liveability through inclusive, community-led decision-making.

Economic resilience and sustainable development are also central themes across the council's planning frameworks, with a focus on supporting resource-based and diversified industries while managing growth in a way that protects rural character and environmental values. Housing affordability and supply are also identified as priorities, with the planning scheme and

local housing plan seeking to ensure development aligns with infrastructure capacity and long-term community needs to support stable and well-serviced regional communities (see Appendix E for documents and references).

5.2.4 Rockhampton regional council

Rockhampton's planning framework supports sustainable, coordinated growth through integrated land use planning, infrastructure provision and community-focused service delivery. Key priorities include balanced urban and rural development, environmental management and long-term planning to support liveability and community wellbeing.

Economic resilience is a central focus, with strategies targeting workforce development, investment attraction and key regional industries. Housing supply and affordability are also prioritised, with actions aimed at increasing housing diversity, addressing barriers to housing development, improving support services for vulnerable groups and aligning growth with infrastructure capacity and population needs (see Appendix E for documents and references).

5.3 Summary of existing social conditions

A summary of the social baseline and existing social conditions by SIA key matter is presented by project in the following sections. This social baseline information, along with desktop research and detailed SIA engagement findings, has informed the impact assessment for each project.

Each summary is presented by project, however as the geographical areas overlap across the SIA study areas, there is necessarily some duplication in the social baseline data and the information presented in these sections.

Key social baseline conditions across the SIA study areas which have the most important implications for project development and the SIA are the following:

- **Local business and industry procurement**

  The **business landscape is diverse**. There are higher rates of construction related businesses in Gladstone and Rockhampton LGAs than in Banana LGA; Banana LGA's business sector is more concentrated within the agricultural sector. A high proportion of local businesses are small in size. As a result, more businesses in the Gladstone and Rockhampton LGA may be ready to apply for project supply opportunities.

- **Housing and accommodation**

  The **local housing market is stretched**, with limited housing to rent or buy within the SIA study areas- particularly Banana LGA. Changes in population, even if temporary, are likely to have an impact on housing availability and affordability, which can disproportionately impact vulnerable and low-income households.

- **Workforce management**

  The SIA study areas are characterised by relatively low unemployment, particularly in Banana LGA (3.4% in December 2024). Labour force participation rates are similar to the rates recorded across Queensland in 2021 (61.6%). Rockhampton LGA recorded a slightly lower rate (60%) and Banana LGA and Gladstone LGA recorded as slightly higher rate 63.3% and 61.8% respectively (ABS,2021b).

Unemployment rates are higher amongst Indigenous residents in the SIA study area and as a result this group could potentially benefit from project employment opportunities, should skills align with project needs and individuals wish to apply for available opportunities.

- **Community health and wellbeing**
  - **Health and emergency service capacity is stretched**, with limited specialist services readily available in the regions. Waiting lists can be long and residents often need to travel to centres such as Rockhampton and Brisbane for medical treatment. As a result, changes in demand on health services by project workforces could impact local health service delivery for residents, again this could potentially have a greater impact on vulnerable residents across the SIA study area.
  - **Rates of volunteering are higher than across Queensland**, particularly in Banana LGA, signifying strong community cohesion.
  - In the Index of Relative Socio-Economic Disadvantage (IRSD) ranking, **Banana LGA recorded a lower level of disadvantage when compared to Queensland**. Only 16.5% of Banana LGA residents occupy the most disadvantaged quintile, whereas a higher proportion of residents of Gladstone LGA (31%) and Rockhampton LGA (42.2%) fall within this quintile. Conversely, 18.4% of Banana LGA residents fall into the most advantaged quintile, compared to 3% of Gladstone LGA and 8.9% of Rockhampton LGA residents. **Gladstone and Rockhampton LGAs are characterised by more than half of their residents scoring in the two disadvantaged quintiles** (ABS,2023).
  - **Rockhampton LGA residents have the highest rates of needing assistance (7.5%)**, while Gladstone LGA (5.8%) and Banana LGA (4.2%) residents have lower rates of needing assistance than the state overall (6%). This corresponds with the higher proportion of socio-economic disadvantage within the Rockhampton LGA and could also indicate socio-economic vulnerability within the community.
- **Community and stakeholder engagement**

  Stakeholders in all areas engaged for the SIA **expressed levels of consultation fatigue** as a result of being engaged for multiple proposed projects and developments in the SIA study areas over the past few years.

5.3.1 Gladstone Project- Stage 1 and Stage 2

The Gladstone Project- Stage 1 and Stage 2 SIA study area includes Gladstone UCL, Gladstone LGA, Bouldercombe SAL, Rockhampton UCL, Rockhampton LGA, Biloela SAL and Banana LGA. Table 5-1 presents a summary of existing social conditions for the Gladstone Project- Stage 1 and Stage 2 by SIA key matter and using the SIA study area for this project (see Table 2-2).

Table 5-1: Gladstone Project- Stage 1 and Stage 2 summary of existing social conditions

SIA key matter	Summary
Local business and industry procurement	• Business registrations have increased across the Banana, Gladstone and Rockhampton LGAs over the past five years, with strong growth in the Gladstone (16%) and Rockhampton LGAs (15%) and more limited growth in the Banana LGA (3%) (QGSO,2025b). • In the Gladstone and Rockhampton LGAs, most businesses are concentrated in the 'construction' sector, reflecting their roles as service and industrial centres with diverse business bases. Both LGAs also maintain a substantial share of agricultural businesses, creating a more balanced split between the two industries: in 2024, each accounted for between 13% and 17% of businesses. In contrast, Banana LGA's economy remains highly concentrated, with 62% of businesses in 2024 classified as 'agriculture, forestry and

SIA key matter	Summary
	fishing', while 'construction' represented only 7.4% (ABS, 2024a; ABS, 2024b). • While construction and agriculture are the most prominent sectors for business registrations, the LGAs also support a diverse range of businesses, including those in the accommodation, food services and transport sectors, indicating that a range of businesses could be interested in project supply opportunities. • The size and number of businesses operating in the LGAs fluctuate over time, however many registered businesses are classified as small or non-employing businesses, with around 25% of registered businesses employing one to four employees (QGSO, 2025b). • Stakeholders identified local content and supply chain opportunities as important for local businesses, with transparency regarding procurement processes and longer lead times considered critical to support the participation of small businesses in the supply chain (SIA Engagement – Round 1, June 2025). • During SIA engagement, stakeholders, particularly landholders, expressed concerns regarding potential impacts on agricultural business productivity and economic output, particularly in relation to temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025).
Housing and accommodation	• Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes and have also demonstrated sensitivity to temporary demographic shifts associated with major industrial activity, particularly in the Gladstone LGA. Rising house prices and inflation have increased housing costs in the SIA study area. Housing now represents a greater proportion of total household income in 2025 than it did in 2020, with housing costs in regional centres now edging closer to those of capital cities. • The SIA Social Baseline identified that rental markets are tight. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide, with 0.3% for Banana LGA, 0.8% for Rockhampton LGA and 2.6% for Gladstone LGA (noting that Gladstone LGA has recorded vacancy rates as low as 1% in the past) (Real Estate Institute of Queensland, 2026). With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers. Limited access to rental accommodation options is likely to disproportionately affect vulnerable and low-income households. • As regional centres, Rockhampton LGA and Gladstone LGA have a well-established short-term accommodation sector available to persons seeking short-term stays in the region. Biloela, the administrative centre of Banana LGA, also offers short-term accommodation, although the number of beds available is commensurate with its smaller population size. Short-term accommodation demand fluctuates throughout the year, with peaks noted during major regional events, such as conferences and Beef Week in Rockhampton, and industrial shutdown periods in Gladstone. • Gladstone LGA hosts a large purpose-built workforce accommodation facility, Homeground, with 1,392 rooms. Banana LGA contains smaller dedicated workforce accommodation facilities, including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela). These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing (CS Energy, 2024). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025). While workforce accommodation facilities are proposed for Rockhampton and Gracemere, these are not yet operational (RE-Alliance, 2024). • Through SIA engagement, stakeholders noted that housing markets are stretched, with rental affordability and availability a real concern. Cost of living pressures are also present, and stakeholders worry that non-resident workforces – whether employed by Powerlink or others – could heighten these pressures if not properly managed (SIA Engagement- Round

SIA key matter	Summary
	1, June 2025).
Workforce management	• Gladstone has a strong vocational education focus, offering school-based apprenticeships, traineeships and industry-linked programs. Rockhampton LGA hosts an integrated education sector that supports strong local pathways from school to employment. Banana LGA has an Engineering Skills Training Centre, as well as a TAFE. The Central Queensland University has campuses in the Gladstone and Rockhampton LGAs (CQROC, 2025a; 2025b). • 'Engineering and related technologies' was the most prevalent field of post school study and training in the SIA study area in 2021, with 'certificate' level qualifications most common. As a result, there could be a pool of suitable candidates for apprenticeship and traineeship positions with the project. • Labour force participation rates were below the Queensland average (61.6%) in 2021 in some locations. This was particularly noticeable in Bouldercombe SAL (52.8%) and Rockhampton LGA (60.0%). These lower participation rates indicate that fewer residents were actively engaged in the workforce compared to the state average in 2021, this may be due to demographic characteristics, such as a higher proportion of older and younger (under 15 years) populations (ABS, 2021b). • Unemployment among Indigenous residents varied across the LGAs at the time of the 2021 Census. It was highest in Gladstone LGA (11%) and lowest in Banana LGA (5%). Whilst unemployment rates were higher in 2021, it is partly explained by labour force participation rates, with lower labour force participation rates recorded. This could be due to a range of factors such as local job availability or access barriers (ABS, 2021b). • Employment opportunities, particularly apprenticeships and traineeships, are a key need across the SIA study area to retain young people in the regions (SIA Engagement Round 1, June 2025). • There is an anticipated high cumulative demand for construction workers, particularly local workers, in the SIA study area over the next four years. Forty projects were identified as relevant from a cumulative impact consideration; these are estimated to require over 8,000 construction workers during a similar timeframe to the Powerlink projects. • During SIA engagement, stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local communities. However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025).
Health and community wellbeing	• The median age of residents in the SIA study area ranges from 35 to 38 years, similar to the median age across Queensland (38 years). Bouldercombe SAL is the only exception, where the median age is 46 years, suggesting a slightly older population compared with other locations in the SIA study area. In Gladstone UCL, the median age is 35, indicating a younger, working-age population. • Cultural diversity, in terms of persons born overseas or speaking a language other than English, is lower than in Queensland as a whole and likely reflects a lower pattern of migration to regional areas within the SIA study area. • Median income varies across the SIA study area; however, most areas reported a median income that was lower than Queensland overall in 2021. Banana LGA as a whole, and Biloela SAL in particular, are the exceptions, with a higher median weekly household income compared to the state. This may reflect the influence of the high-paying mining and energy sector (specifically coal mining) which was the largest employing industry in Biloela SAL in the 2021 Census. • Gladstone and Biloela hospitals provide 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery (ABC News, 2025b).

SIA key matter	Summary
	• Emergency response capacity is influenced by geography, resourcing and workforce availability. Emergency services operate across large catchments, with long travel distances and a reliance on volunteer personnel in rural and semi-rural areas. These characteristics increase vulnerability during extreme events and periods of heightened demand, particularly where multiple incidents occur concurrently (ABC News, 2024). • The IRSD is one of the Socio-Economic Indexes for Areas indices used to assess the level of disadvantage in an area. A low IRSD score indicates a relatively higher level of disadvantage, while a high score indicates a lower level of disadvantage. Based on population distribution by quintile and welfare payment rates, Banana LGA tends to show slightly lower levels of disadvantage compared to Queensland. Only 16.5% of Banana LGA residents occupy the most disadvantaged quintile, whereas a higher proportion of residents of Gladstone LGA (31%) and Rockhampton LGA (42.2%) fall within this quintile. Conversely, 18.4% of Banana LGA residents, fall into the most advantaged quintile, compared to 3% of Gladstone LGA and 8.9% of Rockhampton LGA residents. Gladstone and Rockhampton LGAs are characterised by more than half of their residents scoring in the two disadvantaged quintiles (ABS,2023). • At the time of the 2021 Census, 21% of Banana LGA residents participated in unpaid voluntary work, which was higher than in Queensland (14.1%), Gladstone LGA (16.2%) and Rockhampton LGA (13.6%). Volunteering can be an indicator of strong social cohesion and relative levels of socio-economic advantage (ABS,2021b). • Within the SIA study area, Rockhampton LGA residents have the highest rates of needing assistance (7.5%), while Gladstone LGA (5.8%) and Banana LGA (4.2%) residents have lower rates of needing assistance than the state overall (6%). This corresponds with the higher proportion of socio-economic disadvantage within the Rockhampton LGA and could also indicate socio-economic vulnerability within the community(ABS,2021b). • LGAs across the SIA study area tend to have a similar proportion of low-income households (earning less than $799 per week) compared with Queensland overall. However, residents across the SIA study area are more likely to fall within the lower-income category than Queensland residents as a whole (ABS,2021b). • During SIA engagement, stakeholders expressed that they enjoyed living in their communities and the type of lifestyle the location affords. Communities were described as tight knit- with lower rates of residential mobility recorded in communities such as Bouldercombe and Banana SAL over the past five years than recorded across Queensland as a whole (SIA engagement- Round 1, June 2025).
Community and stakeholder engagement	• During SIA engagement, stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

5.3.2 Banana RWFCP

The Banana RWFCP SIA study area includes Banana SAL, Biloela SAL and Banana LGA. Table 5-2 presents a summary of existing social conditions for the Banana RWFCP by SIA key matter and using the SIA study area for this project (see Table 2-2).

Table 5-2: Banana RWFCP summary of existing social conditions

SIA key matter	Summary
Local business and industry procurement	• Business registrations in Banana LGA have seen modest growth over the past 5 years (3%) (QGSO,2025b). • Banana LGA's economy is highly concentrated, with 62% of businesses in 2024 classified as

SIA key matter	Summary
	'agriculture, forestry and fishing', while 'construction' represented only 7.4% of businesses (ABS, 2024a; ABS, 2024b). • The size and number of businesses operating in the LGA fluctuate over time, however many registered businesses are classified as small or non-employing businesses, with around 25% of registered businesses employing one to four employees (QGSO, 2025b). • Stakeholders identified local content and supply chain opportunities as important for local businesses, with transparency regarding procurement processes and longer lead times considered critical to support the participation of small businesses in the supply chain (SIA Engagement – Round 1, June 2025). • During SIA engagement, stakeholders, particularly landholders, expressed concerns regarding potential impacts on agricultural business productivity and economic output, particularly in relation to temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025).
Housing and accommodation	• Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes. Housing now represents a greater proportion of total household income in 2025 than it did in 2020, with housing costs in regional centres now edging closer to those of capital cities. • The SIA Social Baseline identified that rental markets are tight. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide and 0.3% in Banana LGA (REIQ, 2026). With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers. Higher rents and lower availability can also disproportionately affect vulnerable groups- such as low-income and single parent households. • Biloela SAL had a higher proportion of renters (38.8%) than that of the state overall (33.1%) in 2021. As a result, a larger proportion of the population would be sensitive to changes in the local rental market than in other localities (ABS,2021b). • Banana SAL residents are more likely to own their home, with only 12.2% of residents renting. This is likely to explain the high proportion of residents in Banana SAL who have lived in the same residence for the last five years (61.8%). This indicates a high level of community stability (ABS,2021b). • Biloela, the administrative centre of Banana LGA offers a number of accommodation options for tourists and persons seeking short-term accommodation, with the number of beds available commensurate with its small population size. Banana SAL offers one short term accommodation option. Short-term accommodation demand fluctuates throughout the year, with peaks noted during regional events. • Banana LGA contains a small number of dedicated workforce accommodation facilities, including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela). These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing (CS Energy, 2024). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025). • Through SIA engagement, stakeholders noted that housing markets are stretched, with rental affordability and availability a real concern. Cost of living pressures are also present, and stakeholders worry that non-resident workforces – whether employed by Powerlink or others – could heighten these pressures if not properly managed (SIA Engagement- Round 1, June 2025).
Workforce management	• Banana LGA has an Engineering Skills Training Centre as well as a TAFE. Both offer tertiary courses in person and online. • A lower proportion of the population across the SIA study area reported completing Year 12 compared to Queensland overall. The lowest proportion is found in Banana SAL (38.2%).

SIA key matter	Summary
	This may be linked to limited upper schooling options across the Banana LGA, coupled with the level of education required for the largest employing industry in the LGA, being 'agriculture, forestry and fishing'(ABS,2021b). • 'Engineering and related technologies' was the most prevalent field of post school study and training in the SIA study area in 2021, with 'certificate' level qualifications most common (ABS,2021b). As a result, there could be a pool of suitable candidates for apprenticeship and traineeship positions with the project. • Relatively low levels of unemployment, particularly in Banana LGA (3.4% in December 2024), with the main industries of employment in 2021 being 'mining', 'agriculture, forestry and fishing' and 'healthcare and social assistance'. The low unemployment in Banana LGA reflects a stable economy and may mean there is a limited local labour pool available for potential employment opportunities with the project (ABS,2021b). • Labour force participation rates were higher in Banana LGA (63.3%) than the rate recorded across Queensland in 2021 (61.6%). Banana LGA also recorded a higher rate of full-time employees (41.4%) than across Queensland (34.4%) at the time of the 2021 Census. This indicates a strong economic base across the LGA (ABS,2021b). • Employment opportunities, particularly apprenticeships and traineeships, are a key need across the SIA study area to retain young people in the regions (SIA Engagement Round 1, June 2025). • There is an anticipated high cumulative demand for construction workers, particularly local workers, in the SIA study area over the next four years. Thirteen projects were identified as relevant for cumulative impact consideration in Banana LGA. These projects, excluding Powerlink's workforce, are estimated to require over 3,500 construction workers. • During SIA engagement, stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local communities. However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025).
Health and community wellbeing	• Banana SAL is the least populated locality within the SIA study area, with 348 residents recorded in the 2021 Census. The Banana LGA population is estimated to be 15,053 in 2024 (QGSO, 2025a). Recent population estimates indicate sustained growth in Banana LGA since 2019. • The median age across the SIA study area ranges from 36 to 40 years, which is similar to the state overall (38 years). • Cultural diversity, in terms of persons born overseas or speaking a language other than English, is lower than in Queensland as a whole and likely reflects a lower pattern of migration to regional areas within the SIA study area. • In 2021, Banana LGA as a whole, and Biloela SAL in particular, recorded a higher median weekly household income compared to the state. This may reflect the influence of the high-paying mining and energy sector (specifically coal mining) which was the largest employing industry in Biloela SAL in the 2021 Census. • Biloela hospital provides 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery (ABC News, 2025b). • In the IRSD, Banana LGA tends to show slightly lower levels of disadvantage compared to Queensland. Only 16.5% of Banana LGA residents occupy the most disadvantaged quintile and 18.4% of Banana LGA residents, fall into the most advantaged quintile (ABS,2021b). • At the time of the 2021 Census, 21% of Banana LGA residents participated in unpaid voluntary work, which was higher than in Queensland (14.1%). Volunteering can be an

SIA key matter	Summary
	indicator of strong social cohesion and relative levels of socio-economic advantage (ABS,2021b). • During SIA engagement, stakeholders expressed that they enjoyed living in their communities and the type of lifestyle the location affords. Communities were described as tight knit- with lower rates of residential mobility recorded in communities such as Banana SAL over the past five years than recorded across Queensland as a whole (SIA engagement-Round 1, June 2025).
Community and stakeholder engagement	• During SIA engagement, stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

5.3.3 Theodore WFCP

The Theodore WFCP SIA study area includes Theodore SAL, Banana SAL, Biloela SAL and Banana LGA. Table 5-3 presents a summary of existing social conditions for the Theodore WFCP by SIA key matter and using the SIA study area for this project (see Table 2-2).

Table 5-3: Theodore WFCP summary of existing social conditions

SIA key matter	Summary
Local business and industry procurement	• Business registrations in Banana LGA have seen modest growth over the past 5 years (3%) (QGSO,2025b). • Banana LGA's economy is highly concentrated, with 62% of businesses in 2024 classified as 'agriculture, forestry and fishing', while 'construction' represented only 7.4% of businesses (ABS, 2024a; ABS, 2024b). • The size and number of businesses operating in the LGA fluctuate over time, however many registered businesses are classified as small or non-employing businesses, with around 25% of registered businesses employing one to four employees (QGSO, 2025b). • Stakeholders identified local content and supply chain opportunities as important for local businesses, with transparency regarding procurement processes and longer lead times considered critical to support the participation of small businesses in the supply chain (SIA Engagement – Round 1, June 2025). • During SIA engagement, stakeholders, particularly landholders, expressed concerns regarding potential impacts on agricultural business productivity and economic output, particularly in relation to temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025).
Housing and accommodation	• Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes. Housing now represents a greater proportion of total household income in 2025 than it did in 2020, with housing costs in regional centres now edging closer to those of capital cities. • The SIA Social Baseline identified that rental markets are tight. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide and 0.3% in Banana LGA. With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers. Higher rents and lower availability can also disproportionately affect vulnerable groups- such as low-income and single parent households (ABS,2021b).

SIA key matter	Summary
	• Biloela SAL had a higher proportion of renters (38.8%) than that of the state overall (33.1%) in 2021. As a result, a larger proportion of the population would be sensitive to changes in the local rental market than in other localities (ABS,2021b). • Banana SAL residents are more likely to own their home, with only 12.2% of residents renting. This is likely to explain the high proportion of residents in Banana SAL who have lived in the same residence for the last five years (61.8%). This indicates a high level of community stability. • Biloela, the administrative centre of Banana LGA offers a number of accommodation options for tourists and people seeking short-term accommodation, with the number of beds available commensurate with its small population size. Short-term accommodation demand fluctuates throughout the year, with peaks noted during regional events. Theodore SAL and Banana SAL offer one short-term accommodation option in each town. • Banana LGA contains a small number of dedicated workforce accommodation facilities, including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela). These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing (CS Energy, 2024). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025). • Through SIA engagement, stakeholders noted that housing markets are stretched, with rental affordability and availability a real concern. Cost of living pressures are also present, and stakeholders worry that non-resident workforces – whether employed by Powerlink or others – could heighten these pressures if not properly managed (SIA Engagement- Round 1, June 2025).
Workforce management	• Banana LGA has an Engineering Skills Training Centre as well as a TAFE. Both offer tertiary courses in person and online. • A lower proportion of the population across the SIA study area reported completing Year 12 compared to Queensland overall. The lowest proportion is found in Theodore SAL (37.8%). This may be linked to limited upper schooling options across the Banana LGA, coupled with the level of education required for the largest employing industry in the LGA, being 'agriculture, forestry and fishing' (ABS,2021b). For example, the school in Theodore SAL only offers education up until Year 10. • 'Engineering and related technologies' was the most prevalent field of post school study and training in the SIA study area in 2021, with 'certificate' level qualifications most common (ABS,2021b). • Relatively low levels of unemployment, particularly in Banana LGA (3.4% in December 2024), with the main industries of employment in 2021 being 'mining', 'agriculture, forestry and fishing' and 'healthcare and social assistance'. The low unemployment in Banana LGA reflects a stable economy and may mean there is a limited local labour pool available for potential employment opportunities with the project (ABS,2021b). • Labour force participation rates were higher in Banana LGA (63.3%) than the rate recorded across Queensland in 2021 (61.6%). Banana LGA also recorded a higher rate of full-time employees (41.4%) than across Queensland (34.4%) at the time of the 2021 Census. This indicates a strong economic base across the LGA (ABS,2021b). • There is an anticipated high cumulative demand for construction workers, particularly local workers, in the SIA study area over the next four years. Thirteen projects were identified as relevant for cumulative impact consideration in Banana LGA. These projects, excluding Powerlink's workforce, are estimated to require over 3,500 construction workers. • During SIA engagement, stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local communities. However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

SIA key matter	Summary
Health and community wellbeing	• Cultural diversity, in terms of persons born overseas or speaking a language other than English, is lower than in Queensland as a whole and likely reflects a lower pattern of migration to regional areas within the SIA study area. • In 2021, the Indigenous population in Theodore SAL was 15.1% and in Banana SAL it was 7.8% which was higher than the rate recorded across the state (4.6%) (ABS,2021b). • In 2021, Banana LGA as a whole, and Biloela SAL in particular, recorded a higher median weekly household income compared to the state. This may reflect the influence of the high-paying mining and energy sector (specifically coal mining) which was the largest employing industry in Biloela SAL in the 2021 Census (ABS,2021b). • Biloela hospital provides 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. Theodore's Multipurpose Health Centre offers emergency general medical and surgical care, with visiting community and allied health clinics. Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery (ABC News, 2025b). • Theodore SAL and Biloela SAL had a greater level of socio-economic disadvantage (2nd decile and 4th decile respectively) than the Banana LGA as a whole. This suggests there could be areas of socio-economic disadvantage in the Theodore and Biloela SALs (ABS,2023). • At the time of the 2021 Census, 21% of Banana LGA residents participated in unpaid voluntary work, which was higher than in Queensland (14.1%). Volunteering can be an indicator of strong social cohesion and relative levels of socio-economic advantage (ABS,2021b). • During SIA engagement, stakeholders expressed that they enjoyed living in their communities and the type of lifestyle the location affords. Communities were described as tight knit- with lower rates of residential mobility recorded (SIA engagement- Round 1, June 2025).
Community and stakeholder engagement	• During SIA engagement, stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

6. Stakeholder engagement

This section summarises SIA stakeholder engagement outcomes, as per the methodology described in Section 2.5.

6.1 Stakeholder participation

6.1.1 Round 1 and Round 2 engagement

SIA engagement was structured into two main rounds:

- Round 1 (June to July 2025) was targeted towards understanding stakeholder and community values and identifying interests and concerns regarding the projects, to help identify potential social impacts.
- Round 2 (November to December 2025) focused on sharing the outcomes of the first round of engagement and identified potential social impacts to understand if they accurately captured stakeholder insights. It also focused on sharing potential impact management and opportunity enhancement measures.

Representatives from a range of organisations and stakeholder groups were involved over the two rounds of engagement, including:

- State government departments
- Local councils
- Community service providers
- Education and training providers
- Industry and regional development groups
- Health and emergency services
- Agricultural and environmental interest groups
- Community members
- Landholders
- Traditional Owners.

Table 6-1 presents the number and type of engagements that were completed. Over 80 stakeholders participated in Round 1 engagement and over 50 stakeholders participated in Round 2 engagement.

Table 6-1: SIA Round 1 and 2 engagement methods

Engagement method	Number of engagements
Face-to-face focus groups	13
Online focus groups	1
Online meetings	5
In-person meetings	11
Landholder meetings	24
Traditional Owner meetings	3

6.1.2 Online survey

The online survey was designed as an additional mechanism for stakeholders to provide information about community values and potential social impacts associated with the proposed projects. It was designed to be anonymously completed, and it was open between 17 July and 10 August 2025, outside of the two main rounds of SIA engagement. In total, the survey received 112 completed responses, which have been considered alongside the other SIA engagement outcomes.

6.2 Overall SIA engagement findings

Through the SIA engagement process, stakeholders shared valuable insights about their communities and perspectives regarding the proposed projects, as well as regional development more broadly. Overall key insights are presented in Table 6-2.

Table 6-2 Overall community insights

SIA key matter	Engagement insights
Local business and industry procurement	• **Stakeholders expressed a desire to participate in local content and supply chain opportunities with the projects.** However, business capability and capacity to tender for large projects varies across Central Queensland. Stakeholders emphasised the need for procurement approaches tailored to local conditions. To support local businesses, stakeholders suggested providing detailed tender information packages, holding capability workshops, offer mentoring, and setting aside smaller work packages specifically for local businesses to tender. Early engagement and communications were also identified as an important part of realising potential project benefits.
Housing and accommodation	• **Stakeholders expressed concerns regarding the current housing market, with rental affordability and availability identified as issues across all SIA study areas.** Cost of living pressures are also present, and stakeholders worry that non-resident workforces – whether employed by Powerlink or others – could worsen these pressures if not properly addressed. The use of workforce accommodation facilities for non-resident workers was seen as an important element in managing potential impacts.
Workforce management	• **Local employment and training opportunities are considered a major benefit of the projects.** Stakeholders suggested forming partnerships and connections with local registered training organisations to help realise these opportunities. Apprenticeship and traineeship opportunities for young people as well as for those wishing to retrain are strongly supported, particularly if accompanied by mentoring and wellbeing initiatives. • **Stakeholders acknowledged a preference for local employment** but accepted that the specialised nature of the proposed works would inevitably require workers from outside the region. If this occurs, they requested that strong workforce codes of conduct be applied to manage workforce behaviour in small communities. To support community cohesion, it was suggested that workers engage in local volunteering opportunities and spend locally.
Health and community well-being	• **Central Queenslanders strongly value their lifestyle and the region's natural environment.** The region is undergoing rapid transformation, particularly a growing number of large-scale solar, wind and transmission projects proposed or under development. Many residents and landholders, especially in rural and agricultural areas, expressed a sense of being overwhelmed by the pace and scale of these changes, which they perceive as disruptive to local lifestyles, community values and agricultural landscapes. • The **cumulative effect of overlapping proposed projects has intensified concerns about potential changes and impacts to current land use and amenity values** and has highlighted a need for more coordinated planning among proponents. Some community members expressed frustration at the lack of opportunities for early input.

SIA key matter	Engagement insights
	• **Stakeholders expressed a preference for lasting, strategic social investment in their regions.** While sponsorships and donations are an important part of the social investment mix, strategic investment that can leave a legacy in communities is preferred. Stakeholders suggested that Powerlink consider regional benefit-sharing and resource pooling with other proponents to maximise benefits. Stakeholders were interested in initiatives that directly support local employment, training and community wellbeing, including mental health and resilience. • **Concerns were raised about the potential for non-resident workers to add pressure** on already stretched health and social services in the region, particularly affecting young families and vulnerable residents. • Landholders and community members frequently emphasised **the importance of respectful land access and strict biosecurity measures, such as vehicle washdowns to prevent weeds**. The spread of weeds was a commonly raised concern around workforce management, as was community wellbeing. • Stakeholders frequently mentioned **concerns about construction-related noise, visual impacts, and road safety.** They specifically highlighted issues with workforce movement and heavy vehicles in school zones, requesting strong measures to avoid these impacts.
Community and stakeholder engagement	• **Engagement revealed a growing demand for increased transparency regarding proposed projects** and more inclusive engagement practices, with local touchpoints and representatives important in establishing and maintaining trust. Using local communication channels and existing community forums to communicate information and engage with stakeholders is preferred. This would also assist in managing the genuine and pressing concern of consultation fatigue.

Through engagement it was also clear that the LGAs and communities within, including Gladstone, Biloela, Theodore, Bouldercombe and Banana each reflect distinct social, economic and cultural characteristics shaped by their local industries, landscapes and histories. While all are situated within the broader Central Queensland region, their communities and experiences differ from one another – including their responses to proposed projects:

- **Gladstone LGA:** Stakeholders demonstrated relatively high familiarity with major projects and a pragmatic acceptance of infrastructure development, particularly where engagement is technically informed and coordinated with other proponents. Expectations remain high for early clarity regarding project sequencing, workforce requirements and cumulative impacts.
- **Rockhampton LGA**: Consultation fatigue was expressed in smaller communities. Stakeholders noted a preference for open engagement forums and the dissemination of project information through locally trusted communication networks. Stakeholders emphasised the importance of advance notice for planned engagement and requested clear information on construction timing and potential disruptions.
- **Banana LGA**: Stakeholders expressed consultation fatigue associated with multiple planned projects in the LGA. A strong preference was noted for early, comprehensive and inclusive face-to-face engagement utilising trusted local channels (e.g. Council website, Chamber of Commerce, letterbox drops). Stakeholders also emphasised the need for clear sequencing of project activities and improved engagement with a broader range of landholders, not only those directly affected (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

These differing social contexts are critical to understanding how each community will engage with and may be affected by the proposed projects.

Key engagement insights by project and SIA key matter are presented in the tables below:

- Table 6-3 Gladstone Project- Stage 1
- Table 6-4 Gladstone Project- Stage 2
- Table 6-5 Banana RWFCP
- Table 6-6 Theodore WFCP.

Table 6-3: Key engagement insights by SIA key matter – Gladstone Project- Stage 1

SIA key matter	Engagement insights
Local business and industry procurement	• Local content and supply chain opportunities are important for local and First Nations businesses. Stakeholders requested transparency and sufficient lead times for tender packages. • Stakeholders raised concerns about wage competition with large contractors, and the lack of incentives or support to build local skills pipelines. • Stakeholders recommended providing support to local contractors to aid in the realisation of opportunities. This could include setting aside small packages of work in the supply chain, delivering procurement briefings and capability training sessions, and providing feedback on tenders. • Landholders raised concerns regarding potential construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) which could affect productivity and economic output.
Housing and accommodation	• Stakeholders, including First Nations representatives, raised concerns about housing affordability, speculative property investment, and lack of housing stock. Hotel and motel rooms are increasingly used for long-term workforce accommodation, crowding out crisis housing and tourist needs. Rental vacancies are very low. Concerns were raised that additional project workers will exacerbate affordability and availability pressures, especially for vulnerable households – similar to Gladstone's LNG experience. • Stakeholders recommended coordinating with council, housing providers and other proponents to understand cumulative workforce accommodation demand and avoid unmanaged pressures on the private rental market. • Stakeholders suggested using existing workforce accommodation villages or other short-stay options, where available, to manage potential impacts.
Workforce management	• Stakeholders are interested in opportunities for jobs and training but raise concerns that residents may not fully benefit due to competition with FIFO and specialist contractors. • Local industry groups emphasised the importance of early information on workforce profile and timing to manage overlaps with other major projects. • Align workforce and procurement strategies with existing regional initiatives where possible (e.g. apprenticeship and traineeship pipelines, school-industry partnerships). • Embed expectations about workforce behaviour, safety and community conduct into contracts and enforce requirements consistently. • Include workforce wellbeing in rostering and partner/collaborate with existing trainers to deliver resilience and workplace behaviour training for trainees and apprentices. • Adhere to land access protocols and strong biosecurity measures, such as adequate washdowns, to prevent the spread of weeds on landholder properties.
Health and community well-being	• Concerns were raised about the potential for non-resident workers to add pressure on already stretched health and social services in Gladstone, potentially affecting young families and vulnerable residents. • Stakeholders raised concerns about transport routes, dust and road safety impacts, especially regarding the use of project vehicles during school hours and in residential zones. It was recommended that measures to address potential road safety issues be implemented.

SIA key matter	Engagement insights
Community and stakeholder engagement	• Strong preference for face-to-face engagement, with trusted local contact points or an established presence in Gladstone expressed by stakeholders. Community trust can be built through transparent, two-way communication. • Coordinated engagement with other proponents, to reduce duplication for communities affected by multiple concurrent developments, would be appreciated. • Stakeholders recommend providing regular community engagement updates through local channels and existing forums, where appropriate. This includes continuing to use focus groups and targeted briefings for key organisations (e.g. council, Gladstone Engineering Alliance, chambers, service providers) alongside broader community-facing channels. • Provide clear feedback loops demonstrating how stakeholder input has influenced project decisions and management measures. This is to extend to complaints management, with feedback provided on how complaints are resolved.

Table 6-4: Key engagement insights by SIA key matter – Gladstone Project- Stage 2

SIA key matter	Engagement insights
Local business and industry procurement	• Local trades and small businesses around Bouldercombe and Rockhampton are interested in opportunities associated with the projects. To maximise opportunities, it was suggested information be provided early to give smaller businesses enough time to tender for contracts. It was also suggested that work packages be scaled at a size that would enable small businesses to tender.
Housing and accommodation	• Stakeholders are keen to preserve the nature of Bouldercombe and do not wish for it to change. Stakeholders requested that no workforce accommodation facilities be built in or near Bouldercombe and suggested using existing facilities in Gladstone, with the workforce to be bused in and out each day. • It was noted there is limited housing available for rent or sale in Bouldercombe, with no short-term accommodation market.
Workforce management	• Stakeholders expressed that while local residents could be interested in employment with the project, it is important that clear information about the scale and nature of workforce opportunities is provided to manage expectations. • Stakeholders raised concerns about potential workforce behaviour and requested that a workforce code of conduct is implemented and monitored for compliance, particularly around respectful behaviour expectations within small communities.
Health and community wellbeing	• In Bouldercombe, stakeholders expressed that the reason people live in the area is the quiet, semi-rural lifestyle it affords. Concerns were raised about the potential for proposed projects, including Powerlink's, to impact local amenity – noise and visual particularly. It was suggested that stronger noise and light mitigation measures are required around infrastructure to ensure visual amenity is preserved. • Stakeholders raised concerns about increased heavy vehicle movements on local roads and the potential impacts with schools and residential areas. It was requested that vehicles avoid school routes, where possible and that speed limits are respected. • Cumulative project activity is creating a sense of reduced control over future land use and community character, affecting community wellbeing.
Community and stakeholder engagement	• Engagement fatigue was expressed by stakeholders due to multiple proposed projects in the region. Stakeholders requested that a coordinated communications and engagement approach be adopted by proponents where possible to reduce duplication. • Stakeholders: • Requested regular open and targeted engagement with Bouldercombe – and suggested the use of local communication channels to disseminate information • Recommended early engagement and communications about what to expect during

SIA key matter	Engagement insights
	construction and operations to manage expectations • Suggested a trusted, local point of contact would support stakeholder relations.

Table 6-5: Key engagement insights by SIA key matter – Banana RWFCP

SIA key matter	Engagement insights
Local business and industry procurement	• Stakeholders expressed a strong desire to participate in local content opportunities associated with the projects. There exists a strong 'buy local' sentiment and an expectation that local businesses will be considered for contracts (e.g. catering, earthworks). • To support local business participation, it was suggested Powerlink needs to provide early visibility of contract packages, clear and accessible procurement processes, and feedback to unsuccessful bidders. Powerlink could also consider setting aside smaller packages or work to enable local businesses to tender for opportunities. • Landholders raised concerns regarding potential construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) which could affect productivity and economic output.
Housing and accommodation	• Stakeholders, including First Nations representatives, reported rising housing costs and a shortage of available rental accommodation; this has been fuelled by speculative investment and increasing demand from project-related workers in Banana LGA. This is contributing to a rise in local housing stress and lack of housing options for essential workers moving to the region. • Existing hotels and motels are reportedly operating near capacity at peak times – and unexpectedly at times, for example during Callide Power Station shutdown and maintenance periods. • Stakeholders suggested Powerlink could partner with Council on longer-term housing solutions. It was suggested that existing workforce accommodation in Gladstone and Biloela could be used to avoid impacts on the local housing market.
Workforce management	• Stakeholders expressed concerns about behaviour of non-local workforces in small communities and requested that codes of conduct be applied. • To maximise opportunities for local employment, stakeholders requested the early provision of workforce projections to enable contractors and businesses to prepare. • Local apprentice and traineeship opportunities would be welcome, and it was suggested that Powerlink partners with group training organisations to maximise opportunities. • Stakeholders expressed concerns regarding the potential for workforces to impact existing, strained healthcare systems and requested that management of this potential impact is considered closely. • High wages associated with projects risk drawing workers from local farms and small businesses. Agricultural businesses are experiencing workforce shortages, which may be exacerbated by competition from major projects. • Landholders highlighted ongoing issues with biosecurity, weed management and land access controls in the region. Strong adherence to biosecurity management is important; the use of accredited washdown facilities and active monitoring of biosecurity compliance is required.
Health and community wellbeing	• Strain on community wellbeing and cohesion, including mental health, was expressed by stakeholders due to the cumulative effect of multiple proposed projects and ongoing uncertainty around development timeframes. Powerlink could consider supporting mental health and wellbeing initiatives. • Stakeholders expressed concerns regarding amenity and safety impacts during construction. Specific concerns were raised regarding road safety, including heavy vehicle movements on school bus routes and back roads. It was requested that Powerlink consider measures to manage this potential impact – from both a community safety and

SIA key matter	Engagement insights
	road wear and tear perspective.
Community and stakeholder engagement	• Stakeholders expressed a strong preference for continued face-to-face engagement, with trusted local contacts who can provide reliable updates. Community trust can be built through transparent, two-way communication. • With multiple proposed projects in Banana LGA, stakeholders are experiencing consultation fatigue. Coordinated engagement and messaging with other proponents, where possible, could assist in mitigating this and would also serve to make the differences between projects clearer. Stakeholders also expressed that it is important to communicate tangible benefits and coordinate community investment to restore public trust. • Stakeholders indicated the SIA process was a valuable and appreciated exercise, with positive feedback received. Stakeholders called for early and open engagement during the SIA process. • Most landholders engaged acknowledged that Powerlink led landholder engagement has been approachable, responsive and respectful. Stakeholders requested that near neighbours also be engaged appropriately regarding access, project sequencing and works notifications as they are also impacted by projects.

Table 6-6: Key engagement insights by SIA key matter – Theodore WFCP

SIA key matter	Engagement insights
Local business and industry procurement	• The business base is small in Theodore but there is desire to participate where possible (e.g. accommodation, catering, printing, earthworks). To support this, Theodore businesses need to receive clear information about relevant packages and prequalification requirements. • Where feasible, it was suggested that smaller packages of work, to suit the scale and capability of local providers, could be set aside. • Landholders raised concerns regarding potential construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) which could affect productivity and economic output
Housing and accommodation	• There is no available long-term housing in Theodore and very limited short-term accommodation. As a result, housing a construction workforce could be an issue. Powerlink could explore small-scale housing options, which could potentially provide long-term benefits to the local community.
Workforce management	• Theodore stakeholders expressed a strong interest in training and education initiatives for school-aged youth (Years 9 and 10+), apprenticeships and traineeships and for pathways that allow young people to remain in the area. Attraction and retention of workers in Theodore is difficult due to limited amenities and services. • Stakeholders, including landholders, expressed concerns about biosecurity and the need for consistent protocols and washdowns of vehicles. • To manage potential disruptions from the construction workforce on local roads, it was suggested that staggered work start and finishing times could be considered.
Health and community wellbeing	• Community identity is closely linked to a small, cohesive town character; cumulative project activity and additional construction workers may challenge perceptions of safety and amenity. • Concerns were raised about road safety (particularly heavy vehicle movements) and emergency response capacity. It was suggested Theodore-specific traffic management and communications could be integrated into construction planning.
Community and stakeholder engagement	• Stakeholders expressed a strong preference for engagement to be advertised for the entire community to attend – and to use local information channels (e.g. Theodore Community Link, main street noticeboard, doctors' surgery, radio advertisements). • Local organisations could be used to print and distribute engagement and project notices and provide regular construction and activity updates.

SIA key matter	Engagement insights
	• There is a strong desire among Theodore residents for genuine, ongoing and visible engagement from Powerlink, despite stakeholders experiencing consultation fatigue.

7. Gladstone Project - Stage 1 and Stage 2 – SIA, mitigation and enhancement measures

This section presents the identified impacts for the Gladstone Project - Stage 1 and Stage 2 by SIA key matter. This includes the impact analysis, proposed management measures, and pre and post management significance ratings, assessed using the methodological approach described in Section 2.6. The full impact assessment by SIA key matter and including management measures, is provided in Appendix F.

In assessing these impacts, consideration has been given to vulnerability within the SIA study areas, recognising that certain households, businesses, landholders and service-dependent community members may have reduced capacity to adapt to change, particularly in the context of cumulative regional development. Overall, potential impacts are predominantly associated with construction activities and should be managed by the implementation of the proposed mitigation and enhancement measures, which are proportionate to the scale of impact and aligned with Powerlink's established systems and processes.

7.1 Local business and industry procurement

This section presents the assessment of potential social impacts on local business and industry procurement associated with the Gladstone Project- Stage 1 and Stage 2. Specifically, this includes:

- Supply and procurement opportunities for local, First Nations and regional businesses due to project skills, services and material requirements during construction and operations
- Changes to agricultural activities and economic output associated with project construction and operations.

7.1.1 Impact analysis

7.1.1.1 Supply and procurement opportunities (LBIP1, LBIP2, LBIP3)

Project construction and operations will create opportunities for local and regional businesses to supply goods, services and materials, supporting economic participation, productivity and economic growth in Central Queensland. These opportunities may benefit local and regional businesses, including First Nations, in the Gladstone, Banana and Rockhampton LGAs as well as the broader Central Queensland area.

As outlined in the SIA social baseline, business registrations have increased across the Banana, Gladstone and Rockhampton LGAs over the past five years, with strong growth in Gladstone (16%) and Rockhampton LGA's (15%) and more limited growth in Banana LGA (3%). Construction was a leading industry for business registrations in Gladstone and Rockhampton LGA's during this period. Whilst construction and agriculture are prominent, the LGA's support a diverse range of businesses, including in the accommodation, food services and transport sectors, indicating that a number of local businesses may be well placed to supply goods and services to the project. Whilst the size and number of businesses fluctuate over time, many

registered businesses in these LGAs are classified as small or non-employing businesses, with around 25% of registered businesses employing 1-4 employees (see Appendix B).

As noted in Section 3.1, Gladstone Project- Stage 1 will be delivered via a clearance and access track work package as well as two main works packages, with Stage 2 expected to follow a similar delivery strategy. The main works and clearance and access track contractors will be expected to deliver a range of outcomes, including the engagement and use of local and First Nations suppliers. It is anticipated that each main works contractor will be appointed to lead construction management and coordination of subcontractors- a number of which will be specialised in transmission infrastructure activities such as tower construction, stringing and high-voltage installation. **Regional capability suggests that local, First Nations and regional businesses may be well placed to tender for clearance and access track activities; vegetation management; civil works, transport and logistics; accommodation and catering; environmental services; and cultural heritage management.**

SIA engagement undertaken in June and November 2025 identified **strong interest from local and regional businesses in project opportunities, reflecting their importance to local and regional sustainability and economic growth.** However, some stakeholder concerns were raised regarding the capacity and capability of local and regional businesses to meet the requirements of large-scale procurement processes, particularly those led by Tier 1 contractors. Barriers may include upfront requirements to demonstrate capacity, qualifications and scale, as well as the cost of investing in skills, training and equipment and adapting to evolving procurement standards. Further, many small to medium businesses may not be in the position to regularly update and adapt to new technologies, training and skills development to meet various procurement requirements (The Next Economy, 2022).

Stakeholders emphasised the need for procurement approaches tailored to local conditions, including:

- Increased transparency regarding procurement processes for tenderers, in order to reduce barriers to participation for smaller businesses
- Longer lead times for procurement, to enhance small business participation
- The provision of information packages or capability workshops to improve local business's tender preparation and skills development
- Shorter payment terms (less than 30 days), in recognition of the smaller margins and cost flow demands of small businesses
- 'Set aside' packages designed specifically for local businesses to tender
- Feedback on unsuccessful tenders to enhance the likelihood of success in future tenders (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In this context, **the realisation of project supply and procurement opportunities for local, First Nations and regional businesses will require the implementation of proactive management measures and ongoing communications with relevant local, regional and internal stakeholders.**

Powerlink is committed to maximising supply and procurement opportunities for local, First Nations and regional businesses across its projects. Its procurement processes prioritise

Central Queensland businesses and are aligned with the Queensland Procurement Policy (Department of Housing and Public Works, 2025) and the Queensland Charter for Local Content (Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), 2020).

Project supply and procurement also presents opportunities for First Nations businesses. As noted within the social baseline, there exists a notable Indigenous population, particularly within Rockhampton LGA, as well as a number of Indigenous groups with connections to the region (see Appendix B). To maximise opportunities for First Nations businesses, Powerlink has committed to implementing specific First Nations business opportunity measures, alongside broader measures to support local and regional businesses.

7.1.1.2 Changes to agricultural activities (LBIP4)

The SIA study area supports a diverse mix of land uses, including agriculture, industry and energy production with a significant proportion of land dedicated to cattle grazing and dryland cropping. The development of infrastructure on land used for agriculture has the potential to disrupt routine business operations, if not appropriately considered and managed.

As outlined in Section 3.1, the Gladstone Project- Stage 1 intersects 30 landholdings, with a mix of private, corporate and government landholders, while Gladstone Project- Stage 2 is expected to intersect 17 land parcels, affecting 7 landowners. The project will largely traverse land used for agricultural purposes and will require both existing and new easements for temporary construction access and permanent access and infrastructure.

During SIA engagement, **stakeholders expressed concerns regarding potential impact upon agricultural business productivity and economic output,** particularly in relation to potential temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025). Whilst a number of landholders noted that elements could be managed with clear information- others were concerned about potential impacts. Agricultural landholders with smaller holdings or limited operational flexibility may be more vulnerable to productivity impacts associated with temporary or permanent land access restrictions. Ongoing engagement and communications with landholders and stakeholders will be critical to managing potential impacts, supported by the implementation of tailored mitigation measures developed in consultation with affected parties, if required.

7.1.2 Management measures

To maximise supply and procurement opportunities for local, First Nations and regional businesses, and to reduce barriers to participation, Powerlink, with support from contractors where applicable, has committed to the following measures to:

- Implement and promote initiatives to support local and First Nations suppliers to obtain relevant training and/or accreditation enhancing capability, capacity and competitiveness
- Engage with relevant industry associations and professional bodies (e.g. local councils, chambers of commerce, First Nations organisations, Queensland Major Contractors

Association, Manufacturing Skills Queensland) to promote opportunities and support local participation

- Provide targeted support to local and First Nations businesses to build their capacity and capability (e.g. mentoring and feedback on tendering processes)
- Require contractors to prepare and comply with a local and First Nations Participation Plan, which will detail workforce and industry participation. For the Gladstone Project- Stage 1, contractors will also be required to comply with the project's Australian Industry Participation Plan
- Require contractors to demonstrate procurement strategies that maximise local and First Nations participation, including unbundling work packages and identifying 'set-aside' packages
- Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money, to strengthen economic outcomes for nearby communities
- Require contractors to apply reduced payment terms of 14-days (rather than 30 days) for local and First Nations suppliers
- Require contractors to actively promote, communicate and engage with local and First Nations businesses to strengthen opportunity for participation in the supply chain, including:
    - Facilitating supplier information briefings on project opportunities and bid processes
    - Communicating supply opportunities to stakeholders and via formal channels (such as local print media)
    - Developing a supplier information guide (e.g. how to register, work packages etc)
    - Communicating with Powerlink's Central Queensland Supplier Register, which includes First Nations businesses
    - Implement a business capability initiative for local and First Nations businesses, such as business capability workshops / mentoring as appropriate.

These measures are intended to reduce barriers to participation and minimise potential adverse impacts for vulnerable businesses and landholders by providing early visibility of opportunities, clear engagement pathways and proportionate management responses. To facilitate this process and reduce potential barriers to entry for local and First Nations businesses, Powerlink will also undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release. Tender and contractual requirements will be embedded and cascaded to subcontractors, where appropriate, to support strong local and Indigenous business participation in the supply chain.

To manage landholder and stakeholder concerns regarding potential impacts on agricultural productivity, Powerlink is committed to ongoing engagement with affected landholders to communicate and manage potential construction and operational restrictions on land and airspace (including buffer zones and drone use). Where required, site specific management measures will be developed in consultation with landholders. Powerlink will apply its Land Access Protocol for any land access by Powerlink and/or contractors to ensure consistent and appropriate land access practices prior to and during construction as well as throughout operations.

Table 7-1: Gladstone Project- Stage 1 and Stage 2- local business and industry procurement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Construction	Stage 1 Stage 2	Positive	Low	Moderate
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Construction	Stage 1 Stage 2	Positive	Low	Moderate
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not realised due to limited engagement/communications and tender and contract requirements	Construction	Stage 1 Stage 2	Negative	Moderate	Low
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Construction Operations	Stage 1 Stage 2	Negative	Moderate	Low

7.2 Housing and accommodation

This section assesses the potential social impacts associated with housing and accommodation arising from the construction and operation of the Gladstone Project -Stage 1 and Stage 2. This includes:

- Potential changes to local housing market availability and affordability
- Changes to short-term accommodation demand within the SIA study area.

The magnitude of these potential changes is shaped by the project's workforce profile, workforce accommodation plans and the housing market context in the SIA study area.

7.2.1 Impact analysis

7.2.1.1 Local housing availability and affordability (HA1, HA2, HA3, HA6)

Development of the Gladstone Project -Stage 1 and Stage 2 has the potential to impact the availability and affordability of local housing in the project's SIA study area. This could occur if non-local project workers seek to relocate to SIA study area communities by renting or purchasing local properties during project construction or operations. The potential for this impact is more likely during construction due to workforce size.

Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes and have also demonstrated sensitivity to temporary demographic shifts associated with major industrial activity, particularly in Gladstone LGA (see Appendix B). **Rising house prices and inflation have increased housing costs in the SIA study area.** Housing now represents a greater proportion of total household income in 2025 than it did in 2020, with housing costs in regional centres now edging closer to capital city costs.

The SIA Social Baseline identified that rental markets are tight. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide, with 0.3% for Banana LGA, 0.8% for Rockhampton LGA and 2.6% for Gladstone LGA (although Gladstone LGA has recorded a vacancy rate of 1% in the past) (Real Estate Institute of Queensland, 2026). With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers moving to the region. **Low vacancy rates and potentially increases in rental rates, even if temporary, could disproportionately affect vulnerable households- such as low-income and single parent households- particularly in Banana LGA where housing is most constrained for renters**. Low-income households are more vulnerable to changes in housing market conditions as they have limited financial reserves and are therefore more likely to experience rental stress if there are price increases, decreases in vacancy rates and/or changes in tenancy conditions (Queensland Treasury, 2022).

Whilst residential building approvals were high in Gladstone LGA (69.3%) over the past 12 months- indicating additional housing is planned- the reported rates were significantly lower in Rockhampton and Banana LGA (less than 40%). This may indicate planning, market or land constraints which could limit future housing development in these areas. Collectively, these factors indicate a housing market with limited capacity to absorb population increases, including those associated with project workforces.

SIA engagement confirmed housing market data, **with many stakeholders- particularly in Gladstone and Banana LGAs- raising concerns regarding housing affordability and availability.** Stakeholders reported difficulties securing rental accommodation, driven by population growth outpacing housing supply, with particular challenges for essential workers who need to reside in a particular area and for low-income households. Councils noted that housing shortages are significantly affecting the attraction and retention of service workers to the region, including specialist health workers. Engagement also highlighted the sensitivity of local housing markets to short-term demand spikes associated with temporary industrial shutdowns, maintenance activities and concurrent projects (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

As presented in Section 3.1, the construction periods for the Gladstone Project – Stage 1 and Stage 2 are each expected to be 2.5 years each in duration. Estimated construction workforce peaks are around 250 FTEs for Gladstone Project Stage 1 and 280 FTEs for Gladstone Project – Stage 2. Approximately 20% of the workforce is anticipated to be sourced locally (within 125km from the project), with the remainder sourced from outside of this area. **Project-related impacts on local housing markets are most likely to occur if non-local workers temporarily relocate to the SIA study area during construction and seek accommodation within the private market**. As the operational workforce is anticipated to be small (approximately 10 workers), potential demand increases on local housing markets will be minimal.

Whilst the project construction workforces for the Gladstone Project- Stage 1 and Stage 2 are relatively small compared to the population of the SIA study area, the cumulative development context is an important consideration. As presented in Section 10, 40 projects are planned or anticipated to be constructed within a similar timeframe to the Gladstone Project- Stage 1 and Stage 2 (17 in Gladstone LGA; 15 in Banana LGA; and 13 in Rockhampton LGA), each with varying construction workforce and accommodation requirements. **Potential housing market pressures from this project cannot therefore be considered in isolation and will require a coordinated regional approach to limit potential impacts on communities.**

Stakeholders also raised concerns about the potential for speculative property investment. In Gladstone LGA, stakeholders noted that during previous periods of industrial expansion, speculative investment drove property values and rents beyond actual workforce demand, reducing availability and affordability for residents (SIA Engagement Round 1, June 2025). Consistent with these concerns, **stakeholders emphasised the importance of proactive workforce accommodation planning and management,** including early communication of workforce numbers and timing; coordination with other projects in the region to avoid overlapping peak housing demand periods- where possible; and the use of existing dedicated workforce accommodation villages across the region during construction.

7.2.1.2 Short-term accommodation (HA4, HA5)

The construction of large infrastructure projects can generate increased demand for short-term accommodation options, including hotels, motels, caravan parks and serviced apartments. Whilst this can provide economic benefit for local accommodation providers, it can also disrupt availability for tourists and other business travellers, if such accommodation is consistently occupied by construction workforces.

As regional centres, Rockhampton and Gladstone have a well-established short-term accommodation sector which is available for persons seeking short-term stays in the region. Biloela, the administrative centre of Banana LGA, also offers short-term accommodation, although bed-numbers are significantly less, more commensurate with its smaller population size. Short-term accommodation use fluctuates throughout the year, with peaks noted during major regional events, such as conferences and Beef Week in Rockhampton, and industrial shutdown periods in Gladstone. In some locations, including Rockhampton, the number of short-term rooms has been noted as insufficient to meet ongoing tourism and future event demand, with many of the rooms being "filled by fly in fly out workers on construction projects like the $1.98 billion Rockhampton Ring Road and the $983 million Fitzroy to Gladstone pipeline" (Jarrett, 2025).

This was reinforced during SIA engagement, where stakeholders reported that **short-term accommodation is often fully booked during peak periods, limiting options for visitors and residents seeking temporary accommodation.** Stakeholders also noted the use of 'block bookings', in Gladstone, Biloela and Rockhampton, where rooms are reserved in advance, reducing apparent availability. **In Gladstone, stakeholders also noted the importance of maintaining access to short-term accommodation for crisis accommodation needs** (SIA Engagement Round 1, June 2025).

