

Cairns Shipping Development Project Community and Stakeholder Engagement Plan Stage 7: Construction-Completion 2018-2020

Version 1.2

Revision history

This strategy interfaces with the other associated strategies and plans, which together describe the proposed overall project management system for the project. The latest revision of this plan is available on the Ports North server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing. The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy. Attachments and appendices to this strategy are revised independently of this plan.

Revision Date	Version No.	Author	Description of Change/Revision
25/04/2018	0.1	PRISM	Draft
10/05/2018	0.2	PRISM	Revised following feedback
06/07/18	0.3	Ports North	Revised following project updates
07/08/2018	1.0	PRISM	Finalised following feedback from project team
16/11/2018	1.1	PRISM	Added Appendix B
5/12/2018	1.2	Ports North	Revised following project updates

The purpose of the Community and Stakeholder Engagement Plan (CSEP) is to outline the community and stakeholder engagement approach, with supporting policies and protocols, for the Construction phase (Stage 7) of the Cairns Shipping Development Project (CSDP).

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Acronyms and definitions

ACA	Advance Cairns
CEC	Community Engagement Coordinator
CEMP	Construction Environmental Management Plan
CSDP	Cairns Shipping Development Project
CSEP	Community and Stakeholder Engagement Plan
DAF	Department of Agriculture and Fisheries
DMP	Dredge Management Plan
DMPA	Dredge Material Placement Area
EIS	Environmental Impact Statement
EPBC Act	Environment Protection and Biodiversity Conservation Act
GBRMPA	Great Barrier Reef Marine Park Authority
MOMP	Maritime Operations Management Plan
PCG	Project Control Group
SEWPaC	Sustainability, Environment, Water, Population and Communities
SDPWO Act	State Development and Public Works Organisation Act
SIA	Social Impact Assessment
SIMR	Social Impact Management Report
TEQ	Tourism and Events Queensland
TMR	Transport and Main Roads
TMSP	Traffic Management and Safety Plan
TTNQ	Tourism Tropical North Queensland
VTMP	Vessel Transport Management Plan

1. Community and Stakeholder Engagement Plan

1.1 Background

The Cairns Shipping Development Project (the Project) has been developed as a coordinated project under the State Development and Public Works Organisation (SDPWO) Act 1971 thereby requiring an EIS addressing the Terms of Reference for the project to be evaluated by the Coordinator-General.

The Project is a controlled action under the Environmental Protection and Biodiversity and Conservation (EPBC) Act 1999 requiring assessment and approval of an EIS addressing the Commonwealth Guidelines for the Project, by the Commonwealth Environment Minister.

Ports North has engaged with a range of stakeholders and community members during the preparation of the Revised Draft EIS to discuss the project and better understand potential impacts on stakeholder interests.

1.2 Planning and Approval Context

State Approvals

The Queensland Coordinator-General granted environmental approval for the project on 28 February 2018.

The conditions of Approval relevant to this plan appear in Appendix A.

Commonwealth Approvals

The Department of Environment granted environmental approval for the project on 28 November 2018 in accordance with the EPBC Act.

1.3 This Plan

This Community and Stakeholder Engagement Plan (CSEP) describes how the project team will manage community and stakeholder engagement throughout construction to the completion of the project.

It has been named in accordance with the Project Approval and adheres to the conditions imposed by the Coordinator-General under section 54B of the *State Development and Public Works Organisation Act 1971 (SDPWO Act)*. Refer Appendix A

This CSEP interfaces with, and should be read in conjunction with, other plans identified in the Conditions of Approval, namely:

- Construction Environmental Management Plan (CEMP)
- Dredge Management Plan (DMP)
- Maritime Operations Management Plan (MOMP)
- Vessel Transport Management Plan (VTMP).

The plan has been prepared to meet the requirements of the scope and project requirements as well as the following documents:

- Privacy and Personal Information Protection
- Queensland Government Engagement Guidelines
- Queensland (Government) Advertising Guidelines.
- Ports North Social Media Policy.

The CSEP is a 'living document', and is subject to ongoing development, amendment and updates from the start of project and throughout the duration of construction to take into account changes in -

- The construction program
- Community and stakeholder needs
- Community and stakeholder participation requirements.

This plan is applicable to all staff, employees and sub-contractors of Ports North throughout the duration of the construction program until project completion.

Implementation and ongoing development of the CSEP will be managed by the Project Control Group (PCG).

1.3 CSEP Scope

This CSEP addresses the following mandatory requirements:

- 1) A summary profile of the local community, focusing on potentially affected stakeholder groups
- 2) An analysis of key stakeholders and stakeholder issues
- 3) Engagement schedules and action plans
- 4) Communication activities and tools
- 5) Roles and responsibilities for engagement
- 6) An appropriately scaled complaints management process
- 7) Objectives and key performance indicators
- 8) Monitoring and reporting requirements
- 9) Processes for incorporating stakeholder feedback into the further development of project specific impact mitigation strategies
- 10) Processes for providing advanced notice to potentially impacted stakeholders regarding onshore and offshore access restrictions
- 11) A framework for providing timely notification to local industry service providers and job seekers regarding potential project opportunities, and for ensuring that they are aware of the relevant registration and application processes.