In addition, **Gladstone hosts a large purpose-built workforce accommodation facility, Homeground**, with 1,392 rooms and which offers dining and recreation facilities for occupants. It services large construction, maintenance and industrial workforces in the region. **Banana LGA contains smaller dedicated workforce accommodation facilities,** including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela), which cater for mining, energy and construction workers. These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing. For example, in the recent overhaul in 2025 maintenance work ran for three months and required a peak workforce of 400 persons (CS Energy, 2024; CS Energy, 2025). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025e). While workforce accommodation facilities are proposed for Rockhampton and Gracemere, these are not yet operational (RE-Alliance, 2024).

Approximately 20% of the construction workforce for the Gladstone Project- Stage 1 and Stage 2 is expected to be sourced locally, with the remainder being sourced from outside of the region. At peak construction, this would equate to approximately 420 workers requiring accommodation in the region. **While existing short-term accommodation in the SIA study area could accommodate this workforce in isolation, demand needs to be considered alongside other projects, events, tourism and industrial activity, as there**

could be periods when demand will outstrip supply. Balancing accommodation demand will therefore be important to limit the potential impact of the project construction workforce on other short-term accommodation users whilst still enhancing opportunities for local business suppliers. Whilst non-local construction workers will be encouraged to stay in purpose-built workforce accommodation (see Section 3.1.3), some workers may choose to use short-term commercial accommodation in the SIA study area.

To mitigate potential impacts, **stakeholders emphasised the importance of advance planning and coordination with accommodation providers to manage peak demand periods and maintain availability for tourism, business travel and other community needs**. This included more advanced notice of booking cancellations, to allow providers to reallocate rooms to other users (SIA Engagement Round 2, November 2025).

While increased non-resident workforce demand may temporarily affect short-term accommodation in the SIA study area for other users, particularly where multiple projects overlap- reliance on short-term accommodation is expected to decline as construction progresses and accommodation arrangements stabilise. The small operational workforce is not expected to generate ongoing demand, and sustained disruption to accommodation markets is therefore unlikely.

7.2.2 Management measures

Powerlink is committed to avoiding housing market impacts associated with project construction and to mitigating potential impacts before they arise. Powerlink's overarching Workforce Accommodation Strategy provides a corporate-level framework for managing workforce, accommodation and procurement considerations to minimise potential impacts on local housing markets from the development of their projects. This document guides Powerlink's strategic approach to address the challenges related to workforce accommodation (Powerlink, 2025k). This approach reflects Powerlink's governance framework, with organisational expectations supported by contractor delivery through approved management plans and reporting requirements. Contractors will be required to manage housing and accommodation impacts as part of their contractual obligations and to submit an accommodation strategy or plan during procurement.

To avoid and manage potential housing and accommodation impacts during construction, Powerlink will implement the following management measures through contractor requirements and stakeholder coordination:

- Contractors will be required to submit an Accommodation Management Plan as a part of their tender and will be required to provide suitable accommodation for non-local workers. Powerlink will request contractors to use purpose-built workforce accommodation facilities where available, and to avoid use of the local rental housing where practicable. This will be important to avoid housing market impacts on local communities, particularly vulnerable groups
- Contractors will prioritise the recruitment of local and regional workers where skills and availability allow, reducing reliance on non-resident workers and associated workforce accommodation. This will be supported through Powerlink's procurement and workforce objectives and monitored through contractor reporting

- Powerlink will engage with key stakeholders, including local councils and housing service providers in Gladstone, Banana and Rockhampton LGAs, on workforce numbers, construction timeframes and accommodation strategies to support awareness of and action on potential workforce-related housing pressures
- Contractors will report on workforce accommodation arrangements, including the number of non-local workers and the types of accommodation used, enabling Powerlink to monitor impacts on housing availability and affordability and respond to any unanticipated pressures
- Where short-term accommodation is used, contractors will minimise disruption to other users applying a minimum three-day cancellation period to allow accommodation providers to reallocate bookings for other users
- Powerlink will coordinate with local councils and other proponents to manage cumulative housing and accommodation impacts associated with concurrent projects and industrial activity, supporting a shared understanding of workforce demand patterns and short-term cyclical pressures.

The housing and accommodation management measures are intended to prioritise the protection of vulnerable households by limiting reliance on the private rental market where practicable and managing workforce accommodation in a manner that reduces pressure on local housing supply.

Table 7-2: Gladstone Project- Stage 1 and Stage 2- housing and accommodation impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Construction	Stage 1 Stage 2	Negative	Moderate	Low
HA2	Project operations workforce increases demand for permanent housing, placing additional pressure on local housing markets, in terms of supply and prices	Operations	Stage1 Stage 2	Negative	Low	Low
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Construction	Stage 1 Stage 2	Negative	Low	Low
HA4	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users in Gladstone	Construction Operations	Stage 1	Negative	Low	Low
HA5	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users in Rockhampton and Boulder combe	Construction Operations	Stage 2	Negative	Moderate	Low
HA6	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Construction Operations	Stage 1 Stage 2	Negative	Low	Low

7.3 Workforce management

This section presents the assessment and management of potential social impacts associated with project workforce during the construction and operations of the Gladstone Project- Stage 1 and Stage 2. This includes direct project employees as well as contractors and subcontractors. Specifically, this includes:

- Employment and training opportunities associated with project construction and operations, including local, Indigenous and regional recruitment and training
- Labour supply and demand impacts associated with project employment opportunities
- Workforce health and wellbeing considerations during construction and operations.

7.3.1 Impact analysis

7.3.1.1 Employment opportunities (WM1, WM4)

Project construction and operations will create a number of direct and indirect employment opportunities through the supply chain. This will positively contribute to local and regional economic growth and skills development as well as provide opportunities for local and regional communities in the SIA study area.

For the Gladstone Project- Stage 1, construction is estimated to span 2.5 years (mid 2026- end 2028) and will require an estimated peak construction workforce of around 250 FTE workers. For Gladstone Project- Stage 2, a similar 2.5-year construction timeframe is anticipated (mid- 2027- late 2029) with an estimated construction workforce of around 280 FTEs. For both stages of the project, the operations workforce is expected to be small, with approximately 5 FTE workers required for each stage. As presented in Section 3.1, it is anticipated that the construction workforce will comprise a mix of local and non-local workers.

The SIA study area for the Gladstone Project- Stage 1 and Stage 2 is **characterised by relatively low levels of unemployment, particularly in Banana LGA** (3.4% in December 2024), with the main industries of employment in 2021 being 'mining', 'agriculture, forestry and fishing' and 'healthcare and social assistance' (Appendix B). While a number of construction roles require semi-skilled workers, others require highly specialised skills. **Given the regional skills profile, direct employment during project construction is likely to be concentrated in clearance and access track works, with indirect opportunities generated in adjacent sectors, such as accommodation, logistics, and food services.**

With this in mind, it is estimated that at least 50 workers for the Gladstone Project- Stage 1 would be locally based (within a 125km radius of the project as per the Queensland Procurement Policy) and approximately 60 workers would be locally based for the Gladstone Project- Stage 2. **Contractors have been encouraged to include and maximise local employment opportunities** where possible and, as a result, the actual number of local workers engaged during construction may be higher than current estimates. **However, given the number of energy and infrastructure projects planned or scheduled for construction within the Central Queensland region over the next 3-4 years (see Section10), competition for local labour is expected to be high should construction**

periods overlap. This may affect the availability of suitably qualified local and regional workers for the project.

During SIA engagement, **stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local communities which would flow through as a result.** However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). Given these concerns, and the number of specialised roles required during construction, transparency regarding the number, type and duration of roles will be important to manage community expectations.

7.3.1.2 Upskilling, traineeships and apprenticeships (WM2, WM8, WM9)

Project construction periods provide practical opportunities to upskill workers and support the development of trainees and apprentices. If realised, these opportunities can deliver lasting benefit to communities through facilitating greater future employment options and the regional workforce retention.

The Queensland Government and local councils recognise training, education, and trainee and apprenticeship opportunities as critical to driving economic growth, diversifying local economies, and developing skills for future infrastructure and the energy transition (The Next Economy, 2022). The Queensland Government has developed a range of plans and guidelines to support employment and training pathways, including the Clean Energy Workforce Roadmap, the Queensland Energy Roadmap and the Queensland Workforce Strategy 2022-2032. These plans aim to build regional skills and increase participation by young people, women, and Indigenous groups in key project-related sectors such as electrical trades, engineering, construction, and civil works (Queensland Government, 2023b).

The SIA Social Baseline identified that 'engineering and related technologies' was the most prevalent field of post school study and training in the SIA study area in 2021, with 'certificate' level qualifications most common (see Appendix B). **This education profile, together with SIA engagement findings, indicates that there may be community expectations for the project to provide trainee and apprenticeship opportunities** (SIA Engagement Round 1, June 2025). Stakeholders also noted that opportunities for apprentices and trainees to complete their training with a single employer are limited, particularly in Banana LGA, affecting the local skills pipeline. **Challenges in attracting and retaining qualified teachers in the Gladstone LGA was also identified as a key constraint to long term skills developmen**t (SIA Engagement Round 1, June 2025).

To realise potential training opportunities associated with project construction, **it will be important for Powerlink and its contractors to align project initiatives with state and regional skills development plans.** Engagement with established training providers and organisations such as Apprentices and Skills Queensland and My Skills Institute will also be

important to maximise opportunities for trainees and apprentices, particularly given the short lead time to construction.

7.3.1.3 Labour demand and supply (WM3, WM4, WM6)

While project construction and operations will generate direct and indirect employment opportunities, they also have the potential to impact labour demand and supply across multiple sectors within communities closest to the project and across the wider SIA study area.

Project construction, and the relatively high wages associated with some project roles, may draw skilled and semiskilled workers away from existing small businesses and local agricultural businesses in Banana, Rockhampton and Gladstone LGAs. If realised, this could compound existing labour shortages within agricultural businesses and contribute wage inflation across trades and services. Potential impacts on local business and industry may be more pronounced for small, non-employing and family-run enterprises, including sole traders, which typically have limited capacity to absorb labour draw or short-term disruption to operations. Key trades, including electricians, welders and labourers are already in short supply across the region (Jobs and Skills Australia, 2024; Construction Skills Queensland, 2025). This risk is expected to be greatest during project construction, when workforce demand peaks and unemployment levels are low, particularly in Banana LGA.

During SIA engagement, stakeholders noted that higher project wages could attract workers from industry and non- industry related sectors, including retail, education, community services and hospitality. **This has the potential to affect local business viability and the delivery of essential services, during the project construction period.** Attracting and retaining skilled workers was identified as an ongoing challenge across a range of sectors and is a key area of sensitivity for stakeholders. Local councils similarly identified workforce attraction and retention as a priority for maintaining community vitality and service provision (SIA Engagement Round 1, June 2025 and Round 2- November 2025).

It is difficult to predict how many workers from other industries and sectors within the Banana, Gladstone and Rockhampton LGAs may seek employment with the project. Outcomes will depend on a number of variables including contractor selection, project timing and alignment with other regional projects (see Section 10). However, the scale of potential impacts is tempered by the relatively small project construction workforce size, the need for highly specialised skills that may not be locally available, and the relatively short construction duration.

Ongoing engagement with councils and business stakeholders, supported by monitoring will be important to manage potential project impacts on local labour supply and demand.

7.3.1.4 Workforce wellbeing and behaviour (WM10, WM7 WM5)

Project development will require the employment of a range of highly skilled trades and semi-skilled construction and labour workers. Maintaining workforce wellbeing and behaviour is critical to worker safety, community safety, productivity and project delivery timeframes.

The construction industry plays a vital role in delivering energy and infrastructure projects, however, workers in the sector often report higher stress levels than those in other sectors (Thompson and Doran, 2024). Contributing factors can include rostering arrangements, physically demanding work, compressed work weeks, night work, FIFO/DIDO schedules, travel and accommodation arrangements; short-term nature of contracts; hazardous nature of works and project deadlines (Worksafe QLD,2026). These factors can increase fatigue, injury risk, psychosocial distress and social isolation (Meurk et al, 2024). While individual resilience varies, consideration of rostering, FIFO/DIDO arrangements, workloads and support structures is a key component of effective workforce wellbeing management (Thompson and Doran, 2024).

During SIA engagement, **stakeholders emphasised the importance of project workforce wellbeing and its relationship with project delivery timeframes.** Suggested measures included roster design that allows for some individual flexibility, collaboration with existing training providers to deliver resilience and workplace behaviour training for trainees and apprentices and careful consideration of accommodation locations and travel arrangements. The use of buses for workforce transportation was identified as a positive measure to reduce workforce fatigue and improve safety (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Stakeholders also expressed strong community expectations regarding workforce behaviour, including adherence to biosecurity protocols, safety requirements and community conduct standards to support community cohesion and manage biosecurity risks. These matters are discussed in Section 7.4 (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

7.3.2 Management measures

Powerlink has established corporate policies, programs and governance frameworks that guide workforce planning, recruitment, conduct, and health and safety across its operations and projects (Section 2.1). These frameworks set organisational expectations and minimum standards, with delivery and day-to-day implementation undertaken by Powerlink and its contractors in accordance with approved management plans, contractual requirements and reporting obligations.

At an organisational level, Powerlink has established frameworks that will be applied to the Gladstone Project- Stage 1 and Stage 2 and embedded in contractor requirements to manage workforce-related social impacts and support positive community outcomes. These include:

- Apprenticeship, traineeship and graduate programs supporting workforce capability, skills development and long-term employment pathways in the energy sector (Powerlink, 2026b)
- A Diversity, Equity and Inclusion Strategic Plan and Strategy, which establishes Powerlink's commitment to a diverse, inclusive and representative workforce and informs recruitment, retention and workforce participation practices (Powerlink, 2025c)
- A Safe for Life Program promoting a strong safety culture and individual accountability for health and safety across all Powerlink activities (Powerlink, 2026c)
- An Employee Code of Conduct defining expected standards of behaviour, professionalism and ethical conduct for employees and contractors (Powerlink, 2024b)

- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- A Land Access Protocol and existing management of biosecurity options in line with the requirements under the *Biosecurity Act 2014* (Powerlink, n.d2)
- A partnership with Mates in Energy supporting workforce mental health, wellbeing and suicide prevention across the energy sector (Mates in Energy, 2026).

Powerlink, with support and requirements for contractor/s where applicable, will implement workforce management measures to support workforce participation, wellbeing and effective community interface during construction. Contractors will be required to prioritise local, regional, Indigenous and diverse workforce participation, with employment opportunities communicated through local and Indigenous employment channels to provide early visibility for local candidates. The short-term and project-based nature of construction roles will be clearly communicated to manage employee expectations. Powerlink and contractor/s will also engage with local employment, training and Indigenous organisations to support employment pathways, including training and apprenticeship opportunities where appropriate.

Workforce health, safety and wellbeing will be managed through contractor requirements and site-based systems, supported by Powerlink's Safe for Life Program and participation in Mates in Energy. Contractors will be required to manage workforce behaviour in accordance with a Powerlink-approved code of conduct to promote community safety and minimise disruption. Landholder interactions will be managed in accordance with Powerlink's Land Access Protocol, with incidents investigated and concerns addressed where required.

Contractors will report on workforce composition and wellbeing, enabling Powerlink to monitor performance and implement corrective actions where necessary. Powerlink has committed to engagement with local councils, industry and businesses during construction to monitor labour draw and respond to cumulative workforce pressures where needed. Workforce initiatives will also support improved capability in biosecurity, weed identification and washdown practices through inductions, training and site-based controls. On top of specific measures to strengthen biosecurity management amongst its workforce, Powerlink has undertaken detailed weed surveys; grouped affected properties into separate biosecurity zones based on existing weed presence and established specific washdown requirements for movement between those zones to limit the spread of weeds and biosecurity hazards. Permanent, temporary and public washdown facilities have also been identified along the project transmission alignment to support appropriate washdowns of project vehicles. Together, these measures provide a coordinated framework for managing workforce-related impacts during construction and operations.

Workforce management measures are designed to support wellbeing, safety and respectful behaviour, recognising the differing needs and vulnerabilities of both the project workforce and host communities.

Table 7-3: Gladstone Project- Stage 1 and Stage 2- workforce management impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
WM1	Employment opportunities with the project, indirectly enhancing socio-economic wellbeing of the Banana Shire, Gladstone and Rockhampton LGA	Construction Operations	Stage 1 Stage 2	Positive	Low	Moderate
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Construction Operations	Stage 1 Stage 2	Positive	Low	Low
WM3	Project exacerbates existing construction skills and labour shortages in the Banana Shire, Gladstone and Rockhampton LGA due to increased labour competition	Construction	Stage 1 Stage 2	Negative	Moderate	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Construction	Stage 1 Stage 2	Negative	Moderate	Moderate
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Construction	Stage 1 Stage 2	Negative	Moderate	Low
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Construction	Stage 1 Stage 2	Negative	Low	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Construction	Stage 1 Stage 2	Negative	Low	Negligible
WM8	Capacity constraints among local education and training providers limits their ability to support skills development and apprenticeships for the project, reducing opportunities for local participation	Construction	Stage 1 Stage 2	Negative	Moderate	Moderate
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Acquisition Construction	Stage 1	Negative	Moderate	Low
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Construction Operations	Stage 1 Stage 2	Negative	Moderate	Moderate

7.4 Health and community wellbeing

This section assesses potential health and community wellbeing impacts associated with the construction and operation of the Gladstone Project- Stage 1 and Stage 2. This includes:

- Opportunities for improved wellbeing associated with community investment and secure energy supply
- Potential impacts to service provision and emergency response within the SIA study area, particularly during construction
- Amenity, health and community safety considerations during construction and operations
- Community wellbeing and cohesion considerations associated with project development, including workforce presence and land access.

7.4.1 Impact analysis

7.4.1.1 Community investment and reliable energy supply (HCW1, HCW2)

At a regional scale, the Gladstone Project- Stage 1 and Stage 2 is expected to contribute positively to community wellbeing by reinforcing electricity transmission reliability and supporting long-term energy security across Central Queensland. Strategic social and community investment delivered to SIA study area communities during construction and operations also has the potential to contribute to positive community health and wellbeing outcomes.

The project will deliver a critical program of transmission upgrades to "ensure the safety and reliability of the electricity network as the region prepares for the eventual retirement of the Gladstone Power Station, and heavy industry moves towards electrification of their operations, increasing demand on the network" (Powerlink, n.d2). Projects, such as this project, are also central to Queensland realising the strategic goals set out in the Queensland Government's Queensland Energy Road Map 2025 (see Section 4.1.4). At a societal level, reliable and secure energy supply underpins the ongoing delivery of essential services – including healthcare, emergency management, functioning water and wastewater systems and telecommunications, all of which are vital to community health, safety and wellbeing.

In Gladstone, where industrial activity and energy infrastructure are long-established components of the local economy and identity, the role of the project within a broader narrative of regional security, resilience and the energy transition is generally understood. Government, education and training providers, and social service representatives viewed the proposed transmission infrastructure as necessary to maintain system reliability and to support future investment, rather than a driver of community change (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

However, this view was not universally shared across the SIA study area. Some stakeholders noted that the benefits of major energy infrastructure accrue primarily at regional centre or state levels, while local communities bear a disproportionate share of construction-related disruption and amenity change. This perception has contributed to some stakeholders expressing concerns that rural communities host impacts but receive limited direct benefit.

This sentiment was more pronounced in areas experiencing cumulative development pressures and with less exposure to industrial development overall (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

The creation of local opportunities and benefits through community, social or in-kind investment is an important mechanism that Powerlink and its contractors can utilise to support local community wellbeing, particularly in communities located closest to the project and which may experience the largest share of social impacts. SIA engagement findings indicate that communities value social investment aligned with locally identified priorities and regional development plans. Investment that contributes to longer-term community capacity, rather than one-off or symbolic contributions is preferred. Stakeholders noted that:

- Investment in community facilities, sporting and volunteer organisations may be well received.
- Initiatives that strengthen social cohesion, wellbeing and community mental health, particularly during construction periods, were also identified as important for delivering lasting positive outcomes (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Importantly, stakeholders – including local councils – emphasised that expectations regarding community investment should be commensurate with the scale, duration and nature of the project, and aligned to the regional context. Stakeholders recognised that the scale of social investment achievable for a project of this size would differ from that of larger projects. **To maximise lasting community benefits, stakeholders expressed a clear preference for coordinated and strategic approaches to social investment, which would reduce the potential for fragmented or duplicated initiatives and could support larger community projects, should proponents pool their social investment resources** (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

7.4.1.2 Service capacity and emergency response (HCW4, HCW5)

The development of energy and infrastructure projects within regional areas has the potential increase demand levels on existing social infrastructure and services, including emergency response. This potential is greatest during the project construction period when workforce numbers are at their highest. The magnitude of change depends upon existing regional service capacity, workforce numbers and cumulative pressures from other developments.

The Social Baseline (Appendix B) identifies that health service provision across the Gladstone, Banana and Rockhampton LGAs operates within a regionalised system. Gladstone and Biloela hospitals provide 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. **Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery** (ABC News, 2025b; Appendix B).

Social baseline evidence also indicates capacity constraints within the regional referral system. Rockhampton Hospital functions as the central hub for specialist and tertiary services but experiences significant waitlists for some specialties, indicating limited surge capacity within the regional health network (ABC News, 2024a; Appendix B). In smaller centres, rural hospitals are experiencing staffing and service limitations. For example, Biloela Hospital has experienced periods of significant doctor shortages and prolonged maternity bypass arrangements, requiring patients to be diverted elsewhere for birthing services, highlighting gaps in local service provision (ABC News, 2025c; Appendix B)**. Collectively, these findings indicate a health system that is at capacity and would be sensitive to even short-term increases in demand. Changes in demand or limitations in access within an already stretched system has the potential to impact the most vulnerable groups within the SIA study area and which may have a higher reliance on health services.** Community members most vulnerable to changes in service availability include older residents, people with chronic illness or disability, Indigenous residents and households without reliable access to private transport, who may be more reliant on local health and emergency services and less able to adapt to service constraints.

Emergency response capacity across Central Queensland is similarly influenced by geographic scale, resourcing and workforce availability. Emergency services operate across large catchments, with long travel distances and a reliance on volunteer personnel in rural and semi-rural areas. These characteristics increase vulnerability during extreme events and periods of heightened demand, if multiple incidents occur concurrently (ABC News, 2024b; Appendix B).

Stakeholder engagement echoed these findings. **Stakeholders across all SIA study areas emphasised the sensitivity of health and other services to population changes, even when short-term**. Councils highlighted difficulties in residents securing general practitioner appointments and long wait times for specialist services, often requiring travel to Rockhampton or Brisbane (SIA Engagement Round 1, June 2025). Emergency response services, particularly fire response in areas with large numbers of volunteer firefighters, to supplement state services, can also be constrained (SIA Engagement Round 1, June 2025).

Stakeholder sensitivity varied by location. Gladstone stakeholders, with greater familiarity to project development, were focused on coordination efforts with services and emergency response readiness. In contrast, Bouldercombe stakeholders expressed specific concerns about existing emergency response times and reliability of alerts, noting that increased demand could further delay response times (SIA Engagement Round 2, November 2025).

Although the projected peak construction workforce for the Gladstone Project- Stage 1 (around 250 FTE) and Stage 2 (around 280 FTE) is relatively low when considering the geographical extent of the SIA study area, the current limited capacity of services, such as health and emergency services, indicates that any increase in demand could affect service provision for existing residents and require active management. When considered from a broader cumulative project perspective however, the need for active management within Powerlink as well as other proponents to avoid and limit impacts on health and energy services is more pronounced.

As presented in Section 10, multiple projects are proposed within the SIA study area, each requiring an associated construction workforce. **Stakeholders noted that where multiple projects overlap in timing, cumulative workforce presence has the potential to place additional pressure on emergency services and reduce response availability.** In this context, stakeholders in the Gladstone, Banana and Rockhampton LGA's identified the value of project-specific medical support during construction to address primary workforce health needs and to reduce potential reliance on local health and emergency services (SIA Engagement Round 2, November 2025).

7.4.1.3 Amenity, health and community safety (HCW3, HCW7, HCW8, HCW9, HCW11, HCW14)

Project development, such as the Gladstone Project- Stage 1 and Stage 2, has the potential to create short- and long-term changes to amenity, health and community safety, potentially impacting the health and community wellbeing of nearby communities. During construction this can involve changes to traffic conditions, road safety and temporary increases in noise, dust, lighting and visual character. During operations, impacts may include changes to the visual landscape or changes to background noise and light levels. The extent to which these changes are experienced as impacts by communities varies and is influenced by baseline conditions, settlement patterns and other development activity.

Traffic and road safety

Project construction and operations will require the movement of light and heavy vehicles on the local road network, which comprises of a mix of highways and regional arterial and rural roads. Highways facilitate movement between Rockhampton, Gladstone and Biloela, with the Biloela Heavy Vehicle Bypass providing an alternative route for heavy vehicles to avoid the town centre.

As described in Section 3.1.3, workers will travel between their accommodation and project sites during construction. If they are staying in a workforce accommodation facility, workers may be bused to and from site daily. Where workers stay in short-term accommodation, light vehicles or contractor-arranged transport may be used depending on location, worker numbers and roster structure, to travel to and from site and their accommodation each day. Equipment and materials for project construction will be transported via road, either from local suppliers or via road transport from the Port of Gladstone (Cambray Consulting, 2025).

For **Gladstone Project- Stage 1**, construction is predicted to generate an average of 127 two-way daily vehicle movements, comprising approximately 97 light vehicle movements and 30 heavy vehicle movements (Cambray Consulting, 2025). The *Calvale to Calliope River Transmission Line Reinforcement Project Traffic Impact Assessment* found that **project construction related traffic could be accommodated by local road networks and that any traffic increases at individual access locations would be temporary, given that construction works will progress along an alignment** (Cambray Consulting, 2025). The assessment noted that traffic changes may be more noticeable on low-volume rural roads during the construction period, where community expectations of traffic conditions differ from urban or industrial settings (Cambray Consulting, 2025). In terms of wear and tear, **traffic**

volume increases during construction will have the greatest impact on unsealed road networks; it is likely that some of these roads and access points will require maintenance prior to use and access by construction associated vehicles (Cambray Consulting, 2025). To accommodate the increase in traffic volumes, standard traffic management measures, such as "designated haulage routes, traffic signage, speed controls, scheduling of heavy vehicle movements and coordination with local authorities" (Cambray Consulting, 2025) would be required. Whilst a traffic impact assessment has not been completed for the Gladstone Project- Stage 2, it is anticipated that vehicle movements, for workforce and construction materials, will be of a similar nature due to the similar size, scale and nature of the activities and workforce. It is also expected that future stages of the project would also primarily use existing state-controlled and local road networks (Powerlink, 2025l).

Increased vehicle movements on the road network during project construction will temporarily increase local traffic levels and has the potential to degrade road conditions, which could impact community safety. Specific concerns expressed by stakeholders regarding potential road safety issues during construction, include:

- Increase in heavy vehicle movement– particularly during peak periods when residents travel to work and school and in smaller communities
- Driver behaviour- including speed and fatigue management
- Road wear and tear on smaller, unsealed and partially sealed roads (SIA Engagement Round 1, June 2025).

Stakeholders raised explicit concerns regarding particular locations, including key intersections coming into Bouldercombe from Rockhampton, stretches of highway outside of Gladstone and back roads where school buses travel to pick up and drop off school children. **Whilst potential impacts will largely be of a short-term nature, adequate management is required**. In terms of management measures the findings from stakeholder engagement and the recommendations in the *Traffic Impact Assessment* were broadly aligned, requiring:

- A traffic management plan, with adequate signage and enforced speed limits to improve sight distances and alert other drivers of turning vehicles
- Avoidance of heavy vehicle deliveries during peak periods of community road use
- Monitoring and managing road conditions, before and after construction, with a commitment 'make good' any roads impacted by construction (Cambray Consulting, 2025; SIA Engagement Round 1, June 2025).

Amenity

Project construction may result in temporary increases in noise, dust and lighting, while operations will introduce permanent changes to the visual landscape with transmission towers and wires.

Noise

The Gladstone Project- Stage 1 *Noise Impact Assessment* modelled a range of construction and operational scenarios with varying levels of associated noise. **This indicated that there will be elevated noise levels at sensitive receptor sites, defined as dwellings, along the transmission alignment during construction and that mitigation measures will be**

required to minimise potential noise levels (Umwelt, 2025b). The noise levels and number of dwellings affected depends on the type of activity. For example, foundation excavations and access track clearance will affect up to 16 dwellings. Whereas during stringing activities, noise level exceedances (i.e. above 50 dB(A)) are anticipated to affect up to 449 residential receptors along the transmission route (Umwelt, 2025b). Whilst temporary, intermittent and activity-specific, the *Noise Impact Assessment* recommends mitigating through the application of Powerlink's existing requirements- such as limiting works hours to 6:30am-6:30pm Monday-Saturday; selecting plant and equipment with consideration of noise levels and turning off plant and equipment when not use. Additional measures such as advance notification of noise works and respite periods are also recommended (Umwelt, 2025b). Operational noise impacts are predicted to comply with relevant criteria, with exceedances anticipated only during infrequent helicopter inspection activities (Umwelt, 2025b). For the Calliope River synchronous condenser, the nearest sensitive receptor is over 2km away. The Gladstone power station and Calliope River are placed between the substation and the nearest sensitive receptors. **Whilst noise disturbances will generally be limited in duration and extent, SIA engagement identified stakeholder sensitivity to temporary construction noise**. Stakeholders, particularly in Bouldercombe reported ongoing concerns about noise from existing substation and transmission infrastructure, heightening sensitivity to further amenity impacts associated with project construction, such as traffic noise, alarms and transmission line 'hum' (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Visual

The Gladstone Project Stage 1 *Landscape and Visual Impact Assessment* identified that **new transmission infrastructure will introduce visible and generally permanent changes to the landscape, where new towers are constructed** (LatStudios, 2025). Consideration of how this affects amenity depends on landscape character, based on landscape value as well as the views experienced by various receptors, such as residents and tourists (LatStudios, 2025). Impacts were assessed as minor to moderate, with impacts in areas with existing infrastructure considered minor as opposed to areas without (LatStudios, 2025). Engagement findings indicate that stakeholder concerns regarding changes to the visual landscape were interpreted in the context of existing infrastructure and cumulative development. Stakeholders with prior exposure to infrastructure development expressed a lower tolerance for additional visual impacts and changes to rural character (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Overall, amenity, community safety and traffic-related impacts are expected to be localised and most pronounced during construction. Stakeholders expressed clear expectations that construction related amenity impacts, including noise, visual and dust would be appropriately managed by Powerlink and its contractors (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

7.4.1.4 Community wellbeing (HCW6, HCW10, HCW12, HCW13, HCW15, HCW16, HCW17)

The SIA study area includes a mix of rural and urban communities with varying levels of exposure to energy and infrastructure development, and the potential temporary and permanent changes associated with development.

Project acceptance

SIA engagement identified differing perspectives linked to prior development experiences. Gladstone stakeholders were generally accepting of the project with wellbeing concerns focused on short-term tangible impacts- such as the potential for construction workforces to disrupt the housing market and service provision. In contrast, in more rural areas with less exposure to energy development the project was seen as a catalyst to changing community character and the existing way of life. As a result, **community wellbeing concerns were focused on tangible impacts associated with construction as well as more intangible impacts associated with potential changes to community character** (SIA Engagement Round 1, June 2025).

Landholder wellbeing

Project construction will require temporary access to private land. Operations will require ongoing access for transmission infrastructure maintenance and associated works to clear vegetation under towers. During SIA engagement, landholders raised the following wellbeing concerns associated with project development:

- The potential for workers to spread weeds when they access landholders' properties- creating a burden for landholders to manage
- Equitable and transparent compensation between landholders for project infrastructure. Differences in compensation paid to those hosting transmission infrastructure vs those which may host energy infrastructure was a key concern, particularly in Banana LGA
- Impacts on agricultural productivity, amenity and property values
- The stress of ongoing negotiations and engagement, from the project and from a cumulative project perspective (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Although **landholders reported positive relationships with Powerlink's landholder liaison personnel, the uncertainty around project scope, inconsistent communication, and cumulative disturbances have impacted landholder wellbeing** (SIA Engagement Round 1, June 2025).

Project workforces

The presence of non-local workforces during construction was identified as a potential impact on community wellbeing and social cohesion. This sentiment was more pronounced in areas, such as Biloela and Boulder combe, which have had less exposure to construction workforces to date. Although the project construction workforce is relatively small in scale, temporary and will move along an alignment, it can still affect perceptions of safety and community character in smaller localities. **Sensitivity to non-local workforces is also**

likely to be heightened in a cumulative project development context rather than if the project was considered in isolation.

Community health

Engagement indicates that some residents in Biloela and Bouldercombe hold concerns about potential health and safety impacts from transmission infrastructure, including electro and magnetic fields (EMF), noise and lighting. This is a current concern affecting community wellbeing and is likely to continue to be a concern if unmanaged. While EMF is regulated and infrastructure must meet established safety standards, perceived risk may persist and still affect wellbeing regardless of actual exposure (Energy Networks Association, 2016). Stakeholders also raised concerns about substation safety, including potential fire risks and a lack of confidence in emergency response arrangements, this is particularly in light of recent local fires (SIA Engagement Round 1, June 2025).

Traditional Owner wellbeing

Traditional Owner wellbeing is closely linked to Country and the protection of cultural heritage values. **During SIA engagement, Traditional Owner stakeholders emphasised the importance of avoiding disturbance to culturally significant places and landscapes, noting that impacts to heritage can affect not only physical sites but also cultural responsibilities and wellbeing** (SIA Engagement Round 1, June 2025). The Ministerial Infrastructure Designation Report notes that a search, of the Queensland Aboriginal and Torres Strait Islander Cultural Heritage Database and Register, identified 20 recorded cultural heritage sites within the project area. These will be managed in accordance with the Whole-of-Claim Cultural Heritage Investigation and Management Agreement that Powerlink holds with Gaangalu Nation People executed in 2015 (Umwelt, 2025a).

Cultural heritage considerations are a key determinant of Traditional Owner perceptions of project acceptability (Umwelt, 2025a; Appendix B). **Ongoing engagement is occurring with Traditional Owner representatives from other groups to ensure cultural heritage for these groups is adequately managed.** Cultural Heritage Management Agreement negotiations are currently underway with the Wulli Wulli People #3, the Wulli Wulli People and Darumbal People, with additional agreements also being progressed with the Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda Peoples across relevant project areas. A Cultural Heritage Management Agreement for the Gladstone Stage 1 project area is to be executed with the Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda Peoples in April 2026.

Broader cumulative development dynamics also shape community wellbeing. As noted above, some stakeholders view the project as part of a wider pattern of infrastructure and renewable energy development, which may change the existing way of life in these rural communities. As a result, stakeholders experience impacts not as isolated events but as part of an ongoing adjustment to a wide range of development activity, current and planned (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

7.4.2 Management measures

Community health and wellbeing impacts for the Gladstone Project- Stage 1 and Stage 2 will be managed through an integrated framework led by Powerlink and implemented through contractor management systems. Powerlink's established policies and frameworks set requirements for land access, biosecurity management, advance notice of works, engagement, safety and amenity management (noise, EMF vehicle management). These requirements will be embedded in contractor procurement, planning, and delivery, with Powerlink retaining overall accountability for compliance, monitoring, and responding to community concerns.

For the Gladstone Project- Stage 1 and Stage 2, Powerlink proposes to introduce measures to manage impacts associated with construction traffic, workforce movements and temporary disruption through the:

- Development and implementation of detailed Traffic Management Plans in consultation with relevant local councils and road authorities, including approved haulage routes, signage, speed controls and procedures for managing oversize-over-mass vehicle movements
- Scheduling of construction traffic to avoid sensitive periods where practicable, including school drop-off and pick-up times, peak commuter periods and major local events
- Use of workforce transport arrangements, including bussing from centralised accommodation or designated parking areas, to reduce traffic volumes on local roads
- Monitoring of road conditions and coordination with councils regarding maintenance requirements where construction traffic contributes to road wear and tear
- Requirement for contractors to conduct risk assessments to determine appropriate on-site or on-call medical and emergency response arrangements for the workforce, commensurate with workforce size and risk profile
- Implementation of a workforce behaviour code of conduct addressing alcohol and drug use, antisocial behaviour, interaction with local communities, land access obligations and biosecurity requirements
- Provision of advance notification to nearby residents of activities likely to cause temporary disruption, including timing, duration and contact details for enquiries.

Amenity impacts associated with construction activity will be managed through:

- Implementation of a Construction Environmental Management Plan (CEMP), in line with Powerlink's Environment Work Plan and Environment Specification, as well as regulatory requirements. This will include controls for construction noise, dust, lighting, erosion and other construction related disturbances
- Consideration of design, screening or landscaping measures where infrastructure is located near sensitive receptors to reduce visual intrusion and support local amenity outcomes. This would primarily concern substation infrastructure, not transmission towers
- Development and implementation of a Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of Department of Climate Change, Energy, the Environment and Water (DCCEEW)
- Provision of accessible and responsive channels for enquiries and complaints, with defined timeframes for response and resolution.

Measures to support community wellbeing will be implemented through:

- Early and ongoing engagement to with landholders negotiate property specific access arrangements, including agreed entry points, timing of works and measures to minimise disruption to agricultural operations or business activities
- For Traditional Owners and First Nations groups, undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant stakeholder engagement plans and respond to any unforeseen issues during construction and operation
- Contractor compliance with agreed access routes, consolidation of vehicle movements where practicable, maintenance of biosecurity standards and rehabilitation of disturbed land as soon as practicable following completion of works, in accordance with the Land Access Protocol and approved management plans
- Development and implementation of Cultural Heritage Management Agreements and contractor compliance with agreed cultural heritage procedures, including stop-work and notification protocols for unexpected finds
- Development and implementation of a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution
- Development and implementation of a Health, Safety and Wellbeing Management Plan outlining measures to reduce reliance on access to local health services
- Development and implementation of a Facilities and First Aid Plan
- Engagement with Council and relevant health services to monitor potential project related demand on local health services
- Incorporation of project-specific workforce health support and emergency response arrangements into construction planning, including on-site first aid capability and trained responders within work crews, to reduce reliance on local services
- Implementation of vegetation management measures in accordance with Powerlink specifications to reduce fire risk in bushfire-prone areas and support safe access and emergency response (Umwelt, 2025a)
- Provision of ongoing transparent engagement, information and communications regarding project opportunities, updates and in response to stakeholder interest
- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- Implementation of initiatives to support mental health and wellbeing, aligned with Powerlink's Community Benefits and Social Value Framework (CBSV). This includes Powerlink's ongoing support for Rural Health Connect which is available to all landholders and community members.

As health and community impacts and opportunities are interlinked, they will be considered and implemented in a coordinated manner across construction planning, workforce management, land access and stakeholder engagement.

Table 7-4: Gladstone Project- Stage 1 and Stage 2- health and community wellbeing impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Operations	Stage 1	Positive	High	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Construction Operations	Stage 1 Stage 2	Positive	Low	Low
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and a higher potential for transport-related incidents	Construction	Stage 1 Stage 2	Negative	Moderate	Low
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being in the region (i.e. hospitals, social services, etc.)	Construction	Stage 1 Stage 2	Negative	Moderate	Low
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to incidents	Construction	Stage 1 Stage 2	Negative	Low	Low
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing	Construction	Stage 2	Negative	Moderate	Low
HCW7	Project construction activities impact local amenity values (e.g. noise)	Construction	Stage 1 Stage 2	Negative	Moderate	Moderate
HCW8	Community concerns regarding substation infrastructure upgrades, and associated changes to visual amenity, impacts community wellbeing	Operations	Stage 2	Negative	Major	High
HCW9	Community concerns regarding the health effects from long-term exposure to increased noise, light pollution etc. from upgraded substation infrastructure impacts community wellbeing	Operations	Stage 2	Negative	High	High
HCW10	Landholder concerns that transmission infrastructure will exacerbate the ongoing degradation of their land (e.g. erosion) impacts their wellbeing	Operations	Stage 2	Negative	High	High
HCW11	Project development contributes to existing community anxiety and safety concerns around increased fire / explosion risks at the substation	Construction Operations	Stage 2	Negative	Moderate	Low
HCW12	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	High
HCW13	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments, with the project perceived as a	Acquisition Construction	Stage 2	Negative	Moderate	Moderate

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
	catalyst for further development that may alter the regional way of life	Operations				
HCW14	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	Low
HCW15	Community and landholder wellbeing is affected due to concerns that transmission line infrastructure will negatively impact land values	Acquisition Construction	Stage 1 Stage 2	Negative	High	High
HCW16	Past non-compliance with land access protocols has created mistrust and reduced landholder support for the project	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	Moderate
HCW17	Traditional Owner wellbeing is impacted due to potential for project construction activities to impact cultural heritage values and sites	Construction	Stage 1 Stage 2	Negative	Moderate	Low

7.5 Community and stakeholder engagement

This section assesses potential social impacts associated with community and stakeholder engagement for the Gladstone Project- Stage 1 and Stage 2. This includes:

- The role of engagement and communications in community understanding and acceptance of the project and its activities
- Project engagement and communications in the context of multiple planned developments within a given region.

7.5.1 Impact analysis

7.5.1.1 Community and stakeholder engagement (CSE1, CSE2, CSE3, CSE4)

Community and stakeholder engagement is a key thread linking all SIA key matters and is an integral part of project planning, construction and operations. It involves stakeholders ranging from community members through to government, businesses and interest groups. Effective community and stakeholder engagement is a key determinant of community understanding of the project and why it is required.

During SIA engagement, **stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region**. With multiple projects proposed across the SIA study area and the rest of Central Queensland more broadly, stakeholders expressed uncertainty regarding which projects would proceed, concerns about potential cumulative impacts from development, and a sense of receiving fragmented or contradictory information regarding projects, approvals processes and timelines. This sentiment was most strongly expressed in the smaller SIA study area communities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). **In a cumulative project development environment, stakeholders noted that it is difficult to consider the social impacts associated with a single project in isolation, with concerns often intertwined with the potential social impacts of other developments.**

Some stakeholders may have reduced capacity to participate in engagement processes, including shift workers, carers, older residents, people with limited digital access and those experiencing consultation fatigue due to cumulative project activity. These groups may be more vulnerable to exclusion from information and decision-making processes if engagement approaches are not appropriately tailored.

Engagement sensitivities vary across the SIA study area, reflecting differences in community context, exposure to development activity and cumulative consultation experience. As presented in Section 6 this includes:

- **Gladstone LGA:** Stakeholders demonstrated relatively high familiarity with major projects and a pragmatic acceptance of infrastructure development, particularly where engagement is technically informed and coordinated with other proponents. Expectations remain high for early clarity on project sequencing, workforce requirements and cumulative impacts.

- **Rockhampton LGA**: Consultation fatigue was expressed in smaller communities. Stakeholders expressed a preference for open engagement forums and the dissemination of project information through locally trusted communication networks. Stakeholders emphasised the importance of advance notice for planned engagement and requested clear information on construction timing and potential disruptions.
- **Banana LGA**: Stakeholders expressed consultation fatigue associated with multiple planned projects in the LGA. A strong preference was noted for early, comprehensive and inclusive face-to-face engagement utilising trusted local channels (e.g. Council website, Chamber of Commerce, letterbox drops). Stakeholders also emphasised the need for clear sequencing of project activities and improved engagement with a broader range of landholders, not only those directly affected (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

SIA engagement with directly affected and adjacent landholders identified sensitivities related to prolonged project uncertainty, land access negotiations, and compensation. Landholders reported that limited transparency in compensation methodologies and the use of confidentiality agreements had increased stress and contributed to social tension, including between neighbours who could not openly discuss their agreements. Clearer engagement and communications regarding compensation methods was requested to improve landholder understanding of the process (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In response to stakeholder difficulty in distinguishing the Gladstone Project- Stage 1 and Stage 2 from other planned developments, several suggestions were made, including:

- Powerlink establishing a more regular cadence of face-to-face engagement to support community understanding of the project and its current stage
- Engagement of a community relations advisor, who could become a trusted local contact point for Powerlink projects and who would build confidence in the project and Powerlink.

Engagement that is transparent, coordinated and locally tailored was identified a key opportunity to reduce misinformation and improve understanding of specific project activities and Powerlink's measures to manage its impacts and enhance potential project benefits (SIA engagement Round 2, November 2025).

7.5.2 Management measures

Management of community and stakeholder engagement for the Gladstone Project- Stage 1 and Stage 2 will be guided by Powerlink's Stakeholder Engagement Framework (2019) and associated corporate engagement requirements. These will be embedded within project governance arrangements and relevant contractor obligations. Powerlink will retain primary responsibility for setting engagement expectations, maintaining key relationships and ensuring that engagement is undertaken in a consistent, transparent and culturally appropriate manner across the project lifecycle.

A Project Engagement Plan will be developed and implemented for construction and operations. The Plan will define roles and responsibilities and include processes for ongoing communication, issue escalation, and complaints and grievance management. A contractor Project Engagement Plan will also be developed and implemented to guide engagement and communications during project construction. Engagement planning will recognise cumulative

regional development pressures and, where practicable, be coordinated with local councils and other regional proponents to manage consultation fatigue.

Engagement delivery will be tailored to local preferences and implemented through multiple channels in accordance with the Stakeholder Engagement Framework (Powerlink,2019). This will include use of trusted local communication networks and locally relevant formats (e.g. newsletters, noticeboards and letterbox drops) in locations such as Gladstone, Biloela and Bouldercombe. Powerlink will provide advance notice of key engagement activities and milestones to support participation. Engagement will be supported by a locally based community liaison officer who will provide an accessible point of contact, support relationship building and facilitate timely issue resolution. This locally based community liaison officer will complement Powerlink's community relations advisors at a local level. Project information will continue to be available via the Powerlink website and includes newsletters, fact sheets, and planning application documents. Engagement measures will seek to minimise participation barriers for vulnerable and hard-to-reach groups through accessible, locally appropriate and proportionate engagement approaches.

Landholder engagement will be undertaken in accordance with Powerlink's Land Access Protocol (Powerlink, 2023). Powerlink is committed to providing clear, accessible information regarding project timing and ongoing communication throughout construction and operations. Powerlink will continue proactive engagement with local councils, Traditional Owners, landholders and community groups, including advance notice of key milestones and activities.

Powerlink will monitor the effectiveness of its engagement, and stakeholder understanding of projects through reviewing its complaints and grievance data and stakeholder feedback. Engagement approaches will be reviewed and adapted, where required, in response to emerging issues, changes in project activities or cumulative regional conditions.

Table 7-5: Gladstone Project- Stage 1 and Stage 2- community and stakeholder engagement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Acquisition Construction	Stage 1 Stage 2	Positive	Low	Moderate
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Acquisition Construction Operations	Stage 2	Negative	High	Low
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Acquisition Construction	Stage 1 Stage 2	Negative	High	Moderate
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Acquisition Construction	Stage 1 Stage 2	Negative	Moderate	Low

8. Banana RWFCP – SIA, mitigation and enhancement measures

This section presents the identified impacts for the Banana RWFCP by SIA key matter. This includes the impact analysis, proposed management measures, and pre and post management significance ratings, assessed using the methodological approach described in Section 2.6. The full impact assessment by SIA key matter and including management measures, is provided in Appendix F.

In assessing these impacts, consideration has been given to vulnerability within the SIA study area, recognising that certain households, small businesses, landholders and service-dependent community members in Banana LGA may have reduced capacity to adapt to change, particularly in the context of cumulative regional development and a constrained housing and labour market. Overall, potential impacts associated with the Banana RWFCP are predominantly linked to construction activities and should be managed by the implementation of the proposed mitigation and enhancement measures, which are proportionate to the scale of impact and aligned with Powerlink's established systems and processes.

8.1 Local business and industry procurement

This section presents the assessment of potential social impacts on local business and industry procurement associated with the Banana RWFCP. Specifically, this includes:

- Supply and procurement opportunities for local, First Nations and regional businesses due to project skills, services and material requirements during construction and operations
- Changes to agricultural activities and economic output associated with project construction and operations.

8.1.1 Impact analysis

8.1.1.1 Supply and procurement opportunities (LBIP1, LBIP2, LBIP3)

Project construction and operations will create opportunities for local and regional businesses to supply goods, services and materials which will support economic participation, productivity and economic growth in Central Queensland. These opportunities may benefit local and regional businesses and communities, including First Nations, in the Banana LGA, as well as the broader Central Queensland area.

Banana LGA's economy is agriculturally based, with 62% of registered businesses in 2024 classified as 'agriculture, forestry and fishing'. The 'construction' sector was the second highest industry of business registrations at 7.3%, followed by representation across various sectors such as transport, rental, accommodation and food services (see Appendix B). This context indicates that a number of local businesses in Banana LGA may be well placed to supply some goods and services to the project. Whilst the size and number of businesses fluctuate over time, many registered businesses in the LGA are classified as small or non-employing

businesses, with around 17% of registered businesses employing 1-4 employees (see Appendix B).

As noted in Section 3.2, the Banana RWFCP will be delivered via a design and construct contractor or contractors under a main works package. For this project, Powerlink will invite a small number of contractors from Powerlink's existing Infrastructure Development Panel to tender for the works. The contractors will be expected to deliver a range of outcomes, including the engagement and use of local and First Nations suppliers. It is anticipated that the main works contractor will be appointed to lead construction management and coordination of subcontractors- a number of which will be specialised in transmission infrastructure activities such as tower construction, stringing and high-voltage installation. **Regional capability suggests that local, First Nations and regional businesses may be well placed to tender for some activities with the project- such as clearance and access track activities; vegetation management; civil works, transport and logistics; accommodation and catering; environmental services and cultural heritage management.**

SIA engagement undertaken in June and November 2025 identified **strong interest from local and regional businesses in project opportunities, reflecting the importance of these opportunities to local and regional sustainability and economic growth**. However, some stakeholder concerns were raised regarding the capacity and capability of local and regional businesses to meet the requirements of large-scale procurement processes, particularly those led by Tier 1 contractors. Barriers cited include upfront requirements to demonstrate capacity, qualifications and scale, as well as the cost of investing in skills, training and equipment and adapting to evolving procurement standards (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Stakeholders emphasised the need for procurement approaches tailored to local conditions, including:

- Increased transparency regarding procurement processes for tenderers, in order to reduce barriers to participation for smaller businesses
- Longer lead times for procurement, to enhance small business participation
- The provision of information packages or capability workshops to improve local business's tender preparation and skills development
- Short payment terms (less than 30 days), in recognition of the smaller margins and cost flow demands of small businesses
- 'Set aside' packages designed specifically for local businesses to tender
- Feedback on unsuccessful tenders to enhance local businesses opportunities for success in future tenders (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In this context, **the realisation of project supply and procurement opportunities for local, First Nations and regional businesses will require the implementation of proactive management measures and ongoing communications with relevant local, regional and internal stakeholders**.

Powerlink is committed to maximising supply and procurement opportunities for local, First Nations and regional businesses across its projects. Its procurement processes prioritise

Central Queensland businesses and are aligned with the Queensland Procurement Policy (Department of Housing and Public Works, 2025) and the Queensland Charter for Local Content (Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), 2020).

Project supply and procurement also present specific opportunities for First Nations businesses in Banana LGA. To maximise opportunities for First Nations businesses, Powerlink has committed to implementing specific First Nations business opportunity measures, alongside the broader measures to support local and regional businesses.

8.1.1.2 Changes to agricultural activities (LBIP4)

The Banana LGA hosts a diverse mix of land uses, including agriculture, industry and energy production with a significant proportion of land dedicated to cattle grazing and dryland cropping. The development of infrastructure on land used for agriculture has the potential to disrupt routine business operations, if not appropriately considered and managed.

As outlined in Section 3.2, the Banana RWFCP, transmission line and substation, will intersect 37 landholdings, with a mix of private, corporate and government landholders. The project will largely traverse land used for agricultural purposes for both temporary construction access and permanent access and infrastructure.

During SIA engagement, **stakeholders expressed concerns regarding potential impact upon agricultural business productivity and economic output,** particularly in relation to potential temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025). Whilst a number of landholders noted that elements could be managed with clear information- others were concerned about potential impacts. Agricultural landholders with smaller holdings or limited operational flexibility may be more vulnerable to productivity impacts associated with temporary or permanent land access restrictions. Ongoing engagement and communications with landholders and stakeholders will be critical to managing potential impacts, supported by the implementation of tailored mitigation measures developed in consultation with affected parties, if required.

8.1.2 Management measures

To maximise supply and procurement opportunities for local, First Nations and regional businesses, and to reduce barriers to participation, Powerlink, with support from contractors where applicable, has committed to the following measures:

- Implement and promote initiatives to support local and First Nations suppliers to obtain relevant training and/or accreditation enhancing capability, capacity and competitiveness
- Engage with relevant industry associations and professional bodies (e.g. local councils, chambers of commerce, First Nations organisations, Queensland Major Contractors Association, Manufacturing Skills Queensland) to promote opportunities and support local participation

- Provide targeted support to local and First Nations businesses to build their capacity and capability (e.g. mentoring and feedback on tendering processes, including unsuccessful tenders)
- Require contractors to prepare and comply with a local and First Nations Participation Plan, which will detail workforce and industry participation
- Require contractors to demonstrate procurement strategies that maximise local and First Nations participation, including unbundling work packages and identifying 'set-aside' packages
- Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money, to strengthen economic outcomes for nearby communities
- Require contractors to apply reduced payment terms of 14-days (rather than 30 days) for local and First Nations suppliers
- Require contractors to actively promote, communicate and engage with local and First Nations businesses to strengthen opportunity for participation in the supply chain, including:
    - Facilitating supplier information briefings on project opportunities and bid processes
    - Communicating supply opportunities to stakeholders and via formal channels (such as local print media)
    - Developing a supplier information guide (e.g. how to register, work packages, pathways etc)
    - Communicating with Powerlink's Central Queensland Supplier Register, which includes First Nations businesses
    - Implement a business capability initiative for local and First Nations businesses, such as business capability workshops / mentoring as appropriate.

These measures are intended to reduce barriers to participation and minimise potential adverse impacts for vulnerable businesses and landholders by providing early visibility of opportunities, clear engagement pathways and proportionate management responses.

To facilitate this process and reduce potential barriers to entry for local and First Nations businesses, Powerlink will also undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release. Tender and contractual requirements will be embedded and cascaded to subcontractors, where appropriate, to support strong local and Indigenous business participation in the supply chain.

To manage landholder and stakeholder concerns regarding potential impacts on agricultural productivity, Powerlink is committed to ongoing engagement with affected landholders to communicate and manage potential construction and operational restrictions on land and airspace (including buffer zones and drone use). Where required, site specific management measures will be developed in consultation with landholders. Powerlink will apply its Land Access Protocol for any land access by Powerlink and/or contractors to ensure consistent and appropriate land access practices prior to and during construction as well as throughout operations.

Table 8-1: Banana RWCFP- local business and industry procurement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Construction	Banana RWFCP	Positive	Low	Moderate
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Construction	Banana RWFCP	Positive	Low	Moderate
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not realised due to limited engagement/communications and tender and contract requirements	Construction	Banana RWFCP	Negative	Moderate	Low
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Construction Operations	Banana RWFCP	Negative	Moderate	Low

8.2 Housing and accommodation

This section assesses the potential social impacts associated with housing and accommodation arising from the construction and operation of the Banana RWFCP. This includes:

- Potential changes to local housing market availability and affordability
- Changes to short-term accommodation demand within the SIA study area.

The magnitude of these potential changes is shaped by the project's workforce profile, workforce accommodation plans and the housing market context in the SIA study area.

8.2.1 Impact analysis

8.2.1.1 Local housing availability and affordability (HA1, HA2, HA3, HA6)

Development of the Banana RWFCP has the potential to impact the availability and affordability of local housing in the project's SIA study area. This could occur if non-local project workers seek to relocate to SIA study area communities by renting or purchasing local properties during project construction or operations. The potential for this impact is more likely during construction due to workforce size.

Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes**. Rising house prices and inflation have increased housing costs in the SIA study area.** Housing now represents a greater proportion of total household income in 2025 than it did in 2020 (see Appendix B).

The SIA social baseline identified that rental markets are tight in the SIA study area. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide and a 0.3% vacancy rate was recorded for Banana LGA in the December 2025 reporting period (Real Estate Institute of Queensland, 2026). With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers moving to the region. **Low vacancy rates and potentially increases in rental rates, even if temporary, could disproportionately affect vulnerable households- such as low-income and single parent households- particularly in Banana LGA where housing is most constrained for renters**. Low-income households are more vulnerable to changes in housing market conditions as they have limited financial reserves and are therefore more likely to experience rental stress if there are price increases, decreases in vacancy rates and/or changes in tenancy conditions (Queensland Treasury, 2022).

Over the past 12 months, residential building approvals in Banana LGA were relatively low, a total of 19 residential approvals were granted in the 12 months ending 30 April 2025, representing 37% of all building approvals for the LGA. In Banana LGA, constraints such as a lack of materials and trade workers required to build new homes has limited new housing construction to date (Banana Shire Council, 2024). Whilst Banana Council is working to address challenges and housing constraints, through a Local Housing Action Plan- Banana

Shire Council (2024**), the current local housing market has limited capacity to absorb population increases, including those associated with project workforces.**

SIA engagement confirmed housing market data, with **many stakeholders in Banana LGA raising concerns regarding housing affordability and availability.** Stakeholders reported difficulties securing rental accommodation, driven by population growth outpacing housing supply, with noted challenges for essential workers who need to reside in a particular area and for low-income households. Banana Council noted that housing shortages are significantly affecting the attraction and retention of service workers to the region, including specialist health workers (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

As presented in Section 3.2, the construction period for the Banana RWFCP is expected to be two years in duration. The construction workforce peak is estimated to be around 200 FTEs. Approximately 20% of the workforce is anticipated to be sourced locally (within 125km from the project), with the remainder sourced from outside of this area. **Project-related impacts on local housing markets are most likely to occur if non-local workers temporarily relocate to the SIA study area during construction and seek accommodation within the private housing market.** As the operational workforce is anticipated to be small (approximately 3-6 FTE workers), potential demand increases on local housing markets will be minimal.

Whilst the project construction workforce for the Banana RWFCP is relatively small compared to the population of the SIA study area, the cumulative development context is an important consideration. As presented in Section 10, 13 projects are planned or anticipated to be constructed within a similar timeframe to the Banana RWFCP in the Banana LGA, each with varying construction workforce and accommodation requirements. **Potential housing market pressures from this project cannot therefore be considered in isolation and will require a coordinated regional approach to limit potential impacts on communities.**

Stakeholders also raised concerns about the potential for speculative property investment and the importance of proactive workforce accommodation planning and management. This includes early communication of workforce numbers and timing; coordination with other projects in the region to avoid overlapping peak housing demand periods- where possible; and the use of existing dedicated workforce accommodation villages across the region during construction (SIA Engagement Round 1, June 2025). Consistent with these concerns, **stakeholders emphasised the importance of proactive workforce accommodation planning and management,** including early communication of workforce numbers and timing; coordination with other projects in the region to avoid overlapping peak housing demand periods- where possible; and the use of existing dedicated workforce accommodation villages across the region during construction.

8.2.1.2 Short-term accommodation (HA4, HA5)

The construction of large infrastructure projects can generate increased demand for short-term accommodation options, including hotels, motels, caravan parks and serviced apartments. Whilst this can provide economic benefit for local accommodation providers, it can also disrupt availability for tourists and other business travellers, if such accommodation is consistently occupied by construction workforces.

Biloela and other towns in Banana LGA, such as Banana and Theodore, offer short-term accommodation options commensurate with their population size. Short-term accommodation use fluctuates throughout the year, with peaks noted during events hosted in the LGA- such as festivals and conferences.

During SIA engagement, stakeholders reported that **short-term accommodation is often fully booked during peak periods, limiting options for visitors seeking temporary accommodation.** Stakeholders also noted the use of 'block bookings', in Biloela, where rooms are reserved in advance, reducing apparent availability (SIA Engagement Round 1, June 2025).

Banana LGA also contains dedicated workforce accommodation facilities, including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela), which cater for mining, energy and construction workers. These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing (CS Energy, 2024). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025e).

Approximately 20% of the construction workforce for the Banana RWFCP is expected to be sourced locally, with the remainder being sourced from outside of the region. At peak construction, this would equate to approximately 160 workers requiring accommodation in the region. **While existing short-term accommodation in the Banana LGA could accommodate this workforce in isolation, demand needs to be considered alongside other projects, events, tourism and industrial activity. As a whole, there could be periods when demand will outstrip supply.** Balancing accommodation demand will therefore be important to limit the potential impact of the project construction workforce on other short-term accommodation users whilst still enhancing opportunities for local business suppliers. Whilst non-local construction workers will be encouraged to stay in purpose-built workforce accommodation (see Section 3.2.3), some workers may choose to use short-term commercial accommodation in the SIA study area.

To mitigate potential impacts, **stakeholders emphasised the importance of advance planning and coordination with accommodation providers to manage peak demand periods and maintain availability for tourism, business travel and other community needs**. This included more advanced notice of booking cancellations, to allow providers to reallocate rooms to other users (SIA Engagement Round 2, November 2025).

While increased non-resident workforce demand may temporarily affect short-term accommodation in the SIA study area for other users, particularly where multiple projects

overlap- reliance on short-term accommodation is expected to decline as construction progresses and accommodation arrangements stabilise. The small operational workforce is not expected to generate ongoing demand, and sustained disruption to accommodation markets is therefore unlikely.

8.2.2 Management measures

Powerlink is committed to avoiding housing market impacts associated with project construction and to mitigating potential impacts before they arise. Powerlink's overarching Workforce Accommodation Strategy provides a corporate-level framework for managing workforce, accommodation and procurement considerations to minimise potential impacts on local housing markets from the development of their projects. This document guides Powerlink's strategic approach to address the challenges related to workforce accommodation (Powerlink, 2025k). This approach reflects Powerlink's governance framework, with organisational expectations supported by contractor delivery through approved management plans and reporting requirements. Contractors will be required to manage housing and accommodation impacts as part of their contractual obligations and submit an accommodation strategy or plan during procurement.

To avoid and manage potential housing and accommodation impacts during construction, Powerlink will implement the following management measures through contractor requirements and stakeholder coordination:

- Contractors will be required to submit an Accommodation Management Plan as a part of their tender and will be required to provide suitable accommodation for non-local workers. Powerlink will request contractors to use purpose-built workforce accommodation facilities where available, and to avoid use of the local rental housing where practicable. This will be important to avoid housing market impacts on local communities, particularly vulnerable groups
- Contractors will prioritise the recruitment of local and regional workers where skills and availability allow, reducing reliance on non-resident workers and associated workforce accommodation. They will also be required to propose strategies during the procurement process to stagger the workforce, where possible, to minimise workforce peaks. This will be supported through Powerlink's procurement and workforce objectives and monitored through contractor reporting
- Powerlink will engage with key stakeholders, including local councils and housing service providers in Banana LGA, on workforce numbers, construction timeframes and accommodation strategies to support awareness of and action on potential workforce-related housing pressures
- Contractors will report on workforce accommodation arrangements, including the number of non-local workers and the types of accommodation used, enabling Powerlink to monitor impacts on housing availability and affordability and respond to any unanticipated pressures
- Where short-term accommodation is used, contractors will minimise disruption to other users by applying a minimum three-day cancellation period to allow accommodation providers to reallocate bookings for other users
- Powerlink will coordinate with local council and other proponents to manage cumulative housing and accommodation impacts associated with concurrent projects and industrial activity, supporting a shared understanding of workforce demand patterns and short-term cyclical pressures.

The housing and accommodation management measures are intended to prioritise the protection of vulnerable households by limiting reliance on the private rental market where practicable and managing workforce accommodation in a manner that reduces pressure on local housing supply.

Table 8-2: Banana RWFCP- housing and accommodation impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Construction	Banana RWFCP	Negative	Moderate	Low
HA2	Project operations workforce increases demand for permanent housing, placing additional pressure on local housing markets, in terms of supply and prices	Operations	Banana RWFCP	Negative	Low	Low
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Construction	Banana RWFCP	Negative	Moderate	Low
HA4	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users	Construction Operations	Banana RWFCP	Negative	Moderate	Moderate
HA5	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Construction Operations	Banana RWFCP	Negative	Low	Low

8.3 Workforce management

This section presents the assessment and management of potential social impacts associated with project workforce during the construction and operations of the Banana RWFCP. This includes direct project employees as well as contractors and subcontractors. Specifically, this includes:

- Employment and training opportunities associated with project construction and operations, including local, Indigenous and regional recruitment and training
- Labour supply and demand impacts associated with project employment opportunities
- Workforce health and wellbeing considerations during construction and operations.

8.3.1 Impact analysis

8.3.1.1 Employment opportunities (WM1, WM4)

Project construction and operations will create a number of direct and indirect employment opportunities through the supply chain. This will positively contribute to local and regional economic growth and skills development as well as provide opportunities for local and regional communities in the SIA study area.

Construction of the Banana RWFCP is estimated to span two years (late 2026- late 2028) and will require an estimated peak construction workforce of around 200 FTE workers. The operations workforce is expected to be small, with approximately 3-6 FTE workers required. As presented in Section 3.2, it is anticipated that the construction workforce will comprise a mix of local and non-local workers.

The SIA study area for the Banana RWFCP is characterised by relatively low levels of unemployment, with Banana LGA recording a rate of 3.4% in December 2024. The main industries of employment in 2021 in Banana LGA were 'agriculture, forestry and fishing' following by 'mining' and 'healthcare and social assistance' (Appendix B). While a number of construction roles require semi-skilled workers, others require highly specialised skills. **Given the regional skills profile, direct employment during project construction is likely to be concentrated in clearance and access track works, with indirect opportunities generated in adjacent sectors, such as accommodation, logistics, and food services.**

With this in mind, it is estimated that at least 40 workers for the Banana RWFCP would be locally based (within a 125km radius of the project as per the Queensland Procurement Policy). **Contractors have been encouraged to include and maximise local employment opportunities where possible** and, as a result, the actual number of local workers engaged during construction may be higher than current estimates. **However, given the number of energy and infrastructure projects planned or scheduled for construction within the Central Queensland region over the next 3-4 years (see Section 10), competition for local labour is expected to be high, should construction periods overlap. This may affect the availability of suitably qualified local and regional workers for the project.**

During SIA engagement, **stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local**

communities which would flow through as a result. However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). Given these concerns, and the number of specialised roles required during construction, transparency regarding the number, type and duration of roles will be important to manage community expectations.

8.3.1.2 Upskilling, traineeships and apprenticeships (WM2, WM8, WM9)

Project construction periods provide practical opportunities to upskill workers and support the development of trainees and apprentices. If realised, these opportunities can deliver lasting benefit to communities through facilitating greater future employment options and the regional workforce retention.

The Queensland Government and the local councils across Central Queensland, including Banana LGA, recognise that trainee and apprenticeship opportunities are critical to driving economic growth, diversifying local economies, and developing skills for future infrastructure and the energy transition (The Next Economy, 2022). The Queensland Government has developed a range of plans and guidelines to support employment and training pathways, including the Clean Energy Workforce Roadmap, the Queensland Energy and Jobs Plan and the Queensland Workforce Strategy 2022-2032. These plans aim to build regional skills and increase participation by young people, women, and Indigenous groups in key project-related sectors such as electrical trades, engineering, construction, and civil works (Queensland Government, 2023b).

The SIA Social Baseline identified that 'engineering and related technologies' was the most prevalent field of post school study and training in the Banana LGA in 2021, with 'certificate' level qualifications most common (see Appendix B). This **education profile, together with SIA engagement findings, indicates that there may be community expectations for the project to provide trainee and apprenticeship opportunities** (SIA Engagement Round 1, June 2025). Stakeholders also noted that opportunities for apprentices and trainees to complete their training with a single employer are limited in Banana LGA, affecting the local skills pipeline. **Challenges in attracting and retaining qualified teachers in Central Queensland was also identified as a key constraint to long term skills development** (SIA Engagement Round 1, June 2025).

To realise potential training opportunities associated with project construction, **it will be important for Powerlink and its contractors to align project initiatives with state and regional skills development plans.** Engagement with established training providers and organisations such as Apprentices and Skills Queensland and My Skills Institute will also be important to maximise opportunities for trainees and apprentices, particularly given the short lead time to construction.

8.3.1.3 Labour demand and supply (WM3, WM4, WM6)

While project construction and operations will generate direct and indirect employment opportunities, there is also the potential to impact labour demand and supply across multiple sectors within communities closest to the project.

Project construction, and the relatively high wages associated with some project roles, may draw skilled and semiskilled workers away from existing small businesses and local agricultural businesses in Banana LGA. If realised, this could compound existing labour shortages within agricultural businesses and contribute to wage inflation across trades and services. Potential impacts on local business and industry may be more pronounced for small, non-employing and family-run enterprises, including sole traders, which typically have limited capacity to absorb labour draw or short-term disruption to operations. Key trades, including electricians, welders and labourers are already in short supply across the region (Jobs and Skills Australia, 2024; Construction Skills Queensland, 2025). This risk is expected to be greatest during project construction, when workforce demand peaks and as unemployment levels are low.

During SIA engagement, stakeholders noted that higher project wages could attract workers from industry and non- industry related sectors, including retail, education, community services and hospitality. **This has the potential to affect local business viability and the delivery of essential services, particularly during the project construction period**. Attracting and retaining skilled workers was identified as an ongoing challenge across a range of sectors and is a key area of sensitivity for stakeholders. Banana Council also identified workforce attraction and retention as a priority for maintaining community vitality and service provision (SIA Engagement Round 1, June 2025 and Round 2- November 2025).

It is difficult to predict how many workers from other industries and sectors within Banana, LGA may seek employment with the project. Outcomes will depend on a number of variables including contractor selection, project timing and alignment with other regional projects (see Section 10). However, the scale of potential impacts is tempered by the relatively small project construction workforce size, the need for highly specialised skills that may not be locally available, and the relatively short construction duration.

Ongoing engagement with councils and business stakeholders, supported by monitoring, will be important to manage potential project impacts on local labour supply and demand.

8.3.1.4 Workforce wellbeing and behaviour (WM10, WM7, WM5)

Project development will require the employment of a range of highly skilled trades and semi-skilled construction and labour workers. Maintaining workforce wellbeing and behaviour is critical to worker safety, community safety, productivity and project delivery timeframes.

The construction industry plays a vital role in delivering energy and infrastructure projects, however, workers in the sector often report higher stress levels than those in other sectors (Thompson and Doran, 2024). Contributing factors can include rostering arrangements, physically demanding work, compressed work weeks, night work, FIFO/DIDO schedules, travel and accommodation arrangements; short-term nature of contracts;

hazardous nature of works and project deadlines (Worksafe QLD,2026). These factors can increase fatigue, injury risk, psychosocial distress and social isolation (Meurk et al, 2024). While individual resilience varies, consideration of rostering, FIFO/DIDO arrangements, workloads and support structures is a key component of effective workforce wellbeing management (Thompson and Doran, 2024).

During SIA engagement, stakeholders emphasised the importance of project workforce wellbeing and its relationship with project delivery timeframes. Stakeholder suggested measures to manage workforce wellbeing include- a roster design that allows for some individual flexibility; collaboration with existing training providers to deliver resilience and workplace behaviour training for trainees and apprentices; and a careful consideration of accommodation locations and travel arrangements. The use of buses for workforce transportation was also identified as a positive measure to reduce workforce fatigue and improve safety (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Stakeholders also expressed strong community expectations regarding workforce behaviour, including adherence to biosecurity protocols, safety requirements and community conduct standards to support community cohesion and manage biosecurity risks. These matters are discussed in Section 8.4 (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

8.3.2 Management measures

Powerlink has established corporate policies, programs and governance frameworks that guide workforce planning, recruitment, conduct, and health and safety across its operations and projects (Section 2.1). These frameworks set organisational expectations and minimum standards, with delivery and day-to-day implementation undertaken by Powerlink and its contractors in accordance with approved management plans, contractual requirements and reporting obligations.

At an organisational level, Powerlink has established frameworks that will be applied to the Banana RWFCP and embedded in contractor requirements to manage workforce-related social impacts and support positive community outcomes. These include:

- Apprenticeship, traineeship and graduate programs supporting workforce capability, skills development and long-term employment pathways in the energy sector (Powerlink, 2026b)
- A Diversity, Equity and Inclusion Strategic Plan and Strategy, which establishes Powerlink's commitment to a diverse, inclusive and representative workforce and informs recruitment, retention and workforce participation practices (Powerlink, 2025c)
- A Safe for Life Program promoting a strong safety culture and individual accountability for health and safety across all Powerlink activities (Powerlink, 2026c)
- An Employee Code of Conduct defining expected standards of behaviour, professionalism and ethical conduct for employees and contractors (Powerlink, 2024b)
- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- A Land Access Protocol and existing management of biosecurity options in line with the requirements under the *Biosecurity Act 2014* (Powerlink, n.d2)

- A partnership with Mates in Energy supporting workforce mental health, wellbeing and suicide prevention across the energy sector (Mates in Energy, 2026).

Powerlink, with support and requirements for contractor/s where applicable, will implement workforce management measures to support workforce participation, wellbeing and effective community interface during construction. Contractors will be required to prioritise local, regional, Indigenous and diverse workforce participation, with employment opportunities communicated through local and Indigenous employment channels to provide early visibility for local candidates. The short-term and project-based nature of construction roles will be clearly communicated to manage employee expectations. Powerlink and contractor/s will also engage with local employment, training and Indigenous organisations to support employment pathways, including training and apprenticeship opportunities where appropriate.

Workforce health, safety and wellbeing will be managed through contractor requirements and site-based systems, supported by Powerlink's Safe for Life Program and participation in Mates in Energy. Contractors will be required to manage workforce behaviour in accordance with a Powerlink-approved code of conduct to promote community safety and minimise disruption. Landholder interactions will be managed in accordance with Powerlink's Land Access Protocol, with incidents investigated and concerns addressed where required.

Contractors will report on workforce composition and wellbeing, enabling Powerlink to monitor performance and implement corrective actions where necessary. Powerlink has committed to engagement with local councils, industry and businesses during construction to monitor labour draw and respond to cumulative workforce pressures where needed. Workforce initiatives will also support improved capability in biosecurity, weed identification and washdown practices through inductions, training and site-based controls. On top of specific measures to strengthen biosecurity management amongst its workforce, Powerlink has undertaken detailed weed surveys; grouped affected properties into separate biosecurity zones based on existing weed presence and established specific washdown requirements for movement between those zones to limit the spread of weeds and biosecurity hazards. Permanent, temporary and public washdown facilities have also been identified along the project transmission alignment to support appropriate washdowns of project vehicles. Together, these measures provide a coordinated framework for managing workforce-related impacts during construction and operations.

Workforce management measures are designed to support wellbeing, safety and respectful behaviour, recognising the differing needs and vulnerabilities of both the project workforce and host communities.

Table 8-3: Banana RWFCP- workforce management impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
WM1	Employment opportunities with the project, indirectly enhancing socio-economic wellbeing of the Banana Shire LGA	Construction Operations	Banana RWFCP	Positive	Low	Moderate
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Construction Operations	Banana RWFCP	Positive	Low	Low
WM3	Project exacerbates existing construction skills and labour shortages in the Banana Shire LGA due to increased labour competition	Construction	Banana RWFCP	Negative	Moderate	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Construction	Banana RWFCP	Negative	Moderate	Moderate
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Construction	Banana RWFCP	Negative	Moderate	Low
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Construction	Banana RWFCP	Negative	Moderate	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Construction	Banana RWFCP	Negative	Low	Negligible
WM8	Capacity constraints among local education and training providers limits their ability to support skills development and apprenticeships for the project, reducing opportunities for local participation	Construction	Banana RWFCP	Negative	Moderate	Moderate
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Acquisition Construction	Banana RWFCP	Negative	Moderate	Low
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Construction Operations	Banana RWFCP	Negative	Moderate	Moderate

8.4 Health and community wellbeing

This section assesses potential health and community wellbeing impacts associated with the construction and operation of the Banana RWFCP. This includes:

- Opportunities for improved wellbeing associated with community investment and secure energy supply
- Potential impacts to service provision and emergency response within the SIA study area, particularly during construction
- Amenity, health and community safety considerations during construction and operations
- Community wellbeing and cohesion considerations associated with project development, including workforce presence and land access.

8.4.1 Impact analysis

8.4.1.1 Community investment and reliable energy supply (HCW1, HCW2)

At a regional scale, the Banana RWFCP is expected to contribute positively to community wellbeing by reinforcing electricity transmission reliability and supporting long-term energy security across Central Queensland. Strategic social and community investment delivered to SIA study area communities during construction and operations also has the potential to contribute to positive community health and wellbeing outcomes.

The project will connect the Banana Range Wind Farm to the transmission network, this will play a role in supporting the realisation of the Queensland Government's Queensland Energy Road Map 2025 (see Section 4.1.4). At a societal level, a reliable and secure energy supply underpins the ongoing delivery of essential services – including healthcare, emergency management, functioning water and wastewater systems and telecommunications, all of which are vital to community health, safety and wellbeing.

Whilst the project would bring a secure energy supply, some stakeholders expressed that rural communities typically bear a disproportionate share of construction-related disruption and amenity changes whilst benefits tend to accrue primarily in regional centres or at state levels. This sentiment was more pronounced in areas experiencing cumulative development pressures and with less exposure to industrial development overall (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

The creation of local opportunities and benefits through community, social or in-kind investment is an important mechanism that Powerlink and its contractors can utilise to support local community wellbeing, particularly in communities located closest to the project and which may experience the largest share of social impacts. SIA engagement findings indicate that communities value social investment aligned with locally identified priorities and regional development plans. Investment that contributes to longer-term community capacity, rather than one-off or symbolic contributions would be preferred. Stakeholders noted that initiatives focussed on strengthening social cohesion, wellbeing and community mental health, particularly during construction periods, would deliver

positive community outcomes (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Importantly, stakeholders – including local council – emphasised that expectations regarding community investment should be commensurate with the scale, duration and nature of the project, and aligned to the regional context. Stakeholders recognised that the scale of social investment achievable for a project of this size would differ from that of larger projects. **To maximise lasting community benefits, stakeholders expressed a clear preference for coordinated and strategic approaches to social investment, which would reduce the potential for fragmented or duplicated initiatives, and which could support larger community projects, should proponents pool their social investment resources** (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

8.4.1.2 Service capacity and emergency response (HCW4, HCW5)

The development of energy and infrastructure projects within regional areas has the potential to increase demand levels on existing social infrastructure and services, including emergency response. This potential is greatest during the project construction period when workforce numbers are at their highest. The magnitude of change depends upon existing regional service capacity, workforce numbers and cumulative pressures from other developments.

The SIA Social Baseline (Appendix B) identifies that health service provision in Banana LGA operates within a regionalised system. Biloela hospital provides 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. **Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery** (ABC News, 2025b; Appendix B).

Social baseline evidence also indicates capacity constraints within the regional referral system. Rockhampton Hospital functions as the central hub for specialist and tertiary services but experiences significant waitlists for some specialties, indicating limited surge capacity within the regional health network (ABC News, 2024a; Appendix B). In smaller centres, rural hospitals are experiencing staffing and service limitations. For example, Biloela Hospital has experienced periods of significant doctor shortages and prolonged maternity bypass arrangements, requiring patients to be diverted elsewhere for birthing services, highlighting gaps in local service provision (ABC News, 2025c; Appendix B). **Collectively, these findings indicate a health system that is at capacity and would be sensitive to even short-term increases in demand. Changes in demand or limitations in access within an already stretched system has the potential to impact the most vulnerable groups within the SIA study area and which may have a higher reliance on health services.** Community members most vulnerable to changes in service availability include older residents, people with chronic illness or disability, Aboriginal and Torres Strait Islander residents and households without reliable access to private transport, who may be more reliant on local health and emergency services and less able to adapt to service constraints.

Emergency response capacity across Central Queensland is similarly influenced by geographic scale, resourcing and workforce availability. Emergency services operate across large catchments, with long travel distances and a reliance on volunteer personnel in rural and semi-rural areas. These characteristics increase vulnerability during extreme events and periods of heightened demand, if multiple incidents occur concurrently (ABC News, 2024b; Appendix B).

Stakeholder engagement echoed these findings. **Stakeholders emphasised the sensitivity of health and other services to population changes, even when short-term.** Council highlighted difficulties in residents securing general practitioner appointments and long wait times for specialist services, often requiring travel to Rockhampton or Brisbane (SIA Engagement Round 1, June 2025). Emergency response services, particularly fire response in areas with large numbers of volunteer firefighters, to supplement state services, can also be constrained (SIA Engagement Round 1, June 2025).

Although the projected peak construction workforce for the Banana RWFCP (around 200 FTE) is relatively low when considering the geographical extent of the SIA study area, the current limited capacity of services, such as health and emergency services, indicates that any increase in demand could affect service provision for existing residents and will require active management to avoid. When considered from a broader cumulative project perspective however, the need for active management within Powerlink as well as other proponents to avoid and limit impacts on health and energy services is more pronounced.

As presented in Section 10, multiple projects are proposed within the SIA study area, each requiring an associated construction workforce. **Stakeholders noted that where multiple projects overlap in timing, cumulative workforce presence has the potential to place additional pressure on emergency services and reduce response availability.** In this context, stakeholders identified the value of project specific- medical support during construction to address primary workforce health needs and to reduce potential reliance on local health and emergency services (SIA Engagement Round 2, November 2025).

8.4.1.3 Amenity, health and community safety (HCW3, HCW7, HCW8, HCW9, HCW11, HCW14)

Project development has the potential to create short- and long-term changes to amenity, health and community safety, potentially impacting health and community wellbeing of nearby communities. During construction this can involve changes to traffic conditions, road safety and temporary increases in noise, dust, lighting and visual character. During operations, impacts may include changes to the visual landscape or changes to background noise and light levels. The extent to which these changes are experienced as impacts by communities varies and is influenced by baseline conditions settlement patterns and other development activity.

Traffic and road safety

Project construction and operations will require the movement of light and heavy vehicles on the local road network, which comprises of a mix of highways and regional arterial and rural roads. Highways facilitate movement between Gladstone and Biloela, with the Biloela Heavy Vehicle Bypass providing an alternative route for heavy vehicles to avoid the town centre.

As described in Section 3.2.3, workers will travel between their accommodation and project sites during construction. If they are staying in a workforce accommodation facility, workers may be bused to and from site daily. Where workers stay in short-term accommodation, light vehicles or contractor-arranged transport may be used depending on location, worker numbers and roster structure, to travel to and from site and their accommodation each day. Equipment and materials for project construction will be transported via road.

For Banana RWFCP, construction is predicted to increase traffic volumes on state-controlled roads by 5%, this would be through a mix of light and heavy vehicle movements (JBS&G, 2025). As current traffic volumes are below capacity, intersection and traffic delays are not expected to occur and it is expected that the project will not have a long-term impact on the existing road network (JBS&G, 2025).

Whilst low, the increase in vehicle movements on the road network during project construction has the potential to impact community safety. Specific concerns expressed by stakeholders regarding potential road safety issues during construction, include:

- Increase in heavy vehicle movement– particularly during peak periods when residents travel to work and school and in smaller communities
- Driver behaviour- including speed and fatigue management
- Road wear and tear on smaller, unsealed and partially sealed roads (SIA Engagement Round 1, June 2025).

Stakeholders raised explicit concerns regarding particular locations, including stretches of highway outside of Gladstone and roads where school buses travel to pick up and drop off school children. **Whilst potential impacts will largely be of a short-term nature, management is required, with measures such as advanced warning signage and speed management recommended in the project's Ministerial Infrastructure Designation Report** (JBS&G, 2025).

Amenity

Project construction may result in temporary increases in noise, dust and lighting, while operations will introduce permanent changes to the visual landscape with transmission towers and wires.

Noise

The project Ministerial Infrastructure Designation report, documents that the noise character of the corridor "will not be significantly impacted by the construction and operation of the transmission line. **During the construction phase, elevated noise levels for periods of time during the day can be expected when erecting the structures and stringing the lines, as well as from plant and machinery travelling to and working within the easement. These impacts will be localised and of short duration.** During the operation and maintenance phases, noise impacts will be limited and restricted to ad hoc maintenance activities and vehicles traversing along the easement" (JBS&G, 2025). The project Ministerial Infrastructure Designation report advises that noise amenity impacts will be managed in accordance with Powerlink's environmental controls and in addition, equipment is "to be regularly maintained and repaired or replaced if it becomes noisier and non-tonal reversing

alarms to be used where practicable" (JBS&G, 2025). Whilst noise disturbances will generally be limited in duration and extent, SIA engagement identified some stakeholder sensitivity to temporary construction noise, with ongoing management to minimise impacts required (SIA Engagement Round 1, June 2025).

Visual

The Banana RWFCP Ministerial Infrastructure Designation report identified that **visual amenity impacts would range from nil to low from viewpoints such as towns, urban areas, highways and roads.** This is due to a range of factors including distance of the project from such viewpoints, existing screening such as vegetation and buildings, and in the case of roads- the speed at which vehicles would be travelling (JBS&G, 2025). **For individual landholder dwellings, visual impacts were assessed as nil to high- depending on the proximity, outlook and orientation of dwellings, as well as existing vegetation, in relation to project infrastructure** (JBS&G, 2025).

Engagement findings indicate that stakeholder concerns regarding changes to the visual landscape were interpreted in the context of existing infrastructure and cumulative development. Stakeholders with prior exposure to infrastructure development expressed a lower tolerance for additional visual impacts and changes to rural character, with this sentiment more keenly expressed by those directly affected by project infrastructure (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

To manage and mitigate visual amenity impacts, the visual assessment recommends Powerlink consider:

- "Micro siting of towers to avoid tower placement in key view lines or taking advantage of existing screening provided by vegetation, built form or topography
- Offering landscape screening where the visual impact from residential dwellings within 1.5km of the transmission route, where impacts cannot be suitably mitigated or reduced through micro-siting" (JBS&G, 2025).

Overall, amenity, community safety and traffic-related impacts are expected to be localised and most pronounced during construction. Stakeholders expressed clear expectations that construction related amenity impacts, including noise, visual and dust would be appropriately managed by Powerlink and its contractors (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

8.4.1.4 Community wellbeing (HCW6, HCW10, HCW12, HCW13, HCW15, HCW16, HCW17)

The SIA study area includes a mix of rural communities with varying levels of exposure to energy and infrastructure development, and the potential temporary and permanent changes associated with such development.

Project acceptance

SIA engagement identified that in some areas, **the project was seen as a catalyst to changing community character and the existing way of life**. As a result, community

wellbeing concerns were focused on tangible impacts associated with construction as well as more intangible impacts associated with community change (SIA Engagement Round 1, June 2025).

Landholder wellbeing

Project construction will require temporary access to private land. Operations will require ongoing access for transmission infrastructure maintenance and associated works to clear vegetation under towers. During SIA engagement, landholders raised the following wellbeing concerns associated with project development:

- The potential for workers to spread weeds when they access landholders' properties- creating a burden for landholders to manage
- Equitable and transparent compensation between landholders for project infrastructure. Differences in compensation paid to those hosting transmission infrastructure vs those which may host energy infrastructure was a key concern
- Impacts on agricultural productivity, amenity and property values
- The stress of ongoing negotiations and engagement, from the project and from a cumulative project perspective (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Although **landholders reported positive relationships with Powerlink's landholder liaison personnel, the uncertainty around project scope, inconsistent communication, and cumulative disturbances have impacted landholder wellbeing** (SIA Engagement Round 1, June 2025).

Project workforces

The presence of non-local workforces during construction was identified as a potential impact on community wellbeing and social cohesion. Although the project construction workforce is relatively small in scale, temporary and will move along an alignment, it can still affect perceptions of safety and community character in smaller localities. **Sensitivity to non-local workforces is also likely to be heightened in a cumulative project development context rather than if the project was considered in isolation.**

Community health

Engagement indicates that some residents hold concerns about potential health and safety impacts from transmission infrastructure, including EMF, noise and lighting (SIA Engagement Round 1, June 2025). While EMF is regulated and infrastructure must meet established safety standards, perceived risk may persist and still affect wellbeing regardless of actual exposure (Energy Networks Association, 2016).

Traditional Owner wellbeing

Traditional Owner wellbeing is closely linked to Country and the protection of cultural heritage values. **During SIA engagement, Traditional Owner stakeholders emphasised the importance of avoiding disturbance to culturally significant places and landscapes, noting that impacts to heritage can affect not only physical sites but also cultural responsibilities and wellbeing** (SIA Engagement Round 1, June 2025). The project

Ministerial Infrastructure Designation Report notes that six cultural heritage sites were identified within a 1km buffer of the centre of the proposed corridor – however no sites would be intersected by the corridor (JBS&G, 2025). **Regardless, due to the undisturbed nature of land in some areas, there is some risk of ground works disturbing unknown Indigenous cultural heritage – particularly near watercourses** (JBS&G, 2025). Powerlink intends to address these risks through "the implementation of the existing Cultural Heritage Management Agreement with the Gaangalu Nation People" (JBS&G, 2025). Further on-site cultural heritage surveys have been completed by representatives of the Gaangalu Nation people for the majority of the proposed corridor, with the remaining areas to be surveyed prior to the commencement of construction (JBS&G, 2025). **Operations will not result in additional ground disturbance to what was completed during construction and as a result impacts would be unlikely.**

Broader cumulative development dynamics also shape community wellbeing. As noted above, some stakeholders view the project as part of a wider pattern of infrastructure and renewable energy development, which may change the existing way of life in these rural communities. As a result, stakeholders experience impacts not as isolated events but as part of an ongoing adjustment to a wide range of development activity, current and planned (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

8.4.2 Management measures

Community health and wellbeing impacts for the Banana RWFCP will be managed through an integrated framework led by Powerlink and implemented through contractor management systems. Powerlink's established policies and frameworks set requirements for land access, advance notice of works, engagement, safety and amenity management. These requirements will be embedded in contractor procurement, planning, and delivery, with Powerlink retaining overall accountability for compliance, monitoring, and responding to community concerns.

For the Banana RWFCP, Powerlink proposes to introduce measures to manage impacts associated with construction traffic, workforce movements and temporary disruption through the:

- Development and implementation of detailed Traffic Management Plans in consultation with relevant local councils and road authorities, including approved haulage routes, signage, speed controls and procedures for managing oversize-over-mass vehicle movements
- Scheduling of construction traffic to avoid sensitive periods where practicable, including school drop-off and pick-up times, peak commuter periods and major local events
- Use of workforce transport arrangements, including bussing from centralised accommodation or designated parking areas, to reduce traffic volumes on local roads
- Monitoring of road conditions and coordination with councils regarding maintenance requirements where construction traffic contributes to road wear and tear
- Requirement for contractors to conduct risk assessments to determine appropriate on-site or on-call medical and emergency response arrangements for the workforce, commensurate with workforce size and risk profile

- Implementation of a workforce behaviour code of conduct that addresses alcohol and drug use, antisocial behaviour, interaction with local communities, land access obligations and biosecurity requirements
- Provision of advance notification to nearby residents of activities likely to cause temporary disruption, including timing, duration and contact details for enquiries.

Amenity impacts associated with construction activity will be managed through:

- Implementation of a CEMP, in line with Powerlink's Environment Work Plan and Environment Specification, as well as regulatory requirements. This will include controls for construction noise, dust, lighting, erosion and other construction related disturbances
- Consideration of design, screening or landscaping measures where infrastructure is located near sensitive receptors to reduce visual intrusion and support local amenity outcomes. This would primarily concern substation infrastructure, not transmission towers
- Development and implementation of a Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW
- Provision of accessible and responsive channels for enquiries and complaints, with defined timeframes for response and resolution.

Measures to support community wellbeing will be implemented through:

- Early and ongoing engagement with landholders negotiate property specific access arrangements, including agreed entry points, timing of works and measures to minimise disruption to agricultural operations or business activities
- For Traditional Owners and First Nations groups, undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant stakeholder engagement plans and respond to any unforeseen issues during construction and operation
- Contractor compliance with agreed access routes, consolidation of vehicle movements where practicable, maintenance of biosecurity standards and rehabilitation of disturbed land as soon as practicable following completion of works, in accordance with the Land Access Protocol and approved management plans
- Development and implementation of Cultural Heritage Management Agreements and contractor compliance with agreed cultural heritage procedures, including stop-work and notification protocols for unexpected finds
- Development and implementation of a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution
- Development and implementation of a Health, Safety and Wellbeing Management Plan outlining measures to reduce reliance on access to local health services
- Development and implementation of a Facilities and First Aid Plan
- Engagement with Council and relevant health services to monitor potential project related demand on local health services
- Incorporation of project specific workforce health support and emergency response arrangements into construction planning, including onsite first aid capability and trained responders within work crews, to reduce reliance on local services
- Provision of ongoing transparent engagement, information and communications regarding project opportunities, updates and in response to stakeholder interest

- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- Implementation of initiatives to support mental health and wellbeing, aligned with Powerlink's CBSV Framework. This includes Powerlink's ongoing support for Rural Health Connect which is available to all landholders and community members.

As health and community impacts and opportunities are interlinked, they will be considered and implemented in a coordinated manner across construction planning, workforce management, land access and stakeholder engagement.

Table 8-4: Banana RWFCP- health and community wellbeing impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Operations	Banana RWFCP	Positive	High	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Construction Operations	Banana RWFCP	Positive	Low	Low
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and a higher potential for transport-related incidents	Construction	Banana RWFCP	Negative	Moderate	Moderate
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being in the region (i.e. hospitals, social services, etc.)	Construction	Banana RWFCP	Negative	Moderate	Low
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to incidents	Construction	Banana RWFCP	Negative	Low	Low
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing	Construction	Banana RWFCP	Negative	Moderate	Low
HCW7	Project construction activities impact local amenity values (e.g. noise)	Construction	Banana RWFCP	Negative	Moderate	Low
HCW8	Permanent transmission line and substation infrastructure impacts local amenity values (visual)	Operations	Banana RWFCP	Negative	Major	High
HCW9	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Acquisition Construction Operations	Banana RWFCP	Negative	High	High
HCW10	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments, with the project perceived as a catalyst for further development that may alter the regional way of life	Acquisition Construction Operations	Banana RWFCP	Negative	High	Moderate
HCW11	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Acquisition Construction Operations	Banana RWFCP	Negative	High	Low
HCW12	Community and landholder wellbeing is affected due to concerns that transmission line infrastructure will negatively impact land values	Acquisition Construction	Banana RWFCP	Negative	High	High

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
HCW13	Past non-compliance with land access protocols has created mistrust and reduced landholder support for the project	Acquisition Construction Operations	Banana RWFCP	Negative	High	Moderate
HCW14	Traditional Owner wellbeing is impacted due to potential for project construction activities to impact cultural heritage values and sites	Construction	Banana RWFCP	Negative	Low	Low

8.5 Community and stakeholder engagement

This section assesses potential social impacts associated with community and stakeholder engagement for the Banana RWFCP. This includes:

- The role of engagement and communications in community understanding and acceptance of the project and its activities
- Project engagement and communications in the context of multiple planned developments within a given region.

8.5.1 Impact analysis

8.5.1.1 Community and stakeholder engagement (CSE1, CSE2, CSE3, CSE4)

Community and stakeholder engagement is a key thread linking all SIA key matters and is an integral part of project planning, construction and operations. It involves stakeholders ranging from community members through to government, businesses and interest groups. Effective community and stakeholder engagement is a key determinant of community understanding of the project and why it is required.

During SIA engagement, **stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region**. With multiple projects proposed across the SIA study area and the rest of Central Queensland more broadly, stakeholders expressed uncertainty regarding which projects would proceed, concerns about potential cumulative impacts from development, and a sense of receiving fragmented or contradictory information regarding projects, approvals processes and timelines. This sentiment was most strongly expressed in the smaller SIA study area communities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). **In a cumulative project development environment, stakeholders noted that it is difficult to consider the social impacts associated with a single project in isolation, with concerns often intertwined with the potential social impacts of other developments.**

Some stakeholders may have reduced capacity to participate in engagement processes, including shift workers, carers, older residents, people with limited digital access and those experiencing consultation fatigue due to cumulative project activity. These groups may be more vulnerable to exclusion from information and decision-making processes if engagement approaches are not appropriately tailored.

Stakeholders expressed a strong preference for early, comprehensive and inclusive face-to-face engagement utilising trusted local channels (e.g. Council website, Chamber of Commerce, letterbox drops). Stakeholders also emphasised the need for clear sequencing of project activities and improved engagement with a broader range of landholders, not only those directly affected (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

SIA engagement with directly affected and adjacent landholders identified sensitivities related to prolonged project uncertainty, land access negotiations, and compensation. Landholders

reported that limited transparency in compensation methodologies and the use of confidentiality agreements had increased stress and contributed to social tension, including between neighbours who could not openly discuss their agreements. Clearer engagement and communications regarding compensation methods was requested to improve landholder understanding of the process (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In response to stakeholder difficulty in distinguishing the Banana RWFCP from other planned developments, several suggestions were made, including:

- Powerlink establishing a more regular cadence of face-to-face engagement to support community understanding of the project and its current stage
- Engagement of a community relations advisor, who could become a trusted local contact point for Powerlink projects and who would build confidence in the project and Powerlink.

Engagement that is transparent, coordinated and locally tailored was identified as a key opportunity to reduce misinformation and improve understanding of specific project activities and Powerlink's measures to manage its impacts and enhance potential project benefits (SIA engagement Round 2, November 2025).

8.5.2 Management measures

Management of community and stakeholder engagement for the Banana RWFCP will be guided by Powerlink's Stakeholder Engagement Framework (2019) and associated corporate engagement requirements. These will be embedded within project governance arrangements and relevant contractor obligations. Powerlink will retain primary responsibility for setting engagement expectations, maintaining key relationships and ensuring that engagement is undertaken in a consistent, transparent and culturally appropriate manner across the project lifecycle.

A Project Engagement Plan will be developed and implemented for construction and operations. The Plan will define roles and responsibilities and include processes for ongoing communication, issue escalation, and complaints and grievance management. A contractor Project Engagement Plan will also be developed and implemented to guide engagement and communications during project construction. Engagement planning will recognise cumulative regional development pressures and, where practicable, be coordinated with local councils and other regional proponents to manage consultation fatigue.

Engagement delivery will be tailored to local preferences and implemented through multiple channels in accordance with the Stakeholder Engagement Framework (Powerlink, 2019). This will include use of trusted local communication networks and locally relevant formats (e.g. newsletters, noticeboards and letterbox drops) in locations such as Biloela. Powerlink will provide advance notice of key engagement activities and milestones to support participation. Engagement will be supported by a locally based community liaison officer who will provide an accessible point of contact, support relationship building and facilitate timely issue resolution. This locally based community liaison officer will complement Powerlink's community relations advisors at a local level. Project information will continue to be available via the Powerlink website and includes newsletters, fact sheets, and planning application documents.

Engagement measures will seek to minimise participation barriers for vulnerable and hard-to-reach groups through accessible, locally appropriate and proportionate engagement approaches.

Landholder engagement will be undertaken in accordance with Powerlink's Land Access Protocol (Powerlink, 2023). Powerlink is committed to providing clear, accessible information regarding project timing and ongoing communication throughout construction and operations. Powerlink will continue proactive engagement with local councils, Traditional Owners, landholders and community groups, including advance notice of key milestones and activities.

Powerlink will monitor the effectiveness of its engagement, and stakeholder understanding of projects through reviewing its complaints and grievance data and stakeholder feedback. Engagement approaches will be reviewed and adapted, where required, in response to emerging issues, changes in project activities or cumulative regional conditions.

Table 8-5: Banana RWFCP- community and stakeholder engagement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Acquisition Construction	Banana RWFCP	Positive	Low	Moderate
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Acquisition Construction Operations	Banana RWFCP	Negative	High	Low
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Acquisition Construction	Banana RWFCP	Negative	High	Moderate
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Acquisition Construction	Banana RWFCP	Negative	Moderate	Low

9. Theodore WFCP – SIA, mitigation and enhancement measures

This section presents the identified impacts for the Theodore WFCP by SIA key matter. This includes the impact analysis, proposed management measures, and pre and post management significance ratings, assessed using the methodological approach described in Section 2.6. The full impact assessment by SIA key matter and including management measures, is provided in Appendix F.

In assessing these impacts, consideration has been given to vulnerability within the SIA study area, recognising the sensitivity of smaller, close-knit communities such as Theodore, where limited housing availability, service access constraints and cumulative development pressures can reduce the capacity of some households and community members to adapt to change. Overall, impacts associated with the Theodore WFCP are primarily construction-related and are considered temporary and should be managed with the proposed mitigation and enhancement measures, which are aligned with Powerlink's established systems and processes.

9.1 Local business and industry procurement

This section presents the assessment of potential social impacts on local business and industry procurement associated with the Theodore WFCP. Specifically, this includes:

- Supply and procurement opportunities for local, First Nations and regional businesses due to project skills, services and material requirements during construction and operations
- Changes to agricultural activities and economic output associated with project construction and operations.

9.1.1 Impact analysis

9.1.1.1 Supply and procurement opportunities (LBIP1, LBIP2, LBIP3)

Project construction and operations will create opportunities for local and regional businesses to supply goods, services and materials which will support economic participation, productivity and economic growth in Central Queensland. These opportunities may benefit local and regional businesses and communities, including First Nations, in the Banana LGA, as well as the broader Central Queensland area.

Banana LGA's economy is agriculturally based, with 62% of registered businesses in 2024 classified as 'agriculture, forestry and fishing'. The 'construction' sector was the second highest industry of business registrations at 7.3%, followed by representation across various sectors such as transport, rental, accommodation and food services (see Appendix B). This context indicates that a number of local businesses in Banana LGA may be well placed to supply some goods and services to the project. Whilst the size and number of businesses fluctuate over time, many registered businesses in the LGA are classified as small or non-employing businesses, with around 17% of registered businesses employing 1-4 employees (see Appendix B).

As noted in Section 3.3, the Theodore WFCP will be delivered will via a design and construct contractor or contractors under a main works package. For this project, Powerlink will invite a small number of contractors from Powerlink's existing Infrastructure Development Panel to tender for the works. The contractors will be expected to deliver a range of outcomes, including the engagement and use of local and First Nations suppliers. It is anticipated that the main works contractor will be appointed to lead construction management and coordination of subcontractors- a number of which will be specialised in transmission infrastructure activities such as tower construction, stringing and high-voltage installation. **Regional capability suggests that local, First Nations and regional businesses may be well placed to tender for some activities with the project- such as clearance and access track activities, vegetation management; civil works, transport and logistics; accommodation and catering; environmental services and cultural heritage management.**

SIA engagement undertaken in June and November 2025 identified **strong interest from local and regional businesses in project opportunities, reflecting the importance of these opportunities to local and regional sustainability and economic growth.** However, some stakeholder concerns were raised regarding the capacity and capability of local and regional businesses to meet the requirements of large-scale procurement processes, particularly those led by Tier 1 contractors. Barriers cited include upfront requirements to demonstrate capacity, qualifications and scale, as well as the cost of investing in skills, training and equipment and adapting to evolving procurement standards (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Stakeholders emphasised the need for procurement approaches tailored to local conditions, including:

- Increased transparency regarding procurement processes for tenderers, in order to reduce barriers to participation for smaller businesses
- Longer lead times for procurement, to enhance small business participation
- The provision of information packages or capability workshops to improve local business's tender preparation and skills development
- Short payment terms (less than 30 days), in recognition of the smaller margins and cost flow demands of small businesses
- 'Set aside' packages designed specifically for local businesses to tender
- Feedback on unsuccessful tenders to enhance local businesses opportunities for success in future tenders (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In this context, **the realisation of project supply and procurement opportunities for local, First Nations and regional businesses will require the implementation of proactive management measures and ongoing communications with relevant local, regional and internal stakeholders.**

Powerlink is committed to maximising supply and procurement opportunities for local, First Nations and regional businesses across its projects. Its procurement processes prioritise Central Queensland businesses and are aligned with the Queensland Procurement Policy (Department of Housing and Public Works, 2025) and the Queensland Charter for Local

Content (Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), 2020).

Project supply and procurement also present specific opportunities for First Nations businesses in Banana LGA. To maximise opportunities for First Nations businesses, Powerlink has committed to implementing specific First Nations business opportunity measures, alongside the broader measures to support local and regional businesses.

9.1.1.2 Changes to agricultural activities (LBIP4)

The Banana LGA hosts a diverse mix of land uses, including agriculture, industry and energy production with a significant proportion of land dedicated to cattle grazing and dryland cropping. The development of infrastructure on land used for agriculture has the potential to disrupt routine business operations, if not appropriately considered and managed.

As outlined in Section 3.3, the Theodore WFCP, transmission line and substation, will intersect 17 landholdings, with 12 landholders. The project will largely traverse land used for agricultural purposes for both temporary construction access and permanent access and infrastructure.

During SIA engagement, stakeholders expressed concerns regarding potential impact upon agricultural business productivity and economic output, particularly in relation to potential temporary and permanent restrictions on land or airspace (e.g. drone use and buffer zones) around the transmission towers which will be located on landholder properties (SIA Engagement Round 1, June 2025). Whilst a number of landholders noted that elements could be managed with clear information- others were concerned about potential impacts. Agricultural landholders with smaller holdings or limited operational flexibility may be more vulnerable to productivity impacts associated with temporary or permanent land access restrictions. Ongoing engagement and communications with landholders and stakeholders will be critical to managing potential impacts, supported by the implementation of tailored mitigation measures developed in consultation with affected parties, if required.

9.1.2 Management measures

To maximise supply and procurement opportunities for local, First Nations and regional businesses, and to reduce barriers to participation, Powerlink, with support from contractors where applicable, has committed to the following measures:

- Implement and promote initiatives to support local and First Nations suppliers to obtain relevant training and/or accreditation enhancing capability, capacity and competitiveness
- Engage with relevant industry associations and professional bodies (e.g. local councils, chambers of commerce, First Nations organisations, Queensland Major Contractors Association, Manufacturing Skills Queensland) to promote opportunities and support local participation
- Provide targeted support to local and First Nations businesses to build their capacity and capability (e.g. mentoring and feedback on tendering processes, including unsuccessful tenders)

- Require contractors to prepare and comply with a local and First Nations Participation Plan, which will detail workforce and industry participation
- Require contractors to demonstrate procurement strategies that maximise local and First Nations participation, including unbundling work packages and identifying 'set-aside' packages
- Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money, to strengthen economic outcomes for nearby communities
- Require contractors to apply reduced payment terms of 14-days (rather than 30 days) for local and First Nations suppliers
- Require contractors to actively promote, communicate and engage with local and First Nations businesses to strengthen opportunity for participation in the supply chain, including:
    - Facilitating supplier information briefings on project opportunities and bid processes
    - Communicating supply opportunities to stakeholders and via formal channels (such as local print media)
    - Developing a supplier information guide (e.g. how to register, work packages, pathways etc)
    - Communicating with Powerlink's Central Queensland Supplier Register, which includes First Nations businesses
    - Implement a business capability initiative for local and First Nations businesses, such as business capability workshops / mentoring as appropriate.

These measures are intended to reduce barriers to participation and minimise potential adverse impacts for vulnerable businesses and landholders by providing early visibility of opportunities, clear engagement pathways and proportionate management responses.

To facilitate this process and reduce potential barriers to entry for local and First Nations businesses, Powerlink will also undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release. Tender and contractual requirements will be embedded and cascaded to subcontractors, where appropriate, to support strong local and Indigenous business participation in the supply chain.

To manage landholder and stakeholder concerns regarding potential impacts on agricultural productivity, Powerlink is committed to ongoing engagement with affected landholders to communicate and manage potential construction and operational restrictions on land and airspace (including buffer zones and drone use). Where required, site specific management measures will be developed in consultation with landholders. Powerlink will apply its Land Access Protocol for any land access by Powerlink and/or contractors to ensure consistent and appropriate land access practices prior to and during construction as well as throughout operations.

Table 9-1: Theodore RWCFP- local business and industry procurement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Construction	Theodore WFCP	Positive	Low	Moderate
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Construction	Theodore WFCP	Positive	Low	Moderate
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not realised due to limited engagement/communications and tender and contract requirements	Construction	Theodore WFCP	Negative	Low	Low
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Construction Operations	Theodore WFCP	Negative	Moderate	Low

9.2 Housing and accommodation

This section assesses the potential social impacts associated with housing and accommodation arising from the construction and operation of the Theodore WFCP. This includes:

- Potential changes to local housing market availability and affordability
- Changes to short-term accommodation demand within the SIA study area.

The magnitude of these potential changes is shaped by the project's workforce profile, workforce accommodation plans and the housing market context in the SIA study area.

9.2.1 Impact analysis

9.2.1.1 Local housing availability and affordability (HA1, HA2, HA3, HA6)

Development of the Theodore WFCP has the potential to impact the availability and affordability of local housing in the project's SIA study area. This could occur if non-local project workers seek to relocate to SIA study area communities by renting or purchasing local properties during project construction or operations. The potential for this impact is more likely during construction due to workforce size.

Over the past five years, Australia's housing and rental markets have experienced significant change, with dwelling values increasing by over 30% nationally and rental housing markets increasing by 30-60%, depending on the region (ABC News, 2025a). Housing markets in Central Queensland have not been immune to these changes. **Rising house prices and inflation have increased housing costs in the SIA study area.** Housing now represents a greater proportion of total household income in 2025 than it did in 2020 (see Appendix B).

The SIA social baseline identified that rental markets are tight in the SIA study area. In the Real Estate Institute of Queensland's December Quarter 2025 Residential Vacancy Rate Report, rental vacancies were 1% statewide and a 0.3% vacancy rate was recorded for Banana LGA in the December 2025 reporting period (Real Estate Institute of Queensland, 2026). With rental vacancies so low, housing is increasingly inaccessible for current residents and potential new workers moving to the region. **Low vacancy rates and potentially increases in rental rates, even if temporary, could disproportionately affect vulnerable households- such as low-income and single parent households- particularly in Banana LGA where housing is most constrained for renters**. Low-income households are more vulnerable to changes in housing market conditions as they have limited financial reserves and are therefore more likely to experience rental stress if there are price increases, decreases in vacancy rates and/or changes in tenancy conditions (Queensland Treasury, 2022).

Over the past 12 months, residential building approvals in Banana LGA were relatively low, a total of 19 residential approvals were granted in the 12 months ending 30 April 2025, representing 37% of all building approvals for the LGA. In Banana LGA, constraints such as a lack of materials and trade workers required to build new homes has limited new housing construction to date (Banana Shire Council, 2024). Whilst Banana Council is working to address challenges and housing constraints, through a Local Housing Action Plan- Banana

Shire Council (2024), **the current local housing market has limited capacity to absorb population increases, including those associated with project workforces.**

SIA engagement confirmed housing market data, with **many stakeholders in Banana LGA raising concerns regarding housing affordability and availability**. Stakeholders reported difficulties securing rental accommodation, driven by population growth outpacing housing supply, with noted challenges for essential workers who need to reside in a particular area and for low-income households. Banana Council noted that housing shortages are significantly affecting the attraction and retention of service workers to the region, including specialist health workers (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

As presented in Section 3.3, the construction period for the Thedore WFCP is expected to be two years in duration. The construction workforce peak is estimated to be around 250 FTEs. Approximately 20% of the workforce is anticipated to be sourced locally (within 125km from the project), with the remainder sourced from outside of this area. **Project-related impacts on local housing markets are most likely to occur if non-local workers temporarily relocate to the SIA study area during construction and seek accommodation within the private housing market.** As the operational workforce is anticipated to be small (approximately 3-6 FTE workers), potential demand increases on local housing markets will be minimal.

Whilst the project construction workforce for the Theodore WFCP is relatively small compared to the population of the SIA study area, the cumulative development context is an important consideration. As presented in Section 10, 13 projects are planned or anticipated to be constructed within a similar timeframe to the Theodore WFCP, each with varying construction workforce and accommodation requirements**. Potential housing market pressures from this project cannot therefore be considered in isolation and will require a coordinated regional approach to limit potential impacts on communities.**

Stakeholders also raised concerns about the potential for speculative property investment and the importance of proactive workforce accommodation planning and management. This includes early communication of workforce numbers and timing; coordination with other projects in the region to avoid overlapping peak housing demand periods- where possible; and the use of existing dedicated workforce accommodation villages across the region during construction (SIA Engagement Round 1, June 2025).

9.2.1.2 Short-term accommodation (HA4, HA5)

The construction of large infrastructure projects can generate increased demand for short-term accommodation options, including hotels, motels, caravan parks and serviced apartments. Whilst this can provide economic benefit for local accommodation providers, it can also disrupt availability for tourists and other business travellers, if such accommodation is consistently occupied by construction workforces.

Biloela and other towns in Banana LGA, such as Banana and Theodore, offer short-term accommodation options commensurate with its population size. Short-term accommodation use fluctuates throughout the year, with peaks noted during events hosted in the LGA- such as festivals and conferences.

During SIA engagement, stakeholders **reported that short-term accommodation is often fully booked during peak periods, limiting options for visitors seeking temporary accommodation.** Stakeholders also noted the use of 'block bookings', in Biloela and Theodore, where rooms are reserved in advance, reducing apparent availability (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Banana LGA also contains dedicated workforce accommodation facilities, including the Banana Accommodation Village on Barfield Road and Discovery Workstay and Parks (Biloela), which cater for mining, energy and construction workers. These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, placing additional pressure on local hotels and rental housing (CS Energy, 2024). In response, Banana Shire Council has sought expressions of interest to construct and operate a 700-person workers' camp in Biloela (Banana Shire Council, 2025e).

Approximately 20% of the construction workforce for the Theodore WFCP is expected to be sourced locally, with the remainder being sourced from outside of the region. At peak construction, this would equate to approximately 200 workers requiring accommodation in the region. **While existing short-term accommodation in the Banana LGA could accommodate this workforce in isolation, demand needs to be considered alongside other projects, events, tourism and industrial activity. As a whole, there could be periods when demand will outstrip supply.** Balancing accommodation demand will therefore be important to limit the potential impact of the project construction workforce on other short-term accommodation users whilst still enhancing opportunities for local business suppliers. Whilst non-local construction workers will be encouraged to stay in purpose-built workforce accommodation (see Section 3.3.3), some workers may choose to use short-term commercial accommodation in the SIA study area.

To mitigate potential impacts, stakeholders emphasised the importance of advance planning and coordination with accommodation providers to manage peak demand periods and maintain availability for tourism, business travel and other community needs. This included more advanced notice of booking cancellations, to allow providers to reallocate rooms to other users (SIA Engagement Round 2, November 2025).

While increased non-resident workforce demand may temporarily affect short-term accommodation in the SIA study area for other users, particularly where multiple projects overlap- reliance on short-term accommodation is expected to decline as construction progresses and accommodation arrangements stabilise. The small operational workforce is not expected to generate ongoing demand, and sustained disruption to accommodation markets is therefore unlikely.

9.2.2 Management measures

Powerlink is committed to avoiding housing market impacts associated with project construction and to mitigating potential impacts before they arise. Powerlink's overarching Workforce Accommodation Strategy provides a corporate-level framework for managing workforce, accommodation and procurement considerations minimise potential impacts on local housing markets from the development of their projects. This document guides

Powerlink's strategic approach to address the challenges related to workforce accommodation (Powerlink, 2025k). This approach reflects Powerlink's governance framework, with organisational expectations supported by contractor delivery through approved management plans and reporting requirements. Contractors will be required to manage housing and accommodation impacts as part of their contractual obligations and submit an accommodation strategy or plan during procurement.