2. Project background

2.1 The Project

The Cairns Shipping Development Project involves widening and deepening the existing navigation channel to allow larger cruise ships up to 300 metres in length to berth at the Cairns Cruise Liner Terminal to accommodate the forecast demand for 70 additional cruise ships through the Port of Cairns each year by 2031 with home porting, bunkering and the Brisbane Cruise Terminal.

The Project builds upon the significant existing tourism infrastructure network in Cairns to facilitate increased tourism opportunities in Far North Queensland and supports the overall growth of the cruise ship sector in Queensland.

Channel expansion will require up to 1 million cubic metres of uncontaminated material to be dredged from the existing channel and placed on land. Historically, the channel has been expanded several times (most recently 28 years ago) to cater for the growth of the Cairns economy and changes in shipping.

The Project will provide a significant stimulus to Cairns and Far North Queensland creating local jobs, increasing the competitiveness of the region and strengthening the economic resilience of the local economy. While the main purpose of the Project is to take advantage of cruise shipping opportunities, there are also significant other benefits including:

- Enabling future expansion of the HMAS Cairns Base by relocating the existing cargo swing basin.
- Allowing improved channel access for the existing Royal Australian Navy vessels allowing larger visiting overseas Navy vessels (in particular US Navy carriers) to enter the Port for rest and relaxation visits.
- Reduced tidal and loading restrictions on bulk cargo ships accessing the Port of Cairns, improving Port efficiency.
- Increased resilience for the Port of Cairns against an extreme weather event which can result in the loss of depth and reduced ability for cargo ships to safely navigate the channel.

2.2 Project description

The Project assessed by the Revised Draft EIS involves dredging a wider and deeper entrance channel and cruise ship swing basin to allow Port access for larger cruise ships, upgrade of the wharf infrastructure within Trinity Inlet to cater for the larger vessels and the relocation of the cargo ship swing basin to allow future Navy base expansion. Approximately 4 km of the 13 km channel is proposed to be widened between 10-20 metres with some additional localised widening of the channel bend and transits to maintain safe navigation of ships. The channel's declared depth will be increased by 0.5 metres from - 8.3 to - 8.8 metres.

The dredging operations involve the removal of uncontaminated sediment from within and adjacent to the existing channel and placing that material on land. There is no sea disposal of the dredged material. Dredging will take approximately 12 weeks and will occur during the dry season.

Dredging will involve the removal of a mixture of soft and stiff clays. The soft clays, which comprise most of the material to be dredged, have poor engineering qualities with no beneficial reuse potential. The stiff clays have better engineering qualities and some reuse potential as fill for land development.

A detailed assessment process was undertaken to identify suitable land-based sites where the dredged material could be placed. The Revised Draft EIS considered 14 different land-based sites from Yarrabah to the Barron Valley for the placement of the dredged material.

Two sites were identified as providing the best environmental outcomes:

- Port land at Tingira Street, Portsmith for the stiff clay material and
- A disposal site in the existing Northern Sands mine for the placement of soft clay material.

The use of Port land at Tingira Street for the stiff clays will allow this material to be beneficially reused as surcharge material on the land and ultimately incorporated into future land development. The stiff clay will be dredged using a backhoe dredge. The dredged material will be delivered by barges to that site.

The soft clays will be dredged by a trailer auction hopper dredge and then pumped to the disposal site by the dredge when moored at a temporary facility 3 km offshore from the mouth of Richters Creek. A temporary delivery pipeline will transport the material from the dredge pump out facility to the placement site (mostly through cane lands) with excess water being returned to the Barron River at the Captain Cook Highway Bridge via a temporary pipe.

The disposal site at Northern Sands is an existing sand extraction mine which has low environmental value and is located in an area primarily used for sugar cane farming. It has existing approvals for the disposal of construction material and potential acid sulphate soils and a pit that requires filling at the end of the existing sand mining operation. To prepare this site for receipt of the dredged material, the existing sand mine will be expanded and a temporary flood protection bund wall erected around the placement area for the duration of the dredging and material consolidation period. This temporary flood protection bund wall will be removed at the end of the Project and the existing sand mining and recycling operations will continue.

2.3 Project area

The Project Area as defined in the Revised Draft EIS includes the immediate footprint of the Project, including the shipping channel, dredge material placement areas (DMPA) and wharf upgrades.

Northern Sands DMPA

This comprises the lower Northern Beaches area of Cairns:

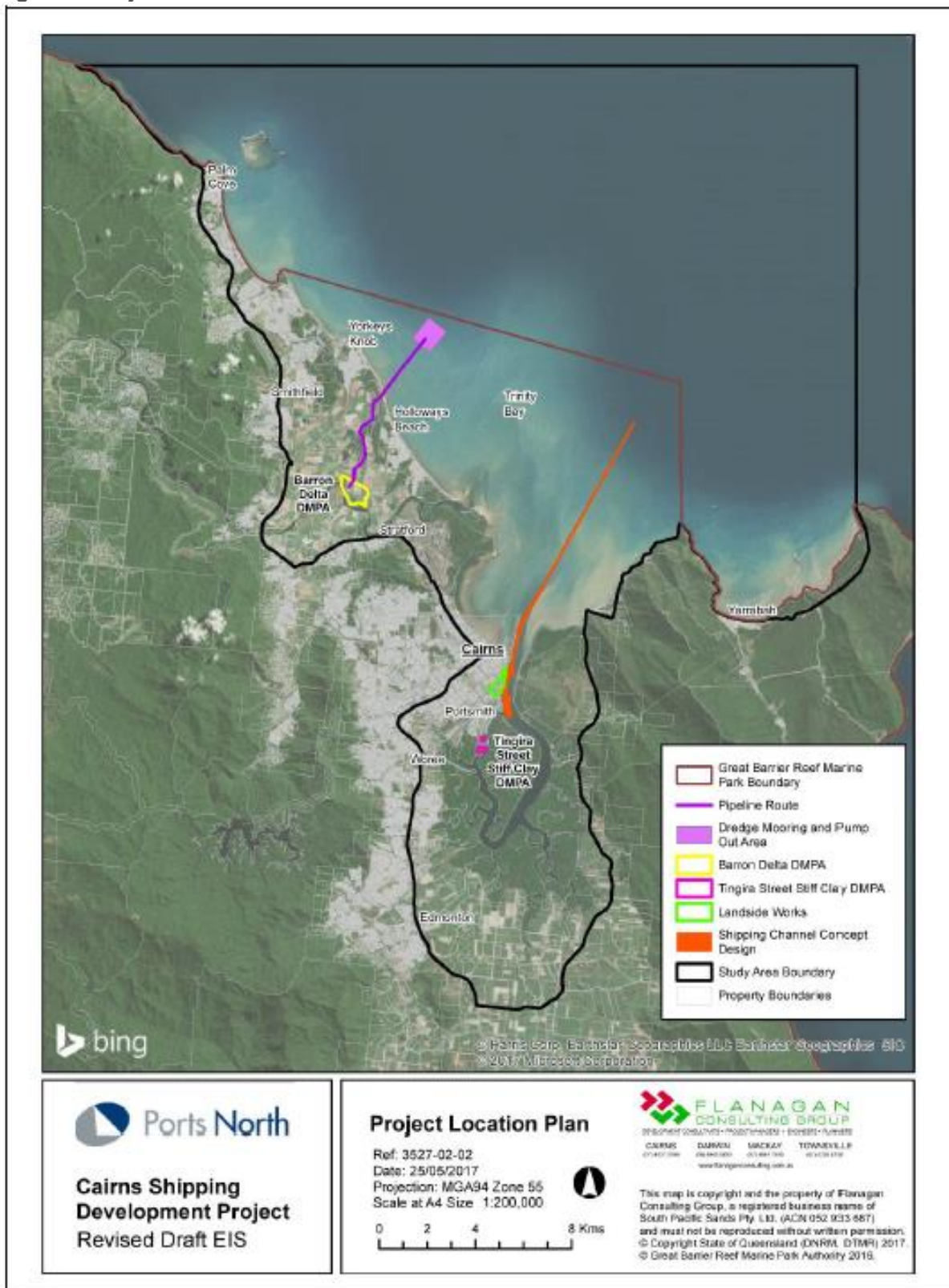
- Yorkeys Knob
- Holloways Beach
- Machans Beach
- Kamerunga
- Caravonica (containing the DMPA itself).

Tingira Street DMPA

This comprises two sparsely populated sub-areas adjacent to and containing the Tingira Street DMPA including:

- The surrounding area of the Portsmouth Industrial Area
- The area opposite and nearby the Cairns Cruise Liner Terminal, referred to as the Wharf Street Area.

Figure 1: Project location



2.4 Construction timeframes

The table below summarises the key milestones for the construction phase of the Project (subject to relevant approvals), together with key community and stakeholder engagement activities.