To avoid and manage potential housing and accommodation impacts during construction, Powerlink will implement the following management measures through contractor requirements and stakeholder coordination:

- Contractors will be required to submit an Accommodation Management Plan as a part of their tender and will be required to provide suitable accommodation for non-local workers. Powerlink will request contractors to use purpose-built workforce accommodation facilities where available, and to avoid use of the local rental housing where practicable. This will be important to avoid housing market impacts on local communities, particularly vulnerable groups
- Contractors will prioritise the recruitment of local and regional workers where skills and availability allow, reducing reliance on non-resident workers and associated workforce accommodation. They will also be required to propose strategies during the procurement process to stagger the workforce, where possible, to minimise workforce peaks. This will be supported through Powerlink's procurement and workforce objectives and monitored through contractor reporting
- Powerlink will engage with key stakeholders, including local councils and housing service providers in Banana LGA, on workforce numbers, construction timeframes and accommodation strategies to support awareness of potential workforce-related housing pressures
- Contractors will report on workforce accommodation arrangements, including the number of non-local workers and the types of accommodation used, enabling Powerlink to monitor impacts on housing availability and affordability and respond to any unanticipated pressures
- Where short-term accommodation is used, contractors will minimise disruption to other users by applying a minimum three-day cancellation period to allow accommodation providers to reallocate bookings for other users
- Powerlink will coordinate with local council and other proponents to manage cumulative housing and accommodation impacts associated with concurrent projects and industrial activity, supporting a shared understanding of workforce demand patterns and short-term cyclical pressures.

The housing and accommodation management measures are intended to prioritise the protection of vulnerable households by limiting reliance on the private rental market where practicable and managing workforce accommodation in a manner that reduces pressure on local housing supply.

Table 9-2: Theodore WFCP- housing and accommodation impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Construction	Theodore WFCP	Negative	Moderate	Low
HA2	Project operations workforce increases demand for permanent housing, placing additional pressure on local housing markets, in terms of supply and prices	Operations	Theodore WFCP	Negative	Low	Low
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Construction	Theodore WFCP	Negative	Moderate	Low
HA4	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users	Construction Operations	Theodore WFCP	Negative	Moderate	Low
HA5	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Construction Operations	Theodore WFCP	Negative	Low	Low

9.3 Workforce management

This section presents the assessment and management of potential social impacts associated with project workforce during the construction and operations of the Theodore WFCP. This includes direct project employees as well as contractors and subcontractors. Specifically, this includes:

- Employment and training opportunities associated with project construction and operations, including local, Indigenous and regional recruitment and training
- Labour supply and demand impacts associated with project employment opportunities
- Workforce health and wellbeing considerations during construction and operations.

9.3.1 Impact analysis

9.3.1.1 Employment opportunities (WM1, WM4)

Project construction and operations will create a number of direct and indirect employment opportunities through the supply chain. This will positively contribute to local and regional economic growth and skills development as well as provide opportunities for local and regional communities in the SIA study area.

Construction of the Theodore WFCP is estimated to span two years (late 2026- late 2028) and will require an estimated peak construction workforce of around 250 FTE workers. The operations workforce is expected to be small, with approximately 3-6 FTE workers required. As presented in Section 3.3, it is anticipated that the construction workforce will comprise a mix of local and non-local workers.

The SIA study area for the Theodore WFCP is characterised by relatively low levels of unemployment, with Banana LGA recording a rate of 3.4% in December 2024. The main industries of employment in 2021 in Banana LGA were 'agriculture, forestry and fishing' following by 'mining' and 'healthcare and social assistance' (Appendix B). While a number of construction roles require semi-skilled workers, others require highly specialised skills. **Given the regional skills profile, direct employment during project construction is likely to be concentrated in clearance and access track works, with indirect opportunities generated in adjacent sectors, such as accommodation, logistics, and food services.**

With this in mind, it is estimated that at least 50 workers for the Theodore WFCP would be locally based (within a 125km radius of the project as per the Queensland Procurement Policy). **Contractors have been encouraged to include and maximise local employment opportunities where possible** and, as a result, the actual number of local workers engaged during construction may be higher than current estimates. **However, given the number of energy and infrastructure projects planned or scheduled for construction within the Central Queensland region over the next 3-4 years (see Section 10), competition for local labour is expected to be high, should construction periods overlap. This may affect the availability of suitably qualified local and regional workers for the project.**

During SIA engagement, **stakeholders expressed a strong interest in project employment opportunities and the associated economic benefits for local**

communities which would flow through as a result. However, concerns were raised regarding the specialised nature of many roles, which was perceived as a potential barrier to employment. Competition from FIFO and DIDO workers was also identified as potential constraint on local employment opportunities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). Given these concerns, and the number of specialised roles required during construction, transparency regarding the number, type and duration of roles will be important to manage community expectations.

9.3.1.2 Upskilling, traineeships and apprenticeships (WM2, WM8, WM9)

Project construction periods provide practical opportunities to upskill workers and support the development of trainees and apprentices. If realised, these opportunities can deliver lasting benefit to communities through facilitating greater future employment options and the regional workforce retention.

The Queensland Government and the local councils across Central Queensland, including Banana LGA, recognise that trainee and apprenticeship opportunities are critical to driving economic growth, diversifying local economies, and developing skills for future infrastructure and the energy transition (The Next Economy, 2022). The Queensland Government has developed a range of plans and guidelines to support employment and training pathways, including the Clean Energy Workforce Roadmap, the Queensland Energy and Jobs Plan and the Queensland Workforce Strategy 2022-2032. These plans aim to build regional skills and increase participation by young people, women, and Indigenous groups in key project-related sectors such as electrical trades, engineering, construction, and civil works (Queensland Government, 2023b).

The SIA Social Baseline identified that 'engineering and related technologies' was the most prevalent field of post school study and training in the Banana LGA in 2021, with 'certificate' level qualifications most common (see Appendix B). This **education profile, together with SIA engagement findings, indicates that there may be community expectations for the project to provide trainee and apprenticeship opportunities** (SIA Engagement Round 1, June 2025). In Theodore SAL, stakeholders expressed a strong interest in training and education initiatives for school aged youth (Years 9 and 10+), such as apprenticeships and traineeships to support young people remaining in the area (SIA Engagement Round 1, June 2025) Stakeholders also noted that opportunities for apprentices and trainees to complete their training with a single employer are limited in Banana LGA, affecting the local skills pipeline. **Challenges in attracting and retaining qualified teachers in Central Queensland was also identified as a key constraint to long term skills development** (SIA Engagement Round 1, June 2025).

To realise potential training opportunities associated with project construction, **it will be important for Powerlink and its contractors to align project initiatives with state and regional skills development plans.** Engagement with established training providers and organisations such as Apprentices and Skills Queensland and My Skills Institute will also be important to maximise opportunities for trainees and apprentices, particularly given the short lead time to construction.

9.3.1.3 Labour demand and supply (WM3, WM4, WM6)

While project construction and operations will generate direct and indirect employment opportunities, there is also the potential to impact labour demand and supply across multiple sectors within communities closest to the project.

Project construction, and the relatively high wages associated with some project roles, may draw skilled and semiskilled workers away from existing small businesses and local agricultural businesses in Banana LGA. If realised, this could compound existing labour shortages within agricultural businesses and contribute to wage inflation across trades and services. Potential impacts on local business and industry may be more pronounced for small, non-employing and family-run enterprises, including sole traders, which typically have limited capacity to absorb labour draw or short-term disruption to operations. Key trades, including electricians, welders and labourers are already in short supply across the region (Jobs and Skills Australia, 2024; Construction Skills Queensland, 2025). This risk is expected to be greatest during project construction, when workforce demand peaks and as unemployment levels are low.

During SIA engagement, stakeholders noted that higher project wages could attract workers from industry and non- industry related sectors, including retail, education, community services and hospitality. **This has the potential to affect local business viability and the delivery of essential services, particularly during the project construction period**. Attracting and retaining skilled workers was identified as an ongoing challenge across a range of sectors and is a key area of sensitivity for stakeholders. Banana Council also identified workforce attraction and retention as a priority for maintaining community vitality and service provision (SIA Engagement Round 1, June 2025 and Round 2- November 2025).

It is difficult to predict how many workers from other industries and sectors within Banana, LGA may seek employment with the project. Outcomes will depend on a number of variables including contractor selection, project timing and alignment with other regional projects (see Section 10). However, the scale of potential impacts is tempered by the relatively small project construction workforce size, the need for highly specialised skills that may not be locally available, and the relatively short construction duration.

Ongoing engagement with councils and business stakeholders, supported by monitoring, will be important to manage potential project impacts on local labour supply and demand.

9.3.1.4 Workforce wellbeing and behaviour (WM10, WM7, WM5)

Project development will require the employment of a range of highly skilled trades and semi-skilled construction and labour workers. Maintaining workforce wellbeing and behaviour is critical to worker safety, community safety, productivity and project delivery timeframes.

The construction industry plays a vital role in delivering energy and infrastructure projects, however, workers in the sector often report higher stress levels than those in other sectors (Thompson and Doran, 2024). Contributing factors can include rostering arrangements, physically demanding work, compressed work weeks, night work, FIFO/DIDO schedules, travel and accommodation arrangements; short-term nature of contracts;

hazardous nature of works and project deadlines (Worksafe QLD,2026). These factors can increase fatigue, injury risk, psychosocial distress and social isolation (Meurk et al, 2024). While individual resilience varies, consideration of rostering, FIFO/DIDO arrangements, workloads and support structures is a key component of effective workforce wellbeing management (Thompson and Doran, 2024).

During SIA engagement, stakeholders emphasised the importance of project workforce wellbeing and its relationship with project delivery timeframes. Stakeholder suggested measures to manage workforce wellbeing include- a roster design that allows for some individual flexibility; collaboration with existing training providers to deliver resilience and workplace behaviour training for trainees and apprentices; and a careful consideration of accommodation locations and travel arrangements. The use of buses for workforce transportation was also identified as a positive measure to reduce workforce fatigue and improve safety (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Stakeholders also expressed strong community expectations regarding workforce behaviour, including adherence to biosecurity protocols, safety requirements and community conduct standards to support community cohesion and manage biosecurity risks. These matters are discussed in Section 9.4 (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

9.3.2 Management measures

Powerlink has established corporate policies, programs and governance frameworks that guide workforce planning, recruitment, conduct, and health and safety across its operations and projects (Section 2.1). These frameworks set organisational expectations and minimum standards, with delivery and day-to-day implementation undertaken by Powerlink and its contractors in accordance with approved management plans, contractual requirements and reporting obligations.

At an organisational level, Powerlink has established frameworks that will be applied to the Theodore WFCP and embedded in contractor requirements to manage workforce-related social impacts and support positive community outcomes. These include:

- Apprenticeship, traineeship and graduate programs supporting workforce capability, skills development and long-term employment pathways in the energy sector (Powerlink, 2026b)
- A Diversity, Equity and Inclusion Strategic Plan and Strategy, which establishes Powerlink's commitment to a diverse, inclusive and representative workforce and informs recruitment, retention and workforce participation practices (Powerlink, 2025c)
- A Safe for Life Program promoting a strong safety culture and individual accountability for health and safety across all Powerlink activities (Powerlink, 2026c)
- An Employee Code of Conduct defining expected standards of behaviour, professionalism and ethical conduct for employees and contractors (Powerlink, 2024b)
- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- A Land Access Protocol and existing management of biosecurity options in line with the requirements under the *Biosecurity Act 2014* (Powerlink, n.d2)

- A partnership with Mates in Energy supporting workforce mental health, wellbeing and suicide prevention across the energy sector (Mates in Energy, 2026).

Powerlink, with support and requirements for contractor/s where applicable, will implement workforce management measures to support workforce participation, wellbeing and effective community interface during construction. Contractors will be required to prioritise local, regional, Indigenous and diverse workforce participation, with employment opportunities communicated through local and Indigenous employment channels to provide early visibility for local candidates. The short-term and project-based nature of construction roles will be clearly communicated to manage employee expectations. Powerlink and contractor/s will also engage with local employment, training and Indigenous organisations to support employment pathways, including training and apprenticeship opportunities where appropriate.

Workforce health, safety and wellbeing will be managed through contractor requirements and site-based systems, supported by Powerlink's Safe for Life Program and participation in Mates in Energy. Contractors will be required to manage workforce behaviour in accordance with a Powerlink-approved code of conduct to promote community safety and minimise disruption. Landholder interactions will be managed in accordance with Powerlink's Land Access Protocol, with incidents investigated and concerns addressed where required.

Contractors will report on workforce composition and wellbeing, enabling Powerlink to monitor performance and implement corrective actions where necessary. Powerlink has committed to engagement with local councils, industry and businesses during construction to monitor labour draw and respond to cumulative workforce pressures where needed. Workforce initiatives will also support improved capability in biosecurity, weed identification and washdown practices through inductions, training and site-based controls. On top of specific measures to strengthen biosecurity management amongst its workforce, Powerlink has undertaken detailed weed surveys; grouped affected properties into separate biosecurity zones based on existing weed presence and established specific washdown requirements for movement between those zones to limit the spread of weeds and biosecurity hazards. Permanent, temporary and public washdown facilities have also been identified along the project transmission alignment to support appropriate washdowns of project vehicles. Together, these measures provide a coordinated framework for managing workforce-related impacts during construction and operations.

Workforce management measures are designed to support wellbeing, safety and respectful behaviour, recognising the differing needs and vulnerabilities of both the project workforce and host communities.

Table 9-3: Theodore WFCP- workforce management impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post- management significance
WM1	Employment opportunities with the project, indirectly enhancing socio-economic wellbeing of the Banana Shire LGA	Construction Operations	Theodore WFCP	Positive	Low	Moderate
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Construction Operations	Theodore WFCP	Positive	Low	Low
WM3	Project exacerbates existing construction skills and labour shortages in the Banana Shire LGA due to increased labour competition	Construction	Theodore WFCP	Negative	Moderate	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Construction	Theodore WFCP	Negative	Moderate	Moderate
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Construction	Theodore WFCP	Negative	Moderate	Low
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Construction	Theodore WFCP	Negative	Moderate	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Construction	Theodore WFCP	Negative	Low	Negligible
WM8	Capacity constraints among local education and training providers limits their ability to support skills development and apprenticeships for the project, reducing opportunities for local participation	Construction	Theodore WFCP	Negative	Moderate	Moderate
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Acquisition Construction	Theodore WFCP	Negative	Moderate	Low
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Construction Operations	Theodore WFCP	Negative	Moderate	Moderate

9.4 Health and community wellbeing

This section assesses potential health and community wellbeing impacts associated with the construction and operation of the Theodore WFCP. This includes:

- Opportunities for improved wellbeing associated with community investment and secure energy supply
- Potential impacts to service provision and emergency response within the SIA study area, particularly during construction
- Amenity, health and community safety considerations during construction and operations
- Community wellbeing and cohesion considerations associated with project development, including workforce presence and land access.

9.4.1 Impact analysis

9.4.1.1 Community investment and reliable energy supply (HCW1, HCW2)

At a regional scale, the Theodore WFCP is expected to contribute positively to community wellbeing by reinforcing electricity transmission reliability and supporting long-term energy security across Central Queensland. Strategic social and community investment delivered to SIA study area communities during construction and operations also has the potential to contribute to positive community health and wellbeing outcomes.

The project will connect the Theodore Wind Farm to the transmission network, this will play a role in supporting the realisation of the Queensland Government's Queensland Energy Road Map 2025 (see Section 4.1.4). At a societal level, a reliable and secure energy supply underpins the ongoing delivery of essential services – including healthcare, emergency management, functioning water and wastewater systems and telecommunications, all of which are vital to community health, safety and wellbeing.

Whilst the project would bring a secure energy supply, some stakeholders expressed that rural communities typically bear a disproportionate share of construction-related disruption and amenity changes whilst benefits tend to accrue primarily in regional centres or state levels. This sentiment was more pronounced in areas experiencing cumulative development pressures and with less exposure to industrial development overall (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

The creation of local opportunities and benefits through community, social or in-kind investment is an important mechanism that Powerlink and its contractors can utilise to support local community wellbeing, particularly in communities located closest to the project and which may experience the largest share of social impacts. SIA engagement findings indicate that communities value social investment aligned with locally identified priorities and regional development plans. Investment that contributes to longer-term community capacity, rather than one-off or symbolic contributions would be preferred. Stakeholders noted that initiatives focussed on strengthening social cohesion, wellbeing and community mental health, particularly during construction periods, would deliver

positive community outcomes (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Importantly, stakeholders – including local council – emphasised that expectations regarding community investment should be commensurate with the scale, duration and nature of the project, and aligned to the regional context. Stakeholders recognised that the scale of social investment achievable for a project of this size would differ from that of larger projects. **To maximise lasting community benefits, stakeholders expressed a clear preference for coordinated and strategic approaches to social investment, which would reduce the potential for fragmented or duplicated initiatives, and which could support larger community projects, should proponents pool their social investment resources** (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

9.4.1.2 Service capacity and emergency response (HCW4, HCW5)

The development of energy and infrastructure projects within regional areas has the potential to increase demand levels on existing social infrastructure and services, including emergency response. This potential is greatest during the project construction period when workforce numbers are at their highest. The magnitude of change depends upon existing regional service capacity, workforce numbers and cumulative pressures from other developments.

The Social Baseline (Appendix B) identifies that health service provision in Banana LGA operates within a regionalised system. Biloela hospital provides 24-hour emergency care and limited specialist services, with more complex treatment typically referred to Rockhampton Hospital as the regional health hub. **Across regional and rural Queensland, access to adequate health services is limited, with residents often required to travel long distances or relocate temporarily to access specialist or acute care. These access challenges reflect systemic constraints affecting regional health service delivery** (ABC News, 2025b; Appendix B).

Social baseline evidence also indicates capacity constraints within the regional referral system. Rockhampton Hospital functions as the central hub for specialist and tertiary services but experiences significant waitlists for some specialties, indicating limited surge capacity within the regional health network (ABC News, 2024a; Appendix B). In smaller centres, rural hospitals are experiencing staffing and service limitations. For example, Biloela Hospital has experienced periods of significant doctor shortages and prolonged maternity bypass arrangements, requiring patients to be diverted elsewhere for birthing services, highlighting gaps in local service provision (ABC News, 2025c; Appendix B). The Theodore Multipurpose Health Centre, which offers emergency, general medical and surgical care, with visiting community and allied health clinics, has also experienced staffing limitations (SIA Engagement Round 1, June 2025 and Round 2, November 2025). **Collectively, these findings indicate a health system that is at capacity and would be sensitive to even short-term increases in demand. Changes in demand or limitations in access within an already stretched system has the potential to impact the most vulnerable groups within the SIA study area and which may have a higher reliance on health services.** Community members most vulnerable to changes in service availability include older residents, people with chronic illness or disability, Indigenous residents and households without reliable access to private

transport, who may be more reliant on local health and emergency services and less able to adapt to service constraints.

Emergency response capacity across Central Queensland is similarly influenced by geographic scale, resourcing and workforce availability. Emergency services operate across large catchments, with long travel distances and a reliance on volunteer personnel in rural and semi-rural areas. These characteristics increase vulnerability during extreme events and periods of heightened demand, if multiple incidents occur concurrently (ABC News, 2024b; Appendix B).

Stakeholder engagement echoed these findings. **Stakeholders emphasised the sensitivity of health and other services to population changes, even when short-term.** Council highlighted difficulties in residents securing general practitioner appointments and long wait times for specialist services, often requiring travel to Rockhampton or Brisbane (SIA Engagement Round 1, June 2025). Emergency response services, particularly fire response in areas with large numbers of volunteer firefighters, to supplement state services, can also be constrained (SIA Engagement Round 1, June 2025).

Although the projected peak construction workforce for the Theodore WFCP (around 250 FTE) is relatively low when considering the geographical extent of the SIA study area, the current limited capacity of services, such as health and emergency services, indicates that any increase in demand could affect service provision for existing residents and will require active management to avoid. When considered from a broader cumulative project perspective however, the need for active management within Powerlink as well as other proponents to avoid and limit impacts on health and energy services is more pronounced.

As presented in Section 10, multiple projects are proposed within the SIA study area, each requiring an associated construction workforce. **Stakeholders noted that where multiple projects overlap in timing, cumulative workforce presence has the potential to place additional pressure on emergency services and reduce response availability.** In this context, stakeholders identified the value of project -specific medical support during construction to address primary workforce health needs and to reduce potential reliance on local health and emergency services (SIA Engagement Round 2, November 2025).

9.4.1.3 Amenity, health and community safety (HCW3, HCW7, HCW8, HCW9, HCW11, HCW14)

Project development has the potential to create short- and long-term changes to amenity, health and community safety, potentially impacting the health and community wellbeing of nearby communities. During construction this can involve changes to traffic conditions, road safety and temporary increases in noise, dust, lighting and visual character. During operations, impacts may include changes to the visual landscape. The extent to which these changes are experienced as impacts by communities varies and is influenced by baseline conditions settlement patterns and other development activity.

Traffic and road safety

Project construction and operations will require the movement of light and heavy vehicles on the local road network, which comprises of a mix of highways and regional arterial and rural

roads. Highways facilitate movement between Biloela and Theodore, with the Biloela Heavy Vehicle Bypass providing an alternative route for heavy vehicles to avoid the town centre.

As described in Section 3.3.3, workers will travel between their accommodation and project sites during construction. If they are staying in a workforce accommodation facility, workers may be bused to and from site daily. Where workers stay in short-term accommodation, light vehicles or contractor-arranged transport may be used depending on location, worker numbers and roster structure, to travel to and from site and their accommodation each day. Equipment and materials for project construction will be transported via road.

For the Theodore WFCP, construction is predicted to increase traffic volumes by 5% or less on local highways and roads under a number of scenarios included in the project Ministerial Infrastructure Designation Report (WSP, 2025). It was not expected that the project will have a long-term impact on the existing road network (WSP, 2025).

Whilst low, the **increase in vehicle movements on the road network during project construction has the potential to impact community safety**. Specific concerns expressed by stakeholders regarding potential road safety issues during construction, include:

- Increase in heavy vehicle movement– particularly during peak periods when residents travel to work and school and in smaller communities
- Driver behaviour- including speed and fatigue management
- Road wear and tear on smaller, unsealed and partially sealed roads (SIA Engagement Round 1, June 2025).

Stakeholders raised explicit concerns regarding particular locations, such as roads where school buses travel to pick up and drop off school children. **Whilst potential impacts will largely be of a short-term nature, management is required, with measures such as a Traffic Management Plan to be implemented** (WSP, 2025).

Amenity

Project construction may result in temporary increases in noise, dust and lighting, while operations will introduce permanent changes to the visual landscape with transmission towers.

Noise

The project Ministerial Infrastructure Designation report, documents that noise sensitive receptors within the project area are limited to sparsely located residences, with the closest 650m east of the transmission line (WSP, 2025). **During the construction period, noise impacts could occur through activities associated with site preparation involving heavy machinery, vehicle movements and construction and installation of transmission towers and substation equipment footings** (WSP, 2025). These elevated noise levels are expected in locations close to work areas or roads used for access and would be temporary in nature. During operations and maintenance, noise impacts will be limited and restricted to ad hoc maintenance activities. The project Ministerial Infrastructure Designation report advises that **impacts to noise will be managed in accordance with Powerlink's environmental controls**, such as the application of noise limits, limiting work hours to 6:30am-6:30pm and turning off equipment when not in use.

Visual

The Theodore WFCP Ministerial Infrastructure Designation report identified that **visual amenity impacts would range from low to medium in significance, with higher significance assessed for surrounding residences.** Existing vegetation and landscape topography would screen receptors, to an extent, in some locations of the alignment – such as towers located along Castle Creek. In areas of open grazing land, visual impacts would be more pronounced and due to tower size, it will not be possible to use screening (WSP, 2025).

Engagement findings indicate that stakeholder concerns regarding changes to the visual landscape were interpreted in the context of existing infrastructure and cumulative development. Stakeholders with prior exposure to infrastructure development expressed a lower tolerance for additional visual impacts and changes to rural character, with this sentiment more keenly expressed by those directly affected by project infrastructure (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Overall, amenity, community safety and traffic-related impacts are expected to be localised and most pronounced during construction. Stakeholders expressed clear expectations that construction related amenity impacts, including noise, visual and dust would be appropriately managed by Powerlink and its contractors (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

9.4.1.4 Community wellbeing (HCW6, HCW10, HCW12, HCW13, HCW15, HCW16, HCW17)

The SIA study area includes a mix of rural communities with varying levels of exposure to energy and infrastructure development, and the potential temporary and permanent changes associated with such development.

Project acceptance

SIA engagement identified that in some areas, **the project was seen as a catalyst to changing community character and the existing way of life**. As a result, community wellbeing concerns were focused on tangible impacts associated with construction as well as more intangible impacts associated with community change (SIA Engagement Round 1, June 2025).

Landholder wellbeing

Project construction will require temporary access to private land. Operations will require ongoing access for transmission infrastructure maintenance and associated works to clear vegetation under towers. During SIA engagement, landholders raised the following wellbeing concerns associated with project development:

- The potential for workers to spread weeds when they access landholders' properties- creating a burden for landholders to manage
- Equitable and transparent compensation between landholders for project infrastructure. Differences in compensation paid to those hosting transmission infrastructure vs those which may host energy infrastructure was a key concern

- Impacts on agricultural productivity, amenity and property values
- The stress of ongoing negotiations and engagement, from the project and from a cumulative project perspective (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

Although **landholders reported positive relationships with Powerlink's landholder liaison personnel, the uncertainty around project scope, inconsistent communication, and cumulative disturbances have impacted landholder wellbeing** (SIA Engagement Round 1, June 2025).

Project workforces

The presence of non-local workforces during construction was identified as a potential impact on community wellbeing and social cohesion. Although the project construction workforce is relatively small in scale, temporary and will move along an alignment, it can still affect perceptions of safety and community character in smaller localities. Sensitivity to non-local workforces is also likely to be heightened in a cumulative project development context rather than if the project was considered in isolation.

Community health

Engagement indicates that some residents hold concerns about potential health and safety impacts from transmission infrastructure, including EMF, noise and lighting (SIA Engagement Round 1, June 2025). While EMF is regulated and infrastructure must meet established safety standards, perceived risk may persist and still affect wellbeing regardless of actual exposure (Energy Networks Association, 2016).

Traditional Owner wellbeing

Traditional Owner wellbeing is closely linked to Country and the protection of cultural heritage values. **During SIA engagement, Traditional Owner stakeholders emphasised the importance of avoiding disturbance to culturally significant places and landscapes, noting that impacts to heritage can affect not only physical sites but also cultural responsibilities and wellbeing** (SIA Engagement Round 1, June 2025). The Ministerial Infrastructure Designation Report notes **no cultural heritage sites were identified either in or within 100 m of the project area** (WSP, 2025). **Regardless, due to the undisturbed nature of land in some areas, there is some risk of ground works disturbing unknown Indigenous cultural heritage – particularly near watercourses** (WSP, 2025). Powerlink intends to address these risks through the development and implementation of Cultural Heritage Management Agreements with each of the relevant Indigenous parties (WSP, 2025).

Broader cumulative development dynamics also shape community wellbeing. As noted above, some stakeholders view the project as part of a wider pattern of infrastructure and renewable energy development, which may change the existing way of life in these rural communities. As a result, stakeholders experience impacts not as isolated events but as part of an ongoing adjustment to a wide range of development activity, current and planned (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

9.4.2 Management measures

Community health and wellbeing impacts for the Theodore WFCP will be managed through an integrated framework led by Powerlink and implemented through contractor management systems. Powerlink's established policies and frameworks set requirements for land access, advance notice of works, engagement, safety and amenity management. These requirements will be embedded in contractor procurement, planning, and delivery, with Powerlink retaining overall accountability for compliance, monitoring, and responding to community concerns.

For the Theodore WFCP, Powerlink proposes to introduce measures to manage impacts associated with construction traffic, workforce movements and temporary disruption through the:

- Development and implementation of detailed Traffic Management Plans in consultation with relevant local councils and road authorities, including approved haulage routes, signage, speed controls and procedures for managing oversize-over-mass vehicle movements
- Scheduling of construction traffic to avoid sensitive periods where practicable, including school drop-off and pick-up times, peak commuter periods and major local events
- Use of workforce transport arrangements, including bussing from centralised accommodation or designated parking areas, to reduce traffic volumes on local roads
- Monitoring of road conditions and coordination with councils regarding maintenance requirements where construction traffic contributes to road wear and tear
- Requirement for contractors to conduct risk assessments to determine appropriate on-site or on-call medical and emergency response arrangements for the workforce, commensurate with workforce size and risk profile
- Implementation of a workforce behaviour code of conduct that addresses alcohol and drug use, antisocial behaviour, interaction with local communities, land access obligations and biosecurity requirements
- Provision of advance notification to nearby residents of activities likely to cause temporary disruption, including timing, duration and contact details for enquiries.

Amenity impacts associated with construction activity will be managed through:

- Implementation of a CEMP, in line with Powerlink's Environment Work Plan and Environment Specification, as well as regulatory requirements. This will include controls for construction noise, dust, lighting, erosion and other construction related disturbances
- Consideration of design, screening or landscaping measures where infrastructure is located near sensitive receptors to reduce visual intrusion and support local amenity outcomes. This would primarily concern substation infrastructure, not transmission towers
- Development and implementation of a Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW
- Provision of accessible and responsive channels for enquiries and complaints, with defined timeframes for response and resolution.

Measures to support community wellbeing will be implemented through:

- Early and ongoing engagement with landholders negotiate property specific access arrangements, including agreed entry points, timing of works and measures to minimise disruption to agricultural operations or business activities

- For Traditional Owners and First Nations groups, undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant stakeholder engagement plans and respond to any unforeseen issues during construction and operation
- Contractor compliance with agreed access routes, consolidation of vehicle movements where practicable, maintenance of biosecurity standards and rehabilitation of disturbed land as soon as practicable following completion of works, in accordance with the Land Access Protocol and approved management plans
- Development and implementation of Cultural Heritage Management Agreements and contractor compliance with agreed cultural heritage procedures, including stop-work and notification protocols for unexpected finds
- Development and implementation of a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution
- Development and implementation of a Health, Safety and Wellbeing Management Plan outlining measures to reduce reliance on access to local health services
- Development and implementation of a Facilities and First Aid Plan
- Engagement with Council and relevant health services to monitor potential project related demand on local health services
- Incorporation of project specific workforce health support and emergency response arrangements into construction planning, including onsite first aid capability and trained responders within work crews, to reduce reliance on local services
- Provision of ongoing transparent engagement, information and communications regarding project opportunities, updates and in response to stakeholder interest
- A Health, Safety and Environment Policy outlining Powerlink's commitment to protecting workers, communities and the environment through systematic risk management (Powerlink, 2024c)
- Implementation of initiatives to support mental health and wellbeing, aligned with Powerlink's CBSV Framework. This includes Powerlink's ongoing support for Rural Health Connect which is available to all landholders and community members.

As health and community impacts and opportunities are interlinked, they will be considered and implemented in a coordinated manner across construction planning, workforce management, land access and stakeholder engagement.

Table 9-4: Thedore WFCP- health and community wellbeing impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Operations	Theodore WFCP	Positive	High	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Construction Operations	Theodore WFCP	Positive	Low	Low
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and a higher potential for transport-related incidents	Construction	Theodore WFCP	Negative	Moderate	Moderate
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being in the region (i.e. hospitals, social services, etc.)	Construction	Theodore WFCP	Negative	Low	Low
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to incidents	Construction	Theodore WFCP	Negative	Low	Low
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing	Construction	Theodore WFCP	Negative	Moderate	Low
HCW7	Project construction activities impact local amenity values (e.g. noise)	Construction	Theodore WFCP	Negative	Low	Low
HCW8	Permanent transmission line and substation infrastructure impacts local amenity values (visual)	Operations	Theodore WFCP	Negative	High	High
HCW9	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Construction Operations	Theodore WFCP	Negative	High	High
HCW10	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments, with the project perceived as a catalyst for further development that may alter the regional way of life	Construction Operations	Theodore WFCP	Negative	High	Moderate
HCW11	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Construction Operations	Theodore WFCP	Negative	High	Low
HCW12	Community and landholder wellbeing is affected due to concerns that transmission line infrastructure will negatively impact land values	Construction Operations	Theodore WFCP	Negative	High	High
HCW13	Traditional Owner wellbeing is impacted due to potential for project construction activities to	Construction	Theodore	Negative	Low	Low

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
	impact cultural heritage values and sites		WFCP			

9.5 Community and stakeholder engagement

This section assesses potential social impacts associated with community and stakeholder engagement for the Thedore WFCP. This includes:

- The role of engagement and communications in community understanding and acceptance of the project and its activities
- Project engagement and communications in the context of multiple planned developments within a given region.

9.5.1 Impact analysis

9.5.1.1 Community and stakeholder engagement (CSE1, CSE2, CSE3, CSE4)

Community and stakeholder engagement is a key thread linking all SIA key matters and is an integral part of project planning, construction and operations. It involves stakeholders ranging from community members through to government, businesses and interest groups. Effective community and stakeholder engagement is a key determinant of community understanding of the project and why it is required.

During SIA engagement, **stakeholders expressed that communities were experiencing consultation fatigue due to the large number of proposed projects undertaking consultation across the region**. With multiple projects proposed across the SIA study area and the rest of Central Queensland more broadly, stakeholders expressed uncertainty regarding which projects would proceed, concerns about potential cumulative impacts from development, and a sense of receiving fragmented or contradictory information regarding projects, approvals processes and timelines. This sentiment was most strongly expressed in the smaller SIA study area communities (SIA Engagement Round 1, June 2025 and Round 2, November 2025). **In a cumulative project development environment, stakeholders noted that it is difficult to consider the social impacts associated with a single project in isolation, with concerns often intertwined with the potential social impacts of other developments.**

Some stakeholders may have reduced capacity to participate in engagement processes, including shift workers, carers, older residents, people with limited digital access and those experiencing consultation fatigue due to cumulative project activity. These groups may be more vulnerable to exclusion from information and decision-making processes if engagement approaches are not appropriately tailored.

Stakeholders expressed a strong preference for early, comprehensive and inclusive face-to-face engagement utilising trusted local channels (e.g. Council website, Chamber of Commerce, letterbox drops). Stakeholders also emphasised the need for clear sequencing of project activities and improved engagement with a broader range of landholders, not only those directly affected (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

SIA engagement with directly affected and adjacent landholders identified sensitivities related to prolonged project uncertainty, land access negotiations, and compensation. Landholders

reported that limited transparency in compensation methodologies and the use of confidentiality agreements had increased stress and contributed to social tension, including between neighbours who could not openly discuss their agreements. Clearer engagement and communications regarding compensation methods was requested to improve landholder understanding of the process (SIA Engagement Round 1, June 2025 and Round 2, November 2025).

In response to stakeholder difficulty in distinguishing the Theodore WFCP from other planned developments, several suggestions were made, including:

- Powerlink establishing a more regular cadence of face-to-face engagement to support community understanding of the project and its current stage
- Engagement of a community relations advisor, who could become a trusted local contact point for Powerlink projects and who would build confidence in the project and Powerlink.

Engagement that is transparent, coordinated and locally tailored was identified as a key opportunity to reduce misinformation and improve understanding of specific project activities and Powerlink's measures to manage its impacts and enhance potential project benefits (SIA engagement Round 2, November 2025).

9.5.2 Management measures

Management of community and stakeholder engagement for the Thedore WFCP will be guided by Powerlink's Stakeholder Engagement Framework (2019) and associated corporate engagement requirements. These will be embedded within project governance arrangements and relevant contractor obligations. Powerlink will retain primary responsibility for setting engagement expectations, maintaining key relationships and ensuring that engagement is undertaken in a consistent, transparent and culturally appropriate manner across the project lifecycle.

A Project Stakeholder Engagement Plan will be developed and implemented for construction and operations. The Plan will define roles and responsibilities and include processes for ongoing communication, issue escalation, and complaints and grievance management. A contractor Project Engagement Plan will also be developed and implemented to guide engagement and communications during project construction. Engagement planning will recognise cumulative regional development pressures and, where practicable, be coordinated with local councils and other regional proponents to manage consultation fatigue.

Engagement delivery will be tailored to local preferences and implemented through multiple channels in accordance with the Stakeholder Engagement Framework (Powerlink,2019). This will include use of trusted local communication networks and locally relevant formats (e.g. newsletters, noticeboards and letterbox drops) in locations such as Biloela and Theodore. Powerlink will provide advance notice of key engagement activities and milestones to support participation. Engagement will be supported by a locally based community liaison officer who will provide an accessible point of contact, support relationship building and facilitate timely issue resolution. This locally based community liaison officer will complement Powerlink's community relations advisors at a local level. Engagement measures will seek to minimise

participation barriers for vulnerable and hard-to-reach groups through accessible, locally appropriate and proportionate engagement approaches.

Landholder engagement will be undertaken in accordance with Powerlink's Land Access Protocol (Powerlink, 2023). Powerlink is committed to providing clear, accessible information regarding project timing and ongoing communication throughout construction and operations. Powerlink will continue proactive engagement with local councils, Traditional Owners, landholders and community groups, including advance notice of key milestones and activities.

Powerlink will monitor the effectiveness of its engagement, and stakeholder understanding of projects through reviewing its complaints and grievance data and stakeholder feedback. Engagement approaches will be reviewed and adapted, where required, in response to emerging issues, changes in project activities or cumulative regional conditions.

Table 9-5: Theodore WFCP- community and stakeholder engagement impact assessment summary

ID	Social impact	Phase	Project	Nature	Pre-management significance	Post-management significance
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Acquisition Construction	Theodore WFCP	Positive	Low	Moderate
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Acquisition Construction Operations	Theodore WFCP	Negative	Moderate	Low
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Acquisition Construction	Theodore WFCP	Negative	Moderate	Moderate
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Acquisition Construction	Theodore WFCP	Negative	Moderate	Low

10. Cumulative impact considerations

Cumulative impacts can occur when multiple resource and infrastructure projects are developed within similar timeframes and geographical areas. These "cumulative impacts can arise and compound from interactions between the proposed project and other past, current and future activities" (DSDIP,2025). This can affect the social and economic context particular areas being developed. This section considers the potential cumulative impacts of other major infrastructure, energy and industrial developments that are planned, under construction or progressing through approvals within the Gladstone, Banana and Rockhampton LGAs.

Projects were identified through a desktop review of publicly available information. Completed projects were excluded from the review as they no longer contribute to cumulative construction-related impacts. Similarly, strategic concepts or precinct-level initiatives without defined scope or timing were not listed as standalone projects. The review emphasised developments that are either under construction or have a reasonable likelihood of proceeding within a similar period as the three proposed Powerlink projects and therefore have the greatest potential to interact with or compound potential social impacts.

10.1 Projects contributing to cumulative impacts in SIA study area LGAs

Within the SIA study area LGAs, 40 projects were identified as relevant for cumulative impact consideration. These include a range of renewable energy developments and infrastructure developments (road, health and sporting). These projects could potentially be in active construction during a similar timeframe to the three proposed Powerlink projects considered as a part of this SIA. The construction periods for the three proposed Powerlink projects are:

- Gladstone Stage 1, mid-2026 to late-2028
- Gladstone Stage 2, late-2027 to late-2029
- Banana RWFCP and Theodore WFCP, early-2027 to early-2029.

The projects identified for cumulative impact consideration are summarised in Appendix G.

10.1.1 Cumulative impacts during construction

The potential for the cumulative development impact on SIA study area communities is highest during project construction periods, when workforce numbers are at their peak. Whilst construction workforce numbers and timeframes are not available for all identified projects, information presented in Table 10-1, indicates that the minimum number workers required, should all projects proceed as planned, is substantial, with significant overlap in construction timeframes.

Table 10-1: Estimated cumulative project construction workforces and timeframes

LGA	Minimum estimated peak construction workforce	Estimate construction timeframes
Gladstone LGA	2,900	2026-2028
Banana LGA	3,500	2025/2026- 2027/2028
Rockhampton LGA	1,600	2025/2026- 2027/2028

If Powerlink's project workforce requirements are added to estimates presented in Table 10-1, a total construction workforce of at least 9,000 workers could be required across the SIA study area LGAs during a similar timeframe.

As a result, **competition for labour, particularly local construction labour during 2026-2028 is expected to be high** if the projects presented in Appendix G, in addition to Powerlink's proposed projects, proceed as per indicative timeframes. Competition may be most pronounced in Banana LGA due to its low unemployment rate, 3.4% in December 2024, and smaller population base. While Powerlink's individual peak project construction workforce requirements are relatively modest (200-280 for each project), combined they could exceed 980 workers- should none transfer between construction periods on Powerlink projects. This coupled with the projected project workforce demand across the SIA study areas means there is likely to **be some cumulative impacts on local labour draw away from local businesses and services.**

For **vulnerable community members, cumulative impacts may be experienced as ongoing stress rather than discrete events**, particularly where multiple projects coincide with broader cost-of-living pressures and existing service capacity constraints.

Another key potential cumulative impact relates to pressure on **the availability and affordability of short term and rental accommodation in the SIA study areas, particularly Banana LGA.** If multiple projects proceed concurrently and workforces are not accommodated in dedicated workforce villages, demand for housing could increase, affecting availability and affordability. While these impacts are temporary in nature and largely confined to construction periods, **they have the potential to disproportionally affect vulnerable households, including low-income and single parent households.**

The increased presence of construction workforces across the LGAs within similar timeframes may also generate additional cumulative impacts. A summary, by SIA key matter, is presented in Table 10-2. Potential cumulative impacts from developing Powerlink's proposed projects, at a similar timeframe as the projects identified, are also discussed in the project impact assessments presented in Sections 7, 8 and 9.

The consideration and assessment of cumulative impacts during project construction is based on the highest case scenario from information available at the time of preparing this SIA report, which would mean all relevant projects being under construction within similar timeframes. However, proposed projects, workforce numbers and timeframes are subject to change, as a result, it is unlikely that all projects will proceed in the same timeframe and as a result the cumulative project environment in the SIA study areas and in which Powerlink's projects will be developed in, is also subject to change.

Table 10-2: Summary of potential cumulative social impacts

SIA key matter	Potential cumulative impacts	Key drivers	SIA section
Local business and industry procurement	• Increase in demand for labour, infrastructure and materials from various sectors increases competition between business and industry • Local business capacity is strained by adhering to different procurement requirements and practices demanded by different proponents • Increased business opportunities for local suppliers	• Increase in demand for goods and services • Multiple developers across the SIA study area	• Section 7.1 • Section 8.1 • Section 9.1
Housing and accommodation	• Cumulative accommodation demand for non-resident workforces impacts the availability of short-term and rental accommodation for other users. This can disproportionately affect vulnerable and low-income groups • Property prices increase due to property investment speculation, linked to cumulative projects across the region • Increased business for local short term accommodation providers	• Increase in temporary workforce in the local community • Increased demand on short-term and/ or rental accommodation generated by multiple projects	• Section 7.2 • Section 8.2 • Section 9.2
Workforce management	• Construction skills and labour shortages are exacerbated in the Banana Shire, Gladstone and Rockhampton LGAs due to increased labour competition • Increased employment opportunities • Demand on local and regional education and training providers is in excess of existing capacity • Higher wages offered by projects draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	• Increased demand for labour generated by multiple construction projects • Potential for higher wages • New skill development required	• Section 7.3 • Section 8.3 • Section 9.3
Health and community wellbeing	• Industry growth, increases demand on health and emergency services, reducing capacity to respond to local incidents and residents • Community perceives development as changing the 'regional way of life', impacting community wellbeing • Community wellbeing and mental health is affected by concerns regarding the cumulative impacts from multiple proposed projects and regional developments • Presence of project workforces and temporary demographic changes impacts community wellbeing and mental health • Increase in traffic on local and state roads	• Increased demand on services generated by multiple projects • New developments and rise of renewable energy across the SIA study area • Presence of project workforces	• Section 7.4 • Section 8.4 • Section 9.4

SIA key matter	Potential cumulative impacts	Key drivers	SIA section
	due to construction workers travelling to and from site and accommodation before and after shifts		
Community and stakeholder engagement	• Consultation fatigue due to multiple projects consulting with the same communities over a long-time frame • Multiple concurrent projects in the region create confusion and uncertainty for communities	• Development of multiple projects	• Section 7.5 • Section 8.5 • Section 9.5

10.1.2 Cumulative impacts during operations

As the proposed Powerlink projects have a combined estimated operations workforce of approximately 20 workers, primarily associated with routine maintenance, the projects are not expected to contribute materially to cumulative impacts on SIA key matters during the operational phase.

11. SIA monitoring, review and reporting

Potential social impacts and benefits identified and assessed within this SIA reflect the social conditions and context within the SIA study areas at the time of this assessment. Communities and social conditions are dynamic in nature and as such, the social context of the SIA study areas is also subject to change and evolution.

The project SIMPs will summarise the monitoring and reporting requirements for the delivery of the proposed impact management measures presented in this SIA. The monitoring and reporting component outlined within each SIMP management section details key performance indicators and timelines.

In addition to the monitoring and reporting processes outlined in the SIMP, it is recommended that this SIA be reviewed and updated, as required, including following project construction, to:

- Monitor any changes to the social baseline context
- Monitor any changes to identified impacts and opportunities
- Based on the two steps above, ensure that the mitigation and management strategies remain relevant and appropriate.

These reviews could be aligned with the ongoing monitoring and reporting outlined in the SIMP to avoid duplication of effort.

12. Conclusion

This SIA has been conducted to identify and evaluate potential social impacts and benefits associated with the development of the three proposed Powerlink projects:

- Gladstone Project- Stage 1 and Stage 2
- Banana RWFCP
- Theodore WFCP.

The SIA also considers potential cumulative impacts which could arise as a result of the development of these projects, as well as other projects proposed within the SIA study areas.

The SIA was completed in alignment with:

- Queensland Government SIA Guideline (DSDIP, 2025a)
- DSDIP - Supplementary material for assessing and managing the social impacts of projects under the Social Impact Assessment Guideline (July 2025) (DSDIP, 2025b)
- Social Impact Assessment for Powerlink Queensland – Technical Guidance - Specification (Powerlink, 2025a).

The SIA identified that the projects could potentially benefit the SIA study area communities through direct and indirect employment and supply chain opportunities. Project development, particularly during construction, has the potential to generate social impacts across all SIA key matters, as presented in Sections 7-10, which will require management to avoid and mitigate potential adverse impacts.

Powerlink will apply a range of management measures to enhance potential project benefits and to manage potential impacts. These measures have been presented in this SIA report and will be further detailed in the relevant project SIMPs; which will provide the primary mechanism for implementing, monitoring and reporting on social impact mitigation and benefit realisation throughout the project lifecycle.

With the implementation of the mitigation and management measures identified in this SIA and further detailed in the project SIMPs, residual social impacts are anticipated to be manageable and largely temporary in nature; predominantly associated with construction activities. Ongoing monitoring and adaptive management will be critical to ensuring impacts are avoided, reduced or addressed promptly should unanticipated issues arise.

Given the dynamic nature of communities and social conditions, the social context of the SIA study areas are subject to change over time. In recognition of this, and in the context of cumulative regional development, an adaptive management approach will be applied to respond to evolving social conditions, cumulative impact pressures and stakeholder feedback.

Ongoing, transparent and proportionate engagement with communities, landholders, local government, Traditional Owners, First Nations groups and other stakeholders will remain central to the effective management of social impacts and the realisation of project benefits, particularly in areas experiencing consultation fatigue and multiple concurrent developments.

Overall, this SIA demonstrates that, with the application of appropriate management measures, continued engagement and adaptive management, the proposed Powerlink projects can be delivered in a manner that supports regional development objectives while minimising adverse social impacts and respecting community values.

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SIA Engagement Round 1, June 2025 and Round 2 November 2025- Powerlink Central Queensland SIA and SIMPs. Engagement includes the following:

Round 1

- **Focus groups:** 6 x in-person sessions as detailed:
  - Two in-person focus group sessions held 23 June 2025, 3:30pm – 5:30pm and 24 June 2025, 9:00am – 11:00am, at Gladstone Central Queensland University
  - Two in-person focus group sessions held 24 June 2025, 3:30pm – 5:30pm and 25 June 2025, 9:00am – 11:00am, at the Biloela Civic Centre

- One in-person focus group session held 25 June 2025, 3:00pm – 5:00pm at the Theodore RSL Hall
- One in-person focus group session held 26 June 2025, 4:00pm – 6:00pm at the Bouldercombe Sport and Recreation Complex.

- **One online session:** via MS Teams held 15 July 2025.
- **Interviews and targeted meetings with**:
  - Interviews with 13 landholders (12 phone interviews and 1 face to face)
  - Six in person meetings with Local and State Government representatives, as detailed:
    - Gladstone Regional Council held 23 June 2025, 2025, 11:00am – 12:00pm
    - Banana Shire Council held 26 June 2025, 8:00am – 9:00am
    - Rockhampton Regional Council held 26 June 2025, 2:00pm – 3:00pm
    - Department of State Department, Industry, Local Government and Planning (DSDILGP) held 26 June 2025, 1:00pm – 2:00pm
    - Department of Manufacturing held 23 June 2025, 12:00pm – 1:00pm
    - Department of Primary Industry held 25 June 2025, 3:00pm – 4:30pm.
  - Two meetings with renewable proponents in the region:
    - Online meeting with RWE Renewables Australia for Theodore Wind Farm held 24 June 2025, 1:15pm – 2:00pm.
    - Telephone meeting with EDF for Banana Range Wind Farm held 26 June 2025, 9:00am – 10:00am.

Round 2

- **Focus groups**: 7 in-person focus group sessions attended by 32 participants:
  - 2 x in Gladstone at Mantra Hotel (10 and 11 November 2025; attendance only on 11 November session)
  - 2 x in Biloela at Biloela Civic Centre (11 and 12 November 2025)
  - 1 x in Theodore at Theodore RSL (12 November 2025)
  - 2 x in Bouldercombe at Bouldercombe Sport and Recreation Centre (13 November 2025).
- **Online sessions**: 2 government stakeholder meetings conducted via Microsoft Teams with:
  - Department of Primary Industries (12 November 2025)
  - Department of State Development, Infrastructure and Planning (3 December 2025).
- **Interviews and targeted meetings with:**
  - Department of Manufacturing (10 November 2025)
  - Gladstone Regional Council (10 November 2025)
  - Banana Shire Council (11 November 2025)
  - Callide Dawson Chamber of Commerce (12 November 2025).
  - Électricité de France Renewables (13 November 2025)
  - Central Queensland Group Consulting (14 November)
- **Landholder meetings**: 7 landholder meetings, held between in November - December 2025.

- **Traditional Owner meetings:** 3 meetings with Traditional Owner groups:
  - Gaangalu Nation People (17 August 2025)
  - Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda People (17 October 2025).
  - Wulli Wulli #3 People (5 November 2025).

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Appendix A. Issue scoping table

Initial scoping of issues

SIA key matter	Potential social impact or opportunity	Geographic extent	Social baseline indicator
Local business and industry procurement	The construction phases of each project may generate increased demand for goods, services and logistics across regional supply hubs, creating both opportunities and pressure on existing businesses.	Regional	• Industry and labour market data • Business counts
	The projects may increase competition for labour across different sectors, potentially affecting workforce availability for existing employers.	Regional	• Economy and employment data • Industry and labour market data • Population and demographics data
Housing and accommodation	Demand for short-stay accommodation may increase across the study areas due to the temporary construction workforce, affecting accommodation providers.	Regional	• Housing and accommodation data, e.g. rental vacancy rates, occupancy
	Increased demand for housing in the region may impact rental and housing markets.	Local	• Housing and accommodation data, e.g. median rental price, rental/mortgage stress • Population and demographics data
Workforce management	Project workforce requirements may create opportunities for local residents and First Nations peoples to access employment, training, apprenticeships and traineeships across the region.	Regional	• Economy and employment data • Labour force data • Education and training data, e.g. attendance, qualifications
	Low unemployment rates and specialist skills required may limit potential for local and regional residents to realise opportunities	Local and regional	• Economy and employment data • Labour force characteristics • Unemployment rates
Community health and wellbeing	Construction activities and vehicle movements may impact community safety, amenity and liveability.	Local and regional	• Community health, wellbeing and safety data • Traffic/road data
	Temporary non-residential workforce may place additional pressure on local health, community and emergency services.	Local and regional	• Social infrastructure and service availability and capacity
Community and stakeholder engagement	Numerous projects in the region impacts community awareness of projects and capacity to be involved.	Regional	• Stakeholder sentiment

Appendix B. Social baseline report

POWERLINK QUEENSLAND

Social Baseline

Central Queensland Projects

Document no. Rev 1: EN-REP-00001



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Acknowledgement

We wish to acknowledge the Traditional Custodians of the land to which this report relates: the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people; the Gaangalu Nation people; and the Wulli Wulli people as the Traditional Custodians of the land to which this report relates. We also wish to acknowledge the Turrbal and the Jagera people of Meanjin, and the Gadigal people of the Eora Nation, as the Traditional Custodians of the lands on which this report was developed.

We pay our respects to their Elders, past and present, and offer our solidarity and support to all Indigenous groups across Australia in their efforts toward reconciliation.

Disclaimer

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Acronyms and abbreviations

Acronym/Abbreviation	Definition
ABS	Australian Bureau of Statistics
AIHW	Australian Institute of Health and Welfare
Banana RWFCP	Banana Range Wind Farm Connection Project
CQROC	Central Queensland Regional Organisation of Councils
CSR	corridor selection report
DESI	Department of Environment, Science and Innovation
DEWR	Department of Employment and Workplace Relations
DSDIP	Department of State Development, Infrastructure and Planning
ERP	estimated resident population
Gladstone Project	Gladstone Project - Stage 1: Calvale to Calliope River Transmission Line Reinforcement Project and Stage 2: Bouldercombe to Larcom Creek Transmission Reinforcement Project.
IRSAD	Index of relative socio-economic advantage and disadvantage
IRSD	Index of relative socio-economic disadvantage
km	Kilometre
kV	Kilovolt
LGA	Local Government Area
LOTE	language other than English
LNG	liquified natural gas
PHIDU	Public Health Information Development Unit
Powerlink	Powerlink Queensland
QGSO	Queensland Government Statistician's Office
QLD	Queensland
REZ	renewable energy zone
RTA	Residential Tenancies Authority
SAL	Suburbs and Localities
SALM	small area labour market
SEIFA	Socio-Economic Indexes for Areas
SIA	social impact assessment
SIMP	Social Impact Management Plan
STE	State/Territory
Theodore WFCP	Theodore Wind Farm Connection Project
UCL	Urban Centres and Localities

1. Introduction

Powerlink Queensland (Powerlink) is a government-owned corporation that owns, develops, operates and maintains the high voltage electricity transmission network in Queensland – providing electricity to more than five million Queenslanders. Powerlink also plays a critical role in connecting large-scale renewable energy projects, such as wind and solar, and supplying electricity to major industrial sectors – including rail, mining and gas.

In line with these responsibilities, Powerlink is proposing new projects in the Central Queensland region. To assess and understand social impacts and opportunities associated with planning, constructing and operating three of these new projects (see Table 1-1), Powerlink has engaged Worley Consulting to undertake a social impact assessment (SIA) and to prepare a social impact management plan (SIMP) for each project.

Table 1-1: Powerlink Central Queensland projects

Project	Description
Banana Range Wind Farm Connection Project (Banana RWFCP)	The proposed Banana RWFCP is a new 275 Kilovolt (kV) transmission line to connect the Banana Range Wind Farm (near Biloela) to the Calvale Substation (near Callide Power Station). The new transmission line is wholly within Banana Shire Council area. The line will be approximately 44 kilometres (km) long and will be a combination of new easements (16 km) and co-location beside existing 132 kV transmission lines (28 km). The proposed project involves expanding and upgrading the Calvale Substation and developing the new Mount Benn Substation located at the Banana Range Wind Farm project site. A final corridor selection report was released in March 2023. Based on this final transmission corridor, formal planning and environmental approval processes have now begun with the federal and state governments. Construction is expected to start by late 2026 and be completed by late 2028.
Theodore Wind Farm Connection Project (Theodore WFCP)	The proposed Theodore WFCP is a new double circuit 275 kV transmission line to connect the Theodore Wind Farm Project to the grid. The transmission line will extend from the new Castle Creek Substation (within the Theodore Wind Farm) to the proposed Powerlink substation at Mt Benn (which forms part of the Banana Range Wind Farm). The new transmission line is located wholly within the Banana Shire Council area. The line will be around 56 km long and will be constructed in a new easement. A final corridor selection report was released in February 2025. Based on this final transmission corridor, formal planning and environmental approval processes have now begun with the federal government, with the state government approvals process expected to begin late 2025. Construction is expected to start by quarter 3, 2026 and to be completed in late 2028.

Project	Description
Gladstone Project	The Gladstone Project combines two individual projects to form the Gladstone Project: **Stage 1: Calvale to Calliope River Transmission Line Reinforcement Project.** Powerlink is planning a new transmission line between Calvale Substation and Calliope River Substation (near Gladstone). The new transmission line will pass through areas in Banana Shire Council and Gladstone Regional Council. The line will be 87 km long and developed within an existing transmission easement, co-located beside an existing 275 kV transmission lines. The project also includes the expansion of the existing Calliope River Substation. A final transmission corridor was released in August 2024. Based on this final transmission corridor, formal planning and environmental approval processes have begun with federal and state governments. Construction is expected to start mid-2026. If approved and funded, this project will become Stage 1 of the Gladstone Project. **Stage 2: Bouldercombe to Larcom Creek Transmission Reinforcement Project**. Powerlink is planning for a new 275 kV transmission line between the existing Bouldercombe and Larcom Creek substations via the proposed Gladstone West Substation. The total length of the project is 95 km; 80 km will be co-located beside existing 275 kV transmission lines and 15 km of the transmission line will require a new easement. The project will pass through areas in both Rockhampton Regional Council and Gladstone Regional Council. To enable connection at Bouldercombe and Larcom Creek substations, upgrades and expansion works are required at both substations. All works will occur within Powerlink-owned land. Powerlink has also recently acquired land for a new substation at Gladstone West, for planning and approval purposes the substation is considered as a part of the Gladstone Stage 2 Project.

1.1 Purpose and scope

The purpose of this social baseline report is to describe existing key socio-economic characteristics and trends within the SIA study areas for Powerlink's three proposed projects in Central Queensland (see Table 1-1 for details).

Baseline data and analysis "provides a benchmark against which potential social impacts can be assessed" (Department of State Development and Infrastructure Planning (DSDIP, 2025a) and informs the combined SIA for these projects. The baseline also enables Powerlink to monitor changes in the region's social, economic and cultural environment. It further supports the development of mitigation and management measures for identified social impacts and benefits associated with the projects.

The social baseline has been characterised by considering the analysis requirements detailed in the Queensland Social Impact Assessment Guideline – July 2025 (DSDIP, 2025a).

2. Methodology

2.1 SIA study area

Powerlink's three proposed projects are located in Central Queensland. The physical project footprints, when combined, traverse three Queensland Local Government Areas (LGAs). A SIA study area has been defined for each project, to support the development of a combined project SIA and the project SIMPs. The SIA study area was determined by considering several factors, including:

- the physical footprint of the proposed projects
- the location of potentially affected communities, both regional and main urban centres
- the nature, scope and scale of potential direct and indirect social impacts and benefits associated with the projects
- the existing environment, including built and natural features of the areas surrounding project locations
- other projects in the region, to understand potential cumulative social impacts
- interests and rights of Aboriginal and Torres Strait Islander peoples.

The SIA study areas were also defined by considering the most suitable Australian Bureau of Statistics (ABS) geographical boundaries. The Australian Statistical Geography Standard contains various geographical boundaries, and the final geographical boundaries for the SIA study areas were selected based on consideration of the above factors, ABS geographical boundaries and applicability to the requirements of the SIA and subsequent SIMPs.

As presented in Table 2-1, the SIA study areas are made up of the following, presented from largest to smallest area (ABS, 2021a):

- **State (STE)** – The state is an ABS structure, with the boundaries defined by the federal government.
- **LGA** – LGAs are non-ABS structures, where the boundaries are defined by a non-government body, for which the ABS provides statistical services. LGAs align with local council boundaries and cover all parts of Australia.
- **Suburbs and Localities (SAL)** – SALs are non-ABS structures formed to approximate the officially recognised boundaries of suburbs and gazetted localities.
- **Urban Centres and Localities (UCL)** – UCLs are Australian Statistical Geography Standard defined areas by population density and must contain urban infrastructure. UCLs are only available for areas that meet these requirements and are used in this report to obtain statistical information about communities within the SIA study areas where the SAL area may obscure nuances in the data.

Figure 2-1 presents the full SIA study area and Powerlink projects. Figure 2-2 presents the same information in a more detailed view.

Table 2-1: SIA reference region and study areas by project

Project	Reference region		SIA study area
	STE	LGA	SAL and UCL
Gladstone Project	Queensland STE	Banana LGA	Biloela SAL
		Gladstone LGA	Bouldercombe SAL
		Rockhampton LGA	Gladstone UCL
			Rockhampton UCL*
Banana RWFCP	Queensland STE	Banana LGA	Biloela SAL
			Banana SAL*
Theodore WFCP	Queensland STE	Banana LGA	Biloela SAL
			Banana SAL
			Theodore SAL

**Area outside of physical project footprint, included for relevance to socio-economic study.*

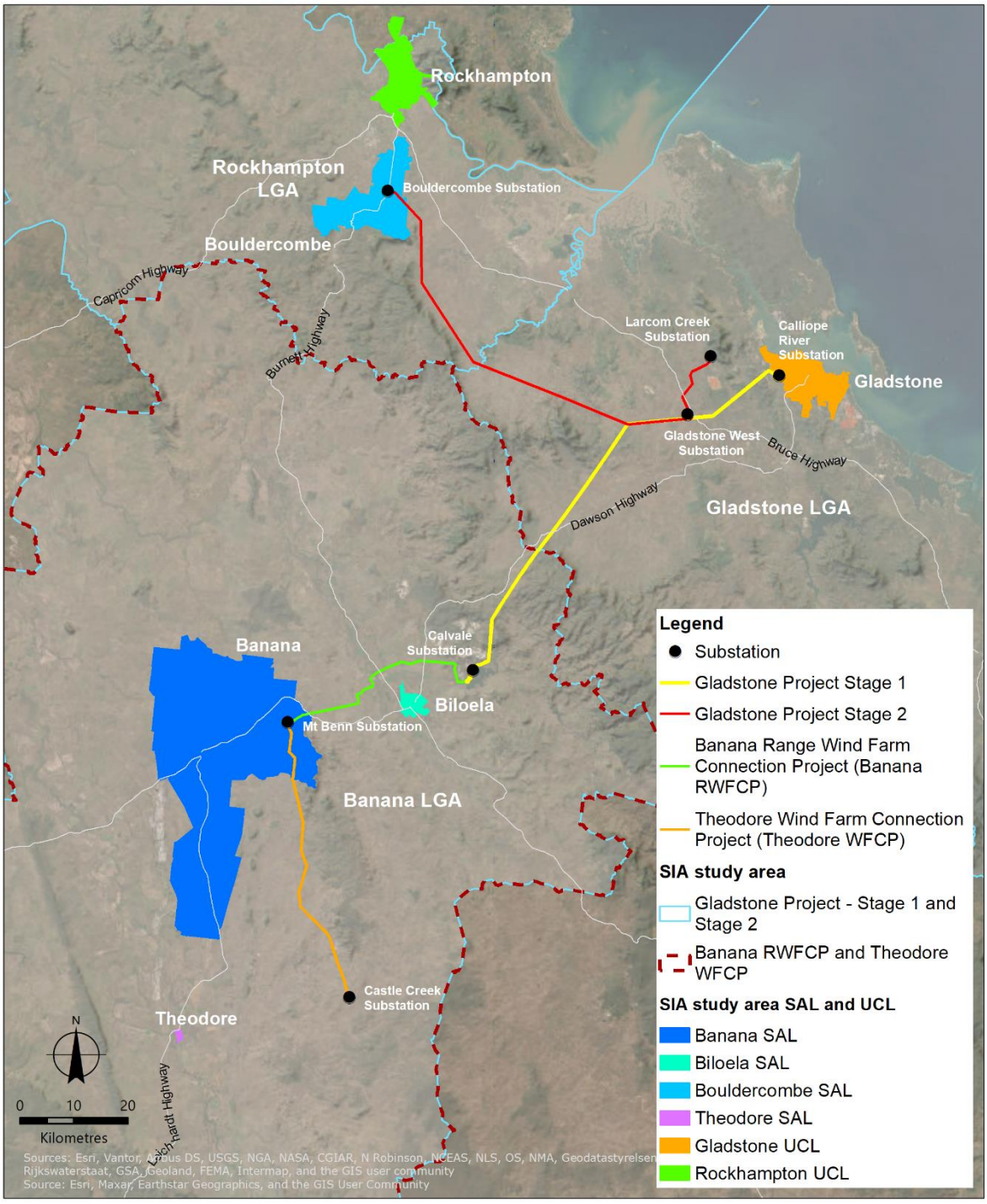


Figure 2-1: SIA study area- full LGA view

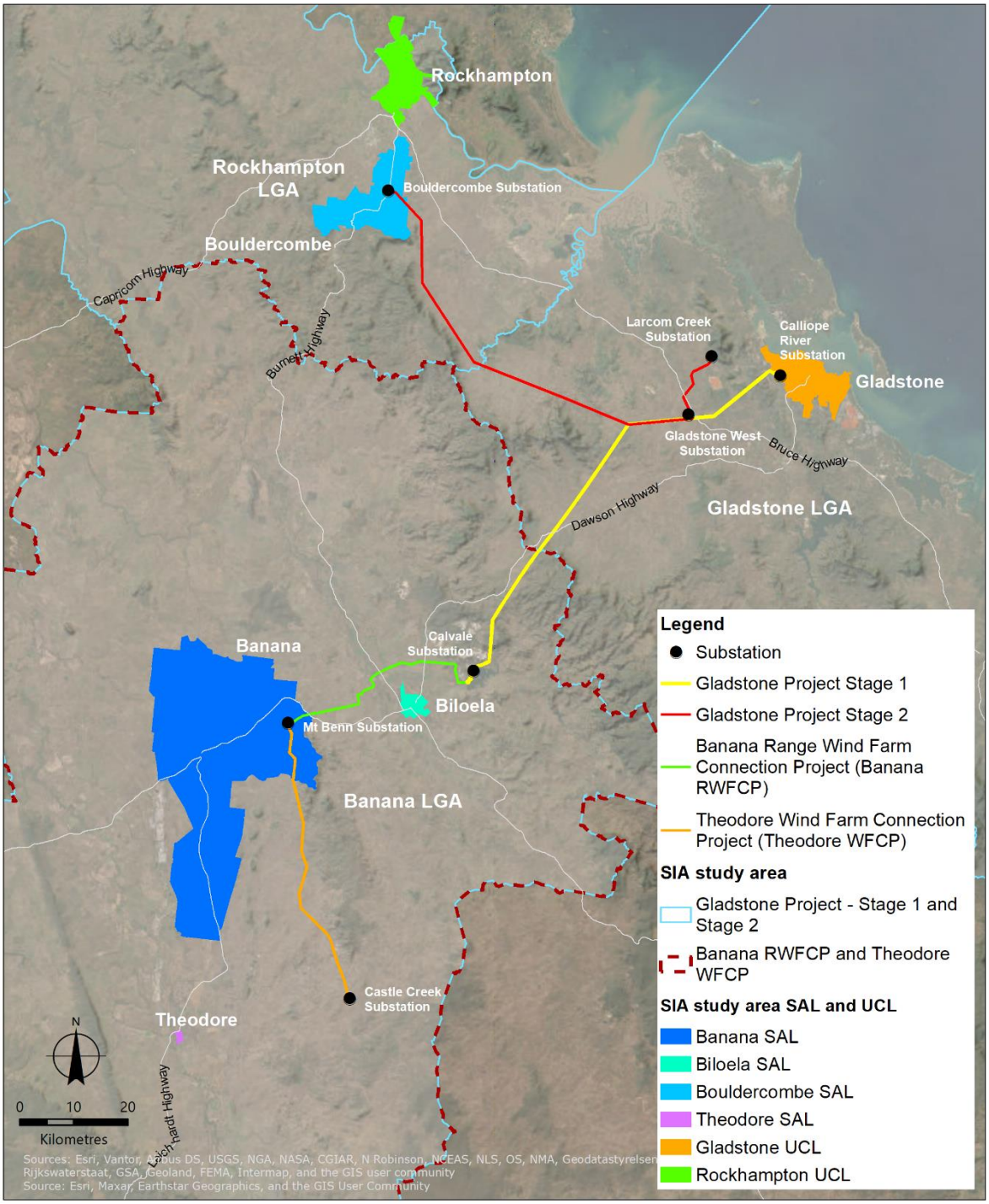


Figure 2-2 SIA study area- detailed view

2.2 Data sources

This social baseline report was informed by quantitative and qualitative socio-economic data from a range of sources, including:

- the ABS Census of Population and Housing and other ABS data sources (primarily 2021 Census Data and Socio-Economic Indexes for Areas (SEIFA))
- the Queensland Government Statistician's Office (QGSO) – regional profiles, population reports and forecasts, social infrastructure, building approvals, property sales, welfare payments and small area crime data
- regional council websites, including Gladstone Regional Council, Banana Shire Council, Rockhampton Regional Council
- state government departments (e.g., Department of Health)
- Renewable Energy Zones (REZ) Readiness Assessments Summary Report: Central Queensland and Callide (Queensland Government, 2024a)
- the Residential Tenancies Authority (RTA) – median rents quarterly data
- the Australian Government Department of Employment and Workplace Relations (DEWR) Small Area Labour Markets (SALM)
- publicly available data and reports (e.g., local and regional planning documents, media).

2.3 Stakeholder engagement

2.3.1 Powerlink engagement

To date, Powerlink has completed a range of stakeholder and community engagement activities for the three Central Queensland projects included in the SIA (see Table 2-2). These efforts have focused on selecting corridors for the proposed transmission lines and engaging with landholders, Traditional Owner groups, the community, and other stakeholders such as council representatives.

Powerlink adopted a similar engagement approach across the Gladstone Project (Stage 1 only), Banana RWFCP and Theodore WFCP. Key approaches included:

- initial stakeholder contact – early outreach to inform stakeholders about the project/s
- community information drop-in sessions – designed to enable stakeholders to meet the project team, ask questions and provide feedback
- consultation on draft corridor selection reports (CSRs) or similar technical reports – feedback was obtained during formal consultation periods
- ongoing communication – Powerlink integrated stakeholder feedback into project planning and released updated and final reports, such as the final CSRs and a corridor validation report. Powerlink also provides ongoing updates via phone calls, letters, emails, project briefings, project newsletters, project websites and media releases, and community information drop-in sessions.

As planning is at an earlier stage for the Gladstone Project (Stage 2), engagement conducted to date by Powerlink is also at an earlier stage.

Table 2-2: Powerlink engagement undertaken to date

Project	Engagement efforts to date
Banana RWFCP	• Three corridor options released in August 2022, followed by community information drop-in sessions. • Final CSR released in April 2023, confirming the selected corridor. • Environment Protection and Biodiversity Conservation referral and associated public comment period in October 2025. • Ongoing council, landholder, Traditional Owner group, community and other stakeholder engagement to determine the easement alignment.
Theodore WFCP	• Draft CSR released and community information drop-in sessions in Biloela, Theodore and Banana in November 2024. • Final CSR released in early 2025, confirming the selected corridor. • Ongoing council, landholder, Traditional Owner group, community and other stakeholder engagement to inform project design refinements.
Gladstone Project	**Stage 1:** • Draft CSR released June 2024, with landholder, community and other stakeholders invited to provide feedback. • Final CSR released August 2024, confirming the selected corridor. • Ongoing council, landholder, Traditional Owner group, community and other stakeholder engagement to advise about progress on environmental approvals. **Stage 2:** • Engagement with Traditional Owner groups and landholders began March 2025. • Community information drop-in sessions for the draft CSR and corridor validation report held in October 2025.

Source: Powerlink, 2025a; 2025b; 2025c.

Directly impacted landholders along the transmission line corridors, and other interested parties such as councils, were also engaged face-to-face. Relevant Aboriginal parties have also been engaged, to support Powerlink's adherence to its Duty of Care obligations under the *Aboriginal Cultural Heritage Act 2003*.

In addition to the engagement Powerlink has completed in Central Queensland, it is worth noting that the Queensland Government completed extensive engagement, including with Traditional Owner groups, in mid-2024, to assess the readiness of Central Queensland and its communities for potential REZs and future development. Assessments were carried out for the potential Callide REZ, involving Banana LGA, and for Central Queensland more broadly, which included multiple LGAs, including those of interest for this baseline (Banana, Gladstone and Rockhampton).

2.4 Assumptions and limitations

This document primarily uses ABS Census data that was collected in 2021. The Census was conducted during the global COVID-19 pandemic, as a result data and subsequent analysis should be interpreted with caution. Further, as the Census was now four years ago (a new Census is due to collect data in 2026) and as populations and communities are dynamic in nature, it does not necessarily reflect the exact, current socio-economic parameters of the SIA study areas. To address this, where possible and appropriate, more recent data from other sources are included to supplement the Census data. This is noted in the report when data of different years are presented. The reader is advised to be mindful of comparisons drawn across various years and different data sources, as not all data are spatially and temporally uniform.

Further, communities are dynamic in nature. Sentiments, needs, aspirations and constraints are subject to change. This report uses sentiment from recent secondary qualitative reports, such as media and the past Queensland Government REZ engagement and assessment activities undertaken in mid-2024. It does not include sentiment from engagement completed for this SIA, at Powerlink's request.

In Section 4.2 key baseline characteristics are presented by project, however it should be noted that due to the geographical overlap of SIA study areas for each project, there is some repetition across Section 4.2.1 to Section 4.2.3.

3. Baseline context

3.1 History and context

Central Queensland is a region rich in natural resources and diverse communities. This region encompasses major urban centres such as Gladstone and Rockhampton, alongside rural communities that support a range of industries. The industrial history of Central Queensland is largely shaped by the dominance of mining and agriculture, especially coal extraction. Mining has been a central part of the region's economy since the early 20th century, with coal being one of the most valuable exports. This, in turn, has influenced the social dynamics, bringing in workers from various parts of Australia and overseas. Alongside this, the agricultural industry, particularly cattle farming in the Banana and Rockhampton LGAs, has maintained its position as a vital economic and social pillar for the region. In recent years, Central Queensland has experienced a surge of interest in the renewable energy industry, with a growing number of wind and solar projects proposed; 24 renewable energy and resource recovery projects are proposed in Banana Shire Council alone (Banana Shire Council, 2025a; 2025b). If multiple proposed renewable energy projects proceed, the economy of the region may shift, potentially increasing associated employment and business opportunities (Queensland Government, 2025a).

The Banana LGA covers 28,610 square kms and accounts for 1.6% of the total land area of Queensland. The LGA's main population and administrative centre is the town of Biloela, along with nearby townships of interest, Theodore and Banana. Biloela is a major regional service hub. It provides community and business services within and outside the borders of the LGA. Banana LGA strengths include a strong agricultural base, stable government sector, growing resources sector and service sectors of health and education, retail trade and tourism (Banana Shire Council, 2024a).

Gladstone LGA is 530 km by road north of Brisbane and 110 km south-east of Rockhampton. The Gladstone LGA covers 10,500 km² (QGSO, 2025b). Gladstone LGA has experienced major changes over the past 15 years, primarily associated with the ebbs and flows that are characteristic of the resources and energy industry. Industrial development in Gladstone LGA has evolved alongside national trends, expanding to include aluminium smelting and refining, liquefied natural gas (LNG) processing, cement and lime manufacturing, mining and the production of industrial chemicals. Agricultural land use in the LGA includes cattle farming and horticulture (Gladstone Region, n.d.).

Rockhampton LGA is 630 km north of Brisbane and covers an area of 6,570 square kms. The LGA includes the city of Rockhampton, which is its major population and service hub. Communities such as Gracemere, Mount Morgan and the rural townships of Boulder combe and Alton Downs lie outside the city (QGSO, 2025b). Often referred to as the 'beef capital of Australia', Rockhampton has long been recognised for its strong agricultural base, particularly in cattle production, meat processing and associated export activity. Rockhampton city also plays a significant role in regional education, defence and health and public administration in Central Queensland. In recent years, Rockhampton has increasingly positioned itself as a logistical support hub for major infrastructure and renewable energy projects. This evolving role, alongside continued population growth and urban development, is gradually reshaping Rockhampton's identity and influence within the Central Queensland landscape (Rockhampton

Regional Council, 2025a). Table 3-1 summarises key social insights drawn from previous REZ engagement outputs for Central Queensland and Callide.

Table 3-1: REZ Readiness Assessments Summary Report- Central Queensland and Callide– community insights

OVERVIEW OF COMMUNITY AND STAKEHOLDER SENTIMENT • General consensus that the energy transformation needs to happen, but it must be carefully managed to ensure a reliable and affordable energy supply. • Learnings from the gas industry should inform the development of REZs. • Coal and agricultural industries have delivered ongoing economic benefits for the region; renewable energy development should strengthen and maintain this legacy.	**"The switch to renewable energy has to occur, and if we can do it in a coordinated manner, it would be better for us in the long term."** *Central Queensland Focus Group participant*
JOB AND TRAINING OPPORTUNITIES • Central Queensland has a strong tradition of self-determination and worker advocacy. This legacy continues today, with a shared focus on protecting local jobs and a deep pride in ensuring the region's economic prosperity. • Government must strategically manage workforce needs during the construction phase to ensure sustained economic and community wellbeing after construction is completed. • Small local businesses should have opportunities to tap into the economic investment brought about by development in the region.	**"After the boom comes the bust...we need to smooth the transition and create opportunities for long-term investment and industry in Central Queensland."** *Rockhampton resident*
LOCAL INFRASTRUCTURE AND SERVICES • Upgrades to local infrastructure, such as housing and roads, is important to ensure communities are ready to host large-scale renewable energy projects. • Housing availability is a major issue in Biloela, with concerns a surge of construction workers might exacerbate this. • Reinvestment of renewable energy proceeds should go towards enhancing local services and infrastructure, such as roads and healthcare. • Improving local healthcare across the region is important, with some residents needing to travel long distances to access services.	**"The roads and infrastructure we have aren't set up for that kind of thing."** *Central Queensland Focus Group participant*
ENGAGEMENT AND COMMUNITY BENEFITS • Communities want to see ongoing, transparent engagement and deeper education on what REZs mean for them. • Landholders want more support negotiating with developers and managing neighbouring projects. • Community benefits should be clearly defined and informed by local community priorities. Benefit funds from renewable energy developers should be pooled to maximise the benefits for the community. • REZ host communities should benefit from lower electricity costs in return for hosting local REZ infrastructure. • Improving digital and telecommunications infrastructure is crucial to meet community and industry needs.	**"Communication with the community needs to be constant...even if there are no real updates. It's the regular contact that builds trust."** *Moranbah resident*
ENVIRONMENT, AGRICULTURE AND LAND-USE PLANNING • Impacts to the local environment need to be carefully managed, including visual amenity and end-of-life considerations. • Agriculture is important to the region, and community members want assurances that impacts to prime agricultural land will be mitigated. Opportunities for coexistence between agriculture and renewables should be explored.	**"We need to invest more in renewable energy as our reliance on coal isn't sustainable, and we must preserve natural resources."** *Biloela Focus Group Participant*

Source: REZ Readiness Assessment Summary Report – Central Queensland and Callide (Queensland Government, 2024a).

3.2 Land use and tenure

Central Queensland is characterised by a diverse mix of land uses that reflect its economic foundations in agriculture, industry and energy production. Land tenure across the Gladstone, Rockhampton and Banana LGAs includes a mix of freehold, leasehold (primarily for grazing), Crown land and parcels designated for industrial and energy infrastructure (DSDIP, 2025b).

Across the Banana LGA, including around Theodore and Biloela, land use is predominantly rural agriculture, with a significant proportion of land dedicated to cattle grazing and dryland cropping.

Bouldercombe, situated in Rockhampton LGA is primarily rural-residential in nature with some small-scale agriculture.

Gladstone LGA has a diverse range of land uses, with rural areas making up almost 75% of the area. The LGA also features significant industrial and port infrastructure – specifically within the Gladstone town centre – and residential areas concentrated in Gladstone, Calliope, Tannum Sands and Agnes Water (Gladstone Regional Council, 2016). Industrial zones within the Gladstone State Development Area are held for strategic economic activities, particularly energy, manufacturing and logistics.

3.3 Traditional Owners

The Banana Shire, Gladstone and Rockhampton LGAs are located within the traditional lands of several Aboriginal groups with cultural connections to Country. Native Title determinations and claims are in place across parts of these LGAs, recognising the rights and interests of Traditional Owners in accordance with the *Native Title Act 1993* (Commonwealth).

The SIA study areas fall across parts of Country of the Traditional Owner groups outlined in Table 3-2. Table 3-2 also denotes the Native Title status associated with each group.

Table 3-2: Relevant SIA study area Traditional Owner groups

Traditional Owner group	LGA	Native Title status
Banana RWFCP		
Gaangalu Nation People	Banana	Determined – Native title does not exist
Theodore WFCP		
Wulli Wulli People # 2	Banana	Pending – Native title exists in the entire determination area
Wulli Wulli # 3	Banana	Pending – Native title exists in the entire determination area
Gladstone Project		
Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda People	Gladstone	Determined – Native title exists in the entire determination area
Darumbal People	Rockhampton	Determined – Native title exists in parts of the determination area

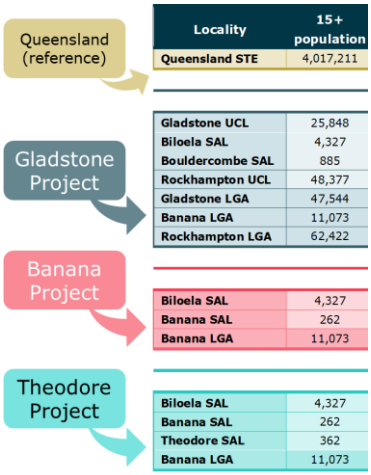
Source: National Native Title Tribunal, 2025.

4. Socio-economic profile

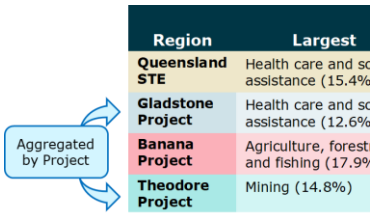
4.1 How to read this section

This section of the report is presented in such a way that the reader can choose to explore each subsection in detail or see key and high-level findings and information. This is mainly by using a specific colour for each project.

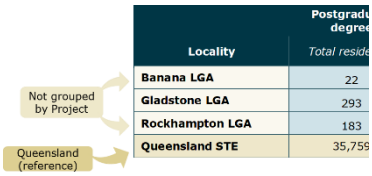
Where data are available, the information for each geographical region is presented in a combined, detailed table. Due to the overlap of SIA study areas, some localities appear in more than one project.



Where data are limited, or not suitable for a detailed table, information was aggregated and is presented as a single set of results for each SIA study area. The localities remain the same as in a detailed table, but their results are combined to derive a single, non-weighted result.



The remaining variation of data presentation occurs when there is insufficient data to present by project group. In most cases, information that falls into this category is presented by LGA (Banana, Gladstone, Rockhampton). Queensland STE remains the primary reference category in each instance.



4.2 Key baseline characteristics

This section contains a high-level summary of the key socio-economic baseline characteristics of each SIA study area for the three projects (Table 4-1). These are quick reference points for project-specific information about communities, it is not intended to summarise the full baseline report.

Table 4-1: Geographic regions grouped by project

Gladstone Project	Banana RWFCP	Theodore WFCP
SIA study area • Gladstone UCL • Biloela SAL • Bouldercombe SAL • Rockhampton UCL	**SIA study area** • Banana SAL • Biloela SAL	**SIA study area** • Theodore SAL • Banana SAL • Biloela SAL
Reference region • Banana LGA • Gladstone LGA • Rockhampton LGA • Queensland STE	**Reference region** • Banana LGA • Queensland STE	**Reference region** • Banana LGA • Queensland STE

Note: SAL refers to the smallest geographical area used in this report where the project footprint is likely to impact. Reference region describes both the broader LGA geographical area and Queensland as a whole, and there are residents within these areas that will not be impacted by one of the projects.

4.2.1 Gladstone Project summary

The Gladstone Project SIA study area includes Gladstone UCL, Gladstone LGA, Bouldercombe SAL, Rockhampton UCL, Rockhampton LGA, Biloela SAL and Banana LGA. Key demographic characteristics of the Gladstone Project SIA study area are presented in Table 4-2 and summarised below. All data presented in Table 4-2 are from the ABS 2021 Census unless otherwise indicated. The demographic characteristics were drawn from a mixture of Census and other publicly available data (see Section 2.2 for information).

- The median age of residents across the Gladstone Project SIA study area ranges from 35 to 38 years, similar to the median age across Queensland (38 years). Bouldercombe SAL is the only exception, where the median age is 46 years, suggesting a slightly older population compared with the other SIA study areas. In Gladstone UCL, the median age is 35, indicating a younger, working-age population.
- Bouldercombe SAL is characterised by high rates of home ownership (over 80%) and low rates of renting (10.6%), which suggests a stable population base within the community.
- All localities in the Gladstone Project SIA study area have a higher proportion of Indigenous residents (4.7% to 8.7%) than in Queensland overall (4.6%). Rockhampton LGA (8.7%) and Rockhampton UCL (8.2%) have the largest proportion of residents who identify as Indigenous. This could be due to Rockhampton LGA sharing a border with the neighbouring Woorabinda Aboriginal Shire Council, which has a very high Indigenous population.
- Cultural diversity, in terms of persons born overseas or speaking a language other than English (LOTE), in the Gladstone Project SIA study area is lower than in Queensland as a whole and potentially reflects a lower pattern of migration to regional areas within the Gladstone Project SIA study area.

- A lower proportion of the population across the Gladstone Project SIA study area reported completing Year 12 when compared to Queensland overall. The lowest proportion of residents who completed Year 12 was reported in Bouldercombe SAL (31.6%) at the time of the 2021 Census. This could be due to a combination of factors, such as the skills and qualifications required for employment in the region and the type of post-school education opportunities available.
- A lower proportion of the population across the Gladstone Project SIA study area obtained post-school qualifications compared to the state average, with the exception of Certificate level qualifications, which were generally higher than the state average. This is likely linked to the education requirements for employment opportunities in the region.
- On average, renting costs less in the Gladstone Project SIA study area than Queensland overall (RTA, 2025). In March 2025, the median rent in the SIA study area LGAs was between $80 and $180 less per week than Queensland's median rent of $580 per week.
- Gladstone UCL and Biloela SAL had the highest proportion of residents who reported renting their home in 2021, indicating the population might be more transient within these locations compared to other localities in the study area, such as Bouldercombe SAL.
- At the time of the 2021 Census, residents in the Gladstone Project SIA study area reported lower levels of rental and mortgage stress than in Queensland overall.
- In December 2024, Gladstone LGA had an unemployment rate of 6.3%; in Rockhampton LGA it was reported as 5.9%. Unemployment has been steadily increasing since the end of 2022. Higher unemployment signals that there could be a larger local labour pool to draw from for project employment opportunities, should skills be matched with project requirements. High unemployment levels may also signify a socio-economic vulnerability to cost-of-living increases.
- The largest employing industries across the Gladstone Project SIA study area are 'health care and social assistance' (12.6% of residents), followed by 'retail trade' (9.1%), 'manufacturing' (8.8%) and 'education and training' (8.7%).
- Median income varies across the Gladstone Project SIA study area, yet most areas reported a median income that was lower than that of Queensland overall in 2021. Banana LGA and Biloela SAL are the exceptions, as they have higher median incomes compared to the state. This may reflect the influence of the high-paying mining and energy sector (specifically coal mining), which raises overall incomes[1] (QGSO, 2023) and is the largest employing industry in Biloela SAL.
- Gladstone and Rockhampton LGAs have mid-range levels of socio-economic advantage and disadvantage, while Banana LGA has a greater level of advantage. Both Biloela and Bouldercombe SALs had socio-economic disadvantage when compared to the LGAs. Given the higher levels of median household income in Biloela SAL noted above, this could indicate there are pockets of both advantage and disadvantage in the area.

[1] With a smaller population, a large proportion of high-income earners in the mining and industry sector could disproportionally raise the median.

Table 4-2: Key social baseline characteristics for Gladstone Project SIA study area

Indicator	Gladstone UCL	Biloela SAL	Bouldercombe SAL	Rockhampton UCL	Banana LGA	Gladstone LGA	Rockhampton LGA	Queensland STE
DEMOGRAPHICS								
Total population	34,703	5,692	1,117	63,151	14,513	63,515	81,968	5,156,138
Change in population, 2016-2021	3.7%	-1.2%	2.9%	3.1%	1.3%	3.2%	2.7%	8.8%
Projected population growth rate 2021-2041, annual	*n.d.*	*n.d.*	*n.d.*	*n.d.*	-0.1% p.a.	0.8% p.a.	0.6% p.a.	1.4% p.a.
Median age	35 years	36 years	46 years	37 years	38 years	38 years	37 years	38 years
Economically active population	78.2%	78.6%	81.9%	80.3%	78.5%	78.9%	79.7%	81.3%
Indigenous population	7.1%	4.7%	5.8%	8.2%	5.1%	6.2%	8.7%	4.6%
Persons born overseas	14.7%	12.7%	4.3%	10.9%	7.9%	13.2%	17.4%	22.7%
Speaks LOTE	7.9%	9.1%	0.4%	7.5%	4.5%	5.7%	8.0%	13.2%
Same residence as five years prior	47.3%	48.3%	59.8%	52.8%	53.8%	50.6%	52.1%	48.3%
HOUSING								
Median weekly rent *(Q1 2025)*	$265 (in 2021)	$260 (in 2021)	$310 (in 2021)	$270 (in 2021)	$400	$500	$480	$580
Median monthly mortgage repayments	$1,517	$1,300	$1,517	$1,387	$1,300	$1,600	$1,400	$1,733
Rental stress	26.2%	15.0%	17.5%	27.6%	14.7%	26.5%	27.5%	32.3%
Mortgage stress	9.0%	7.9%	10.8%	7.6%	9.5%	9.6%	7.7%	11.9%
Owned outright	22%	25%	42.6%	29.1%	33.1%	27.3%	29.7%	29.1%
Owned with a mortgage	34.2%	32.6%	41.8%	35.5%	27.6%	36.5%	35%	34.4%
Rental	41.6%	38.8%	10.6%	32.5%	30%	33.4%	32.1%	33.1%
Other tenure type	0.9%	1.8%	0.8%	1.5%	6.1%	1.3%	1.6%	1.9%

Indicator	Gladstone UCL	Biloela SAL	Bouldercombe SAL	Rockhampton UCL	Banana LGA	Gladstone LGA	Rockhampton LGA	Queensland STE
EDUCATION								
Completed Year 12	48.2%	43.5%	31.6%	48.9%	40.6%	45.3%	46.6%	57.1%
Postgraduate	2.0%	1.7%	0.7%	2.7%	1.2%	1.7%	2.3%	4.7%
Diploma/certificate	1.5%	1.2%	0.4%	1.7%	0.9%	1.4%	1.5%	2.2%
Bachelor's degree	9.7%	7.8%	6.2%	11.0%	7.9%	8.9%	9.9%	15.0%
Advanced diploma	6.4%	5.4%	5.3%	6.8%	5.2%	6.9%	6.6%	9.4%
Certificate	28.4%	25.7%	24.4%	22.5%	22.3%	28.6%	23.0%	20.3%
ECONOMICS								
Population aged >15 years	27,144	4,470	907	50,726	11,441	49,871	65,326	4,191,827
Unemployment rate (*Dec 2024*)	8.2% (in 2021)	3.0% (in 2021)	2.7% (in 2021)	5.5% (in 2021)	3.4%	6.3%	5.9%	3.9%
Employed full-time	37.1%	39.4%	29.4%	26.9%	41.4%	36%	35.1%	34.4%
Employed part-time	17.6%	16.2%	16.1%	30.7%	15.3%	17.3%	17.5%	18.8%
Largest employing industry	Manufacturing	Mining	Health care and social services	Health care and social services	Agriculture, forestry and fishing	Manufacturing	Health care and social services	Health care and social services
Median weekly income (household)	$1,622	$1,884	$1,531	$1,487	$1,766	$1,639	$1,477	$1,675
SEIFA relative advantage/ disadvantage decile, 2021	*n.d.*	4th decile	3rd decile	*n.d.*	7th decile	5th decile	5th decile	*n.d.*

Source: ABS, 2016; 2021b. QGSO, 2025a; 2025b; 2025c. RTA, 2025.

Notes:

1. *The economically active population, also known as the labour force, refers to all individuals who are employed or unemployed but actively seeking work and aged 15 years or older.*
2. *ABS Census Data, 2021. Total Labour Force is calculated as the whole number for that category as a proportion of the total resident population aged 15 years and above. Total Unemployed, Full time and Part time are calculated as proportions of the Total Labour Force. Table does not display the category of residents who are employed but were away from work at the time of the Census, yet those residents are included in the Total Labour Force proportion.*
3. *Several rows in the above table reflect 'n.d.' – no data. This is due to no data being recorded for these indicators.*
4. *The index of relative socio-economic advantage and disadvantage (IRSAD) is one of the SEIFA indices that ranks areas from most disadvantaged to most advantaged (1 = most disadvantaged; 10 = most advantaged).*
5. *Most data in the above table are from the ABS (Quick Stats and Community Profiles), supplemented or confirmed by QGSO data. Median weekly rent is reported by the RTA.*

4.2.2 Banana RWFCP summary

The Banana RWFCP SIA study area includes Banana SAL, Biloela SAL and Banana LGA. The key demographic characteristics of the Banana RWFCP areas are presented in Table 4-3 and below. The demographic characteristics were drawn from a mixture of Census and other publicly available data (see Section 2.2 for information).

- Banana SAL is the least populated locality within the Banana RWFCP SIA study area, with 348 residents recorded in the 2021 Census. The Banana LGA population is estimated to be 15,053 in 2024 (QGSO, 2025a). Recent population estimates show a sustained growth in the Banana LGA since 2019.
- The median age across the Banana RWFCP SIA study area ranges from 36 to 40 years, which is similar to the state overall (38 years).
- Of residents living in Banana SAL, 7.8% identify as Indigenous. Biloela SAL and Banana LGA residents identify as Indigenous at slightly higher rates (up to 5.1%) than Queensland overall (4.6%). While the rate of persons identifying as Indigenous in Banana SAL is notably higher than Queensland as whole, the small sample size should be noted.
- Cultural diversity in the Banana RWFCP SIA study area is lower than in Queensland. Of residents across the Banana RWFCP SIA study area, between 0.9% and 12.7% were born overseas (compared to 22.7% for Queensland) and between 3.5% and 9.1% of residents speak a LOTE (compared to 13.2% for Queensland). Lower rates of diversity may mean communities are less accustomed to new residents arriving and may therefore be more sensitive to population and demographic changes.
- A lower proportion of the population across the Banana RWFCP SIA study area reported completing Year 12 compared to Queensland overall. The lowest proportion is found in Banana SAL (38.2%). This may be linked to limited upper schooling options across the Banana LGA, coupled with the level of education required for the largest employing industry in the LGA, being 'agriculture, forestry and fishing'.
- A lower proportion of the population across the Banana RWFCP SIA study area obtained post-school qualifications compared to the state average, with the exception of certificate level qualifications, which were generally higher than the state average. This is likely linked to the type of employment and education opportunities in the region. This may also suggest limited pathways to skilled employment unless further supported by training.
- On average, renting costs less in the Banana RWFCP SIA study area than Queensland overall (RTA, 2025). In March 2025, the median rent in the SIA study area LGAs was between $80 and $180 less per week than Queensland's median rent of $580 per week.
- Biloela SAL had a higher proportion of renters (38.8%) than that of the state overall (33.1%) in 2021. As a result, a larger proportion of the population would be sensitive to changes in the local rental market than in other localities. Banana SAL residents are more likely to own their home, with only 12.2% of residents renting. This is likely to explain the high proportion of residents in Banana SAL who have lived in the same residence for the last five years (61.8%). This indicates a high level of community stability.
- In 2021, residents of the Banana RWFCP SIA study area reported lower levels of rental and mortgage stress than that of Queensland as a whole.
- In December 2024, the Banana LGA unemployment rate was 3.4%, while the Gladstone LGA had an unemployment rate of 6.3%. Unemployment, in both areas, has been steadily increasing since the end of 2022. The low unemployment in Banana LGA reflects a stable economy and may mean there is a limited local labour pool available for potential employment opportunities with the project.

- The industry responsible for employing the most residents across the Banana RWFCP SIA study area is 'agriculture, forestry and fishing' (17.9% of residents), followed by 'mining' (15%), 'health care and social assistance' (8.7%) and 'education and training (7.4%).
- Biloela SAL residents have the highest median weekly household income ($1,884) in the Banana RWFCP SIA study area (Banana LGA is $1,766, Banana SAL is $1,859) – and is almost $100 higher per week than in Queensland ($1,675) – suggesting it is an area of higher economic advantage than other areas.
- Banana LGA has a greater level of socio-economic advantage (7th decile) than Gladstone LGA and Rockhampton LGA. This aligns with household income levels, as noted above.

Table 4-3: Key social baseline characteristics for Banana RWFCP SIA study areas

Indicator	Banana SAL	Biloela SAL	Banana LGA	Queensland STE
DEMOGRAPHICS				
Total population	348	5,692	14,513	5,156,138
Change in population, 2016-2021	-2.3%	-1.2%	1.3%	8.8%
Projected population growth rate 2021-2041, annual	*n.d.*	*n.d.*	-0.1% p.a.	1.4% p.a.
Median age	40 years	36 years	38 years	38 years
Economically active population	80.1%	78.6%	78.9%	81.3%
Indigenous population	7.8%	4.7%	5.1%	4.6%
Persons born overseas	0.9%	12.7%	7.9%	22.7%
Speaks LOTE	3.5%	9.1%	4.5%	13.2%
Same residence as five years prior	61.8%	48.3%	53.8%	48.3%
HOUSING				
Median weekly rent (*Q1 2025*)	$250 (in 2021)	$260 (in 2021)	$400	$580
Median monthly mortgage repayments	$1,250	$1,300	$1,300	$1,733
Rental stress	21.4%	15.0%	14.7%	32.3%
Mortgage stress	0.0%	7.9%	9.5%	11.9%
Owned outright	44.3%	25%	33.1%	29.1%
Owned with a mortgage	24.3%	32.6%	27.6%	34.4%
Rental	12.2%	38.8%	30%	33.1%
Other tenure type	16.5%	1.8%	6.1%	1.9%
EDUCATION				
Completed Year 12	38.2%	43.5%	40.6%	57.1%
Postgraduate	0.0%	1.7%	1.2%	4.7%
Diploma/Certificate	0.0%	1.2%	0.9%	2.2%
Bachelor's degree	1.9%	7.8%	7.9%	15.0%
Advanced Diploma	1.2%	5.4%	5.2%	9.4%
Certificate	16.7%	25.7%	22.3%	20.3%
EMPLOYMENT AND INCOME				
Population aged >15 years	257	4,470	11,441	4,191,827
Unemployment rate *(Dec 2024)*	2.8% (in 2021)	3.0% (in 2021)	3.4%	3.9%
Employed full-time	42.7%	39.4%	41.4%	34.4%

Indicator	Banana SAL	Biloela SAL	Banana LGA	Queensland STE
Employed part-time	12.5%	16.2%	15.3%	18.8%
Largest employing industry	Agriculture, forestry and fishing	Mining	Agriculture, forestry and fishing	Health care and social services
Median weekly income (household)	$1,859	$1,884	$1,766	$1,675
SEIFA relative advantage/ disadvantage decile, 2021	*6th decile*	*4th decile*	7th decile	*n.d.*

Source: ABS, 2016; 2021b. QGSO, 2025a; 2025b; 2025c. RTA, 2025.

Notes:

1. *The economically active population, also known as the labour force, refers to all individuals who are employed or unemployed but actively seeking work and aged 15 years or older.*
2. *ABS Census Data, 2021. Total Labour Force is calculated as the whole number for that category as a proportion of the total resident population aged 15 years and above. Total Unemployed, Full time and Part time are calculated as proportions of the Total Labour Force. Table does not display the category of residents who are employed but were away from work at the time of the Census, yet those residents are included in the Total Labour Force proportion.*
3. *Several rows in the above table reflect 'n.d.' – no data. This is due to no data being recorded for these indicators.*
4. *The IRSAD is one of the SEIFA indices that ranks areas from most disadvantaged to most advantaged (1 = most disadvantaged; 10 = most advantaged).*
5. *Most data in the above table are from the ABS (Quick Stats and Community Profiles), supplemented or confirmed by QGSO data. Median weekly rent is reported by the RTA.*

4.2.3 Theodore WFCP summary

The Theodore WFCP SIA study area includes Theodore SAL, Banana SAL, Biloela SAL and Banana LGA. The key demographic characteristics of the Theodore WFCP SIA study area are presented in Table 4-4 and summarised below. The demographic characteristics were drawn from a mixture of Census and other publicly available data (see Section 2.2). It should be noted that there is overlap with the Theodore WFCP and Banana RWFCP SIA study areas as they both include the Banana SAL, Biloela SAL and Banana LGA. As a result, there is significant overlap in the available data and the analysis. To reduce duplication, the points summarised below draw out characteristics of difference for the Theodore SAL. For broader points regarding Banana LGA, please see Section 4.2.2.

- Theodore SAL had 451 residents in 2021, making it one of the smallest localities across the three SIA study areas. A smaller population size may mean the community is more sensitive to demographic change.
- The median age in Theodore SAL was 38 years, which is the same median age as Queensland as a whole.
- Indigenous residents comprise 15.1% of Theodore SAL's population, almost three times more than the Queensland average. However, the small population size of Theodore SAL should be considered when interpreting the significance of this data.
- A lower proportion of the population across the Theodore WFCP SIA study area obtained post-school qualifications compared to the state average, with the exception of certificate level qualifications, which were generally higher. This is likely linked to the education requirements of employment opportunities in the region.
- A lower proportion of the population across the Theodore WFCP SIA study area reported completing Year 12 compared to Queensland overall. The lowest proportion of residents who completed Year 12 is found in Theodore SAL (37.8%). This could be linked to the schooling in the local area, with Theodore State School offering education from prep to Year 10 only (Theodore State School, 2025).

- The industry responsible for employing the most residents in Theodore SAL is 'health care and social assistance' (16.2%). Given the population size of Theodore this is likely linked to the local aged care facility located within Theodore- the Theodore Council on the Ageing Incorporated.
- Theodore SAL and Biloela SAL had a greater level of socio-economic disadvantage (2nd decile and 4th decile respectively) than the Banana LGA as a whole, which rated higher than other SIA study area LGAs. This suggests there could be areas of socio-economic disadvantage in the Theodore and Biloela SALs.

Table 4-4: Key social baseline characteristics for Theodore WFCP

Indicator	Theodore SAL	Banana SAL	Biloela SAL	Banana LGA	Queensland STE
DEMOGRAPHICS					
Total population	451	348	5,692	14,513	5,156,138
Change in population, 2016-2021	2.9%	-2.3%	-1.2%	1.3%	8.8%
Projected population growth rate 2021-2041, annual	*n.d.*	*n.d.*	*n.d.*	-0.1% p.a.	1.4% p.a.
Median age	38 years	40 years	36 years	38 years	38 years
Economically active population	80.6%	80.1%	78.6%	78.9%	81.3%
Indigenous population	15.1%	7.8%	4.7%	5.1%	4.6%
Persons born overseas	4.7%	0.9%	12.7%	7.9%	22.7%
Speaks LOTE	1.8%	3.5%	9.1%	4.5%	13.2%
Same residence as five years prior	49.5%	61.8%	48.3%	53.8%	48.3%
HOUSING					
Median weekly rent (*Q1 2025*)	$195 (in 2021)	$250 (in 2021)	$260 (in 2021)	$400	$580
Median monthly mortgage repayments	$953	$1,250	$1,300	$1,300	$1,733
Rental stress	23.8%	21.4%	15.0%	14.7%	32.3%
Mortgage stress	0.0%	0.0%	7.9%	9.5%	11.9%
Owned outright	28.9%	44.3%	25%	33.1%	29.1%
Owned with a mortgage	23.7%	24.3%	32.6%	27.6%	34.4%
Rental	41.2%	12.2%	38.8%	30%	33.1%
Other tenure type	4.1%	16.5%	1.8%	6.1%	1.9%
EDUCATION					
Completed Year 12	37.8%	38.2%	43.5%	40.6%	57.1%
Postgraduate	0.8%	0.0%	1.7%	1.2%	4.7%
Diploma/Certificate	0.8%	0.0%	1.2%	0.9%	2.2%
Bachelor's degree	8.6%	1.9%	7.8%	7.9%	15.0%
Advanced Diploma	2.5%	1.2%	5.4%	5.2%	9.4%
Certificate	25.7%	16.7%	25.7%	22.3%	20.3%
EMPLOYMENT AND INCOME					
Population aged >15 years	362	257	4,470	11,441	4,191,827
Unemployment rate *(Dec 2024)*	1.4% (in 2021)	2.8% (in 2021)	3.0% (in 2021)	3.4%	3.9%

Indicator	Theodore SAL	Banana SAL	Biloela SAL	Banana LGA	Queensland STE
Employed full-time	37.1%	42.7%	39.4%	41.4%	34.4%
Employed part-time	14.7%	12.5%	16.2%	15.3%	18.8%
Largest employing industry	Health care and social services	Agriculture, forestry and fishing	Mining	Agriculture, forestry and fishing	Health care and social services
Median weekly income (household)	$1,238	$1,859	$1,884	$1,766	$1,675
SEIFA relative advantage/ disadvantage decile, 2021	*2nd decile*	*6th decile*	*4th decile*	7th decile	*n.d.*

Source: ABS, 2016; 2021b. QGSO, 2025a; 2025b; 2025c. RTA, 2025.

Notes:

1. *The economically active population, also known as the labour force, refers to all individuals who are either employed or unemployed but actively seeking work and aged 15 years or older.*
2. *ABS Census Data, 2021. Total Labour Force is calculated as the whole number for that category as a proportion of the total resident population aged 15 years and above. Total Unemployed, Full time and Part time are calculated as proportions of the Total Labour Force. Table does not display the category of residents who are employed but were away from work at the time of the Census, yet those residents are included in the Total Labour Force proportion.*
3. *Several rows in the above table reflect 'n.d.' – no data. This is due to no data being recorded for these indicators.*
4. *The IRSAD is one of the SEIFA indices that ranks areas from most disadvantaged to most advantaged (1 = most disadvantaged; 10 = most advantaged).*
5. *Most data in the above table are from the ABS (Quick Stats and Community Profiles), supplemented or confirmed by QGSO data. Median weekly rent is reported by the RTA.*

4.3 Population and demographics

This section presents a cross-sectional (single time point) demographic profile of each SIA study area, and the geographic regions that may experience impacts and opportunities associated with the Powerlink projects included in this SIA.

Due to the significant variation in population sizes in ABS statistical areas – for example, Banana SAL and Theodore SAL – compared with other areas, there are limitations with making comparisons between such areas. Thus, the results should be interpreted with caution.

The population and age profile in the SIA study areas is outlined in Table 4-5.

Table 4-5: Population and age profile of SIA study areas, 2021

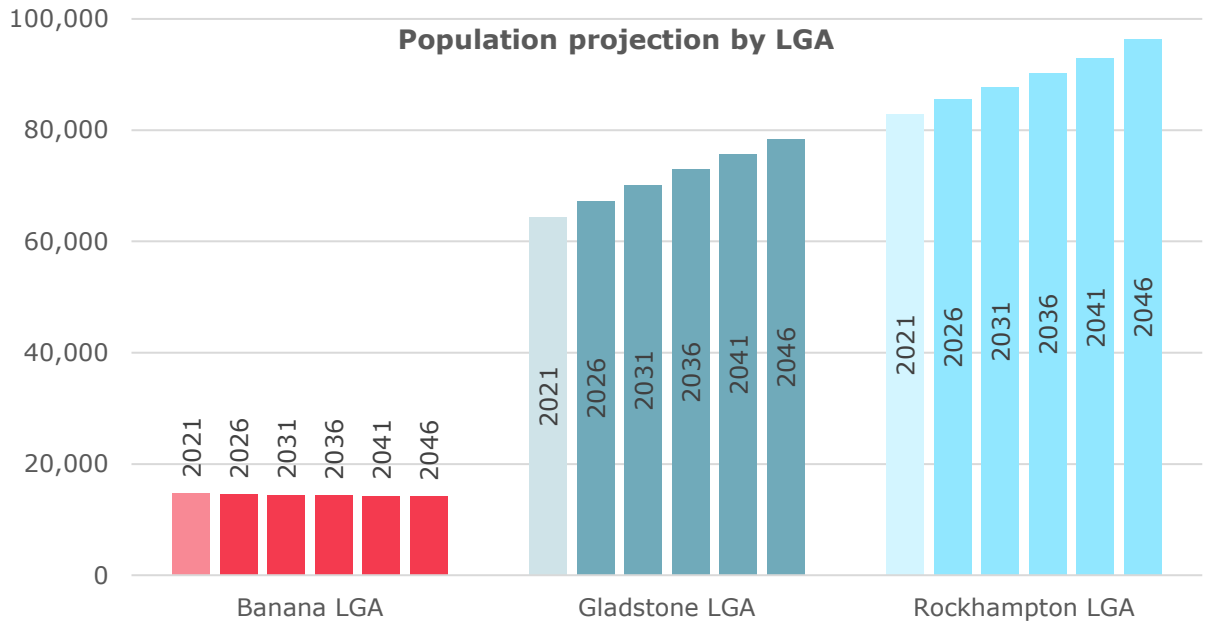
Locality	Population, 2021	Average age	Children (0-14y)	Economically active (15y+)	Older persons (65y+)	Male	Female
Queensland STE	5,156,138	38	18.7%	81.3%	17.0%	49.3%	50.7%
GLADSTONE PROJECT							
Gladstone UCL	34,703	35	21.8%	78.2%	12.2%	50.2%	49.8%
Biloela SAL	5,692	36	21.4%	78.6%	13.4%	50.3%	49.7%
Bouldercombe SAL	1,117	46	18.1%	81.9%	20.1%	50.0%	50.0%
Rockhampton UCL	63,151	37	19.7%	80.3%	16.8%	49.3%	50.7%
Gladstone LGA	63,515	38	21.5%	78.5%	13.8%	50.7%	49.3%
Banana LGA	14,513	38	21.1%	78.9%	16.1%	51.4%	48.6%
Rockhampton LGA	81,968	37	20.3%	79.7%	16.6%	49.4%	50.6%
BANANA RWFCP							
Biloela SAL	5,692	36	21.4%	78.6%	13.4%	50.3%	49.7%
Banana SAL	348	40	20.2%	79.8%	17.1%	52.8%	47.2%
Banana LGA	14,513	38	21.1%	78.9%	16.1%	51.4%	48.6%
THEODORE WFCP							
Biloela SAL	5,692	36	21.4%	78.6%	13.4%	50.3%	49.7%
Banana SAL	348	40	20.2%	79.8%	17.1%	52.8%	47.2%
Theodore SAL	451	38	19.4%	80.6%	23.8%	45.7%	54.3%
Banana LGA	14,513	38	21.1%	78.9%	16.1%	51.4%	48.6%

Source: ABS, 2021b.

4.3.1 Population size and growth

The Gladstone Project SIA study area has the largest population of the three SIA study areas, intersecting with three LGAs. The three SIA study areas encompass a mix of regional urban centres and rural communities. At the time of the 2021 Census, population growth trends were modest across the SIA study area LGAs, with variations influenced by local industry cycles, housing availability and migration patterns.

Population projections for growth over a 25-year period were provided by the QGSO, with the most recent release dated 2023. For the three SIA study area LGAs, projected population growth for the period from 2021 to 2046 was modest in size (see Figure 4-1). In 2021, the Banana LGA population was projected to decline between 2021 and 2046, to a magnitude of -0.1% per annum (~20 people per annum). Gladstone and Rockhampton LGAs were projected to experience very slow growth during the same 25-year period. Estimates indicate Rockhampton LGA will increase by 0.8% per annum (~539 people per annum) and Gladstone LGA will grow by 0.8% per annum (~559 people per annum). The projected population change for these areas in Central Queensland were smaller than the estimated 1.4% growth per annum predicted for Queensland overall (~83,291 people per annum).



Source: QGSO, 2025b. Population projections were generated by the Queensland Government in 2023 and remain the most current estimations.

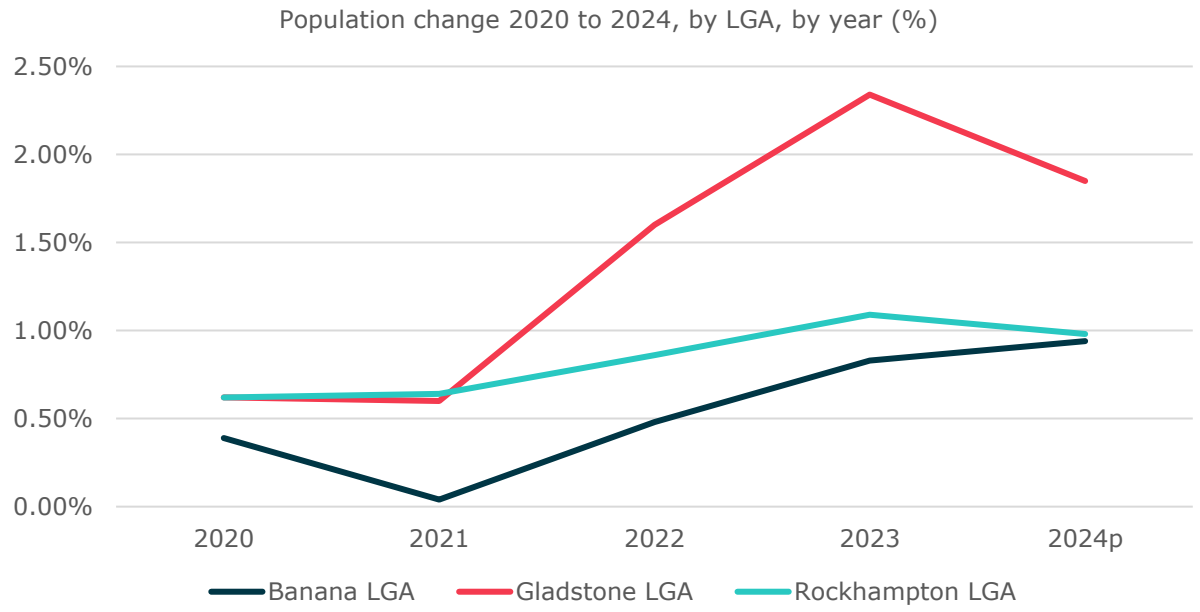
Figure 4-1: Population projection by LGA, 2021 to 2046

In Gladstone LGA, the population was recorded at just over 63,500 in the 2021 Census, recovering slightly from the post-LNG construction downturn of the mid-2010s. The estimated resident population (ERP) in 2024 was 68,065, signifying a period of sustained growth since 2018 (QGSO, 2025b). Historically, migration into Gladstone has been driven by employment opportunities in heavy industry, however recent trends indicate movement towards employment in more diverse sectors.