Table 1: CSDP construction timeframes as at August 2018

Key phases/activities	Date*	Level of engagement/participation
Following confirmation of all approvals	November 2018	<p>Inform the community that the Project has been approved through media release, website and fact sheet including an overview of the construction program, description and timing of early works activities, and community contact details for further information</p> <p>Explain how to register and apply for local employment and service provision opportunities</p>
Wharf procurement Tender for supply of piles and fenders	Feb-Mar 2019	<p>Inform the community of the start of work through the release of tenders</p> <p>Provide contact details for further information</p>
Tingira St Dredge Material Placement Area (DMPA) Barge ramp and DMPA construction	Apr-Jun 2019	<p>Inform the community and various stakeholders about traffic staging, lighting and signage and the Construction Management Plan</p> <p>Provide opportunities for the community and other stakeholders to ask questions and seek clarification</p>
Northern Sands DMPA Bund construction; delivery and tailwater pipe installation and commissioning	Jan-Apr 2019	<p>Begin discussions with community and stakeholders regarding issues such as location of stockpiles, mobilisation and establishment, management of road closures and early works activities</p> <p>Provide opportunities for enquiries and complaints</p>
Dredging	May-Sep 2019	<p>Inform the community and stakeholders about the start of dredging</p> <p>Provide opportunities for the community and other stakeholders to ask questions and seek clarification</p>
Trinity Wharf construction	Mar 2019-Mar 2020	<p>Consult on specific construction activities with respect to timing and proposed mitigation measures</p> <p>Provide information on construction milestones and traffic changes</p> <p>Provide opportunities for enquiries and complaints</p>
Project completion	Mar 2020	Inform the community about completion of works

* All dates are indicative only and subject to change

3. Community profile

The Socio-Economic Chapter of the Revised Draft EIS provides detailed profiles for each of the three areas impacted by the Project:

- Cairns
- Northern Sands DMPA
- Tingira Street

A brief profile of each area is provided below.

Cairns LGA Population

- The estimated resident population of the Cairns LGA was estimated to be 161,932 people at 30 June 2016.
- Between 2011 and 2016, the population is estimated to have grown by around 10,940 people, or around 1.4% per year during this five-year period.
- Around 4500 visitors were counted in the region on census night in visitor only households.
- The population of the Cairns LGA is expected to grow to 227,542 people in total at 2036, an increase of around 64,000 people above the population estimate at 2016. This is an anticipated increase of around 40% during this 20-year period, and an average annual growth rate of around 1.7%.
- The median age of the population was estimated to be 36.5 years in 2015.

Household and family structure

- Cairns LGA had a similar household structure to Queensland, with slightly higher proportions of lone person households and one parent households, and slightly lower proportions of couples and couples with children households. The most common household type in both Cairns LGA and Queensland was couple families with children.

Cultural diversity

- There were 13 438 people in the Cairns LGA who identified as Aboriginal and/or Torres Strait Islander in 2011, representing 9.2% of the total resident population counted on census night. This included 6,997 people who identified as Aboriginal, 4,176 people who identified as Torres Strait Islander and 2264 people who identified as being of both Aboriginal and Torres Strait Islander origin.
- Around 20% of the population in 2011 was born overseas, including around 13,900 people or 9.6% of the population born in mainly English-speaking countries, and 15,600 people or 10.7% of the population born in mainly non-English speaking countries.
- These were similar proportions compared to Queensland, with 11.0% of the population born in mainly English-speaking countries and 9.5% born in mainly non-English speaking countries, a total of 20.5% of the population born overseas.

Socio-economic characteristics

- The median weekly individual income was \$624, median weekly family income was \$1,407 and median weekly household income was \$1,160 for the Cairns LGA in 2011.
- Socio-economic disadvantage in the region is clustered around the inner western suburbs of Cairns and extends to the south along the Bruce Highway toward the suburb of Edmonton. Parts of the western suburbs including Manunda, Manoora and Westcourt, and southern suburbs including Woree, White Rock, Bentley Park and Edmonton generally have higher levels of socio-economic disadvantage.
- In 2011, over 50% of the working population residing in Cairns LGA were employed in the top five employment industries: health care and social assistance (12.8%), retail trade (11.9%), accommodation and food services (9.6%), construction (8.8%) and public administration and safety (8.3%).

Northern Sands DMPA Study Area

The community profile for this Study Area is summarised below.

Population, age and household characteristics

- The Study Area had a resident population of 8850 people at the time of the census in 2011 (based on place of usual residence), representing around 6.1% of the total population of the Cairns LGA.
- The median age was 39.0 years of age in 2011.
- The age profile suggests that the area had larger proportions of older working age people from around 35 to 64 years of age, lower proportions of children and young adults, and slightly lower proportions of older people.
- There were 1062 lone person households in 2011, representing 29.3% of total households. This was the most common household type in the study area, followed by couple families without children (27.9%), couple families with children (22.8%) and one parent families (13.4%).

Cultural diversity

- There were 547 people who identified as Aboriginal and/or Torres Strait Islander people in the Study Area in 2011, representing 6.2% of the population.
- Around 1927 people were born overseas, representing 21.8% of the population. Of the population born overseas, 1473 people were born in mainly English-speaking countries (76%), and 454 people were born in mainly non-English speaking countries (24%).
- Only a small proportion of the population had migrated to Australia during the preceding five-year period (2.9%).