The Banana LGA population has shown sustained growth since 2019 (0.6% per annum), increasing to an ERP of 15,053 in 2024 (QGSO, 2025a) (Figure 4-2). This contrasts with the declining population trend observed in some rural regions and is at odds with the 2021 projections. Population growth in Banana LGA has been attributed to interstate migration, a desire for affordable living and lifestyle changes, and a shift in regional dynamics through prospective major projects and the proposed establishment of the REZ (Banana Shire Council, 2025c).

Banana SAL is the least populated locality across all three SIA study areas, reporting a population of 348 residents in 2021 (ABS, 2021b).[2] Both Banana and Biloela SAL populations decreased between 2016 and 2021 (by eight and 66 persons respectively). Theodore SAL had the greatest population increase (2.9% between 2016 and 2021), though due to Theodore SAL's modest population size, the increase was 13 persons.

Rockhampton LGA, including Bouldercombe SAL, continues to serve as a regional hub with a relatively stable population base (82,136 in 2021 and an ERP of 85,334 in 2024; QGSO, 2025a).



Source: QGSO, 2025a.

Figure 4-2: Change in population by % per annum (2020 to 2024), by LGA

4.3.2 Age and gender profile

The demographic composition across all SIA study areas is not remarkably different from the entire state, when considering age and gender. Demographic profiles across these areas show a median age in the late 30s to early 40s, with Banana LGA and Bouldercombe SAL recording a slightly older population at the time of the 2021 Census (Figure 4-3).

When compared to Queensland as a whole, the SIA study areas have:

- a greater density of children (aged 0 to 14 years)
- a lower proportion of the population who are aged 15 to 24 years
- a lower proportion of the population (65+ years) residing in the Gladstone Project and Banana RWFCP SIA study areas.

[2] Estimated resident population is available in different statistical area sizes. In this report, LGA is the only statistical area used for population estimates, due to the volatile nature of estimated population for smaller statistical areas.

These age patterns are similar to other rural areas and can be attributed to a range of factors, including employment opportunities and available education facilities (high schools, higher education) and aged care facilities across the region. It is noted that in some areas, such as Theodore SAL, the town and surrounding areas are characterised by a larger cohort of young children with few aged 12 and over. As noted earlier, this is likely linked to the fact that in the immediate area the Theodore State School only reaches Year 10, as a result families need to move elsewhere for higher years of schooling.

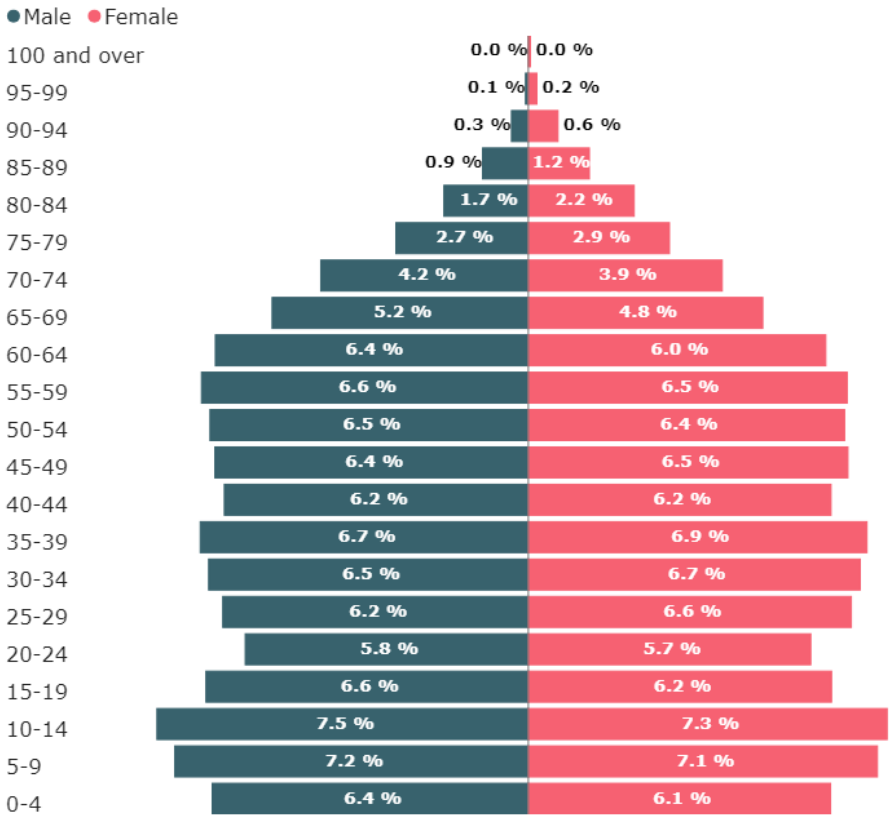


Figure 4-3: Age and gender profile for Banana, Gladstone and Rockhampton LGAs (2021)

4.3.3 Family and household profile

Across Queensland, households predominantly comprise of families (71%) equally with or without children (41.2% and 40.3% respectively), and households, on average, have 2.5 people (Table 4-6) (ABS, 2021b). This remains true for all geographical areas of interest across the three SIA study areas, with some variations in magnitude observed. Lone person households are highest in Theodore SAL (37.6%), corresponding with the lowest average household size (2.0). The higher proportion of lone person households in Theodore SAL compared with other SIA study areas may reflect the town's older population profile, smaller housing stock and legacy as a government and agricultural service centre, which together support more lone person dwellings (ABS, 2021b; QGSO, 2025b). In contrast, family households are highest in Bouldercombe SAL (75.9%) and Banana SAL (76.5%), with some variation in the proportion of family households with or without children across all areas (smaller population sizes may exaggerate the variations observed).

The greatest variation across the SIA study areas is in the proportion of one parent households, ranging from 11.8% in Banana LGA to 20.8% in Rockhampton UCL when

compared to family households with or without children. While social commentary often suggests there is a causal relationship between one parent households and levels of disadvantage, it is more likely that locations with greater population density also offer more accessible family services and support. Thus, while Gladstone and Rockhampton UCLs have a greater proportion of one parent households than all other locations in Table 4-6, it is best to view this in terms of access to support.

Indigenous family households predominantly comprise of one family, despite perceptions that most Indigenous households are made up of multiple families. One parent households and couple families with children comprise the largest proportions of Indigenous family households in the Rockhampton LGA (29% and 29.8% respectively). However, Indigenous one parent households are less prevalent in the Gladstone and Banana LGAs (24.9% and 18.4% respectively) (ABS, 2021b).

Table 4-6: Household and family composition of SIA study areas, 2021

Locality	Household composition				Family composition			
	Avg. size	Family	Lone person	Group	w/o children	w/ children	One parent	Other
Queensland STE	2.5	71.0%	24.7%	4.3%	40.3%	41.2%	16.8%	1.6%
GLADSTONE PROJECT								
Gladstone UCL	2.5	67.8%	28.5%	3.7%	36.8%	41.8%	20.0%	1.4%
Biloela SAL	2.5	69.1%	27.1%	3.9%	38.6%	44.2%	15.1%	2.0%
Bouldercombe SAL	2.6	75.9%	22.0%	2.6%	45.2%	42.1%	12.0%	1.3%
Rockhampton UCL	2.5	67.6%	28.9%	3.5%	37.7%	39.6%	20.8%	2.0%
Gladstone LGA	2.5	71.3%	25.6%	3.1%	40.5%	41.7%	16.6%	1.2%
Banana LGA	2.5	70.6%	26.9%	2.7%	43.1%	43.6%	11.8%	1.3%
Rockhampton LGA	2.5	68.6%	28.0%	3.4%	37.8%	39.5%	20.7%	1.9%
BANANA RWFCP								
Biloela SAL	2.5	69.1%	27.1%	3.9%	38.6%	44.2%	15.1%	2.0%
Banana SAL	2.6	76.5%	21.7%	n.d.	49.4%	40.4%	12.4%	n.d.
Banana LGA	2.5	70.6%	26.9%	2.7%	43.1%	43.6%	11.8%	1.3%
THEODORE WFCP								
Biloela SAL	2.5	69.1%	27.1%	3.9%	38.6%	44.2%	15.1%	2.0%
Banana SAL	2.5	76.5%	21.7%	n.d.	49.4%	40.4%	12.4%	n.d.
Theodore SAL	2.0	57.7%	37.6%	1.5%	55.4%	28.6%	19.6%	n.d.
Banana LGA	2.5	70.6%	26.9%	2.7%	43.1%	43.6%	11.8%	1.3%

Source: ABS, 2021b.

4.3.4 Cultural diversity

Cultural diversity is measured using several key indicators, including country of birth, ancestry (cultural group), languages spoken at home, Aboriginal and Torres Strait Islander status, and religious affiliation (ABS, 2021b).

All geographical areas in the SIA study areas recorded a higher proportion of Indigenous residents (4.7% to 15.1%) than Queensland overall (4.6%). Theodore SAL (15.1%), Rockhampton UCL (8.2%) and Rockhampton LGA (8.7%) as a whole recorded the largest proportion of Indigenous residents among the SIA study areas in 2021 (Table 4-7). As noted earlier, the higher proportion of residents identifying as Indigenous in Rockhampton LGA and UCL may be due to the LGA and UCL's proximity to Woorabinda Aboriginal Shire Council.

Across the SIA study areas, Indigenous populations are notably younger, with a median age of 20 to 23 years compared with 37 to 38 years for non-Indigenous populations. This reflects higher birth rates and younger age structures, consistent with national Indigenous demographic trends (ABS, 2021c; Australian Institute of Health and Welfare (AIHW), 2023). The younger age profile suggests a growing school-aged and youth population, with implications for demand on local education, training and youth services as well as potential employment across the region.

At the time of the 2021 Census, Indigenous family households in the SIA study areas reported a higher average number of people per household than non-Indigenous households: 2.8 to 3.2 people per household compared to 2.0 to 2.6. This could reflect cultural norms around multigenerational family living, as well as socio-economic drivers such as housing affordability and availability (ABS, 2021c).

Compared to Queensland, the SIA study areas have lower levels of ethnic and cultural diversity (in this context, residents born outside of Australia or those who speak a LOTE are considered to increase ethnic and cultural diversity). While the 2021 Census data show that most residents are proficient in English, are unlikely to have been born outside of Australia, and are unlikely to have been born in a non-English speaking country, cultural and linguistic diversity is still present in the SIA study areas (Australian Government Department of Infrastructure, 2024).

Table 4-7: Indicators of cultural diversity across SIA study areas, 2021

Locality	Indigenous	Born overseas	Speaks LOTE	Population
Queensland STE	4.6%	22.7%	13.2%	5,156,138
GLADSTONE PROJECT				
Gladstone UCL	7.1%	14.7%	7.9%	34,703
Biloela SAL	4.7%	12.7%	9.1%	5,692
Bouldercombe SAL	5.8%	4.3%	0.4%	1,117
Rockhampton UCL	8.2%	10.9%	7.5%	63,151
Gladstone LGA	6.2%	13.2%	5.7%	63,515
Banana LGA	5.1%	7.9%	4.5%	14,513
Rockhampton LGA	8.7%	10.0%	6.5%	81,968
BANANA RWFCP				
Biloela SAL	4.7%	12.7%	9.1%	5,692
Banana SAL	7.8%	0.9%	n.d.	348
Banana LGA	5.1%	7.9%	4.5%	14,513
THEODORE WFCP				
Biloela SAL	4.7%	12.7%	9.1%	5,692
Banana SAL	7.8%	0.9%	n.d.	348
Theodore SAL	15.1%	4.7%	1.8%	451
Banana LGA	5.1%	7.9%	4.5%	14,513

Source: ABS, 2021b.

4.3.5 Mobility and migration

Residents in the Gladstone Project SIA study area show lower rates of residential mobility than the state overall (Figure 4-4). Across Queensland, 48.3% of residents have lived in the same house for the previous five years, and 76.6% have lived in their house for one year. Of residents in Bouldercombe SAL, 59.8% reported living in the same house for at least five years, which is unsurprising given the comparably higher rates of home ownership (over 80%, see Table 4-2). Considering the high rates of home ownership, this suggests residents of Bouldercombe SAL are more likely to be or become long-term residents.

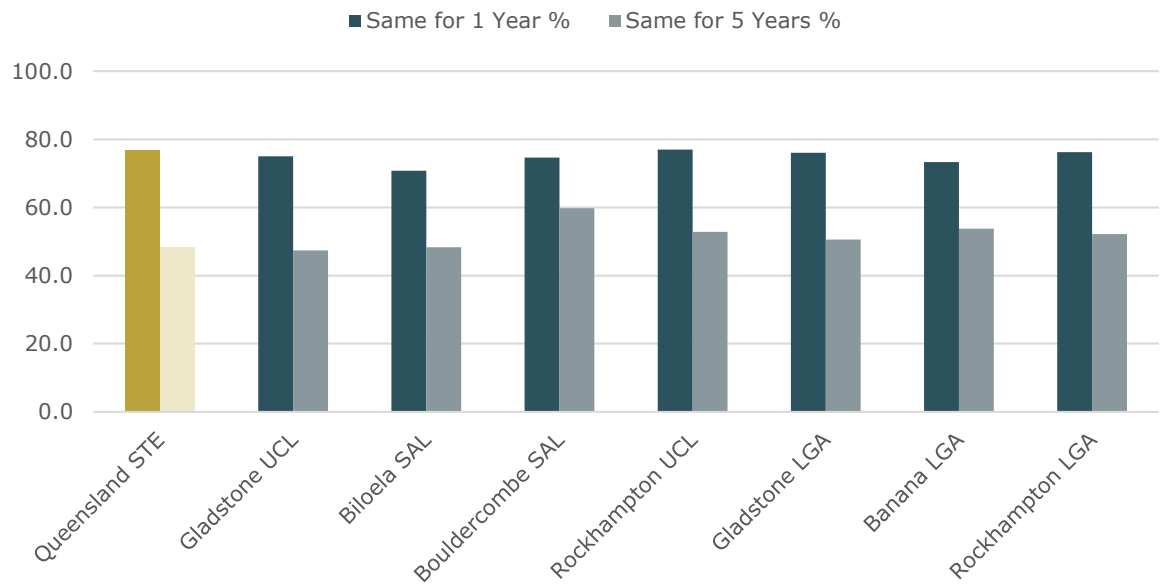


Figure 4-4: Residential mobility across Gladstone Project SIA study area

Biloela SAL residents appear to have higher rates of residential mobility, with a lower than state average proportion of residents having lived in the same house for only one year (70.7% compared to 76.6% for Queensland; see Figure 4-5 and Figure 4-6). While the residents of Biloela SAL who have lived in the same house for five years is on par with the state average (48.3%), this is markedly lower than the other localities in the Banana RWFCP SIA study area (61.8% Banana SAL and 53.8% Banana LGA). It is unknown if this pattern is the result of a transient population who may have relocated temporarily in the area or was capturing an increase in migration to the region without the following outmigration that accompanies transient population groups.

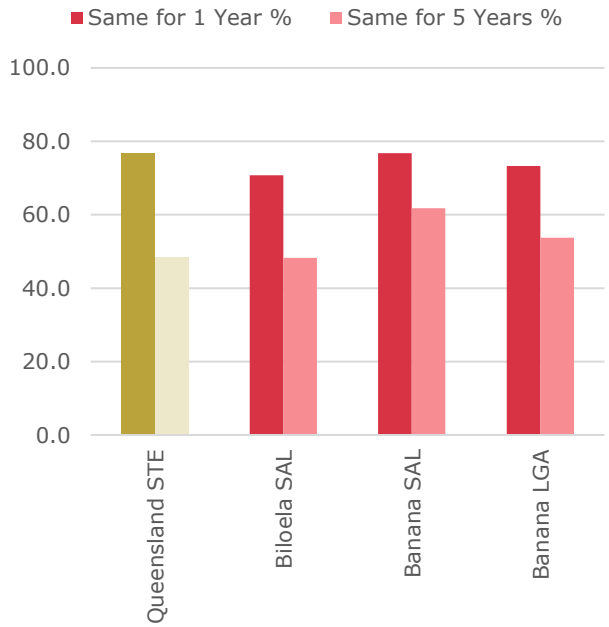


Figure 4-5: Residential mobility across Banana RWFCP SIA study area

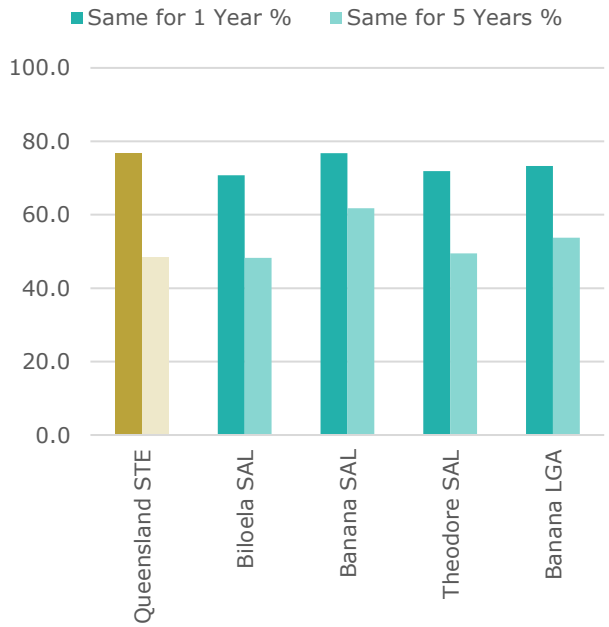


Figure 4-6: Residential mobility across Theodore WFCP SIA study area

4.4 Economy and employment

The economies (both local and regional) of the three SIA study areas are underpinned by farming, agriculture, mining and manufacturing, which provide a relatively stable base of employment and income, and have contributed to a degree of resilience during periods of development change (ABS, 2021b; Regional Development Australia Fitzroy and Central West, 2022). The SIA study areas reflect industrial diversity and are key areas for Queensland's energy transition ambitions.

This section presents an overview of the economy and employment characteristics across all three SIA study areas, but it is important to note that as economies are dynamic, the context across the region may have evolved since the 2021 Census.

4.4.1 Employment and labour force participation

Publicly available data about employment trends are varied in both how they are presented and the frequency of publication. Therefore, this report draws on 2021 Census data and 2024 SALM data. While the unemployment rates in the 2021 Census do not necessarily represent current trends, it provides an opportunity to expose variations in rates within the LGA level, where they exist. The SALM data are updated quarterly, with the most recent version released from December 2024. Census data are presented in Table 4-8 and SALM data are presented in Figure 4-7.

Labour force participation in several localities within the SIA study area was below the Queensland average (61.6%) in 2021. This was particularly noticeable in Bouldercombe SAL (52.8%), Theodore SAL (58.0%) and Rockhampton LGA (60.0%). These lower participation rates indicate that fewer residents were actively engaged in the workforce compared to the state average in 2021, this may be due to the demographic characteristics in these areas, such as a higher proportion of older and younger populations (younger than 15 years).

While the Bouldercombe and Theodore SALs also show lower full-time employment, it is Rockhampton UCL that stands out with a particularly high proportion of part-time employment (30.7% compared with 18.8% for Queensland). The combination of a large working-age population (68.5% of residents aged 15+ years) and elevated part-time employment suggests that underemployment was possibly more pronounced in the Rockhampton UCL than in the smaller localities at the time of the 2021 Census (ABS, 2021b; QGSO, 2025b).

Table 4-8: Labour force participation in SIA study areas (population aged 15 years and above), 2021

Locality	Labour force	Full time	Part time	Unemployed
Queensland STE	61.6%	34.4%	18.8%	3.3%
GLADSTONE PROJECT				
Gladstone UCL	63.9%	37.1%	17.6%	5.2%
Biloela SAL	62.5%	39.4%	16.2%	1.9%
Bouldercombe SAL	52.8%	29.4%	16.1%	1.4%
Rockhampton UCL	68.5%	26.9%	30.7%	6.9%
Gladstone LGA	61.8%	36.0%	17.3%	4.6%
Banana LGA	63.3%	41.4%	15.3%	1.8%
Rockhampton LGA	60.0%	35.1%	17.5%	3.4%
BANANA RWFCP				
Biloela SAL	62.5%	39.4%	16.2%	1.9%
Banana SAL	64.9%	42.7%	12.5%	1.8%
Banana LGA	63.3%	41.4%	15.3%	1.8%
THEODORE WFCP				
Biloela SAL	62.5%	39.4%	16.2%	1.9%
Banana SAL	64.9%	42.7%	12.5%	1.8%
Theodore SAL	58.0%	37.1%	14.7%	0.8%
Banana LGA	63.3%	41.4%	15.3%	1.8%

Source: ABS, 2021b.

Note: ABS Census Data, 2021. Total Labour Force is calculated as the whole number for that category as a proportion of the total resident population aged 15 years and above. Total unemployed, looking for work, employed, away from work, employed full time full time and employed part time are calculated as proportions of the Total Labour Force.

Employment rates among Indigenous residents of the SIA study areas tend to be lower than the broader population. Indigenous residents who reported being employed full time ranged from 25% to 28% of the 15+ population, compared to 36.0% to 41.4% for the total populations (across the three LGAs). Rates of part-time employment are closer to the state reported rates, with SIA study area rates ranging from 13% to 17% among Indigenous residents.

4.4.2 Unemployment rates

Outside of Census intervals, the DEWR publishes quarterly unemployment data for regional areas. These SALM reports provide frequently updated insights into trends of unemployment in regions that are outside of densely populated urban areas (DEWR, 2025).

As seen in Figure 4-7, the unemployment rates in the three LGAs follow the same overall pattern for the period displayed (March 2021 to December 2024). While the trend follows the same movement, the magnitude of the unemployment rate varies between LGAs. Gladstone and Rockhampton LGAs have very similar unemployment rates, with Gladstone LGA having a

slightly higher rate of unemployment. Banana LGA consistently has the lowest unemployment rate of the three LGAs.

All regions recorded their lowest unemployment rates around December 2022 and have seen upward movement since. Notably, Banana LGA's unemployment in December 2024 returned to a level (3.4%) comparable to its early post-COVID baseline, whereas Gladstone and Rockhampton LGAs have not yet reached their March 2021 peaks (DEWR, 2025). This suggests Banana LGA may be recovering faster or is less exposed to labour market fluctuations than the other areas. The slower rebound in Gladstone and Rockhampton LGAs could indicate structural labour market adjustments, such as shifts in industry demand or mismatches between skills and available jobs.

These divergent patterns hint at different economic sensitivities within the LGAs. Banana LGA's relatively low and stable unemployment suggests either a more resilient local economy or limited labour supply pressures. In contrast, Rockhampton LGA's higher volatility may reflect its greater dependence on cyclical industries (e.g., manufacturing, resources), making it more vulnerable to broader economic swings (Economy.id, 2025; QGSO, 2025b; Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 2025). While unemployment in Rockhampton LGA increased in December 2024, its labour force is also increasing, with 3,000 new workers entering the employment market in the past 12 months, attributed to major projects in the region such as the Rockhampton Ring Road and Mount Morgan Tailings Processing and Rehabilitation Project (Rockhampton Regional Council, 2025b).

It is also noted that at the time of the 2021 Census, unemployment among Indigenous residents was highest in Gladstone LGA (11%), even though Indigenous residents living in Gladstone have the highest available labour force out of the three LGAs (60% compared to 58% and 46% in Rockhampton and Banana LGA respectively; ABS, 2021b).

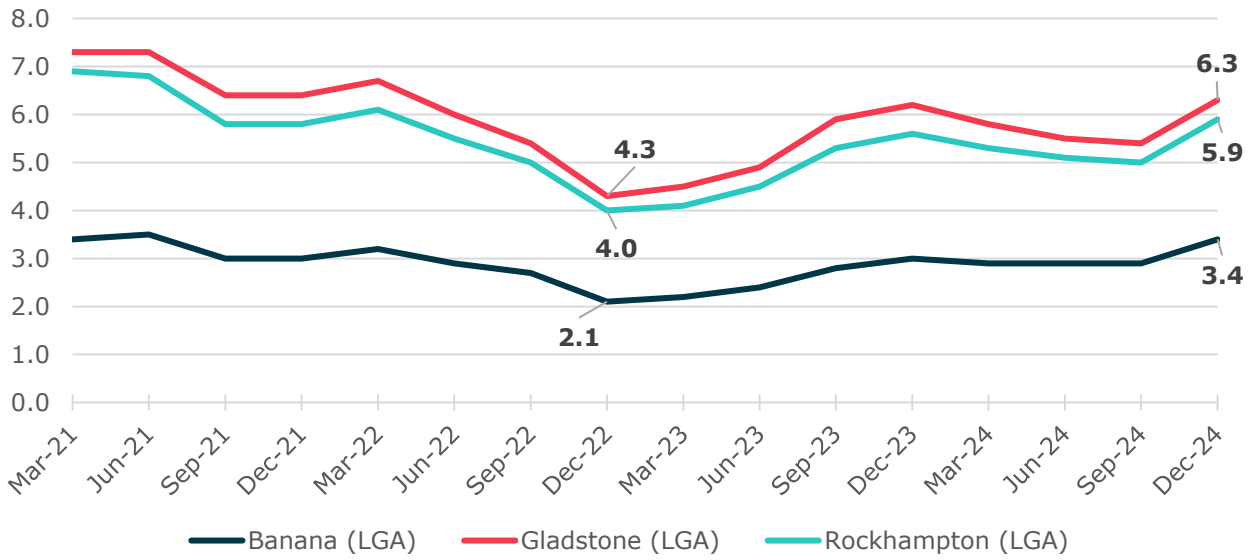


Figure 4-7: Quarterly unemployment rate 2021 to 2024, by LGA

4.4.3 Employment by industry

The SIA study areas show evidence of having industry specialisation, which is most pronounced across the Banana RWFCP SIA study area where 'agriculture, forestry and fishing' is the top industry of employment (17.9% of residents). 'Mining' is a significant employer of residents across the Theodore WFCP SIA study area (14.8% of residents), as is 'agriculture, forestry and fishing' (14.7%) (Table 4-9). However, when Theodore SAL was included in the aggregate scoring, the balance changed to bring 'mining' ahead of 'agriculture, forestry and fishing', which can be attributed to the nearby Cracow Gold Operations.

On balance, 'agriculture' and 'mining' industries are key for the communities within the Banana RWFCP and Theodore WFCP SIA study areas, but residents in the Gladstone Project SIA study area are predominantly employed in service industries (e.g., 'health care and social assistance', 'retail trade' and 'education and training'), which aligns with its role as a regional service centre.

Indigenous residents in Rockhampton LGA were most often employed in 'other social assistance services' (6.1%), 'aluminium smelting' in Gladstone LGA (5.1%) and 'coal mining' in Banana LGA (15%).

Table 4-9: Largest industries of employment by project, 2021

Project Area	Industry of employment			
	Largest	2nd	3rd	4th
Queensland STE	Health care and social assistance (15.4%)	Retail trade (9.3%)	Construction (9.1%)	Education and training (8.8%)
Gladstone Project	Health care and social assistance (12.6%)	Retail trade (9.1%)	Manufacturing (8.8%)	Education and training (8.7%)
Banana RWFCP	Agriculture, forestry and fishing (17.9%)	Mining (15%)	Health care and social assistance (8.7%)	Education and training (7.4%)
Theodore WFCP	Mining (14.8%)	Agriculture, forestry and fishing (14.7%)	Health care and social assistance (10.6%)	Manufacturing (8.6%)

Source: ABS, 2021b.

4.4.4 Small and medium sized businesses

This section interrogates regional summary data held by the ABS; ranges are presented annually for the period of 2020 to 2024. In summary:

- In Gladstone LGA, all small and medium sized businesses were at their greatest number in 2024, having experienced a 16% increase (totalling 4,002 businesses) since 2020 (3,446) (ABS, 2024a; 2024b).
- In Rockhampton LGA, the number of recorded businesses in 2024 was 15% higher (totalling 5,448 businesses) than in 2020 (4,730). The number of non-employing businesses reached its highest level in 2024. Businesses employing one to four people peaked in 2022, declined in 2023, then rose slightly in 2024. Meanwhile, businesses employing five to 19 people hit their peak in 2023, fell in 2024, but remained higher than in earlier years (ABS, 2024a; 2024b; Capricorn Enterprise, 2023; Central Queensland Regional Organisation of Councils (CQROC), 2024).
- Banana LGA businesses employing five to 19 people have remained static since a peak in 2020 (142), which dropped slightly to 135 in 2021 and remains the same in 2024. Banana

businesses employing one to four people peaked in 2023 (460) but dropped to 441 in 2024. Banana LGA business overall saw the lowest rate of growth between 2020 and 2024 (3%; 66).

Overall, across the SIA study area LGAs, the number of small and medium-sized businesses grew between 2020 and 2024, though the rate and pattern of growth differ between regions. As noted above, Gladstone and Rockhampton LGAs experienced relatively strong increases in overall business numbers (16% and 15% respectively) during this period, while growth in Banana LGA was slow at only 3% (ABS, 2024a; ABS, 2024b). These differences highlight the contrast between the more urban and industrial economies of Gladstone and Rockhampton LGAs, and the agricultural dominance of Banana LGA.

Although growth was recorded across all LGAs, the profile of businesses by size and industry reveals important distinctions. In Gladstone and Rockhampton LGAs, most businesses are concentrated in the 'construction' sector, reflecting their roles as service and industrial centres with diverse business bases. Both LGAs also maintain a substantial share of agricultural businesses, creating a more balanced split between the two industries: in 2024, each accounted for between 13% and 17% of businesses. In contrast, Banana LGA's economy remains highly concentrated, with 62% of businesses in 2024 classified as 'agriculture, forestry and fishing', while 'construction' represented only 7.4% (ABS, 2024a; ABS, 2024b).

The dynamics within business sizes also vary. Rockhampton LGA recorded the greatest fluctuation, with non-employing businesses steadily growing, while those employing one to four people peaked in 2022 before contracting and recovering slightly in 2024. Gladstone LGA's business growth has been more consistent across all business sizes. While Banana LGA has seen little change in medium-sized enterprises (five to 19 people) since 2020, with modest gains in small businesses (one to four people) that were not sustained.

Changes in industry representation among registered businesses also point to potential local and broader trends. In Gladstone LGA, 'construction' overtook 'agriculture, forestry and fishing' as the largest industry in which businesses were registered in 2021 and has remained dominant since (Gladstone Regional Council, 2024). This shift is consistent with national recovery trends after COVID-19 disruptions, when 'agriculture, forestry and fishing' temporarily appeared more prominent as construction industries slowed (ABS, 2022b; QGSO, 2025b). Within Rockhampton LGA, 'construction' continues to be the leading industry for business registrations, despite the growth in other industries. In Banana LGA, the rise of 'information media and telecommunications businesses' (67% growth recorded between 2020 and 2024) are notable, given the region's agricultural dominance. This likely reflects the uptake of digital services, remote working and online platforms in regional Australia rather than a fundamental shift away from agriculture (ABS, 2024b; REMPLAN, 2023).

Taken together, these patterns demonstrate that while all three LGAs share construction and agriculture as their two key industries, the balance between them is quite different. Banana LGA remains heavily dependent on agriculture, with limited diversification. Gladstone and Rockhampton LGAs, by contrast, present a more even profile, with construction and agriculture both significant but neither overwhelmingly dominant (Rockhampton Regional Council, 2023a). The small anomalies observed are best understood as responses to short-term shocks and national trends, rather than indicators of a permanent structural realignment.

Table 4-10: Change in number of businesses, by industry, from 2020 to 2024

Industry of business	Gladstone LGA	Banana LGA	Rockhampton LGA
Agriculture, forestry and fishing	3%	-1%	7%
Mining	-15%	-17%	92%
Manufacturing	26%	14%	18%
Electricity, gas, water and waste services	82%	9%	60%
Construction	24%	0%	14%
Wholesale trade	-8%	-13%	-2%
Retail trade	12%	3%	6%
Accommodation and food services	-1%	8%	12%
Transport, postal and warehousing	0%	-10%	6%
Information media and telecommunications	29%	67%	13%
Financial and insurance services	11%	15%	20%
Rental, hiring and real estate services	5%	11%	12%
Professional, scientific and technical services	24%	18%	12%
Administrative and support services	28%	32%	23%
Public administration and safety	-38%	n/a	-47%
Education and training	37%	36%	21%
Health care and social assistance	67%	58%	39%
Arts and recreation services	47%	-50%	35%
Other services	42%	18%	33%
Currently unknown	0	n/a	-0.25

Source: ABS, 2024c.

4.4.5 Income

Table 4-11 denotes that the LGAs across the SIA study areas tend to have a similar proportion of low-income households (less than $799 per week) when compared with Queensland as a whole. Theodore SAL has a notably higher proportion of low-income households (26.3%). Banana SAL has the lowest (10.4%). These two SALs are similar in population size and are geographically close to one another. As such, the variation cannot be explained simply by size or location and represents another socio-economic difference between the two areas that should be noted.

One possible factor is the industrial and employment base. Theodore SAL's economy has historically been linked to mining and associated service work, which can create fluctuations in income distribution as contract and casual labour markets expand and contract (QGSO, 2025b). Conversely, Banana SAL has a more stable reliance on agriculture and government services (ABS, 2021b). Housing costs may also contribute to this divergence and is discussed in Section 4.6.

Individual and household income for the Banana RWFCP SIA study area remains the highest among all SIA study areas – with both median household and individual incomes recorded as higher than median household and individual incomes in Queensland as a whole during the 2021 Census. Conversely, residents and households of the Theodore WFCP area occupy both ends of the income spectrum. Theodore SAL reports the lowest median weekly household income ($1,238) – which is lower than the Queensland median ($1,675) – while Biloela SAL reports the highest median weekly household income ($1,884) – which is higher than the Queensland median.

Residents from across the Gladstone Project SIA study area are more likely to fall into the lower-income category compared to residents across all of Queensland. Only Biloela SAL and Banana LGA reported median household incomes above the state median ($1,675).

Table 4-11: Income by household and individual by SIA study areas, 2021

Locality	Median weekly income ($)		Weekly household income	
	Household	Individual	Low income (%) <$799/wk.	High income (%) >$3,000/wk.
Queensland STE	$1,675	$787	19.6%	20.2%
GLADSTONE PROJECT				
Gladstone UCL	$1,622	$780	21.5%	18.6%
Biloela SAL	$1,884	$889	19.1%	21.8%
Bouldercombe SAL	$1,531	$686	22.0%	16.9%
Rockhampton UCL	$1,487	$776	22.9%	16.7%
Gladstone LGA	$1,639	$758	21.5%	19.3%
Banana LGA	$1,766	$856	19.3%	19.4%
Rockhampton LGA	$1,477	$758	22.9%	16.0%
BANANA RWFCP				
Biloela SAL	$1,884	$889	19.1%	21.8%
Banana SAL	$1,859	$809	10.4%	18.3%
Banana LGA	$1,766	$856	19.3%	19.4%
THEODORE WFCP				
Biloela SAL	$1,884	$889	19.1%	21.8%
Banana SAL	$1,859	$809	10.4%	18.3%
Theodore SAL	$1,238	$777	26.3%	15.5%
Banana LGA	$1,766	$856	19.3%	19.4%

Source: ABS, 2021b.

4.5 Education and training

This section presents an overview of resident levels of high school attainment and completion of non-school qualifications.

4.5.1 Education facilities: school, tertiary and trade

The SIA study areas have numerous primary and secondary schools – private, public and special education. As of April 2025, there were 93 such schools across the Banana, Gladstone and Rockhampton LGAs. Of these, Rockhampton LGA had the greatest number of schools (42), with fewer schools in Gladstone LGA (35) and Banana LGA (16) (QGSO, 2025b). While the number and distribution of schools suggest education needs across the SIA study areas are generally being met, recent data indicate a trend toward declining enrolments, resulting in fewer primary schools, particularly in rural areas such as those within the Banana LGA (ABS, 2021b; Banana Shire Council, 2024b). It should be noted that only some localities in the SIA study area offer senior schooling. In Theodore SAL, for example, the Theodore State School only offers schooling until Year 10 (Theodore State School, 2025).

According to the Queensland Schools Planning Reference Committee (2024), enrolments across Queensland have continued to rise, but at a slower rate than before 2020. The Committee notes a "growing gap between the rate of school-age population growth and the rate of enrolment growth", linked to lower retention rates (particularly in Years 10 to 12) and an increase in home education registrations (Queensland Schools Planning Reference Committee, 2024). Within the SIA study areas, similar trends are evident with government school enrolments declining. Of note, however, are the slight increases in private school enrolments within the Central Queensland region, which may reflect the availability of senior schooling options directly in the SIA study area and school-aged children having to attend private schools with senior schooling and boarding school options made available (Queensland Schools Planning Reference Committee, 2024).

Across the Gladstone and Rockhampton LGAs, trade education and training are key strengths. Gladstone has a strong vocational education focus, offering school-based apprenticeships, traineeships and industry-linked programs. Rockhampton LGA, meanwhile, hosts one of Queensland's most integrated education sectors, with favourable student–teacher ratios and a growing training network that supports apprenticeships and skills development. Together, these systems ensure strong local pathways from school to employment and sustained support for local industry needs (CQROC, 2025a; 2025b).

Regarding tertiary education, the Central Queensland University has campuses across the Gladstone and Rockhampton LGAs. Banana LGA has an Engineering Skills Training Centre, as well as a TAFE. These providers offer tertiary courses, both in person and online. However, as young people may desire work, study and lifestyle opportunities offered in more metropolitan areas, the SIA study area LGAs do record a lower proportion of young people (aged 15 to 24 years) than other age groups (see Section 4.3.2).

4.5.2 Educational attainment

At the time of the 2021 Census, in Queensland 57.1% of residents exited school at the end of Year 12, 20.8% exited after Year 10, and only 3.8% of residents left school in Year 8 or below (Table 4-12). A lower proportion of residents across all SIA study areas reported completing Year 12, when compared to Queensland overall. This may be due to limited senior education being offered at some schools in the region, as noted in Section 4.5.1. It could also be linked to higher rates of apprenticeships and traineeships – which students typically enter into after completing Year 10 (QGSO, 2025b).

The lowest proportion of residents who completed Year 12 was found in Bouldercombe SAL (31.6%). It is noted that there were high rates of no responses recorded for this 2021 Census question for the Banana RWFCP and Theodore WFCP localities. As a result, it may not accurately reflect educational attainment in the region.

Table 4-12: Highest level of school education attained, 2021

Locality	15+ population	Year 12	Year 10	Year 8 or below	No schooling	None stated
Queensland STE	4,017,211	57.1%	20.8%	3.8%	0.6%	7.4%
GLADSTONE PROJECT						
Gladstone UCL	25,848	48.2%	26.1%	4.2%	0.3%	7.5%
Biloela SAL	4,327	43.5%	23.2%	5.6%	0.4%	15.3%
Bouldercombe SAL	885	31.6%	30.5%	6.2%	0.8%	16.5%
Rockhampton UCL	48,377	48.9%	24.3%	6.3%	0.6%	8.9%
Gladstone LGA	47,544	45.3%	27.5%	4.3%	0.3%	8.3%
Banana LGA	11,073	40.6%	25.5%	6.5%	0.3%	15.2%
Rockhampton LGA	62,422	46.6%	25.4%	6.3%	0.6%	9.6%
BANANA RWFCP						
Biloela SAL	4,327	43.5%	23.2%	5.6%	0.4%	15.3%
Banana SAL	262	38.2%	24.4%	8.0%	n.d.	14.9%
Banana LGA	11,073	40.6%	25.5%	6.5%	0.3%	15.2%
THEODORE WFCP						
Biloela SAL	4,327	43.5%	23.2%	5.6%	0.4%	15.3%
Banana SAL	262	38.2%	24.4%	8.0%	n.d.	14.9%
Theodore SAL	362	37.8%	28.2%	9.9%	1.4%	14.6%
Banana LGA	11,073	40.6%	25.5%	6.5%	0.3%	15.2%

Source: ABS, 2021b.

4.5.3 Non-school qualifications and field of study

A lower proportion of the population in the SIA study areas obtained post-school qualifications compared to the state average, with the exception of certificate level qualifications, which were generally higher (Table 4-13). Lower proportions of residents across all SIA study areas reported attaining a postgraduate degree (Masters/Doctorate) or postgraduate diploma/certificate. Rockhampton LGA had the highest proportion of population attaining bachelor's degrees, and postgraduate degrees, of all SIA study areas. This is likely linked to the requirements of employment opportunities in the area and available education facilities.

Table 4-13: Non-school qualifications attained, 2021

Locality	Postgraduate degree	Postgraduate diploma/cert	Bachelor's degree	Advanced diploma	Certificate
Banana LGA	1.2%	0.9%	7.9%	5.2%	22.3%
Gladstone UCL	2.0%	1.5%	9.7%	6.4%	28.4%
Gladstone LGA	1.7%	1.4%	8.9%	6.9%	28.6%
Rockhampton UCL	2.3%	1.5%	9.9%	6.6%	23.0%
Rockhampton LGA	2.7%	1.7%	11.0%	6.8%	22.5%
Queensland STE	4.7%	2.2%	15.0%	9.4%	20.3%

Source: ABS, 2021b.

In 2021, 'engineering and related technologies' was the top field of study for residents across all SIA study areas, ranging from 17.6% in Rockhampton LGA to 26% of non-school qualifications attained by residents in Gladstone LGA (ABS, 2021b). The second most common field of study in non-school qualifications attained by residents across the SIA study areas in 2021 was 'management and commerce' (ranging from 10.9% to 14.9%). These are the top two fields of study for Queensland overall, but in reverse, where 'management and commerce' was studied by 18.4% of Queensland residents, and 'engineering and related technologies' was studied by 14.5% of residents. Two outliers were seen, one in Bouldercombe SAL where 'health' related qualifications were the second most attained (9.2%), and one in Theodore SAL where 'education' related qualifications were the second most attained.

4.6 Housing and accommodation

Australia's housing market has undergone rapid and sustained changes since the 2021 Census took place. Housing stress and limited accommodation options are evident in urban and rural contexts (AIHW, 2025; ABC News, 2025a). When available, more recent data than the 2021 Census was used to enable applicability to the current context. This includes:

- median rental prices (quarterly; RTA, 2025)
- total households rented (quarterly; RTA, 2025).

However, it should be noted the 2021 Census remains the most current information about household stress from housing costs. Using available information, a cautious attempt to provide an indicative view of rental stress is presented in Table 4-16.

4.6.1 Dwelling type, tenure and occupancy

Residential dwellings across the SIA study areas are much more likely to be separate houses, ranging from 88.9% in the Gladstone Project SIA study area to 94.1% in the Banana RWFCP SIA study area. All SIA study areas have a greater proportion of separate houses than the average across all of Queensland (74.8%), which is to be expected in regional areas (Table 4-14). This leads to a much lower proportion of semi-detached and flats/units/apartments in the SIA study areas.

The Banana RWFCP SIA study area recorded a lower proportion of renting households (27%) than the other SIA study areas at the time of the 2021 Census. All three SIA study areas have fewer households that are renting compared to the Queensland average (33.1%)

Table 4-14: Dwelling and occupancy characteristics by state and project SIA study area, 2021

Dwelling type	Queensland STE	Gladstone Project	Banana RWFCP	Theodore WFCP
Separate House	74.8%	88.9%	94.1%	93.4%
Semi-Detached	11.7%	5.0%	2.2%	1.7%
Flat, Unit, Apartment	12.5%	5.2%	3.1%	3.7
Other	0.7%	0.7%	0.8%	1.9
Tenure				
Fully Owned	29.1%	29.8%	34.1%	32.8%
Being Purchased	34.4%	34.7%	28.2%	27.1%
Total Rental	33.1%	31.3%	27.0%	30.6%
Other Tenure Type	1.9%	2.0%	8.1%	7.1%
Landlord Type				
Estate Agent	66.2%	53.5%	34.9%	29.9%
Housing Authority	8.1%	10.5%	10.1%	8.5%
Community Housing Provider	17.4%	24.5%	45.0%	43.4%
Person Not in Same Household	1.8%	2.2%	1.1%	2.4%
Other Type	5.9%	7.7%	11.0%	13.2%

Source: ABS, 2021b.

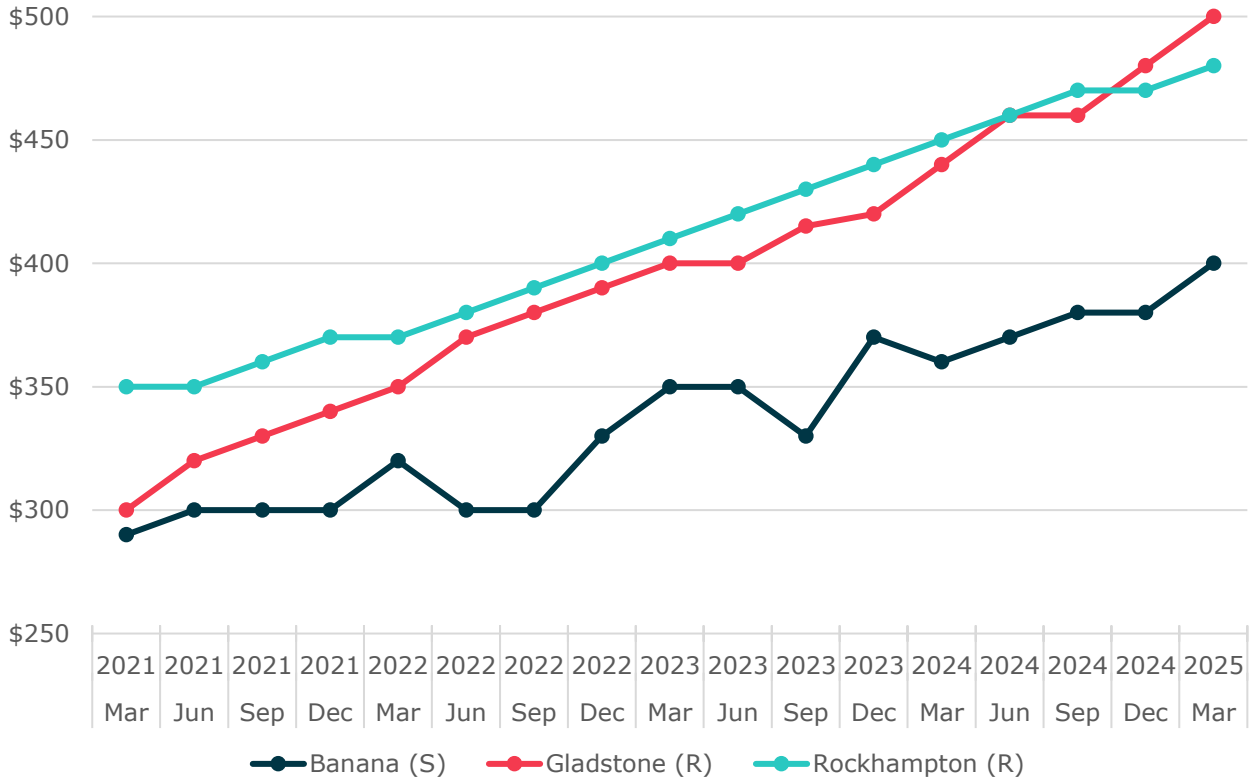
4.6.2 Residential rental prices

In 2025, the median residential rental price in all SIA study areas was between 14% and 31% lower than the median rental price for all of Queensland (RTA, 2025).

- In 2021, residents living in the Gladstone Project SIA study area had lower levels of rental and mortgage stress than for Queensland overall
- Gladstone UCL and Biloela SAL had the highest proportion of residents who reported renting their home in 2021 compared to all other geographical areas.
- Biloela SAL had a higher proportion of renters (38.8%) than the state overall (33.1%). Conversely, Banana SAL residents were more likely to own their home, with only 12.2% of residents renting.

4.6.2.1 Prices

Median rents ($ weekly) in Banana, Gladstone and Rockhampton LGAs increased in the period after COVID-19, when house prices began to increase rapidly (see Figure 4-8). Banana LGA rent prices have fluctuated and remained lower than both Gladstone and Rockhampton LGAs over the last five years. This is likely due to a smaller volume of rental properties in Banana LGA as a whole.



Source: Residential Tenancies Authority (RTA), 2025.

Figure 4-8: Quarterly median rent by LGA for all dwellings, March 2021 to March 2025

As seen in Table 4-15, rental costs increased between 2021 and 2025 and now represent a much larger portion of household income than in 2021, this could indicate that there is a level of housing stress for households which rent in the SIA study areas.[3]

[3] Noting this calculation has relied on 2021 income information, as this is the most up to date. The current median household income is unknown.

Table 4-15: Comparison of proportion of household income to rental costs, 2021 and 2025

Locality	Median household income 2021	Median rent 2021	% of Household income 2021	Median rent 2025	% of Household income 2025
Banana LGA	$1,766	$240	14%	$400	23% (+9%)
Gladstone LGA	$1,639	$275	17%	$500	31% (+14%)
Rockhampton LGA	$1,477	$280	19%	$480	32% (+14%)
Queensland STE	$1,675	$365	22%	$580	35% (+13%)

Source: ABS, 2021b; RTA, 2025.

Of interest, the rate at which rent has increased in Banana, Gladstone and Rockhampton LGAs and Queensland shows an interesting trend between 2021 and 2025. Using 2021 as the starting point, the median rent in the three LGAs was 34%, 25% and 23% less than Queensland median rent (see Table 4-16). By March 2024, the median rent of Banana LGA had remained relatively in line with Queensland rent trends (35%). However, the median rent of Gladstone and Rockhampton LGAs increased by relatively larger amounts, thus closing the gap between their median rent and Queensland's median rent. By March 2025, the difference between median rent in Gladstone LGA to Queensland as a whole had shrunk to 14% (down from a 25% difference in 2021).

Table 4-16: Trends of rent increase relevant to Queensland median rent (2021, 2024 and 2025)

Locality	Median rent 2021	% Less than QLD rent 2021	Median rent Mar 2024	% Less than QLD rent Mar 2024	Median rent Mar 2025	% Less than QLD rent Mar 2025
Banana LGA	$240	34%	$360	35%	$400	31%
Gladstone LGA	$275	25%	$440	20%	$500	14%
Rockhampton LGA	$280	23%	$450	18%	$480	17%
Queensland STE	$365	-	$550	-	$580	-

Source: ABS, 2021b; RTA, 2025.

4.6.2.2 Demand and supply

The number of properties being rented out decreased in Banana and Gladstone LGAs between 2021 and 2025 (15% and 12% respectively) (Figure 4-9; Figure 4-10). In Rockhampton LGA the number of properties being rented has fluctuated over the past four years, decreasing by 7.7% between 2021 and June 2023, then rising by 6.6% to March 2025 (Figure 4-11) (QGSO, 2025b).

Recent media reporting, coupled with the information presented in Section 4.6.1, also highlight limited rental availability across Central Queensland, particularly in Gladstone LGA and Rockhampton LGA, where vacancy rates have remained below 1% for extended periods and rental prices have continued to rise (Real Estate Institute of Queensland, 2024; The Agency, 2025). This suggests increasing pressure on the local housing market and reduced affordability for lower-income households.

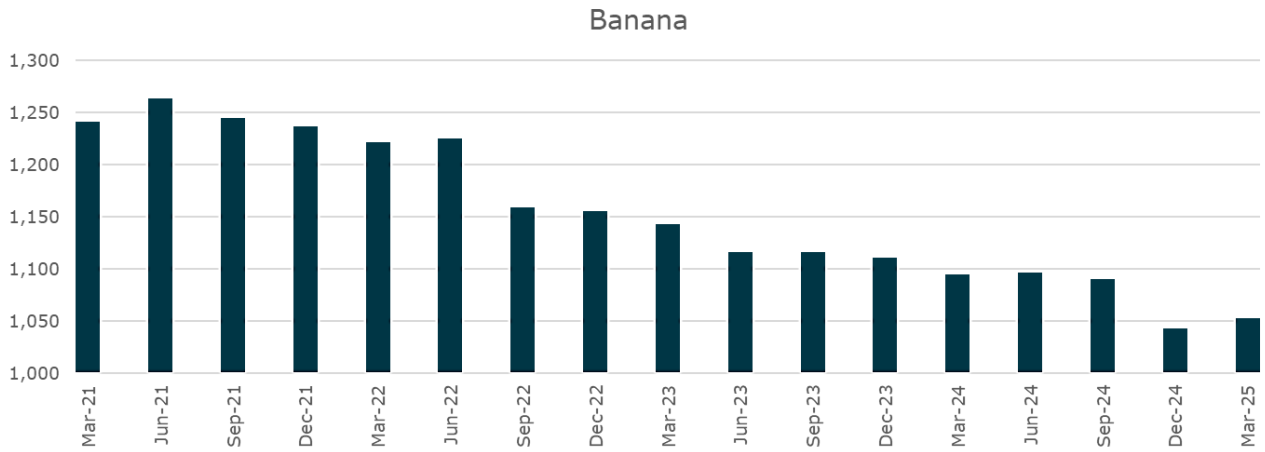


Figure 4-9: Total households rented in Banana LGA, by quarter (RTA, 2025)

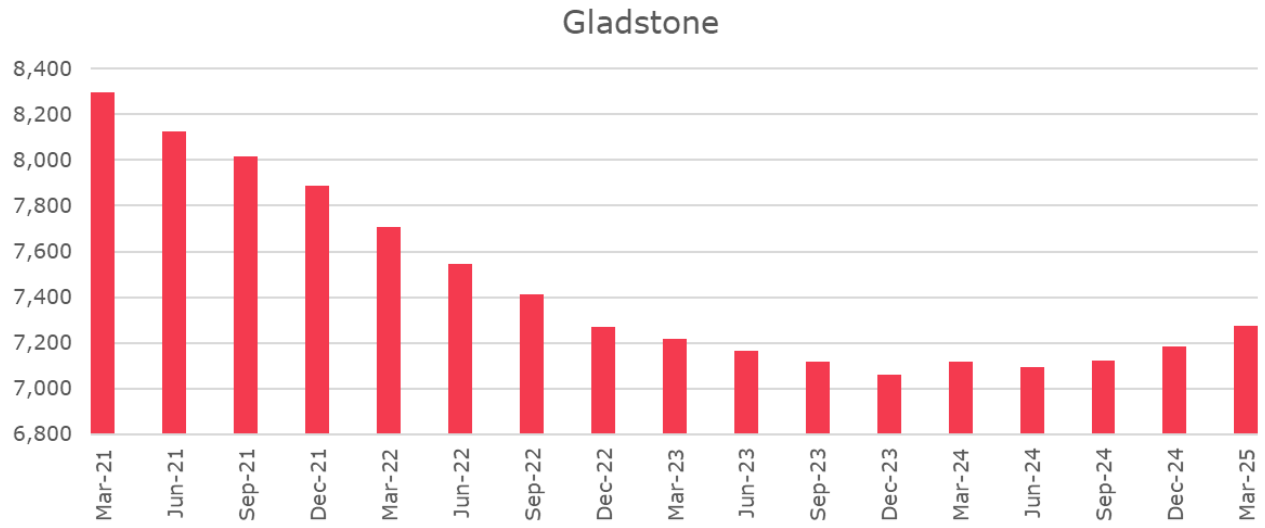


Figure 4-10: Total households rented in Gladstone LGA, by quarter (RTA, 2025)

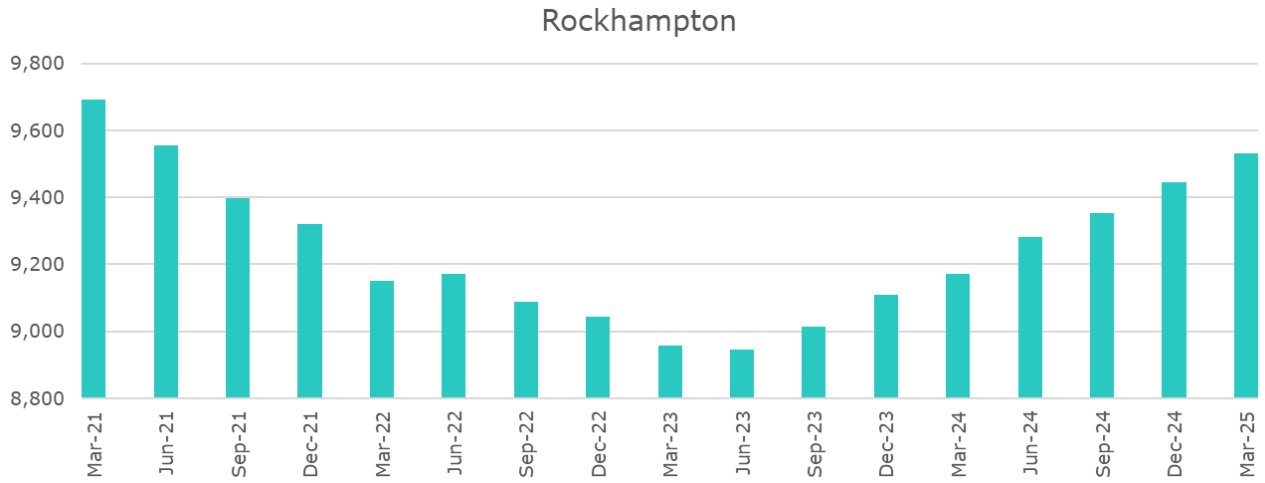


Figure 4-11: Total households rented in Rockhampton LGA, by quarter (RTA, 2025)

4.6.3 Residential sale prices

Table 4-17 presents residential dwelling sales data for the 12 months ending 31 December 2024, comparing the volume and median prices of detached and attached dwellings across Banana, Gladstone and Rockhampton LGAs. Gladstone LGA recorded the highest number of total dwelling sales (2,890), followed by Rockhampton LGA (2,797) and Banana LGA (368). Median sale prices were highest in Gladstone LGA for detached dwellings ($499,000), significantly above both Rockhampton LGA ($471,000) and Banana LGA ($290,000). This trend suggests strong market confidence and higher buyer demand in Gladstone LGA, potentially linked to its greater development activity and housing approvals. In contrast, the lower sales volumes and prices in Banana LGA reflect more constrained market activity and limited housing stock, with implications for affordability and future growth capacity.