Socio-economic characteristics

- The median weekly individual income for residents was \$652, median family income was \$1,400 and median household income was \$1124 in 2011.
- There were 342 unemployed people at the time of the census in 2011, which represented an unemployment rate of 8.0%.
- In 2011, 14.3% of employed residents were employed in the health care and social assistance industry, 10.4% in retail trade, 10.1% in construction and 9.9% in accommodation and food services.

Tingira St DMPA Study Area

Population, age and household characteristics

- The Tingira St DMPA Study Area had a resident population of 1215 people in 2011 (based on place of usual residence). On census night in 2011, an additional 1237 visitors were counted in the study area.
- The median age was 42.0 years in 2011, which was significantly higher than the median age for the Cairns LGA and for Queensland, both around 36 years of age.
- There were just 407 households in 2011. Of these households, 138 were couple families with no children (33.8%), 135 were lone person households (33.2%), 83 were couple families with children (20.5%), 30 were one parent families (7.4%) and 21 were group households (5.2%).

Cultural diversity

- There were 67 people in the study area who identified as being Aboriginal and/or Torres Strait Islander people, and this represented 5.5% of the population.
- Around 300 residents were born overseas or 24.9% of the population of the study area. Of the population born overseas, 215 people were born in mainly English-speaking countries (71%), and

88 people were born in mainly non-English speaking countries (29%) in the Tingira St DMPA Study Area.

- Around 5.8% of the population had migrated to Australia in the preceding five year period, which was a slightly higher proportion than for the Cairns LGA at 4.0% and Queensland at 4.5%.

Socio-economic characteristics

- The median weekly individual income for residents was \$764, median family income was \$1549 and median household income was \$1193 in 2011.
- There were 41 unemployed residents at the time of the census in 2011, which represented an unemployment rate of 5.9%.
- In 2011, 19.7% of employed residents were employed in the public administration and safety industry, 15.2% in accommodation and food services, 8.9% in health care and social assistance and 6.5% in retail trade. The defence industry was a key employer with 14.4% of resident workers employed by the defence industry, also presumably associated with the HMAS Cairns facility at Draper St.

4. Stakeholder analysis

4.1 Stakeholder consultation

Ports North recognises the importance of the port communities in which it operates and is committed to being a responsible corporate citizen by engaging and consulting with communities regarding its business operations and future plans.

Ports North has undertaken extensive consultation with key stakeholders for the CSDP since the Project's inception in 2012. The following external stakeholder groups have been identified for the Project:

- Business and industry groups
- Port users, tenants (permanent and casual) and affected businesses
- Local and regional communities
- Community and special interest groups
- Indigenous groups
- Government including local, State and Federal agencies and elected representatives
- Cruise and tourism industries
- Media.

The following internal stakeholders have been identified:

- Ports North management and staff
- Project consultants and contactors.

4.2 Stakeholder prioritisation

To assess the level of effective engagement with Project stakeholders for the EIS phase, these stakeholder groups have been further categorised and assessed in terms of their level of influence on the Project, and the level of impact of the Project on stakeholders.

This assessment then determines the general strategic engagement approach: Keep Informed, Collaborate, Maintain Confidence, and Monitor & Respond.

Figure 2: Stakeholder prioritisation

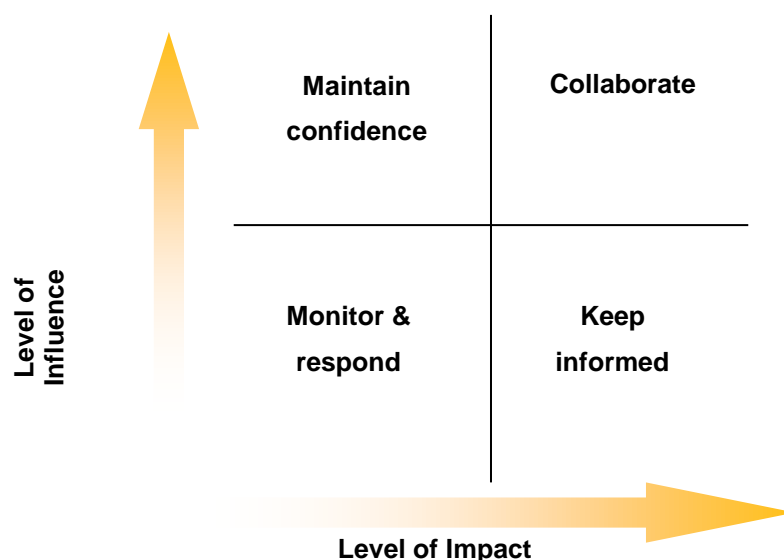


Table 2: Stakeholder prioritisation and engagement activities

Community and Stakeholder Engagement Plan | Cairns Shipping Development Project Stage 7 Version 1.0
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Maintain confidence	Collaborate
<ul style="list-style-type: none"> Government and agency meetings and briefings Stakeholder meetings Briefing papers 	<ul style="list-style-type: none"> Governance and planning meetings Key messages Briefing papers Key stakeholder briefings
Monitor & respond	Keep informed
<ul style="list-style-type: none"> Community Information line Email feedback channel FAQs 	<ul style="list-style-type: none"> Project fact sheets Project updates FAQs Web updates Media releases Letters Project email Social media Videos Community information line Community information sessions and events

Appendix B contains a summary of key stakeholders and communication and engagement activities.