Table 4-17: Residential dwelling sales, 12 months ending 31 December 2024

Locality	Number of sales			Median sale price		
	Detached dwellings	Attached dwellings	Total dwellings	Detached dwellings	Attached dwellings	Total dwellings
Banana LGA	338	30	368	$290,000	$293,000	$290,000
Gladstone LGA	2,277	613	2,892	$499,000	$316,750	$470,000
Rockhampton LGA	2,495	302	2,797	$471,000	$360,000	$462,000
Queensland STE	91,270	46,113	137,383	$775,000	$635,000	$720,000

Source: QGSO, 2025b.

4.6.4 Building approvals

Gladstone LGA has the highest proportion of residential building approvals (69.3%), with a distribution between residential and non-residential building approvals similar to Queensland overall. Rockhampton and Banana LGAs saw the inverse over the last 12 months, with only 37% and 37.3% of approvals, respectively, for residential buildings (Table 4-18).

These data – indicating that Gladstone LGA has the highest proportion of residential building approvals in the region, while Rockhampton and Banana LGA residential approvals remain limited – offers insight into local development dynamics. High approval rates in Gladstone LGA suggest an environment more conducive to residential growth, likely driven by local government responsiveness, and infrastructure readiness. In contrast, low approval volumes in Rockhampton LGA and Banana LGA may point to planning constraints, developer hesitancy, availability of land for development, and less market momentum.

For regional projects, this disparity has implications. It may signal greater short- to medium-term housing pressure in areas like Rockhampton LGA and Banana LGA, where housing stock is not keeping pace with demand from population growth and workforce needs. Conversely, Gladstone LGA may be better positioned to absorb population and worker influxes associated with major projects.

Table 4-18: Building approvals and value by LGA (12 months ending 30 April 2025)

Locality	Residential approvals (total)	Residential value (%)	Non-residential value (%)	Total value ($'000)
Banana LGA	19	37.3%	62.7%	37,332
Gladstone LGA	309	69.3%	30.7%	250,212
Rockhampton LGA	179	37%	63%	296,023
Queensland STE	37,657	67%	35%	33,794,624

Source: QGSO, 2025b.

4.6.5 Non-resident worker accommodation

Across the SIA study areas, dedicated large-scale, purpose-built workforce accommodation facilities are limited. As a result, a range of accommodation options are used by non-resident workers across Gladstone, Banana and Rockhampton LGAs, reflecting varying levels of industrial activity and housing market pressure.

The most significant non-residential worker accommodation facility in the SIA study area is Homeground, located at Calliope around 20 minutes west of Gladstone. The village provides around 1,392 rooms with recreational and dining facilities and is primarily used by workers associated with major industrial and energy projects (Homeground Villages, 2021). Beyond this dedicated camp, Gladstone offers additional non-resident accommodation through hotels, serviced apartments and private rental housing, all of which experience increased demand during peak maintenance and construction periods for neighbouring industry.

In the Banana LGA, workforce accommodation options are smaller in scale. The Banana Accommodation Village on Barfield Road provides rooms and communal facilities for mining, energy and construction workers (Banana Shire Council, 2025d). Discovery Workstay (Biloela) and Discovery Parks (Biloela) cater for long-stay workforces in and around the Biloela township (Discovery Workstay, 2025; Discovery Parks, 2025). These facilities often operate near capacity during planned outages and overhauls at Callide Power Station, which can place extra pressure on local hotels and rental housing (CS Energy, 2024). Recognising this ongoing demand, Banana Shire Council has called for expressions of interest to construct and operate a 700-person workers' camp in Biloela, signalling the need for additional dedicated workforce accommodation (Banana Shire Council, 2025e).

In Rockhampton LGA, there are no large, dedicated workforce accommodation facilities. As a result, Rockhampton city's hotels, motels and serviced apartments are used for short-term housing for industrial, construction and defence-related workforces. Demand often peaks during maintenance shutdowns at Stanwell Power Station and large military exercises, which can temporarily tighten local supply and elevate room rates (Rockhampton Regional Council, 2025c).

4.7 Community health, wellbeing and safety

4.7.1 Community health

In terms of population health, residents of Banana LGA generally report better outcomes than the residents of the other LGAs and Queensland overall (Table 4-19). In contrast, residents of Gladstone and Rockhampton LGAs exhibit poorer health outcomes than across Queensland. According to the Public Health Information Development Unit (PHIDU, 2025) data, residents of Rockhampton LGA have the highest rates of premature mortality, high or very high psychological distress, and obesity. Gladstone LGA has the highest rate of current smokers, and Banana LGA has the most residents who engage in high alcohol consumption.

Table 4-19: Select indicators of public health by LGA and age standardised rate per 100 residents, 2022

Indicator	Banana LGA	Gladstone LGA	Rockhampton LGA	Queensland STE
High or very high psychological distress	12.0	15.6	16.8	14.9
Obesity	32.8	40.1	44.0	34.7
Current smoker	15.1	17.3	15.7	14.4
High alcohol consumption	30.2	24.7	22.7	22.4
Premature mortality	254.8	273.2	339.3	248.6

Source: PHIDU, 2025.

Note: All indicators refer to adult populations except high alcohol consumption (15+ years) and premature mortality (0 to 74 years). Psychological distress is based on the Kessler 10 scale. High alcohol consumption is operationalised as five or more standard alcoholic drinks on any day in the last 12 months, at least monthly.

4.7.2 Welfare and economic advantage or disadvantage

Many aspects indicate wellbeing. Indicators can include income and employment, educational attainment, social networks and cohesion, access to social services and infrastructure, and health and safety. The ABS developed SEIFA, is a tool which measures wellbeing in terms of social and economic advantage and disadvantage, i.e. "people's access to material and social resources, and their ability to participate in society" (ABS, 2023). The index of relative socio-economic disadvantage (IRSD) is one of the SEIFA indices used to assess the level of disadvantage in an area. A low IRSD score indicates a relatively higher level of disadvantage, while a high score indicates a lower level of disadvantage.

Based on population distribution by quintile (see Table 4-20) and welfare payment rates (see Table 4-21), Banana LGA tends to show slightly lower levels of disadvantage compared to Queensland. Only 16.5% of Banana LGA residents occupy the most disadvantaged quintile, whereas a high percentage of residents of Gladstone LGA (31%) and Rockhampton LGA (42.2%) are in the most disadvantaged quintile. Of Banana LGA residents, 18.4% fall into the highest quintile (most advantaged), compared to 3% of Gladstone LGA and 8.9% of Rockhampton LGA residents. Gladstone and Rockhampton LGAs are characterised by more than half of their residents scoring in the two disadvantaged quintiles.

Table 4-20: Population by IRSD quintiles, 2021

Locality	Quintile 1: most disadvantaged	Quintile 2: disadvantaged	Quintile 3: median	Quintile 4: advantaged	Quintile 5: most advantaged
Banana LGA	16.5%	33.2%	11.5%	20.4%	18.4%
Gladstone LGA	31.0%	29.4%	23.4%	13.2%	3.0%
Rockhampton LGA	42.2%	24.1%	16.1%	8.9%	8.9%
Queensland STE	20.0%	20.0%	20.0%	20.0%	20.0%

Source: QGSO, 2025b.

The ABS SEIFA also releases the IRSAD that ranks areas from most disadvantaged to most advantaged (1 = most disadvantaged; 10 = most advantaged). As outlined in Table 4-2, Table 4-3 and Table 4-4, the 2021 SEIFA IRSAD results show varying levels of socio-economic wellbeing across the SIA study areas. Theodore (2nd decile) and Bouldercombe (3rd decile) SALs experience higher levels of socio-economic disadvantage, reflecting smaller economies and limited access to services. Biloela (4th decile) and Banana (6th decile) SALs show moderate levels of advantage, while Banana LGA (7th decile) more broadly indicates above-average socio-economic conditions consistent with higher household incomes. Gladstone and Rockhampton LGAs (both 5th decile) reflect mid-range conditions linked to their mixed industrial and service-based economies. These results highlight a gradient of relative advantage across the region, with smaller rural communities potentially more vulnerable to economic change and cost-of-living pressures than larger, more diversified centres.

Payments made to residents by the Department of Social Services are another indicator; see Table 4-21 for the welfare payments for the SIA study area LGAs. Welfare payments can include age pension (for older adults), carer allowance and disability support (payments for eligible recipients aged 16 and older), family tax benefit Part A (the base payment to eligible families) and Jobseeker (available to adults aged 22 to 64 years old). Compared to the Queensland rates, per 100 persons in the same age category, Banana LGA has a lower proportion of residents receiving any of these payments. Residents of Gladstone and Rockhampton LGAs receive all payments at higher rates than Queensland as a whole. These findings suggest residents of Banana LGA may be more resilient against economic and employment changes than residents of Gladstone or Rockhampton LGAs.

Table 4-21: Department of Social Services payments to residents (December 2024)

Locality	Age pension (Rate per 100 persons 65yo+)	Carer allowance (Rate per 100 persons 16yo+)	Disability support (Rate per 100 persons 16yo+)	Family tax benefit A (Rate per 100 families*)	Jobseeker (Rate per 100 persons 22-64yo)
Banana LGA	46.6	2.6	3.3	49.8	5.4
Gladstone LGA	62.9	3.9	4.9	58.0	8.9
Rockhampton LGA	64.0	4.1	6.1	63.0	8.3
Queensland STE	58.3	3.2	4.1	54.2	6.0

**Per 100 families with children under the age of 15 years. Source: QGSO, 2025b.*

4.7.3 Volunteering

At the time of the 2021 Census, 21% of Banana LGA residents participated in unpaid voluntary work, which was higher than in Queensland (14.1%), Gladstone LGA (16.2%) and Rockhampton LGA (13.6%). Volunteering can be an indicator of strong social cohesion and relative levels of socio-economic advantage (Table 4-22).

4.7.4 Need for assistance

'Need for assistance' is defined in the ABS Census Community Profiles as measuring "the number of people with a profound or severe core activity limitation. People with a profound or severe core activity limitation are those needing assistance in their day to day lives in one or more of the three core activity areas of self-care, mobility and communication because of a long-term health condition (lasting six months or more), a disability (lasting six months or more), or old age" (ABS, 2021). In the SIA study area LGAs, Rockhampton LGA residents have the highest rates of needing assistance (7.5%), while Gladstone LGA (5.8%) and Banana LGA (4.2%) residents have lower rates of needing assistance than the state overall (6%) (Table 4-22). This corresponds with the higher proportion of socio-economic disadvantage within the Rockhampton LGA and could also indicate socio-economic vulnerability within the community.

Table 4-22: Community capacity across project SIA study areas, 2021

Locality	Needs assistance	Does not need assistance	Volunteers	Does not volunteer
Queensland STE	6.0%	87.5%	14.1%	78.8%
GLADSTONE PROJECT				
Gladstone UCL	6.2%	87.2%	14.9%	78.0%
Biloela SAL	4.3%	82.2%	18.2%	67.5%
Bouldercombe SAL	4.6%	81.8%	15.3%	69.9%
Rockhampton UCL	7.7%	85.3%	13.9%	78.1%
Gladstone LGA	5.8%	87.0%	16.2%	75.9%
Banana LGA	4.2%	82.9%	21.0%	65.1%
Rockhampton LGA	7.5%	84.7%	13.6%	77.7%
BANANA RWFCP				
Biloela SAL	4.3%	82.2%	18.2%	67.5%
Banana SAL	2.8%	83.8%	22.3%	62.8%
Banana LGA	4.2%	82.9%	21.0%	65.1%
THEODORE WFCP				
Biloela SAL	4.3%	82.2%	18.2%	67.5%
Banana SAL	2.8%	83.8%	22.3%	62.8%
Theodore SAL	5.9%	84.4%	20.4%	68.1%
Banana LGA	4.2%	82.9%	21.0%	65.1%

Source: ABS, 2021b.

4.7.5 Community safety indicators

Recorded offences during a 12-month period (2023-24) converted to a standardised rate of offences per 100,000 residents, reveal that crime statistics across the SIA study areas are broadly consistent with regional trends, with Rockhampton and Gladstone LGAs recording slightly higher rates of certain offences – particularly property crime – than the Queensland average, while Banana LGA remains below the state crime rates (Table 4-23) (Open Stats, 2024).

These variations are typical of larger population centres and do not appear linked to any specific project development activities. Media reporting has highlighted periodic community concerns in Rockhampton and Gladstone regarding property crime and youth offending, though police have responded with targeted operations and additional patrols to stabilise offence rates (ABC News, 2023).

Beyond crime, residents and local media continue to express concerns regarding road safety and emergency response capacity, particularly along major freight and project corridors. In 2024, a hazardous goods crash on the Bruce Highway, near Gladstone, prompted evacuations and an extensive emergency coordination effort; this was seen as highlighting the challenges of managing incidents in regional settings (7NEWS, 2024). In Rockhampton LGA, local government has prioritised intersection upgrades and road repairs after flood damage under the federal black spot and disaster-recovery programs (Rockhampton Regional Council, 2023b; 2024a). These incidents and investments underline the region's reliance on council-managed infrastructure and the importance of maintaining safe, resilient transport networks as population and industrial activity continue to grow.

Table 4-23: Recorded offences by LGA and Queensland, 2023-24

Locality	Offences against:			Total	
	Person	Property	Other	No.	Rate per 100,000
Banana LGA	1,448	4,090	5,100	1,602	10,637
Gladstone LGA	1,723	4,843	6,105	8,663	12,671
Rockhampton LGA	3,172	7,390	8,077	15,925	18,639
Queensland STE	1,542	5,175	4,247	613,979	10,964

Source: QGSO, 2025b.

4.7.6 Social infrastructure

The SIA study area LGAs have a range of social and community infrastructure and facilities, as listed in Table 4-24.

Residents of the Central Queensland region have reported that the following changes are required across Central Queensland to support future development:

- upgrades to local infrastructure, such as housing
- improved availability of housing, a major issue in Biloela
- improvements to local healthcare, to reduce travelling time for residents to access healthcare

- enhanced local services and infrastructure, such as roads and healthcare (Queensland Government, 2024).

Table 4-24: Select social infrastructure, by LGA (April 2025)

Locality	Police stations	Ambulance stations	Fire Stations	Schools	Hospitals
Banana LGA	7	6	6	16	5
Gladstone LGA	8	7	5	35	1
Rockhampton LGA	6	6	4	42	5
Queensland STE	335	315	244	1,814	322

Source: QGSO, 2025b.

4.7.6.1 Health and welfare services

Across regional and rural Queensland "adequate health services are lacking" (ABC News, 2025b). Many people living in these areas face difficult choices when it comes to health care: either travel long distances to access specialist care when needed or relocate to areas with better service provision. Both choices mean giving up access to local communities (ABC News, 2025b). The healthcare context in the SIA study area LGAs mirrors the findings of this recent news report.

Gladstone Hospital operates a 24-hour emergency department and specialist outpatient and orthopaedic clinics, but lacks full surgical and advanced specialist capacity, meaning many patients must travel to Rockhampton to meet complex care needs (CQ Health, 2025a; Queensland Health, 2024). Recent developments, however, may mean this is changing. Hospital upgrades are underway, including a new Women and Family Centre and an Ambulatory Care Hub, to enhance access and local capacity (CQ Health, 2024a). A nurse-led walk-in clinic in the city centre has also recently opened, to ease pressure on the local emergency department and improve access to primary care services (CQ Health, 2024b). Gladstone has also initiated a Mental Health Co-Responder Program, deploying mental health clinicians and paramedics jointly to intervene in community crisis situations and reduce burden on hospital emergency departments (CQ Health, 2024c).

Rockhampton Hospital serves as the major regional referral centre and offers a broad spectrum of services, including emergency, surgical, maternity, specialist outpatient clinics and mental health (CQ Health, 2025b). However, the waitlists for certain specialties are long. For example, Rockhampton currently has about 1,300 patients on its cardiology waitlist, with around half classified as urgent (ABC News, 2024a). To be noted, the emergency department is undergoing improvements with support from the Queensland Government (Queensland Government, 2025b).

Meanwhile, rural hospitals within the SIA study areas struggle with staffing and scope limitations. In a recent media report, Biloela Hospital operating as a 24-hour facility, has faced significant doctor shortages, meaning that during some shifts, emergency patients are transferred to Gladstone or managed via telehealth (Courier Mail, 2025). Biloela Hospital has also been on 'maternity bypass' for multiple years. This means patients must be diverted elsewhere for birthing services, highlighting gaps in local maternity care (ABC News, 2025c). It should be noted, however, that upgrade works have begun at Biloela Hospital after 900 days of bypass status (Central Queensland Today, 2025).

This is similar in Theodore, with the Theodore Multipurpose Health Centre offering emergency, general medical and surgical care, with only visiting community and allied health clinics. Given this, the baseline health infrastructure in the region could be considered as under stress, with Gladstone providing limited specialist and outpatient services, Rockhampton functioning as the central hub but with significant waitlists, and smaller local hospitals having restrictive capacities and occasional service gaps.

4.7.6.2 Emergency services

Emergency services across the Central Queensland region comprise of Queensland Ambulance Service, Queensland Fire and Emergency Services, police and rural fire brigades. These services operate across extensive geographic areas, with varying levels of coverage and resourcing. Communities in Gladstone, Biloela, Theodore and Boulder combe each face distinct challenges in relation to emergency response capacity, particularly given the increasing pressure from population growth, industrial expansion and limited local infrastructure.

In Gladstone, emergency services are generally well established but have experienced increasing demand and periodic strain. In 2024, Queensland Ambulance Service reported record callouts across the region, with Gladstone among the busiest centres outside the southeast, prompting investment in extra paramedics and vehicles (Queensland Government, 2024b). Community concern about ambulance delays has also been reported, particularly during industrial shutdowns when transient populations increase local demand (Queensland Government, 2024b).

In Banana LGA, emergency response relies heavily on volunteer rural fire brigades and on-call health and ambulance staff. Media coverage in these areas points to road incident numbers being high (The Courier Mail, 2025).

In Rockhampton and Boulder combe, emergency services contend with similar resourcing pressures and increasing exposure to hazardous infrastructure. In late 2024, Queensland Fire and Emergency Services warned of heightened bushfire risk and limited volunteer capacity (ABC News, 2024b). The region has also been the focus of continued investment in emergency communications upgrades to improve coordination during multi-agency responses (Queensland Government, 2025c).

Overall, emergency service agencies across the SIA study areas demonstrate strong coordination but operate within constrained staffing and infrastructure frameworks. Response times are challenged by long distances, seasonal hazards, and surging demand during population and industrial activity peaks.

4.7.6.3 Transport services

Key transport infrastructure servicing the SIA study areas includes:

Road



- The Bruce Highway (A1) runs north-south from Brisbane via Mount Larcom and Rockhampton and is connected to Gladstone via Benaraby Road (State Route 58).
- The Burnett Highway (A3), Bruce Highway (A1) and Capricorn Highway (A4) run into Rockhampton city.
- Biloela is serviced by the Burnett Highway (A3) and Dawson Highway (State Route 60). Council-managed roads flow into and out of Biloela.
- The Biloela Heavy Vehicle Bypass, completed in 2024, provides an alternative route for freight vehicles to avoid the town centre, improving safety, travel times and road amenity (Australian Government Department of Infrastructure, 2024).
- The township of Banana sits at the intersection of two main highways: the Leichardt Highway (A5) and the Dawson Highway (State Route 60).
- Three main roads run into Theodore: the Leichardt Highway (A5) from the north; the Leichardt Highway (A5) from the south-west; and Eidsvold-Theodore Rd (State Route 73) from the south-east.

Rail



- Queensland Rail runs three services that stop in Gladstone, Mount Larcom and Rockhampton (Spirit of Queensland, Spirit of the Outback and the Rockhampton Tilt Train).
- No rail infrastructure services the Biloela or Theodore public.

Air



- Gladstone Airport is a large commercial airport. The runway is suitable for aircraft up to Boeing 737-800/Airbus A320 size.
- Rockhampton Airport is a major regional hub, providing direct connections to Brisbane, Mackay, Townsville and Cairns, and supporting emergency services, freight and defence operations (Rockhampton Regional Council, 2024b).
- Theodore Aerodrome (sealed runway 30 m wide and 1,342 m long) services charter and medical aircraft (both the Royal Flying Doctor Service and the Aerial Ambulance) (Banana Shire Council, n.d.).
- Biloela (Thangool Aerodrome) has two runways and caters to commercial services, freight services, charter and medical aircraft operations.
- Brisbane International Airport is around 500 km south of Gladstone (about six hours by car).

Sea



- The Port of Gladstone has eight main wharf centres which comprise 20 wharves. The Northern Trade Precinct comprises four wharves. The port has experienced increasing volumes due to added trade, commercial and recreation vessels, as well as LNG and coal export operations (Gladstone Ports Corporation, 2025).
- The Port of Rockhampton (operated by Gladstone Ports Corporation) services bulk cargo and freight and supports defence and industrial operations in the region (Gladstone Ports Corporation, 2024b).

4.7.6.4 Telecommunications

As a part of the Queensland REZ assessments, residents reported that "improving digital and telecommunications infrastructure is crucial to meet community and industry needs" (Queensland Government, 2024). Gladstone is well serviced by both 4G and 5G network coverage (Telstra, n.d.). Biloela has some 5G network coverage over the town itself, as does Mount Morgan (near Bouldercombe). Theodore and Banana do not receive any 5G coverage, and there are large areas with no coverage between Mount Morgan and Biloela (Telstra, n.d.).

4.7.6.5 Entertainment and recreation

Entertainment and recreational amenities vary considerably across the SIA study area LGAs, reflecting differences in population size, economic base and community needs.

Gladstone, a regional centre, offers the most extensive and structured suite of recreation and entertainment facilities – compared to the other SIA study areas – including cinemas, galleries, parks, sporting complexes, and waterfront areas such as East Shores and the Marina precinct. The East Shores Precinct provides landscaped foreshore areas with boardwalks, water play zones, outdoor cinema, exercise and barbecue facilities, and access to the Gladstone Marina and cruise terminal (Gladstone Ports Corporation, 2024a).

In Biloela, recreational opportunities are primarily community-led and supported by the Banana Shire Council. Facilities include local sports clubs, parklands and the Banana Shire Regional Art Gallery (Banana Shire Council, 2024b). The Callide Dam and Lake Callide Retreat form key regional assets, offering boating, fishing, camping, walking and accommodation facilities (Department of Agriculture and Fisheries, 2024). The town pool and local open spaces provide additional recreational outlets, though community commentary has noted occasional maintenance and access concerns (Banana Shire Council, 2024b).

Theodore, with its smaller population base, features limited entertainment and recreational spaces but does offer outdoor and community amenities – park spaces along the Dawson River. The town's showgrounds and sporting fields also host seasonal events and local competitions (Banana Shire Council, 2024c).

Bouldercombe, on the outskirts of Rockhampton, provides residents and visitors with access to outdoor and nature-based recreation. The Bouldercombe Gorge Resources Reserve offers bushwalking, wildlife viewing and scenic drives (Department of Environment, Science and Innovation (DESI), 2024). The Bouldercombe Recreational Grounds are used periodically for community and regional events, while the town's proximity to Rockhampton enables access to more extensive cultural and sporting amenities (DESI, 2024).

In Rockhampton, the entertainment and recreation environment is rich and diverse, with natural attractions, cultural venues and community events. The city is home to over 150 parks, gardens and recreational facilities. Highlights include Kershaw Gardens, the Rockhampton Zoo, the Botanic Gardens, Pilbeam Theatre and the Rockhampton Showgrounds (Rockhampton Regional Council, 2025d).

4.8 Summary of findings by UCL and SAL

Each UCL or SAL – Gladstone, Biloela, Theodore, Bouldercombe and Rockhampton – in the SIA study areas presents distinct social and economic characteristics. The following

location-specific (UCL and SAL) summaries use ABS 2021 Census data and regional planning documents.

4.8.1 Gladstone UCL

Gladstone UCL is the largest urban centre in the SIA study areas. The local economy is shaped by its port and major processing industries. Key social baseline characteristics for Gladstone UCL include:

- Gladstone UCL had a population of 34,703 in 2021, with the population growing 3.7% between the 2016 and 2021 Census periods.
- The median age was 35 years in 2021, indicating a relatively young, working-age population.
- Indigenous residents constituted 7.1% of the Gladstone LGA population, higher than the reported rates across Queensland at the time of the 2021 Census.
- In 2021, cultural diversity was lower than recorded across Queensland; with 14.7% born overseas and 7.9% speaking a LOTE.
- Year 12 completion rates were lower than the Queensland recorded completion rates in 2021. However, recorded certificate-level qualifications were higher in Gladstone than Queensland as a whole, likely linked to the post-school qualification requirements for employment in the area.
- Despite being an industrial hub, unemployment in Gladstone UCL was 8.2% in 2021, as this data was collected during the COVD-19 pandemic, high unemployment could be due industry slowdowns during this period.
- Healthcare access is a key issue, with Gladstone UCL residents needing to travel to Rockhampton to meet complex healthcare needs.

4.8.2 Biloela SAL

Biloela, the administrative centre of Banana LGA is located in Biloela SAL. Key social baseline characteristics for Biloela SAL include:

- The median age was 36 years at the time of the 2021 Census, two years younger than the reported median age for all Queensland and indicating a larger proportion of children than other geographical areas in the Banana RWFCP SIA study area.
- Indigenous residents comprised 4.7% of the population, which is similar to the reported rates across Queensland (4.6%) at the time of the 2021 Census.
- In 2021, 12.7% of residents were born overseas and 9.1% spoke a LOTE. Cultural diversity in Biloela in 2021 was lower than Queensland overall, suggesting a lower rate of migration than the state as a whole.
- In 2021, Year 12 completion rates (43.5%) were below the recorded state Year 12 completion rates in the same period, potentially linked to the education requirements for local employment opportunities in Biloela.
- In 2021, 15% of households in Biloela were experiencing rental stress compared to 32.3% of households across Queensland. At the same time, Biloela had a greater proportion of households being rented compared to Queensland. The lower rate of rental stress may be linked to higher rates of household income and lower unemployment rates in 2021.
- The median household income was $1,884 in 2021; this was higher than the state average in the same period, reflecting relative prosperity.

4.8.3 Theodore SAL

Theodore is a small, close-knit rural town in the Banana LGA with a population under 500. Key social baseline characteristics for Theodore SAL include:

- The community had a median age of 38 years in 2021. While this was the same as Queensland at that time, it was noted that Theodore SAL had a considerable number younger (less than 15 years) and older residents. This could be linked to the presence of a local aged care facility which enables older residents to remain within the community, instead of needing to relocate to access aged care facilities.
- Indigenous residents comprised 15.1% of the population in 2021. While Theodore's small population size needs to be considered, this rate was three times higher than recorded rates in Biloela SAL and Banana LGA during the same period. This could suggest that Indigenous residents may prefer living in or have cultural connections to the Theodore SAL area or may reside in the area to access the age care facility.
- The Year 12 completion rate was 37.8% in 2021. This could be due to the social context that older residents matured in and the ongoing limitations to upper high school education in Theodore SAL.
- The key industry of employment in 2021 was 'health care and social assistance' followed by 'manufacturing' (based on place of usual residence). This may indicate the types of employers in Theodore (e.g., the local aged care facility).

4.8.4 Bouldercombe SAL

Bouldercombe SAL, with a population of around 1,117 in 2021, is a rural-residential locality within the Rockhampton LGA and within commuting distance to Rockhampton city. Key social baseline characteristics for Bouldercombe SAL include:

- The median age in Bouldercombe was 46 years, eight years greater than the state average in 2021, indicating an older population base.
- Indigenous residents comprised 5.8% of the population, slightly higher than the state recorded rate in 2021 (4.6%).
- In 2021, 4.3% of residents were born overseas and 0.4% spoke a LOTE, indicating a more homogenous population than the state as a whole.
- Home ownership exceeded 80%, with more than half of those owned outright. Only 10.6% of local households rented, and 59.8% of residents were living in the same house as five years ago (at the time of the 2021 Census). Taken together, these indicate a stable and long-term resident base.
- Year 12 completion rates in 2021 were low (31.6%). This could be due to the trade-skilled nature of local employment opportunities and an older population base.

4.8.5 Rockhampton UCL

Rockhampton UCL is a regional hub with a relatively stable population. Key social baseline characteristics for Rockhampton UCL include:

- In 2021, the median age in Rockhampton UCL was 37 years, which was similar to the state recorded median age (38 years).
- Rockhampton UCL has the lowest proportion of residents in the labour force (44.5% of residents aged 15 years and older).
- Rockhampton is home to a high proportion of Indigenous residents, almost double the state average in 2021. This could be due to the area's proximity to Woorabinda Aboriginal Shire Council as well as cultural connections to the area.

- In 2021, 10.9% of residents were born overseas and 7.5% spoke a LOTE, indicating a less culturally diverse population than the state as whole.
- Rockhampton services the broader Central Queensland region for specialist healthcare needs.
- 'Health care and social assistance' was the largest employing industry in 2021, consistent with Rockhampton's function as a major regional service centre and health precinct (ABS, 2021b).

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- Gladstone LGA
- Gladstone UCL
- Queensland STE
- Rockhampton LGA
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- Rockhampton LGA
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Appendix A. Powerlink approvers

Powerlink approvers

Version	Role	Name/RAIDE-C	Date
Review inputs	Senior Development Manager	Ross Cunneen (I)	22/8/25
	Social Performance Advisor	Julie Nicholls (I)	1/8/25
	Social Performance Advisor	Megan Hamilton (R)	30/7/25
	Acting Team Leader Social Performance	Sarah Connor (A)	30/7/25
	Social Performance Specialist or REZ Development Team	Naomi Devetak (I)	30/7/25
	Team Leader Community Relations	Kelly Walker (I)	5/8/25
	Project Engagement CQ (Lead replacing Sharna)	Rebecca Powlett (I)	3/9/25
Manager approval	Manager Community & Social Performance	Anthea Craig (D)	Review – draft (August)
	Sarah to advise if anyone else to be added (14/7) – confirmed and additions added		

Appendix C. Stakeholder list

The table below presents the stakeholders that were invited to participate in face to face or online SIA engagement. It does not include stakeholders who participated in the online survey as survey participation was anonymous.

Stakeholder group	Stakeholders
Landholders	Owners or occupiers of private land impacted by the projects Adjacent landholders within a 1km radius of new transmission infrastructure
Traditional Owner Groups	First Nations Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda Peoples Aboriginal Corporation Gaangalu Nation People Wulli Wulli Nation Aboriginal Corporation Wulli Wulli #3 Darumbal People Aboriginal Corporation
State Government	Department of State Development, Infrastructure and Planning Department of Manufacturing Department of Primary Industries Department of Transport and Main Roads
Local Government	Gladstone Regional Council Banana Shire Council Rockhampton Regional Council
Community service providers	Banana Sports Committee Inc Banana Shire Support Centre Banana and District Community Association Inc. Queensland Country Women's Association – Banana Theodore Sport and Recreation Centre Theodore Community Link Biloela Scout Group Rotary Club of Biloela Biloela Police Citizens Youth Club Community Resource Centre – Biloela Calliope Rotary Mt Larcom Progress Association Gladstone Community Linking Agency CQ Shines Foundation Gladstone Community and Neighbourhood Centre Anglicare Central Queensland Headspace (Roseberry) Here for Gladstone Rotary Club of Gladstone Salvation Army Decmil (Homeground) Men's Shed Gladstone Men’s Shed Bouldercombe Bouldercombe Progress Association Capricorn Enterprise

Stakeholder group	Stakeholders
	Callide Valley Tennis Association
	Mount Larcom and District Show Society Inc
Education and training providers	Gladstone Region Engaging in Action Together
	Central Queensland University
	Apprentices and Trainees Queensland
	Community Employment Options Inc.
	My Skills Institute
	Mount Murchison State School
	Bouldercombe State School
	Mount Larcom State School
	Biloela State School
	Theodore State School
Health and emergency service providers	Queensland Fire and Rescue - Gladstone Office (oversees brigades in Banana and Gladstone Shires)
	Queensland Fire and Rescue - Rockhampton Office
	Queensland Ambulance Service – Central Region District and Local Ambulance Services (Gladstone, Calliope, Biloela, Theodore, Rockhampton)
	State Emergency Service (Gladstone and Rockhampton)
	Central Queensland Rural Health
	Nhulundu Health Service
	Queensland Police Service (Gladstone, Calliope, Biloela, Theodore, Rockhampton)
	Capricorn Rescue
	Central Queensland Indigenous Development
Industry and regional development groups	RWE Renewables Australia
	Électricité de France Renewables
	Callide Dawson Chamber of Commerce
	Theodore Chamber of Commerce
	Gladstone Chamber of Commerce and Industry
	Capricornia Chamber of Commerce
	Rockhampton Chamber of Commerce
	First Nations Chamber Gladstone
	Regional Development Australia
	Economic Development Queensland
	Gladstone Engineering Alliance
	Gladstone Area Water Board
	Shell – Queensland Gas Company
	Sunwater
	CS Energy
	Enterprise Biloela Association
	Batchfire Resources
	Theodore Water
Agricultural groups	Fitzroy Basin Association
	Theodore Agricultural and Pastoral Society
	Callide Valley Agricultural and Pastoral Society (Callide Valley Show)

Stakeholder group	Stakeholders
	Healthy Soils Callide Valley group Barfield Road Producers Group
Environmental interest groups	Dawson Catchment Coordinating Association Inc Wildlife Queensland Upper Dawson branch (Wildlife Preservation Society of Queensland)

Appendix D. Communication materials

Powerlink Projects – Social Impact Assessment

GLADSTONE PROJECT

BANANA RANGE WIND FARM CONNECTION PROJECT

THEODORE WIND FARM CONNECTION PROJECT

INFORMATION SHEET

THIS INFORMATION SHEET

Powerlink has partnered with Worley Consulting to conduct the Social Impact Assessment (SIA). This information sheet is intended to provide an overview of the SIA for Powerlink's Banana Range Wind Farm Connection Project, Theodore Wind Farm Connection Project, and the Gladstone Project in Central Queensland. The SIA will help to identify how the projects might affect nearby communities, both positively and negatively. The SIA will consider five key areas: community and stakeholder engagement, local business and industry procurement, community health and wellbeing, workforce management, and housing and accommodation.

WHY DO WORLEY CONSULTING WANT TO TALK TO ME?

Your involvement will contribute to shaping Powerlink's strategy for managing social impacts and delivering benefit to communities. The SIA will propose social impact management measures and identify opportunities for local community benefits, such as community investments.

WHAT AM I INVITED TO?

Powerlink and Worley Consulting have identified you or your organisation as a key stakeholder with an interest in one or more of these Powerlink projects.

Community voices are an important part of the SIA process. Your views will help us understand the local community context to inform the SIA. During our discussion we will aim to:

- Verify and discuss the desktop data we have collected about communities in the Central Queensland region.
- Better understand community values and aspirations to help guide our ways of working with local communities.
- Seek feedback on your preferences for how we communicate with you.
- Discuss ways to strengthen project benefits and manage potential social impacts.

WHY SHOULD I ATTEND?

Community input is an important part of the SIA process and provides community representatives with an opportunity to learn about these projects while also being able to ask questions and share their views on potential social impacts and opportunities.

We recognise that engagement has taken place in the region recently to support project development. We will look to include relevant findings of these consultation processes and to build on this engagement as part of this SIA.

WHAT TO EXPECT



For more information on the individual **Powerlink** projects, please visit the project websites at the following links:

GLADSTONE PROJECT

BANANA RANGE WIND FARM CONNECTION PROJECT

THEODORE WIND FARM CONNECTION PROJECT

If you have any questions regarding the SIA, or would like to find out more, please contact the **Worley Consulting** Team or **Powerlink** via email.

Worley Consulting Team

Powerlink CQ Projects

Powerlink is a Government Owned Corporation that owns, develops, operates, and maintains the transmission network in Queensland.

Powerlink is in various stages of planning and approvals for three key projects in Central Queensland. A focus for Powerlink is reinforcing Gladstone's transmission network. Planning for this larger program of work is also underway.

Powerlink recognises that every community is unique, and is dedicated to understanding local feedback, perspectives, concerns, and aspirations. The SIA will help to inform social impact management measures and identify opportunities for local communities (such as community investment).

The themes planned to be discussed during engagement include (but are not limited to):

- **Community and stakeholder engagement**
- **Local business and industry procurement**
- **Community health and wellbeing**
- **Housing and accommodation**
- **Workforce management**



Worley Consulting acknowledges the Traditional Custodians of the Central Queensland region, project areas, and Country we propose to travel to. We are committed to genuinely partner, and meaningfully engage, with Traditional Owners and Aboriginal and Torres Strait Islander communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.

Powerlink Central Queensland Projects – Social Impact Assessment (SIA)

INVITATION TO PARTICIPATE IN SIA ENGAGEMENT

We would like to hear your views and interests in relation to Powerlink's proposed Banana Range Wind Farm Connection Project, Theodore Wind Farm Connection Project and the Gladstone Project. Your views will help us understand the local community context, informing the Social Impact Assessment (SIA). During our discussion we will aim to:

- Talk through key Powerlink activities in the region
- Discuss the socioeconomic profile of the Central Queensland region
- Better understand local community values
- Understand your views, interests, and thoughts on the project
- Discuss ways to strengthen project benefits and manage potential social impacts.

To facilitate meaningful discussions, we will be running a series of focus group sessions. These sessions will run for up to two hours and will involve a group discussion with you and other local organisations and/or representatives.

These sessions will be held in-person, and light refreshments will be provided. Further information including an agenda will be circulated ahead of the sessions.

We invite you to participate in one of the following consultation sessions to discuss these projects.

Please see the accompanying Information Sheet for further information on the SIA and engagement process.

We thank you for your time and look forward to meeting with you.

SESSION INFORMATION

	Date	Time	Location
Focus Group Session #1	Monday 23 June 2025	3:30pm – 5:30pm	**Central Queensland University Gladstone Campus, Leo Zussino Building, #3, 'The Dining Room' 43 Bryan Jordan Dr, Callemondah**
Focus Group Session #2	Tuesday 24 June 2025	9:00am - 11:00am	**Central Queensland University Gladstone Campus, Leo Zussino Building, #3, 'The Dining Room' 43 Bryan Jordan Dr, Callemondah**

PLEASE RSVP FOR YOUR PREFERRED SESSION BY 18 JUNE

If you are interested in attending one of the above sessions, please confirm via email at:

_____

or phone us on_____

Alternatively, if you cannot attend this session, but would like to provide input into the SIA, please contact us.

worley consulting

Powerlink Central Queensland Projects – Social Impact Assessment (SIA)

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We would like to hear your views and interests in relation to Powerlink's proposed Banana Range Wind Farm Connection Project, Theodore Wind Farm Connection Project and the Gladstone Project. Your views will help us understand the local community context, informing the Social Impact Assessment (SIA). During our discussion we will aim to:

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SESSION INFORMATION

	Date	Time	Location
Focus Group Session #1	Tuesday 24 June 2025	4:30pm – 6:30pm	**Biloela Civic Centre, 96 Rainbow St, Biloela**
Focus Group Session #2	Wednesday 25 June 2025	9:30am – 11:30am	**Biloela Civic Centre, 96 Rainbow St, Biloela**

PLEASE RSVP FOR YOUR PREFERRED SESSION BY 18 JUNE

If you are interested in attending one of the above sessions, please confirm via email at:

_____

or phone us on _____

Alternatively, if you cannot attend this session, but would like to provide input into the SIA, please contact us.

worley consulting

Powerlink Central Queensland Projects – Social Impact Assessment (SIA)

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We would like to hear your views and interests in relation to Powerlink's proposed Banana Range Wind Farm Connection Project, Theodore Wind Farm Connection Project and the Gladstone Project. Your views will help us understand the local community context, informing the Social Impact Assessment (SIA). During our discussion we will aim to:

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We thank you for your time and look forward to meeting with you.

SESSION INFORMATION

	Date	Time	Location
Focus Group Session	Wednesday 25 June 2025	3:00pm – 5:00pm	**Theodore RSL Hall, 30 The Boulevard, Theodore**

PLEASE RSVP FOR YOUR PREFERRED SESSION BY 18 JUNE

If you are interested in attending one of the above sessions, please confirm via email at:

_____

or phone us on _____

Alternatively, if you cannot attend this session, but would like to provide input into the SIA, please contact us.

worley consulting

Powerlink Central Queensland Projects – Social Impact Assessment (SIA)

INVITATION TO PARTICIPATE IN SIA ENGAGEMENT

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These sessions will be held in-person, and light refreshments will be provided. Further information including an agenda will be circulated ahead of the sessions.

We invite you to participate in one of the following consultation sessions to discuss these projects.

Please see the accompanying Information Sheet for further information on the SIA and engagement process.

We thank you for your time and look forward to meeting with you.

SESSION INFORMATION

	Date	Time	Location
Focus Group Session	Thursday 26 June 2025	4:00pm – 6:00pm	**Bouldercombe Sport and Recreation Complex, 52496 Burnett Highway, Bouldercombe**

PLEASE RSVP FOR YOUR PREFERRED SESSION BY 18 JUNE

If you are interested in attending one of the above sessions, please confirm via email at:

_____

or phone us on _____

Alternatively, if you cannot attend this session, but would like to provide input into the SIA, please contact us.

worley consulting

Powerlink Projects – Social Impact Assessment (SIA)

PARTICIPANT UPDATE ON SOCIAL RESEARCH UNDERWAY
NOVEMBER 2025

Summary of Round 1 SIA engagement

A SIA **identifies** and **assesses** potential social **impacts** and **opportunities** associated with proposed projects. It also guides the development of ways to manage impacts and enhance opportunities.

During June and July 2025, Worley on behalf of Powerlink completed the first round of SIA engagement for three of Powerlink's proposed projects in Central Queensland:

- Banana Range Wind Farm Connection Project
- Theodore Wind Farm Connection Project
- Gladstone Project (Stage 1 and Stage 2)

Round 1 engagement explored community values and aspirations. It also identified potential social impacts and opportunities linked to the proposed projects.

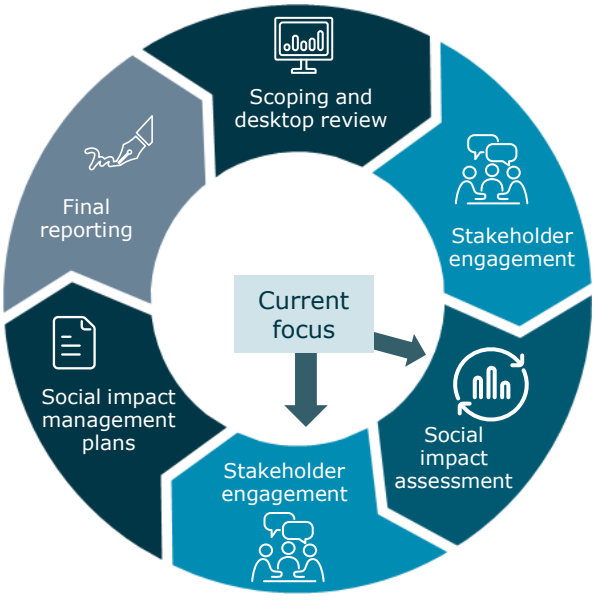
Over 80 stakeholders participated in Round 1 engagement, representing:

Landholders	**Community**	**Council & government**	**Environment**	**Community services**
Industry & regional development	**Agriculture**	**Education & training**	**Housing & accommodation services**	**Health & emergency services**

SIA process

We are now carrying out the impact assessment and starting Round 2 engagement.

During Round 2 engagement we will further discuss identified potential social impacts and opportunities, and proposed strategies to manage impacts and enhance opportunities.



Next steps

Feedback from engagement will be used to inform the SIA and the development of a Social Impact Management Plan (SIMP) for each project.

The final SIA and SIMP documents will be completed in 2026.

Powerlink will continue to provide updates through a range of communication tools including newsletters, website and local community channels to keep stakeholders informed of project developments.

Summary of engagement findings

During Round 1 engagement, stakeholders shared insights about their communities, including current challenges, concerns and opportunities about future development in the region.

More than 80 stakeholders took part, offering valuable views that will help shape the SIA.

Focus group and interview outcomes

HOUSING AND ACCOMMODATION



- Housing and accommodation markets are under pressure.
- Local and First Nations residents are experiencing challenges in accessing housing and social housing is at capacity.

COMMUNITY AND STAKEHOLDER ENGAGEMENT



People want:

- Face-to-face dialogue.
- Plain-language communication.
- Early notice of activities.
- Local Powerlink representatives in their community.

COMMUNITY HEALTH AND WELLBEING



- Project development and approval timeframes are affecting wellbeing and community cohesion.
- Concerns raised about potential pressures on health services.
- Road safety is a key concern (increased use = increased risk).

WORKFORCE MANAGEMENT



- Job and training opportunities are a top priority for local communities and First Nations people.
- Biosecurity is a key concern for landholders and neighbouring properties.

LOCAL BUSINESS AND INDUSTRY PROCUREMENT



- Local business and supply chain opportunities for projects are important.
- Procurement processes must be accessible to allow local and First Nations businesses to compete.

CUMULATIVE IMPACTS



- Concerns about cumulative impacts of projects across the region were highlighted across all groups.
- Collaborative management of cumulative project impacts is important to address impacts effectively.

Appendix E. Regional development policy, plans and strategies

Regional development policy, plans and strategies

Planning framework	Purpose	Priorities
Central Queensland		
Central and Western Queensland Infrastructure Plan, 2023	Developed to inform the strategic planning of all levels of government, business and industry to support a more coordinated approach to sequencing and prioritising infrastructure planning and investment.	The plan identifies four strategic regional priorities focused on traditional and emerging industries, connectivity and liveability. This is to ensure regional businesses can maximise opportunities presented by decarbonisation and a changing industrial landscape so that the region remains an attractive place to live, work and visit.
Central Queensland Regional Plan 2013	The Central Queensland Regional Plan 2013 provides strategic direction and policies to guide regional development, aligning with the Queensland Government's interests in planning and development. This Plan is currently under review.	The plan focuses on balancing urban growth, environmental protection, and economic development, with an emphasis on preserving priority agricultural areas and promoting sustainable land use.
Gladstone Regional Council		
Gladstone Regional Planning Scheme 2015 (v2)	The Gladstone Regional Planning Scheme, adopted on 6 October 2015, serves as the primary planning document for the region, encompassing the areas of Gladstone City, Calliope Shire, and Miriam Vale Shire. This scheme integrates land use planning with infrastructure provision. This is to support development which aligns with community needs and environmental considerations. It coordinates sustainable urban growth, infrastructure delivery, and environmental protection.	The scheme prioritises sustainable land use, infrastructure planning, and development that aligns with the region's strategic vision. It focuses on accommodating growth while preserving environmental values and ensuring that development supports community well-being.
Gladstone Region Community Development Strategy 2021–2026	The strategy focuses on strengthening community capacity, fostering collaboration, and enhancing well-being. It guides community development actions, informed by extensive engagement to build capabilities.	The strategy focuses on building community resilience, supporting inclusive programs, enhancing social infrastructure, and promoting active community participation. It seeks to create a cohesive and thriving community through collaborative efforts.
Gladstone Region Economic Transition Roadmap 2022–2032	A ten-year plan guiding transition to decarbonised energy and a more diversified economy.	The roadmap prioritises the development of renewable energy sectors, diversification of the local economy, investment in infrastructure, and fostering innovation and skills development to support the transition.
Gladstone Region Economic Development Strategy 2021–2025	Supports economic prosperity through infrastructure, business support, and innovation.	Key priorities for the development strategy include: • enabling infrastructure delivery • supporting a post-carbon economy • enhancing business resilience • increasing skills and workforce growth • promoting regional lifestyle and tourism.

Planning framework	Purpose	Priorities
Stronger Places, Stronger People Initiative	National initiative in Gladstone targeting social disadvantage through community-led solutions and collective impact approaches.	The initiative prioritises building community capacity, fostering partnerships, and implementing coordinated actions to achieve sustainable social change in targeted communities.
Gladstone Region Vision 2035	A community vision defining aspirations for employment, health, affordability, and connectedness over 20 years.	The vision prioritises sustainable economic development, environmental stewardship, community engagement, and infrastructure planning to achieve a balanced and prosperous future. It focusses on unified regional identity, health service access and cost of living management.
Gladstone Local Housing Action Plan	Addresses housing supply, affordability, and community infrastructure challenges to meet growing demand.	Priorities include increasing the supply of affordable housing, improving housing quality, supporting vulnerable populations, and enhancing housing-related infrastructure.
Banana Shire Council		
Banana Shire Community Plan 2017–2027	The Banana Shire Community Plan 2017–2027 serves as the overarching strategic document, guiding all planning processes within the council. It informs priority infrastructure plans and planning scheme development, balancing economic development with environmental protection. It sets long-term community priorities and values to guide growth and resource allocation in Biloela, Theodore, and Banana.	Key priorities of the Banana Shire Community Plan include improving infrastructure, supporting economic development, enhancing community services, and preserving cultural heritage.
Banana & District 2017/2027 Place Based Plan	This plan aims to assist the community, elected representatives, service providers, and government agencies in understanding the diverse nature of individual towns within the Banana Shire, addressing social, economic, and environmental factors.	The plan focuses on community engagement, infrastructure development, and sustainable economic growth tailored to the specific needs of each town in the district.
Biloela & District 2017/2027 Place Based Plan	The Biloela & District 2017/2027 Place-Based Plan was created to offer a community-led approach to long-term planning for the Biloela region. Its goal is to ensure local development reflects the values, needs, and aspirations of the community while enhancing quality of life and promoting sustainability.	This plan prioritises strengthening local infrastructure, enhancing economic development opportunities, improving community services, preserving cultural identity, and supporting environmental management. It promotes inclusive decision-making and active community involvement in shaping the region's future.
Theodore & District 2017/2027 Place Based Plan	The Theodore & District Plan 2017/2027, aims to help stakeholders understand the unique characteristics of Theodore and its surrounding areas, focusing on social, economic, and environmental aspects.	The plan emphasises community development, infrastructure improvement, and economic diversification, addressing the specific needs of Theodore and its district.

Planning framework	Purpose	Priorities
Banana Shire Planning Scheme 2021	The Banana Shire Planning Scheme 2021, effective from 1 July 2021, replaced the previous planning schemes for Banana Shire and Taroom Shire. This scheme provides a consolidated approach to land use planning, addressing housing, infrastructure, and environmental considerations. It guides land use and development assessment in Banana Shire, including Biloela, Banana, and Theodore, balancing growth with rural and environmental values.	Priorities include zoning for appropriate land uses, infrastructure planning, environmental conservation, and promoting economic development. The scheme focusses on identifying support for resource-based industries, whilst aiming to preserve community character.
Banana Shire Local Housing Plan, 2024	This plan addresses housing needs within the Banana Shire, aiming to provide a strategic framework to meet current and future housing demands.	Key priorities include increasing housing supply, improving affordability, and ensuring that housing development aligns with community needs and infrastructure capacity.
Rockhampton Regional Council		
Rockhampton Region Economic Action Plan 2023–2028	The Rockhampton Region Economic Action Plan 2023–2028 outlines strategies to realise future growth opportunities, focusing on workforce development, infrastructure, and enhancing the region's economic resilience.	The plan prioritises key industries, regional strengths, and overcoming challenges to leverage growth opportunities and enhance the region's economic resilience.
Rockhampton Region Planning Scheme – Major Amendment 2019	This document is to provide a consistent approach to land use planning across the region, facilitating sustainable development and community well-being. It focuses on balanced urban/rural growth and infrastructure provision.	The amendment prioritises updated zoning, infrastructure planning, environmental management, and alignment with current legislative requirements.
Rockhampton Region Economic Development Strategy and Economic Action Plans 2023–2028	Rockhampton Region Economic Development Strategy and Economic Action Plans 2023–2028 set out a plan to realise future growth opportunities based on key industries and regional strengths. The strategy investigates key industries, identifying regional strengths and forecasting possible challenges.	The priorities of the strategy and action plan include five pillars where goals and key outcomes are identified: • future jobs and investment attraction • infrastructure and future growth • regional promotion and major events • regional collaboration and partnerships • talent retention and attraction.
Rockhampton Regional Council Corporate Plan 2022–2027	The plan sets the strategic direction and priorities for the Council for the next five financial years. It identifies expectations that the community desires within the region and outlines what council will do to achieve these expectations. The plan consists of the following themes: *Our Council, Our Community, Our Economy, Our Environment*.	Key priorities of the plan include promoting economic growth, maintaining and developing sustainable infrastructure, enhancing community engagement, and improving service delivery. The plan also places emphasis on long-term planning, environmental sustainability, financial responsibility, and fostering a vibrant and inclusive community.
Rockhampton Regional Council Local Housing Action Plan, 2023	This plan was developed to tackle housing challenges within the Rockhampton region, including housing supply, affordability, and accessibility. It provides a roadmap for collaborative action among local government, industry, and community stakeholders to create a more responsive and sustainable housing system.	The plan's priorities include increasing the availability of diverse and affordable housing, addressing barriers to housing development, improving support services for vulnerable populations, and fostering partnerships across the public and private sectors to streamline housing outcomes.

Sources: Banana Shire Council, 2017a; 2017b; 2017c; 2017d; 2021; 2024; Department of Social Services, 2019; Gladstone Regional Council, 2015; 2021a; 2021b; Gladstone Regional Council and The Next Economy, 2022; International Association for Public Participation (IAP2), n.d.; Queensland Government, 2013; 2016; 2017a; 2017b; 2018; Rockhampton Regional Council, 2019; 2022; 2023; DSDILGP, 2023.