4.3 Conditioned engagement

Under the Conditions of Approval from the Queensland Coordinator-General and prior to the commencement of construction, Ports North will consult with:

- Department of Agriculture and Fisheries regarding potential impacts to commercial fishermen, including crabbers, who may be temporarily impacted by the proposed dredging and construction works
- Cairns Hospital and Health Service, and the North Queensland Primary Health Network, regarding the potential impacts of the predicted increase in passenger numbers on local health services capacity.

4.4 Stakeholder profiles

Ports North has played a significant role in the growth and development of the region over the past 112 years. It has been managing the operations of the Port of Cairns since 1906.

Given its long history in the area, Ports North has extensive knowledge and awareness of the key stakeholder groups and individuals within the Cairns community as well as the Far North Queensland region.

Information regarding community contacts and interactions is managed via a database maintained by Ports North.

5. Issues analysis

5.1 Identified trends

A comprehensive list of stakeholder issues and concerns has been developed from stakeholder feedback received through Ports North's earlier consultation activities and day-to-day contact with port users.

Forty-two (42) issue categories were identified arising from Government agency and community submissions received in response to the Revised Draft EIS (November 2017). Issues of greatest concern were:

- Dredging including acid sulphate soils, marine sediment quality, water quality
- Landside impacts including effects on fauna.

Specific issues identified through the Social Impact Assessment (SIA) for the Revised Draft EIS are summarised below.

5.2 Social impacts

The SIA identified future possible impacts of the Project through a process of prediction based on the profile of the existing social environment including surrounding land uses, the nature of the proposed development, review of documentation on community character and values, and the findings of consultation. The SIA found that there would be the following potential adverse impacts:

Northern Sands DMPA

- a minor temporary change in the coastal area from the establishment and operation of a pipeline making landfill near the mouth of Richters Creek
- a minor temporary change in the amenity of residents in nearby suburbs, including those overlooking the disposal site and those in the northern part of Holloways Beach
- a minor temporary change in the use of the beachfront and creek mouth of Richters Creek by a small number of users, and a minor threat to safety and wellbeing which could be mitigated by appropriate fencing and signage
- some temporary minor restrictions to recreational fishing and boating on Richters Creek, and to the amenity of the creek environment

Tingira St DMPA

- only negligible adverse impacts

Other areas

- a minor impact of land-based wharf upgrade construction works, dredging and change in number of ship arrivals on residents in the Wharf St area, and a moderate impact long term as a result of increased ship arrivals
- in relation to the change in number of ship arrivals at Yorkeys Knob a minor adverse impact on local business and tourism operators, and the Boat Club, in the short term, but a beneficial impact long term.

Overall, the adverse social impacts identified have generally been found to be negligible or minor. The majority are temporary in nature. There was only one impact that was identified as potentially moderate. Several beneficial impacts were also identified.

5.3 Construction-related issues

Entering the construction phase of the Project, the priority issues of key audiences have been identified as follows:

Directly affected landowners

- concerns over potential impacts on land adjacent to Northern Sands disposal site
- access restrictions during dredging
- groundwater issues and potential impact on crops
- construction/operational impacts eg. noise and odour

Commercial fishers and prawn farmers

- impacts on water quality and marine species
- concern that dredged material may overflow from Northern Sands disposal site

Local and regional communities

- potential impact of dredging on local environment and Great Barrier Reef
- access restrictions during dredging
- economic impact on local services, businesses and employment
- level of funding needed and other regional priorities

Business and industry groups

- potential impact of dredging on channel and local environment
- construction/operational impacts
- level of funding needed and other regional priorities

Indigenous groups

- impact on Aboriginal cultural heritage
- economic and employment benefits and impacts
- impact on fishing

Port users and tenants

- potential impact of dredging on channel and local environment
- cost impact on existing users
- construction/operational impacts eg. noise and odour

Elected representatives (local, state and federal)

- potential impact of dredging on channel and local environment
- cumulative impacts of dredging along Queensland's east coast
- economic benefit and costs
- community and business support

Government agencies (local, state and federal)

- environmental impacts arising from dredging
- social impacts of Project
- cumulative impacts of dredging along Queensland's east coast

Department of Agriculture and Fisheries

- potential impacts to commercial fishermen, including crabbers, who may be temporarily impacted by the proposed dredging and construction works

Local health service providers

- potential impacts of the predicted increase in passenger numbers on local health services capacity

Cruise and tourism industries

- impact on future agreed cruise schedules
- cost impacts
- level of funding needed as compared with other regional priorities

Media

- social and environmental impacts
- level of funding needed and other regional priorities

Ports North management and staff:

- inaccurate project information and public comments
- level of funding needed

6. Strategic engagement context

6.1 Vision and mission

The vision of Ports North is:

To be a successful, sustainable Port operator and a valued contributor to regional economic growth.

The mission of Ports North is:

To enable business and trade growth by:

- *Providing and facilitating infrastructure*
- *Growing opportunities through sustainable business and regional economic development*
- *Connect locally and globally*

6.2 Values

Ports North operates under the following corporate values, which guides its actions and decision-making:

Safe

- We are committed to providing the highest standard of safety for our workplace.

Reliable

- We will be professional and responsive in seeking to deliver excellent service to all of our internal and external customers.
- We will seek to build effective relationships with the community and our stakeholders by being a responsible corporate citizen fostering social value and economic benefit to the region.
- We are committed to compliance with governance structure and procedures, transparent and accountable reporting and management of risk.

Value Driven

- We will promote co-operation and teamwork, ethical and honest behaviour, respect and integrity while providing opportunities for staff to develop and acquire skills needed to meet our objectives.
- We are committed to sustainable outcomes by acting in a commercially astute manner while considering risk and the environmental and social impacts of our activities to deliver sustainable commercial returns to shareholders.

6.3 Corporate objectives

As the port authority responsible for developing and managing port facilities vital to the development of the regional centres in North Queensland and the export performance of Queensland, Ports North has a strategically significant role. Its corporate objectives in fulfilling this role are to:

- Identify and develop new trade and business opportunities and grow existing business to provide value to Ports North and its shareholders.
- Manage and develop Port property to provide sustainable commercial return to Ports North and its shareholders.
- Plan, develop and manage Port infrastructure and assets to improve Port efficiency, meet the needs of our customers and contribute to sustainable regional development.
- Maintain organisational capability and a governance system to deliver the business requirements and maintain the organisation's reputation.

7. Engagement approach

7.1 Engagement goal

This **Community and Stakeholder Engagement Plan** for the Project aligns with Ports North's vision and has the following engagement goal:

To gain community support for Cairns Shipping Development Project and strengthen Ports North's reputation as a successful, sustainable Port operator and a valued contributor to regional economic growth through community and stakeholder engagement.

7.2 Engagement objectives

The objectives of this CSEP for Stage 7 Construction are:

- **Objective 1:** To establish and maintain positive relationships with the community and key external stakeholders
- **Objective 2:** To effectively manage complaints, potential issues and incidents
- **Objective 3:** To create and deliver on opportunities for Ports North to enhance benefits to Cairns and Far North Queensland communities.

Project benefits and key messages

In achieving these objectives, Ports North will reinforce the broader project benefits and messages:

- Ports North is delivering the Cairns Shipping Development Project on behalf of the Queensland Government, the tourism industry and the local community.
- Unlike all other Queensland coastal ports, the Port of Cairns is a tourism port, supporting marine tourism operators and welcoming shipping and cruise passengers from all over the world.
- The Project is designed to be enabling infrastructure that will deliver lasting and long-term benefits to the local community, regional economy and Queensland tourism industry. It will also enable expansion of the HMAS Cairns Navy base, providing improved access for Australian and foreign Navy vessels.
- Ports North has successfully delivered one of the most rigorous Environmental Impact Statements of its type ever undertaken in Australia.
- Ports North is committed to protecting the Great Barrier Reef. We recognise the Great Barrier Reef is unique and we will continue to manage our operations to world-class environmental and safety standards.
- Ports North currently undertakes annual dredging operations in the Port of Cairns and the work to be undertaken in the Cairns Shipping Development Project is not new; it is an expansion of an existing channel that has been dredged for over 100 years.
- Ports North is committed to keeping the community informed and listening to the community as part of delivery process. We offer a range of avenues for the community to gain information and ask questions about the project.

7.3 Engagement principles

The aim of this CSEP is to continue to engage stakeholders and the local community through balanced and evidence-based information to ensure they understand the nature of the Project, proposed development changes and their potential impacts, benefits and the long-term legacy of the Project.