Appendix F. Significance assessment

Gladstone Project – Stage 1 and Stage 2

Gladstone Project - Stage 1 and Stage 2- local business and industry procurement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Local community Local businesses, including First Nations businesses Education / Training providers	Construction	Stage 1 Stage 2	Positive	Low	Possible	Low	• Implement and promote initiatives to support Local and First Nations suppliers to undertaking relevant training and/or accreditation to enhance capability, capacity and competitiveness • Engage with relevant industry associations and professional bodies (e.g. Councils, local Chambers, First Nations organisations, Queensland Major Contractors Association, Manufacturing Skills Queensland) to promote opportunities and support local participation • Provide support to local and First Nations businesses to develop their capacity and capability development (e.g.	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									mentoring, feedback)			
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Local community Local businesses, including First Nations businesses Local industry groups	Construction	Stage 1 Stage 2	Positive	Low	Possible	Low	• Comply with local and First Nations economic participation plans (workforce and industry participation) • Comply with local and Indigenous business participation targets as nominated by Powerlink • Demonstrate implementation of procurement strategy to maximise local and Indigenous participation in the supply chain, including strategies such as unbundling packages and identifying 'set aside' packages • Apply 14-day payment terms for local and First Nations suppliers • Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money to strengthen economic outcomes for nearby communities	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									• Promote, communicate and engage with Local and First Nations businesses to strengthen opportunity for participation in the supply chain, including: • Facilitate supplier information briefings on project opportunities and bid processes. • Communicate supply opportunities to stakeholders and via formal channels (such as local print media) • Develop a supplier information guide (e.g. how to register, work packages, pathways etc) • Communicate with Powerlink's Central Queensland Supplier Register			
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not realised due to limited	Local businesses, including Indigenous	Construction	Stage 1 Stage 2	Negative	Low	Almost Certain	Moderate	• Demonstrate implementation of procurement strategy to maximise local and Indigenous participation in the supply	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	engagement/communications and tender and contract requirements								chain, including strategies such as unbundling packages and identifying 'set aside' packages • Apply 14-day payment terms for local and First Nations suppliers • Undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local Chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release • Cascade tender and contractual requirements to achieve strong local and Indigenous business participation in the supply chain • Implement a business capability initiative for local and First Nations businesses, such as business capability workshops / mentoring as appropriate			

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Landholders Local industry groups Local businesses	Construction Operations	Stage 1 Stage 2	Negative	Low	Almost Certain	Moderate	• Engage with affected landholders to identify, communicate and manage construction and operational restrictions on land and airspace (including buffer zones and drone use), and apply site-specific mitigation measures	Low	Possible	Low

Gladstone Project- Stage 1 and Stage 2- housing and accommodation impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Local community, including Indigenous Local businesses Local government	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Develop and implement an Accommodation Management Plan • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short term accommodation • Limit the use of local housing for non-local workers, with only very limited use allowed for workers who relocate to the area for the duration of the project • Limit the use of local housing for non-local workers, unless to support long-term project delivery roles associated with Gladstone Stage 1 and 2, and where the rental vacancy rate remains above 2%. Workforce accommodation to include other short-term accommodation, with private residential rentals used on a limited basis only	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									• Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • During the recruitment selection process, shortlist local and First Nations applicants that meet minimum requirements and provide timely and constructive feedback to all applicants to support future employment opportunities • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing			
HA2	Project operations workforce increases demand for	Local community, including	Operations	Stage1 Stage 2	Negative	Low	Unlikely	Low	• Monitor use of permanent housing, and if needed communicate with key	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	permanent housing, placing additional pressure on local housing markets, in terms of supply and prices	Indigenous Local businesses Local government							stakeholders such as Council, with regards to potential housing pressures			
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Local community, including First Nations Local businesses Local government	Construction	Stage 1 Stage 2	Negative	Low	Possible	Low	• Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Limit the use of local housing for non-local workers, with only very limited use allowed for workers who relocate to the area for the duration of the Project • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HA4	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users in Gladstone	Local community, including First Nations Local businesses Local accommodation providers Local government	Construction Operations	Stage 1	Negative	Low	Possible	Low	• Apply requirement of at least 3 day-minimum cancellation requirements (to allow short-term accommodation providers to fill cancelled bookings) • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short-term accommodation • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Engage with key stakeholders such as Council, and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required	Low	Possible	Low
HA5	Cumulative accommodation demand for non-resident workforces	Local community, including First Nations	Construction Operations	Stage 2	Negative	Low	Likely	Moderate	• Apply requirement of at least 3 day-minimum cancellation requirements (to allow short-term accommodation providers to fill	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	impacts the availability of short-term accommodation for other users in Rockhampton and Bouldercombe	Local businesses Local accommodation providers Local government							cancelled bookings) • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short term accommodation • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Engage with key stakeholders such as Council, and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required			
HA6	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Local community, including First Nations and vulnerable groups Local businesses Local	Construction Operations	Stage 1 Stage 2	Negative	Low	Possible	Low	• Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing • Engage with key stakeholders such as Council, and housing service providers with regards to	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post-management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
		government							potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Communicate workforce numbers and the expected duration of construction activities (e.g. Powerlink website), to manage expectations and foster understanding about short-term cyclical nature of the project			

Gladstone Project- Stage 1 and Stage 2- workforce management impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
WM1	Employment opportunities with the project, indirectly enhancing socio-economic wellbeing of the Banana Shire, Gladstone and Rockhampton LGA	Local community, including Indigenous Local businesses Local government	Construction Operations	Stage 1 Stage 2	Positive	Low	Possible	Low	• Deliver local and Indigenous (including Traditional Owner Groups) workforce participation outcomes throughout the supply chain • Deliver and/or support training and capacity building initiatives that fosters long-term employability for the local and Indigenous workforces • Plan and communicate workforce needs and local job opportunities early, including communicating the application processes, job types and essential skills • Apply recruitment processes that prioritise diverse and	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									local workforce participation outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Clearly communicate the short-term and project-based nature of roles at all stages of recruitment, including job advertisements, interviews, and employment offers • Advertise employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs • Work directly and communicate with regional and local			

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									employment providers and training organisations to identify suitable local and Indigenous workers, and support pathways into employment • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Local community, including Indigenous Local businesses	Construction Operations	Stage 1 Stage 2	Positive	Low	Unlikely	Low	• Engage with local training and educational services (e.g. Central Queensland University and schools) to promote apprenticeship and traineeship opportunities • Provide and communicate apprenticeship and	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									traineeship opportunities (including working with Group Training Organisation), and transferrable skills development of local workforces • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM3	Project exacerbates existing construction skills and labour shortages in the Banana Shire, Gladstone and Rockhampton LGA due to increased labour competition	Local community, including Indigenous Local businesses	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Engage with councils, industry and businesses during construction to monitor labour draw and work together on solutions to manage, if required	Low	Possible	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring	Local community, including	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Apply recruitment processes that prioritise diverse and local workforce participation	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Indigenous Local businesses							outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Advertise and/or communicate employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs			
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Local community, including Indigenous	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Develop and implement workforce mental health, fatigue management and wellbeing measures to support project construction workforce – particularly for any DIDO, FIFO workers • Manage workforce behaviour to promote cohesion and ensure concerns are	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									addressed, and apply a workforce behaviour code of conduct • Regularly review contractor performance during construction and take corrective action where feedback or complaints are identified, to minimise community disruption and support workforce wellbeing			
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Local community, including Indigenous Local businesses	Construction	Stage 1 Stage 2	Negative	Low	Possible	Low	• Support Powerlink to engage with councils, industry and businesses during construction to respond to labour draw feedback where relevant	Low	Possible	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Workforce	Construction	Stage 1 Stage 2	Negative	Low	Unlikely	Low	• Implement onboarding initiatives to provide staff and contractors with financial management and budgeting information, to support financial	Low	Rare	Negligible

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									literacy amongst construction workforces, guarding against the impact of fluctuating or cyclical income			
WM8	Capacity constraints among local education and training providers limits their ability to support skills development and apprenticeships for the project, reducing opportunities for local participation	Contractors Local businesses	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways • Work directly and communicate regularly with regional and local employment providers and training organisations to identify training and skills opportunities • Provide and communicate apprenticeship and traineeship opportunities (including	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									working with Group Training Organisation), and transferrable skills development of local workforces			
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Local community, including First Nations Local businesses	Acquisition Construction	Stage 1	Negative	Low	Likely	Moderate	• Provide apprenticeship and traineeship opportunities pathways (including working with Group Training Organisation), and transferrable skills development of local workforces	Low	Possible	Low
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Landholders	Construction Operations	Stage 1 Stage 2	Negative	Mode rate	Likely	Moderate	• Regularly review contractor and project team performance during construction and take corrective action where feedback or complaints are identified, to minimise community disruption and support workforce wellbeing • Appropriately resource the project (e.g. Landholder Relations	Mode rate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol • Apply Powerlink's Land Access Protocol and align with land access incident reporting, investigating and apply learnings • Develop an initiative focussing on improving weed washdown practices (e.g. upgrading a washdown facility) • Implement workforce initiatives to improve workforce capability in weed identification, biosecurity and washdown requirements, contractor inductions, information on location			

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									of washdown, toolbox talks, and provide training on the Landholder Access Protocols			

Gladstone Project- Stage 1 and Stage 2- community health and wellbeing impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Local community, including First Nations Queensland	Operations	Stage 1	Positive	High	Likely	High	• Not applicable	High	Likely	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Local community Local businesses, including First Nations Businesses Education / Training providers	Construction Operations	Stage 1 Stage 2	Positive	Low	Possible	Low	• Provide direct benefits to local communities, such as providing community grants and in-kind support • Deliver Community legacy initiative/s identified and delivered as per Powerlink's CBSV Framework • Develop a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and a higher potential for transport-related incidents.	Local community, including First Nations Landholders Local businesses Local government	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Manage project traffic to support road safety and reduce disruption, including appropriate signage, speed controls, timing of vehicle movements and ensure heavy vehicle avoidance of schools during drop-off and pick-up times • Provide workforce transportation arrangements to and from workforce accommodation • Establish a road infrastructure agreement with Council to manage project-related impacts on local roads • Support Powerlink led engagement and communications, such as advanced notice to stakeholders (e.g. Councils, police, emergency services) of project milestones and/or	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									disruptions			
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being in the region (i.e. hospitals, social services, etc.)	Local community, including First Nations Local businesses Local government	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Undertake a risk assessment to determine the provision of emergency health services such as providing paramedic personnel alongside work crews to provide immediate healthcare in case of incidents • Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a Facilities and First Aid Plan • Engage with Council and relevant health services to monitor potential project related demand on local health services	Low	Possible	Low
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to	Local community, including First Nations Emergency	Construction	Stage 1 Stage 2	Negative	Low	Possible	Low	• Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	incidents.	services Neighbouring industry							Facilities and First Aid Plan • Undertake a risk assessment to determine the provision of emergency health services such as providing paramedic personnel alongside work crews to provide immediate healthcare in case of incidents			
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing.	Local community, including First Nations	Construction	Stage 2	Negative	Low	Likely	Moderate	• Manage workforce behaviour to promote cohesion and ensure concerns are addressed efficiently, and apply a workforce behaviour code of conduct • Support initiatives that build and maintain community cohesion and wellbeing through Powerlink's CBSV Framework • Plan and manage the project workforce to minimise community	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									disruption and enhance community cohesion amongst the workforce by demonstrating initiatives and strategies			
HCW7	Project construction activities impact local amenity values (e.g. noise)	Local community, including First Nations Landholders	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Implement the Construction Environment Management Plan • Support Powerlink to lead engagement and communications, such as supporting Powerlink engagement activities to provide advanced notice to stakeholders (e.g. Councils, police, emergency services) of project milestones and/or disruptions • Provide monthly project updates (with images, maps and key construction activities) for Powerlink to make publicly accessible on Powerlink communications channels	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									• Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol			
HCW8	Community concerns regarding substation infrastructure upgrades, and associated changes to visual amenity, impacts community wellbeing	Landholders, including near neighbours Local community, including First Nations	Operations	Stage 2	Negative	High	Almost Certain	Major	• Develop and implement Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW • Implement the Construction Environmental Management plan • Undertake local amenity enhancement initiatives utilising the Powerlink's CBSV Framework • Consider screening and/or visual improvements near substation project	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									infrastructure where electrical safety and reliability can be maintained • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Develop and deliver an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW9	Community concerns regarding the health effects from long-term exposure to increased noise, light pollution etc. from upgraded substation infrastructure impacts community wellbeing	Landholders, including near neighbours Local community, including First Nations	Operations	Stage 2	Negative	High	Likely	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									through updates, newsletters and website about the project • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests, concerns and opportunities • Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed • Maintain transparent and regular communication with communities through project updates, newsletters, website			

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									content and other accessible channels throughout key project stages			
HCW10	Landholder concerns that transmission infrastructure will exacerbate the ongoing degradation of their land (e.g. erosion) impacts their wellbeing	Landholders, including near neighbours	Operations	Stage 2	Negative	High	Likely	High	• Develop and implement Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW • Implement the CEMP • Develop and deliver an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework • Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol • Application of Powerlink's Land Access Protocol and	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									align with land access incident reporting, investigating and apply learnings			
HCW11	Project development contributes to existing community anxiety and safety concerns around increased fire / explosion risks at the substation	Landholders, including near neighbours Local community, including First Nations	Construction Operations	Stage 2	Negative	Mode rate	Likely	Moderate	• Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Monitor engagement effectiveness via surveys and feedback; adapt processes where needed • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure	Moderate	Unlikely	Low
HCW12	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy	Landholders, including near neighbours Local community, including First	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	Likely	High	• Communicate Powerlink's Landholder Payment Framework to build awareness of how Powerlink's compensation	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Nations							is tailored to transmission infrastructure • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Develop and implement an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW13	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments, with the project perceived as a catalyst for further development that may alter the regional way of life	Landholders, including near neighbours Local community, including First Nations	Acquisition Construction Operations	Stage 2	Negative	Mode rate	Likely	Moderate	• Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Engage proactively with councils, Traditional Owners, landholders and community groups about project opportunities • Take part in industry events that have both generators and Powerlink participating (e.g.,	Moderate	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									Coexistence Queensland) • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Develop and deliver an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW14	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Landholders, including near neighbours Local community, including First Nations Groups	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	Possible	High	• Implement the CEMP • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities through updates, newsletters etc.)	Moderate	Unlikely	Low
HCW15	Community and landholder wellbeing is affected due to concerns that transmission line	Landholders, including near neighbours	Acquisition Construction	Stage 1 Stage 2	Negative	High	Likely	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	infrastructure will negatively impact land values	Local community, including First Nations							resolution management procedure • Develop and deliver an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework • Maintain transparent, ongoing communication with communities through updates, newsletters			
HCW16	Past non-compliance with land access protocols has created mistrust and reduced landholder support for the project	Landholders, including near neighbours	Acquisition Construction Operations	Stage 1 Stage 2	Negative	High	Likely	High	• Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol	Moderate	Possible	Moderate
HCW17	Traditional Owner wellbeing is impacted due to potential for Project construction activities to impact cultural heritage values and sites	Traditional Owners First Nations Landholders	Construction	Stage 1 Stage 2	Negative	Low	Likely	Moderate	• Develop and implement appropriate cultural heritage agreements, supported by cultural heritage investigation and management processes	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									• Engage early and communicate with Indigenous communities, such as provide Project briefings • Undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant stakeholder engagement plans and respond to any unforeseen issues during construction and operation			

Gladstone Project- Stage 1 and Stage 2- community and stakeholder engagement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Local community, including First Nations Landholders Local businesses	Acquisition Construction	Stage 1 Stage 2	Positive	Moderate	Unlikely	Low	• Develop and implement a Project Engagement Plan to guide engagement and communications during project construction • Contractor Project Engagement Plan developed and implemented to guide engagement and communications during project construction • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Monitor engagement effectiveness via surveys and feedback; adapt processes	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									where needed.			
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Local community, including First Nations Landholders	Acquisition Construction Operations	Stage 2	Negative	Moderate	Almost Certain	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests, concerns and opportunities • Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Stage 1 Stage 2	Negative	Moderate	Almost Certain	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests, concerns and opportunities • Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Project	Nature	Pre-management significance			Management measures	Post- management significance		
						Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
									• Powerlink employees and contractors are provided project-specific and regional key messages			
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Stage 1 Stage 2	Negative	Low	Likely	Mode rate	• Communicate Powerlink's approach to land access, the acquisition process and broader economic and positive social impact opportunity • Monitor engagement effectiveness via surveys and feedback; adapt processes where needed	Low	Possible	Low

Banana RWFCP - local business and industry procurement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Local community Local businesses, including First Nations businesses Education / Training providers	Construction	Positive	Low	Possible	Low	• Implement and promote initiatives to support Local and First Nations suppliers to undertaking relevant training and/or accreditation to enhance capability, capacity and competitiveness • Engage with relevant industry associations and professional bodies (e.g. Councils, local Chambers, First Nations organisations, Queensland Major Contractors Association, Manufacturing Skills Queensland) to promote opportunities and support local participation • Provide support to local and First Nations businesses to develop their capacity and capability development (e.g. mentoring, feedback)	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Local community Local businesses, including First Nations businesses Local industry groups	Construction	Positive	Low	Possible	Low	• Comply with local and First Nations economic participation plans (workforce and industry participation) • Comply with local and Indigenous business participation targets as nominated by Powerlink • Demonstrate implementation of procurement strategy to maximise local and Indigenous participation in the supply chain, including strategies such as unbundling packages, identifying 'set aside' packages etc. • Apply 14-day payment terms for local and First Nations suppliers • Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money to strengthen economic outcomes for	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								nearby communities • Promote, communicate and engage with Local and First Nations businesses to strengthen opportunity for participation in the supply chain, including: • Facilitate supplier information briefings on project opportunities and bid processes. • Communicate supply opportunities to stakeholders and via formal channels (such as local print media) • Develop a supplier information guide (e.g. how to register, work packages, pathways etc) • Communicate with Powerlink's Central Queensland Supplier Register			
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not	Local businesses, including First Nations	Construction	Negative	Low	Likely	Moderate	• Demonstrate implementation of procurement strategy to maximise local and	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	realised due to limited engagement/communications and tender and contract requirements							Indigenous participation in the supply chain, including strategies such as unbundling packages and identifying 'set aside' packages • Apply 14-day payment terms for local and First Nations suppliers • Undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local Chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release • Cascade tender and contractual requirements to achieve strong local and Indigenous business participation in the supply chain • Implement a business capability initiative for local and First Nations businesses, such as business capability			

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workshops / mentoring as appropriate			
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Landholders Local industry groups Local businesses	Construction Operations	Negative	Low	Likely	Moderate	• Engage with affected landholders to identify, communicate and manage construction and operational restrictions on land and airspace (including buffer zones and drone use), and apply site-specific mitigation measures	Low	Possible	Low

Banana RWFCP - housing and accommodation impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Local community, including Indigenous Local businesses Local government	Construction	Negative	Low	Likely	Moderate	• Develop and implement an Accommodation Management Plan • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short term accommodation • Limit the use of local housing for non-local workers, with only very limited use allowed for workers who relocate to the area for the duration of the project • Limit the use of local housing for non-local workers, unless to support long-term project delivery roles associated with Banana RWFCP, and where the rental vacancy rate remains above 2%. Workforce accommodation to include other short-term accommodation, with private residential rentals used on a limited basis only	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • During the recruitment selection process, shortlist local and First Nations applicants that meet minimum requirements and provide timely and constructive feedback to all applicants to support future employment opportunities • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing			
HA2	Project operations workforce increases demand for permanent housing, placing	Local community, including Indigenous	Operations	Negative	Low	Unlikely	Low	• Monitor use of permanent housing, and if needed communicate with key stakeholders such as Council,	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	additional pressure on local housing markets, in terms of supply and prices	Local businesses Local government						with regards to potential housing pressures			
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Local community, including First Nations Local businesses Local government	Construction	Negative	Low	Likely	Moderate	• Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Limit the use of local housing for non-local workers, with only very limited use allowed for workers who relocate to the area for the duration of the Project • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing	Low	Possible	Low
HA4	Cumulative accommodation demand for non-resident	Local community, including First	Construction Operations	Negative	Moderate	Likely	Moderate	• Apply requirement of at least 3 day-minimum cancellation requirements (to allow short-	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	workforces impacts the availability of short-term accommodation for other users	Nations Local businesses Local accommodation providers Local government						term accommodation providers to fill cancelled bookings) • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short-term accommodation • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Engage with key stakeholders such as Council, and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required			
HA5	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Local community, including First Nations and vulnerable groups Local businesses Local government	Construction Operations	Negative	Low	Possible	Low	• Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing • Engage with key stakeholders such as Council, and housing service providers with regards to	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Communicate workforce numbers and the expected duration of construction activities (e.g. Powerlink website), to manage expectations and foster understanding about short-term cyclical nature of the project			

Banana RWFCP - workforce management impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
WM1	Employment opportunities with the Project, indirectly enhancing socio-economic wellbeing of the Banana Shire LGA	Local community, including Indigenous Local businesses Local government	Construction Operations	Positive	Low	Possible	Low	• Deliver local and Indigenous (including Traditional Owner Groups) workforce participation outcomes throughout the supply chain • Deliver and/or support training and capacity building initiatives that fosters long-term employability for the local and Indigenous workforces • Plan and communicate workforce needs and local job opportunities early, including communicating the application processes, job types and essential skills • Apply recruitment processes that prioritise diverse and local	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workforce participation outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Clearly communicate the short-term and project-based nature of roles at all stages of recruitment, including job advertisements, interviews, and employment offers • Advertise employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs • Work directly and communicate with regional and local employment providers and training organisations to identify			

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								suitable local and Indigenous workers, and support pathways into employment • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Local community, including First Nations	Construction Operations	Positive	Low	Unlikely	Low	• Engage with local training and educational services (e.g. Central Queensland University and schools) to promote apprenticeship and traineeship opportunities • Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training Organisation), and transferrable skills development of local	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workforces • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM3	Project exacerbates existing construction skills and labour shortages in the Banana LGA region due to increased labour competition	Local community Local businesses	Construction	Negative	Low	Almost Certain	Moderate	• Engage with councils, industry and businesses during construction to monitor labour draw and work together on solutions to manage, if required	Low	Possible	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Local community Local businesses	Construction	Negative	Low	Likely	Moderate	• Apply recruitment processes that prioritise diverse and local workforce participation outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Advertise and/or communicate	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs			
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Workforce	Construction	Negative	Low	Likely	Moderate	• Develop and implement workforce mental health, fatigue management and wellbeing measures to support project construction workforce – particularly for any DIDO, FIFO workers • Manage workforce behaviour to promote cohesion and ensure concerns are addressed, and apply a workforce behaviour code of conduct • Regularly review contractor performance during construction and take corrective action where feedback or	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								complaints are identified, to minimise community disruption and support workforce wellbeing			
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Local community Local businesses	Construction	Negative	Moderate	Likely	Moderate	• Support Powerlink to engage with councils, industry and businesses during construction to respond to labour draw feedback where relevant	Low	Possible	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Workforce	Construction	Negative	Low	Unlikely	Low	• Implement onboarding initiatives to provide staff and contractors with financial management and budgeting information, to support financial literacy amongst construction workforces, guarding against the impact of fluctuating or cyclical income	Low	Rare	Negligible
WM8	Capacity constraints among local education and training providers limits their ability to support skills development and	Contractors Landholders	Construction	Negative	Low	Likely	Moderate	• Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	apprenticeships for the project, reducing opportunities for local participation							Chainsaws, Certificate II) to strengthen employment pathways • Work directly and communicate regularly with regional and local employment providers and training organisations to identify training and skills opportunities • Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training Organisation), and transferable skills development of local workforces			
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Local community, including First Nations Local businesses	Acquisition Construction	Negative	Low	Likely	Moderate	• Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training Organisation), and transferable skills development of local	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workforces			
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Landholders	Construction Operations	Negative	Moderate	Likely	Moderate	• Regularly review contractor and project team performance during construction and take corrective action where feedback or complaints are identified, to minimise community disruption and support workforce wellbeing • Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol • Apply Powerlink's Land Access Protocol and align with land access incident reporting, investigating and apply learnings • Develop an initiative focussing on improving	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								weed washdown practices (e.g. upgrading a washdown facility) • Implement workforce initiatives to improve workforce capability in weed identification, biosecurity and washdown requirements, contractor inductions, information on location of washdown, toolbox talks, and provide training on the Landholder Access Protocols			

Banana RWFCP - community health and wellbeing impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Local community, including First Nations Queensland	Operations	Positive	High	Likely	High	• Not applicable	High	Likely	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Local community Local businesses, including First Nations Businesses Education / Training providers	Construction Operations	Positive	Low	Possible	Low	• Provide direct benefits to local communities, such as providing community grants and in-kind support • Deliver Community legacy initiative/s identified and delivered as per Powerlink's CBSV Framework • Develop a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution	Low	Possible	Low
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and a	Local community, including First Nations Landholders Local businesses	Construction	Negative	Moderate	Likely	Moderate	• Manage project traffic to support road safety and reduce disruption, including appropriate signage, speed controls, timing of vehicle	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	higher potential for transport-related incidents	Local government						movements and ensure heavy vehicle avoidance of schools during drop-off and pick-up times • Provide workforce transportation arrangements to and from workforce accommodation • Establish a road infrastructure agreement with Council to manage project-related impacts on local roads • Support Powerlink led engagement and communications, such as advanced notice to stakeholders (e.g. Councils, police, emergency services) of project milestones and/or disruptions			
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being in the region (i.e. hospitals, social services,	Local community, including First Nations Local businesses Local government	Construction	Negative	Low	Likely	Moderate	• Undertake a risk assessment to determine the provision of emergency health services such as providing paramedic (2 roles) with work crews to provide immediate	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	etc.)							healthcare in case of incidents • Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a Facilities and First Aid Plan • Engage with Council and relevant health services to monitor potential project related demand on local health services			
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to incidents	Local community, including First Nations Emergency services Neighbouring industry	Construction	Negative	Low	Possible	Low	• Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a Facilities and First Aid Plan • Apply Powerlink's Health, Safety and Environment Management System Framework and contractor management systems as required • Undertake a risk assessment to determine the provision of emergency health services such as	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								providing paramedic (2 roles) with work crews to provide immediate healthcare in case of incidents			
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing	Local community, including First Nations	Construction	Negative	Low	Likely	Moderate	• Manage workforce behaviour to promote cohesion and ensure concerns are addressed efficiently, and apply a workforce behaviour code of conduct • Support initiatives that build and maintain community cohesion and wellbeing through Powerlink's CBSV Framework • Plan and manage the project workforce to minimise community disruption and enhance community cohesion amongst the workforce by demonstrating initiatives and strategies	Low	Possible	Low
HCW7	Project construction activities impact local amenity values (e.g. noise)	Local community, including First Nations	Construction	Negative	Low	Likely	Moderate	• Implement the CEMP • Support Powerlink to lead engagement and	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
		Landholders						communications, such as supporting Powerlink engagement activities to provide advanced notice to stakeholders (e.g. Councils, police, emergency services) of Project milestones and/or disruptions • Provide Project updates (with images, maps and key construction activities) for Powerlink to make publicly accessible on Powerlink communications channels • Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol			
HCW8	Permanent transmission line and substation infrastructure impacts local amenity values (visual)	Landholders, including near neighbours Local community, including First Nations	Operations	Negative	High	Almost Certain	Major	• Develop and implement Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW • Implement CEMP	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Undertake local amenity enhancement initiatives utilising the Powerlink's CBSV Framework • Consider screening of substation project infrastructure where electrical safety and reliability can be maintained • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Develop and deliver an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW9	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy	Landholders, including near neighbours Local community, including First	Construction Operations	Negative	High	Likely	High	• Communicate Powerlink's Landholder Payment Framework to build awareness of how Powerlink's compensation is	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Nations						tailored to transmission infrastructure • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Powerlink to develop an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW10	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments, with the project perceived as a catalyst for further development that may alter the regional way of life.	Landholders, including near neighbours Local community, including First Nations	Construction Operations	Negative	High	Likely	High	• Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Engage proactively with councils, Traditional Owners, landholders and community groups about project opportunities • Take part in industry events that have both generators and Powerlink participating (e.g., Coexistence Queensland) • Maintain, advertise and	Moderate	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								comply with a Powerlink approved external feedback and complaints resolution management procedure • Develop and implement an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW11	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Landholders, including near neighbours Local community, including First Nations Groups	Construction	Negative	High	Possible	High	• Implement the CEMP • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities through updates, newsletters etc.)	Moderate	Unlikely	Low
HCW12	Community and landholder wellbeing is affected due to concerns that transmission line infrastructure will negatively impact land values	Landholders, including near neighbours Local community, including First Nations	Construction	Negative	High	Likely	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Develop and implement an initiative to support mental health wellbeing aligned to Powerlink's CBSV	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								Framework • Maintain transparent, ongoing communication with communities through updates, newsletters			
HCW13	Past non-compliance with land access protocols has created mistrust and reduced landholder support for the project	Landholders, including near neighbours	Construction Operations	Negative	High	Likely	High	• Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol	Moderate	Possible	Moderate
HCW14	Traditional Owner wellbeing is impacted due to potential for Project construction activities to impact cultural heritage values and sites	Traditional Owners First Nations Landholders	Construction	Negative	Low	Possible	Low	• Develop and implement appropriate cultural heritage agreements, supported by cultural heritage investigation and management processes • Engage early and communicate with Indigenous communities, such as provide Project briefings • Undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								stakeholder engagement plans and respond to any unforeseen issues during construction and operation			

Banana RWFCP - community and stakeholder engagement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Local community, including First Nations, Landholders, Local businesses	Acquisition Construction	Positive	Moderate	Unlikely	Low	• Develop and implement a Project Engagement Plan to guide engagement and communications during project construction • Contractor Project Engagement Plan developed and implemented to guide engagement and communications during project construction • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Monitor engagement effectiveness via surveys	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								and feedback; adapt processes where needed. • Take part in industry events that have both generators and Powerlink participating (e.g., Coexistence Queensland)			
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Local community, including First Nations Landholders	Acquisition Construction Operations	Negative	Moderate	Almost Certain	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests,	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								concerns and opportunities • Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed			
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Negative	Moderate	Almost Certain	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								community organisations to address specific interests, concerns and opportunities • Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed • Powerlink employees and contractors are provided project-specific and regional key messages			
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Negative	Low	Almost Certain	Moderate	• Communicate Powerlink's approach to land access, the acquisition process and broader economic and positive social impact opportunity • Monitor engagement effectiveness via surveys and feedback; adapt processes where needed	Low	Possible	Low

Theodore WFCP - local business and industry procurement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP1	The project supports capacity building of local, Indigenous, and regional businesses leading to enhanced procurement outcomes	Local community Local businesses, including First Nations businesses Education / Training providers	Construction	Positive	Low	Possible	Low	• Implement and promote initiatives to support Local and First Nations suppliers to undertaking relevant training and/or accreditation to enhance capability, capacity and competitiveness • Engage with relevant industry associations and professional bodies (e.g. Councils, local Chambers, First Nations organisations, Queensland Major Contractors Association, Manufacturing Skills Queensland) to promote opportunities and support local participation • Provide support to local and First Nations businesses to develop their capacity and capability development (e.g. mentoring, feedback)	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
LBIP2	The project provides business and supply chain opportunities for local, Indigenous and regional businesses supporting local economic participation and economic growth in Central Queensland	Local community Local businesses, including First Nations businesses Local industry groups	Construction	Positive	Low	Possible	Low	• Comply with local and First Nations economic participation plans (workforce and industry participation) • Comply with local and Indigenous business participation targets as nominated by Powerlink • Demonstrate implementation of procurement strategy to maximise local and Indigenous participation in the supply chain, including strategies such as unbundling packages, identifying 'set aside' packages etc. • Apply 14-day payment terms for local and First Nations suppliers • Prioritise procurement of goods, equipment and services from local, regional and First Nations businesses where capability exists and pricing represents value for money to strengthen economic outcomes for	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								nearby communities • Promote, communicate and engage with Local and First Nations businesses to strengthen opportunity for participation in the supply chain, including: • Facilitate supplier information briefings on project opportunities and bid processes • Communicate supply opportunities to stakeholders and via formal channels (such as local print media) • Develop a supplier information guide (e.g. how to register, work packages, pathways etc) • Communicate with Powerlink's Central Queensland Supplier Register • Promote and identify initiatives to support the construction workforce to			

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								spend money locally			
LBIP3	Procurement and supply chain opportunities for local and Indigenous business are not realised due to limited engagement/communications and tender and contract requirements	Local businesses, including First Nations	Construction	Negative	Low	Possible	Low	• Demonstrate implementation of procurement strategy to maximise local and Indigenous participation in the supply chain, including strategies such as unbundling packages and identifying 'set aside' packages • Apply 14-day payment terms for local and First Nations suppliers • Undertake early and targeted engagement with local and First Nations businesses and industry organisations (e.g. local Chambers) to communicate upcoming procurement opportunities, scopes of work, timeframes and participation pathways prior to tender release • Cascade tender and contractual requirements to achieve strong local and Indigenous business participation in the supply	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								chain • Implement a business capability initiative for local and First Nations businesses, such as business capability workshops / mentoring as appropriate			
LBIP4	Construction and operational restrictions on land or airspace (e.g. drone use and buffer zones) constrain landholders' agricultural activities, reducing productivity and economic output	Landholders Local industry groups Local businesses	Construction Operations	Negative	Low	Likely	Moderate	• Engage with affected landholders to identify, communicate and manage construction and operational restrictions on land and airspace (including buffer zones and drone use), and apply site-specific mitigation measures	Low	Possible	Low

Theodore WFCP - housing and accommodation impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post-management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HA1	Project construction workforce increases demand for rental housing, straining local supply and increasing rental prices	Local community, including Indigenous Local businesses Local government	Construction	Negative	Low	Likely	Moderate	• Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short term accommodation • Limit the use of local housing for non-local workers, with only very limited use allowed for workers who relocate to the area for the duration of the project • Limit the use of local housing for non-local workers, unless to support long-term project delivery roles associated with Theodore WFCP, and where the rental vacancy rate remains above 2%. Workforce accommodation to include other short-term accommodation, with private residential rentals used on a limited basis only • Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post-management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • During the recruitment selection process, shortlist local and First Nations applicants that meet minimum requirements and provide timely and constructive feedback to all applicants to support future employment opportunities • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing			
HA2	Project operations workforce increases demand for permanent housing, placing additional pressure on local housing markets, in terms of supply and prices	Local community, including Indigenous Local businesses Local government	Operations	Negative	Low	Unlikely	Low	• Monitor use of permanent housing, and if needed communicate with key stakeholders such as Council, with regards to potential housing pressures	Low	Unlikely	Low
HA3	Project places increased demand on existing housing market affecting availability and affordability; indirectly impacting attraction and retention of permanent local workforces	Local community, including First Nations Local businesses Local government	Construction	Negative	Low	Likely	Moderate	• Engage with key stakeholders such as Council and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Limit the use of local housing for non-	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post-management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								local workers, with only very limited use allowed for workers who relocate to the area for the duration of the Project • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing			
HA4	Cumulative accommodation demand for non-resident workforces impacts the availability of short-term accommodation for other users	Local community, including First Nations Local businesses Local accommodation providers Local government	Construction Operations	Negative	Low	Likely	Moderate	• Apply requirement of at least 3 day-minimum cancellation requirements (to allow short-term accommodation providers to fill cancelled bookings) • Provide suitable accommodation options for workers (such as workforce accommodation facilities), in line with EBAs, to minimise pressures on the local housing and rental market and on short-term accommodation • Prioritise the recruitment of local workers, that meet minimum role requirements, reducing the need for short-term accommodation • Engage with key stakeholders such as	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post-management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								Council, and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required			
HA5	Property prices increase due to property investment speculation, linked to cumulative projects across the region	Local community, including First Nations and vulnerable groups Local businesses Local government	Construction Operations	Negative	Low	Possible	Low	• Record, monitor and report on worker accommodation arrangements, including the number of non-local workers and method of housing • Engage with key stakeholders such as Council, and housing service providers with regards to potential housing and short-term accommodation pressures, and work together on solutions to manage, if required • Communicate workforce numbers and the expected duration of construction activities (e.g. Powerlink website), to manage expectations and foster understanding about short-term cyclical nature of the project.	Low	Possible	Low

Theodore WFCP - workforce management impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
WM1	Employment opportunities with the Project, indirectly enhancing socio-economic wellbeing of the Banana Shire LGA	Local community, including Indigenous Local businesses Local government	Construction Operations	Positive	Low	Possible	Low	• Deliver local and Indigenous (including Traditional Owner Groups) workforce participation outcomes throughout the supply chain • Deliver and/or support training and capacity building initiatives that fosters long-term employability for the local and Indigenous workforces • Plan and communicate workforce needs and local job opportunities early, including communicating the application processes, job types and essential skills • Apply recruitment processes that prioritise diverse and local	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workforce participation outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Clearly communicate the short-term and project-based nature of roles at all stages of recruitment, including job advertisements, interviews, and employment offers • Advertise employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs • Work directly and communicate with regional and local employment providers and training organisations to identify			

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								suitable local and Indigenous workers, and support pathways into employment • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM2	Apprenticeship and traineeship opportunities with the project supports skills development and retention of a locally based workforce	Local community, including First Nations	Construction Operations	Positive	Low	Unlikely	Low	• Engage with local training and educational services (e.g. Central Queensland University and schools) to promote apprenticeship and traineeship opportunities • Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training Organisation), and transferrable skills development of local	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								workforces • Identify and offer entry-level roles, on-the-job training, and short courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways			
WM3	Project exacerbates existing construction skills and labour shortages in the Banana LGA region due to increased labour competition	Local community Local businesses	Construction	Negative	Low	Likely	Moderate	• Engage with councils, industry and businesses during construction to monitor labour draw and work together on solutions to manage, if required	Low	Possible	Low
WM4	Low local unemployment rates and the need for specialised project roles, limits local hiring opportunities, increases reliance on workers from outside the region and reduces economic opportunities for local households and businesses	Local community Local businesses	Construction	Negative	Low	Likely	Moderate	• Apply recruitment processes that prioritise diverse and local workforce participation outcomes, supported by documented screening, shortlisting, selection processes and feedback processes • Advertise and/or communicate	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								employment opportunities through local and Indigenous employment channels, ensuring local candidates have early visibility before broader recruitment occurs			
WM5	Rostering and work practices (FIFO/DIDO) contributes to fatigue, stress and reduced wellbeing among the project workforce	Workforce	Construction	Negative	Low	Likely	Moderate	• Develop and implement workforce mental health, fatigue management and wellbeing measures to support project construction workforce – particularly for any DIDO, FIFO workers • Manage workforce behaviour to promote community safety and ensure concerns are addressed, and apply a Powerlink approved workforce behaviour code of conduct • Regularly review contractor performance during construction and take corrective action	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								where feedback or complaints are identified, to minimise community disruption and support workforce wellbeing			
WM6	Higher wages offered by the project draw labour from local businesses and councils, weakening local industries and reducing their ability to deliver services	Local community Local businesses	Construction	Negative	Moderate	Likely	Moderate	• Support Powerlink to engage with councils, industry and businesses during construction to respond to labour draw feedback where relevant	Low	Possible	Low
WM7	Loss of employment following the project construction phase affects the economic wellbeing of workers and their families	Workforce	Construction	Negative	Low	Unlikely	Low	• Implement onboarding initiatives to provide staff and contractors with financial management and budgeting information, to support financial literacy amongst construction workforces, guarding against the impact of fluctuating or cyclical income	Low	Rare	Negligible
WM8	Capacity constraints among local education and training providers limits their ability	Contractors Landholders	Construction	Negative	Moderate	Likely	Moderate	• Identify and offer entry-level roles, on-the-job training, and short	Low	Likely	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	to support skills development and apprenticeships for the project, reducing opportunities for local participation							courses (e.g. White Card, Operate and Maintain Chainsaws, Certificate II) to strengthen employment pathways. • Work directly and communicate regularly with regional and local employment providers and training organisations to identify training and skills opportunities. • Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training Organisation), and transferrable skills development of local workforces			
WM9	A short construction lead time limits apprenticeship and traineeship opportunities with the project	Local community, including First Nations Local businesses	Acquisition Construction	Negative	Low	Likely	Moderate	• Provide and communicate apprenticeship and traineeship opportunities (including working with Group Training	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								Organisation), and transferrable skills development of local workforces			
WM10	Poor workforce biosecurity practices, such as inadequate vehicle washdowns, can lead to the spread of invasive weeds and associated biosecurity hazards, increasing costs and reducing agricultural productivity for landholders	Landholders	Construction Operations	Negative	Moderate	Likely	Moderate	• Regularly review contractor performance during construction and take corrective action where feedback or complaints are identified, to minimise community disruption and support workforce wellbeing • Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol • Apply Powerlink's Land Access Protocol and align with land access incident reporting, investigating and apply learnings	Moderate	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Develop an initiative focussing on improving weed washdown practices (e.g. upgrading a washdown facility) • Implement workforce initiatives to improve workforce capability in weed identification, biosecurity and washdown requirements, contractor inductions, information on location of washdown, toolbox talks, and provide training on the Landholder Access Protocols			

Theodore WFCP - community health and wellbeing impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HCW1	Project will reinforce the delivery of reliable and secure energy grid connections for Queensland	Local community, including First Nations Queensland	Operations	Positive	High	Likely	High	• The project will support reliable and secure electricity supply for Queensland	High	Likely	High
HCW2	Ongoing project community and social investment delivers benefits to the local community	Local community Local businesses, including First Nations Businesses Education / Training providers	Construction Operations	Positive	Low	Possible	Low	• Provide direct benefits to local communities, such as providing community grants and in-kind support • Deliver Community legacy initiative/s identified and delivered as per CBSV Framework • Develop a Social Performance Management Plan outlining delivery of social impact management, community benefits and opportunities, external feedback and complaints resolution	Low	Possible	Low
HCW3	Transport of project materials and workforce increases local road traffic, contributing to road wear and tear, congestion, and	Local community, including First Nations Landholders Local businesses	Construction	Negative	Moderate	Likely	Moderate	• Manage project traffic to support road safety and reduce disruption, including appropriate signage, speed controls,	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	a higher potential for transport-related incidents	Local government						timing of vehicle movements and ensure heavy vehicle avoidance of schools during drop-off and pick-up times • Provide workforce transportation arrangements to and from workforce accommodation • Establish a road infrastructure agreement with Council to manage project-related impacts on local roads • Support Powerlink led engagement and communications, such as advanced notice to stakeholders (e.g. Councils, police, emergency services) of project milestones and/or disruptions			
HCW4	Project increases demand on existing social infrastructure and service provision due to non-residents workforces being	Local community, including First Nations Local businesses Local government	Construction	Negative	Low	Possible	Low	• Undertake a risk assessment to determine the provision of emergency health services such as providing	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	in the region (i.e. hospitals, social services, etc.)							paramedic (2 roles) with work crews to provide immediate healthcare in case of incidents • Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a Facilities and First Aid Plan • Engage with Council and relevant health services to monitor potential project related demand on local health services			
HCW5	Industry growth in the region, including this project, reduces emergency services' capacity to respond to incidents	Local community, including First Nations Emergency services Neighbouring industry	Construction	Negative	Low	Possible	Low	• Develop and implement a Health, Safety and Wellbeing Management Plan • Develop and implement a Facilities and First Aid Plan • Apply Powerlink's Health, Safety and Environment Management System Framework and contractor management systems as required	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Undertake a risk assessment to determine the provision of emergency health services such as providing paramedic (2 roles) with work crews to provide immediate healthcare in case of incidents			
HCW6	Presence of non-local workforces impacts community cohesion and wellbeing	Local community, including First Nations	Construction	Negative	Low	Likely	Moderate	• Manage workforce behaviour to promote cohesion and ensure concerns are addressed efficiently, and apply a workforce behaviour code of conduct • Support initiatives that build and maintain community cohesion and wellbeing through Powerlink's CBSV Framework • Plan and manage the project workforce to minimise community disruption and enhance community cohesion amongst the workforce by demonstrating initiatives	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								and strategies			
HCW7	Project construction activities impact local amenity values (e.g. noise)	Local community, including First Nations Landholders	Construction	Negative	Low	Possible	Low	• Implement the CEMP • Support Powerlink to lead engagement and communications, such as supporting Powerlink engagement activities to provide advanced notice to stakeholders (e.g. Councils, police, emergency services) of Project milestones and/or disruptions • Provide monthly Project updates (with images, maps and key construction activities) for Powerlink to make publicly accessible on Powerlink communications channels • Appropriately resource the project (e.g. Landholder Relations Advisor) to work with landholders and contractors to implement and ensure alignment to Powerlink's Land Access Protocol	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
HCW8	Permanent transmission line and substation infrastructure impacts local amenity values (visual)	Landholders, including near neighbours Local community, including First Nations	Operations	Negative	High	Likely	High	• Develop and implement Rehabilitation Management Plan (focused on soil stabilisation) in line with the requirements of DCCEEW • Implement the CEMP • Undertake local amenity enhancement initiatives utilising the Powerlink's CBSV Framework • Consider screening of substation project infrastructure where electrical safety and reliability can be maintained • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Develop and implement an initiative to support mental	High	Possible	High

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								health wellbeing aligned to Powerlink's CBSV Framework			
HCW9	Compensation differences between landholders hosting transmission infrastructure and those hosting renewable energy infrastructure, creates frustration and a sense of inequity, impacting community cohesion and wellbeing	Landholders, including near neighbours Local community, including First Nations	Construction Operations	Negative	High	Likely	High	• Communicate Powerlink's Landholder Payment Framework to build awareness of how Powerlink's compensation is tailored to transmission infrastructure • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Powerlink to develop an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework	High	Possible	High
HCW10	Community wellbeing is adversely affected by concerns about cumulative impacts from multiple proposed projects and regional developments,	Landholders, including near neighbours Local community, including First Nations	Construction Operations	Negative	High	Likely	High	• Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Engage proactively with	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
	with the project perceived as a catalyst for further development that may alter the regional way of life							councils, Traditional Owners, landholders and community groups about project opportunities • Take part in industry events that have both generators and Powerlink participating (e.g., Coexistence Queensland) • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Develop and implement an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework			
HCW11	Community concerns regarding health impacts associated with electromagnetic fields from transmission lines and towers impacts community wellbeing	Landholders, including near neighbours Local community, including First Nations Groups	Construction	Negative	High	Likely	High	• Implement the CEMP • Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent,	Moderate	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								ongoing communication with communities through updates, newsletters etc.)			
HCW12	Community and landholder wellbeing is affected due to concerns that transmission line infrastructure will negatively impact land values	Landholders, including near neighbours Local community, including First Nations	Construction	Negative	High	Likely	High	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure. • Develop and implement an initiative to support mental health wellbeing aligned to Powerlink's CBSV Framework • Maintain transparent, ongoing communication with communities through updates, newsletters	High	Possible	High
HCW13	Traditional Owner wellbeing is impacted due to potential for Project construction activities to impact cultural heritage values and sites	Traditional Owners First Nations Landholders	Construction	Negative	Low	Possible	Low	• Develop and implement appropriate cultural heritage agreements, supported by cultural heritage investigation and management processes • Engage early and communicate with Indigenous communities, such as provide Project	Low	Unlikely	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								briefings • Undertake engagement in accordance with Powerlink's Relationship Agreement framework and relevant stakeholder engagement plans and respond to any unforeseen issues during construction and operation			

Theodore WFCP - community and stakeholder engagement impact assessment and management measures

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
CSE1	A coordinated approach to communication and engagement with other regional proponents improves understanding of projects and cumulative impacts, reducing confusion and misinformation	Local community, including First Nations, Landholders, Local businesses	Acquisition Construction	Positive	Moderate	Unlikely	Low	• Develop and implement a Project Engagement Plan to guide engagement and communications during project construction • Contractor Project Engagement Plan developed and implemented to guide engagement and communications during project construction • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Monitor engagement effectiveness via surveys and feedback; adapt processes	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								where needed. • Take part in industry events that have both generators and Powerlink participating (e.g., Coexistence Queensland)			
CSE2	Unclear communication and limited opportunities for participation contribute to community mistrust, negative sentiment, and reduced community support for the project	Local community, including First Nations Landholders	Acquisition Construction Operations	Negative	Moderate	Possible	Moderate	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent, ongoing communication with communities through updates, newsletters and website about the project • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests, concerns and opportunities	Low	Possible	Low

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed			
CSE3	The presence of multiple concurrent projects in the region using multiple communication channels, may contribute to community confusion and uncertainty, with the potential to affect confidence in the project and contribute to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Negative	Moderate	Likely	Moderate	• Maintain, advertise and comply with a Powerlink approved external feedback and complaints resolution management procedure • Maintain transparent and regular communication with communities through project updates, newsletters, website content and other accessible channels throughout key project stages • Establish a locally based community role in Central Queensland to provide a consistent point of contact for community members • Undertake engagement with affected landholders, Councils, Traditional Owners, industry groups and community organisations to address specific interests, concerns and opportunities	Moderate	Possible	Moderate

ID	Social impact	Stakeholder group/s affected	Phase	Nature	Pre-management significance			Management measures	Post- management significance		
					Magnitude	Likelihood	Rating		Magnitude	Likelihood	Rating
								• Monitor and evaluate engagement effectiveness via surveys and feedback; adapt processes where needed • Powerlink employees and contractors are provided project-specific and regional key messages			
CSE4	Real or perceived lack of transparency on compensation and non-disclosure agreements regarding land acquisition creates mistrust among landholders, reducing confidence in the project and contributing to negative sentiment	Local community, including First Nations Landholders	Acquisition Construction	Negative	Low	Likely	Moderate	• Communicate Powerlink's approach to land access, the acquisition process and broader economic and positive social impact opportunity • Monitor engagement effectiveness via surveys and feedback; adapt processes where needed	Low	Possible	Low

Appendix G. Project contributing to cumulative impacts in SIA study area LGAs

Proposed development in Gladstone LGA

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Eurimbula Solar Farm and BESS	Cubico Sustainable Investments	Solar and battery energy storage system (BESS)	South of Gladstone	Planned	Construction anticipated 2026 to 2028	Construction 550 workers	PV Magazine Australia, 2025; Gladstone Engineering Alliance, 2025
H2-Hub Gladstone	The Hydrogen Utility	Green hydrogen hub	Gladstone State Development Area	Planning and approvals	Construction 2026	Construction 500 workers Operations 140 workers	Queensland Government, 2025b; Gladstone Engineering Alliance, 2025
Jupiter Project – RG Tanna Coal Terminal Shiploader	Gladstone Ports Corporation	Port infrastructure	Gladstone Port Central Precinct	Under construction	Construction anticipation 2023 to 2026	Construction 150 workers	Global Energy Monitor, 2022
Euroa Hydrogen Project	Vena Energy	Green hydrogen	Gladstone region	Development	Commercial operations anticipated for Phase 1 2027, Phase 2 2030	NA	Vena Energy, 2025; CSIRO HyResource, 2025a
Green Methanol Feasibility Study	Cement Australia/ Mitsubishi Gas Chemical	Green fuels (feasibility)	Gladstone	Feasibility	Construction anticipated 2026 to 2027	NA	Cement Australia, 2024
Toowoomba–Gladstone Inland Rail	Australian Rail Track Corporation	Rail infrastructure	Gladstone corridor through to Port of Gladstone	Under consideration (planning)	NA	NA	Australian Rail Track Corporation, 2025 Gladstone Regional Council, 2025
Gatcombe & Golding Cutting Channel Duplication	Gladstone Ports Corporation	Port infrastructure	Port of Gladstone	Planned	Construction proposed 2026 to 2029	Construction 386 workers Operations 23 workers	Gladstone Ports Corporation, 2025 Gladstone Engineering Alliance, 2025
HPA First – High Purity Alumina Plant	Alpha HPA Limited	Industrial manufacturing	Gladstone State Development Area	Under construction	Stage 2 began mid-2024; full production by 2027	Construction 300 workers Operations 120 workers	Alpha HPA Limited, 2024

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Upper Calliope Solar Farm	Windlab	Solar	West of Gladstone	Planning	Construction anticipated 2025 to 2026; operations from 2027	Construction 1,000 workers Operations 100 workers	Windlab, 2025
Raglan Solar Farm	Eco Energy World	Solar	Port of Gladstone	Pre-construction	Construction anticipated 2025 to 2026	NA	Eco Energy World, 2025
East End BESS	Edify Energy	BESS	Gladstone	Planning and approvals	NA	NA	Edify Energy, 2025
Miriam Vale "Super-hybrid" Project	BE Power	Pumped hydro and hydrogen	South of Gladstone	Proposed	NA	NA	ABC News, 2022
Gladstone State Development Area Energy Hub	Stanwell and Quinbrook	BESS	Mount Larcom	Proposed	NA	NA	Stanwell Corporation, 2024
Big G Pumped Hydropower Energy Storage	BE Power	Energy storage	Gladstone region	Early stage – approvals process	Construction anticipated 2027	NA	BE Power Group, 2025

Sources: ABC News, 2022; Alpha HPA Limited, 2024; Australian Rail Track Corporation, 2025; BE Power Group, 2025; Cement Australia, 2024; CSIRO HyResource, 2025a; Eco Energy World, 2025; Edify Energy, 2025; Gladstone Engineering Alliance, 2025; Gladstone Regional Council, 2025; Gladstone Ports Corporation, 2025; Global Energy Monitor, 2022; PV Magazine Australia, 2025; Queensland Government, 2025b; Stanwell Corporation, 2024; Vena Energy, 2025; and Windlab, 2025; BE Power Group, 2025.

Proposed development in Banana LGA

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Banana Range Wind Farm	EDF Renewables Australia	Wind	West of Biloela	Planned	Construction from early 2026 (36 months)	Construction 200 workers Operations 10 to 15 workers	EDF Renewables Australia, 2025; Banana Shire Council, 2025d
Callide Wind Farm	Neoen	Wind	North-east of Biloela	Planned	Construction anticipated 2025 to 2028	Construction 280 workers Operations 30 workers	Neoen, 2025
Mount Hopeful Wind Farm	RES Australia	Wind	Banana Shire and Rockhampton LGA, North of Biloela	Planned	Construction anticipated mid-2025 to 2027	Construction 400 workers Operations 10 workers	RES Australia, 2025; Banana Shire Council, 2025d
Smoky Creek Solar Power Station	Edify Energy	Solar and BESS	North of Biloela	Planned	Construction anticipated 2026 to 2029	Construction 350+ workers Operations 30+ workers	Edify Energy, 2025; Banana Shire Council, 2025d
Specimen Hill Wind Farm	Ark Energy	Wind	North-east of Biloela	Early-stage	NA	Construction 250 to 350 workers Operations 15 to 30 workers	Banana Shire Council, 2025d
Callide Solar Power Station	Neoen	Solar and BESS	North-east of Biloela	Planned	Construction 2025/26 to 2027/28	Construction 250 workers Operations 10 workers	Neoen, 2025; Banana Shire Council, 2025d
Theodore Solar Farm and BESS	Octopus Investments	Solar and BESS	Theodore	Planned	Construction from early 2027 (2 years)	Construction 140 workers Operations 5 workers	Banana Shire Council, 2025d
Theodore Wind Farm	RWE Renewables Australia	Wind	Theodore	Planned	Construction anticipated mid-2026 (3 to 4 years)	Construction 300 to 500 workers Operations 20 to 50 workers	RWE Renewables Australia, 2025; Banana Shire Council, 2025d
Kariboe Wind Farm and BESS	OX2	Wind and BESS	South-east of Biloela	Feasibility	Construction anticipated 2028 to 2030	Construction 300 workers Operations 10 to 15 workers	OX2, 2025

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Mount Rainbow Wind Farm	Central Queensland Power	Wind	North-east of Biloela	Proposed	Construction anticipated before end 2028	Construction 400 workers Operations 15 workers	Banana Shire Council, 2025d; Mount Rainbow Wind Farm Project, 2025
Mount Sugarloaf Wind Farm	RES Australia	Wind	South-east of Biloela	Feasibility	Construction anticipated 2028; operational by 2030	Construction 400 workers	RES Australia, 2025; Banana Shire Council, 2025d
Sawpit Solar Farm	European Energy	Solar	South-west of Biloela	Feasibility	Construction anticipated late 2025	NA	European Energy, 2025; Banana Shire Council, 2025d
Dawson Wind Farm	EDF Renewables	Wind	West of Biloela	Early stage	NA	NA	EDF Renewables Australia, 2025

Sources: Banana Shire Council, 2025d; EDF Renewables Australia, 2025; Edify Energy, 2025; European Energy, 2025; Neoen, 2025; OX2, 2025; RES Australia, 2025; RWE Renewables Australia, 2025; Vestas Development Australia, 2025; Mount Rainbow Wind Farm Project, 2025 and Windlab, 2025.

Proposed development in Rockhampton LGA

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Boulder Creek Wind Farm	ACCIONA Energy	Wind	South-west of Rockhampton	Planned	Construction anticipated 2025 to 2026	Construction 250 to 300 workers Operations 10 to 12 workers	Advance Rockhampton, 2025a; Queensland Government, 2025c
Central BESS	ACEN Australia	BESS	Bouldercombe	Planned	Construction from 2025 (24 months)	Construction 55 workers Operations 5 workers	Advance Rockhampton, 2025a
Capricorn BESS	Potentia Energy	BESS	Rockhampton region	Planned	Construction anticipated late-2026; operations mid-2028	Construction 120 to 150 workers Operations 10 to 15 workers	Advance Rockhampton, 2025a
Egans Hill BESS	Silo Energy	BESS	Rockhampton region	Proposed	NA	NA	Silo Energy, 2025
Bouldercombe BESS (J Pierce Rd)	Australian Renewable Energy Services	BESS	Bouldercombe	Proposed	NA	NA	Australian Renewable Energy Services, 2025
Boomer Green Energy Hub	Ark Energy	Energy hub	Northwest of Rockhampton	Early development	Construction anticipated from 2027	Construction 350 workers Operations 30 workers	Ark Energy, 2025
Moah Creek Wind Farm	Central Queensland Power	Wind	West of Rockhampton	Planned	Construction anticipated 2026	Construction 380 workers Operations 15 workers	Advance Rockhampton, 2025a
Moah Creek Solar Farm	Central Queensland Power	Solar	West of Rockhampton	Development	NA	Construction 300 workers Operations 10 workers	Advance Rockhampton, 2025a
Stanwell BESS	Stanwell Corporation	BESS	Rockhampton	Under construction	Construction began 2024; operations by 2027	Construction 80 workers Operations 6 workers	Stanwell Corporation, 2024; Advance Rockhampton, 2025a

Project name	Proponent	Project type	Location	Status	Timeframes	Estimated workforce	Date and source
Rockhampton Ring Road	Queensland & Australian Governments	Road infrastructure	West of Rockhampton	Under construction	Early works 2023; staged completion late-2020s	NA	Rockhampton Regional Council, 2025a; Queensland Government, 2023c; Advance Rockhampton, 2025b
Rockhampton Hospital Redevelopment	Queensland Government	Health infrastructure	Rockhampton	Under construction	Completion anticipated late-2026	NA	Rockhampton Regional Council, 2025a; Queensland Government, 2025e; Advance Rockhampton, 2025b
Rockhampton Airport Solar Project	Rockhampton Regional Council	Solar	Rockhampton Airport	Planned	Construction 2025 to 2026	NA	Rockhampton Regional Council, 2025b
2032 Olympics Rowing Venue	Queensland Government	Sporting infrastructure	Fitzroy River, Rockhampton	Planning	NA	NA	Queensland Government, 2025d; Advance Rockhampton, 2025b

Sources: Advance Rockhampton, 2025a; 2025b; Ark Energy, 2025; Australian Renewable Energy Services, 2025; Queensland Government, 2023c; 2025c; 2025d; 2025e; Rockhampton Regional Council, 2025a; Rockhampton Regional Council, 2025b; Silo Energy, 2025; Stanwell Corporation, 2024

Appendix H. Powerlink reviewers

Powerlink Reviewers

Draft 1

RAIDE-C	NAME ROLE	DATE COMPLETE
I / R	Megan Hamilton – Social Performance Advisor	27/1/26
I/R	Sarah Connor – Social Performance Team Leader	6/1/26
I	Julie Nicholls – Social Performance Advisor	16/01/26
I	Kelly Walker – Community Relations Team Leader and/or Eliza Ryan (Kelly to confirm)	ER 14/01/26
I	Camille Wood– Senior Development Manager	7/1/2026
I	Roisin McDonald – Landholder Relations Advisor	19/01/2026
I	Christy Anderson – Senior Indigenous Relations Advisor Reviewed by Lisa Carmody	27/1/2026
I	Rebecca Powlett – Community Engagement Strategist	22/01/2026
I	Thomas Hewitt – Property Project Manager	20/01/2026
I	Nathan Wilson - Property Project Manager	22/1/2026
I	Stacey Taane - Property Project Manager	14/01/26
I	Savvas Hatzipapas - Property Project Manager	15/01/26
R	Alaina Megson – Government Relations	27/1/2026

Powerlink Reviewers

Draft 2

RAIDE-C	NAME ROLE	DATE COMPLETE
A	Naomi Devetak – Acting Manager, Community and Social Performance	2 April 2026
B	Julie Nicholls	2 April 2026

Powerlink Reviewers

Draft 3

RAIDE-C	NAME ROLE	DATE COMPLETE
A	Naomi Devetak – Acting Manager, Community and Social Performance	12 May 2026
B	Julie Nicholls	12 May 2026