The principles underlying the plan will continue to focus on:

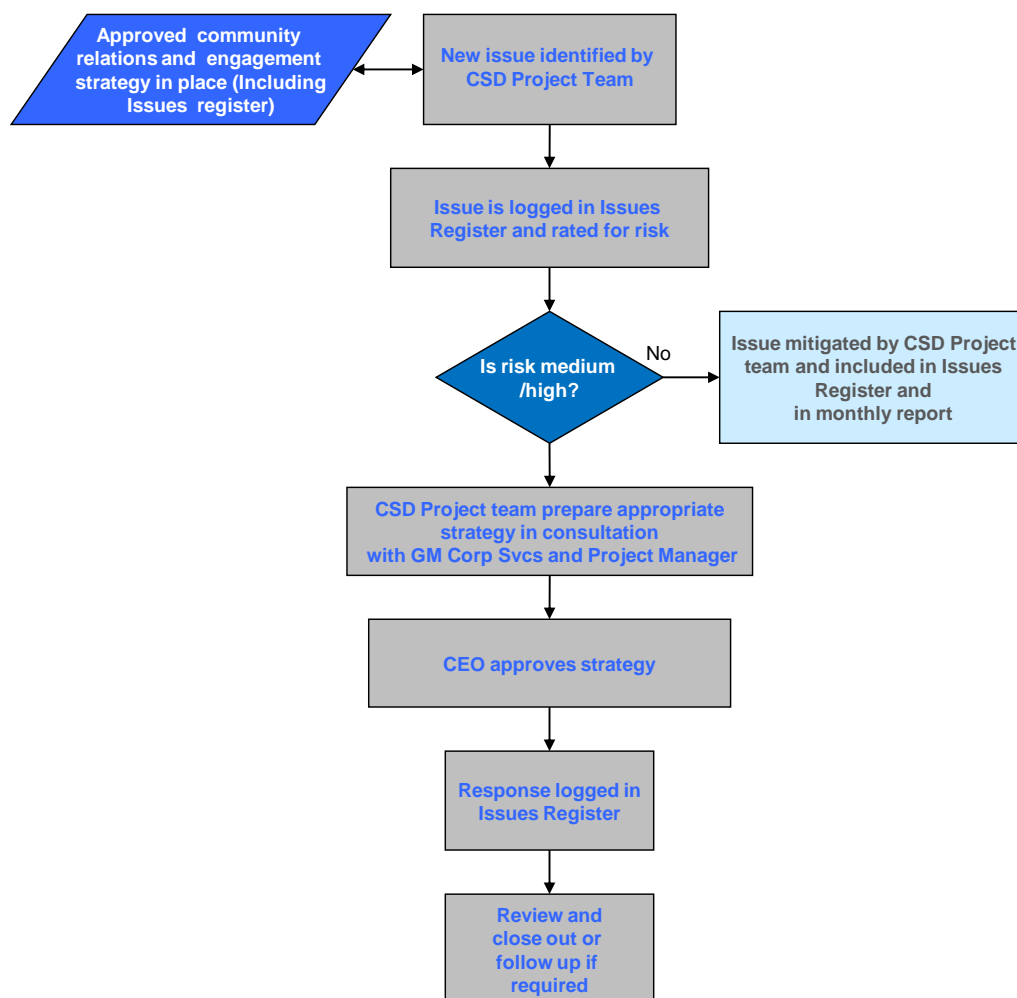
- transparent information sharing with the local community linked to project milestones
- listening to the concerns of the local community

- respecting the concerns and needs of the local community
- communicating how the CSDP may impact on the surrounding community and environmentally valued locations
- enhancing Ports North's reputation with stakeholders.

7.4 Process for incorporating stakeholder feedback

The figure below outlines how community and stakeholder feedback will be incorporated into the further development of project-specific mitigation strategies.

Figure 3 Process for community and stakeholder input



7.5 Process for providing advanced notice of onshore and offshore access restrictions

The Project will provide advanced notice of onshore and offshore access restrictions as follows:.

- Ports North will develop specific communication plans for activities such as access restrictions or disruptions.
- Plans will include identification of potential issues and impacts, key messages, directly impacted stakeholders and a range of communication materials and advertising, notices to mariners.

- Ports North will provide communication collateral, stakeholder letters, traffic alerts and all VMS signage wording and requirements.
- Where traffic changes may result in a major delay, specific advertising will be developed by Ports North to include:
 - A radio advertisement, aired in peak travel times on Cairns radio stations.
 - Ads will begin up to five days prior to the traffic change.
- All advertising will be approved by Ports North and adhere to Queensland Government advertising guidelines.

7.6 Process for managing complaints

Port North's Complaints Management Policy has been developed in line with *AS ISO 1002-2006 Customer satisfaction – Guidelines for complaints handling in organisations*.

Ports North is committed to providing high standard port services to existing and potential port users and is committed to establishing long-term mutually beneficial relationships with port customers, port stakeholders and the community. Ports North employees and contractors are encouraged to look for methods to improve services and this includes acknowledging that customer feedback, both positive and negative, is essential in order to provide quality services that meet customer, community and stakeholder expectations and needs.

Ports North acknowledges the right of the public to complain if they are dissatisfied with aspects of the organisation's operations or treatment by a staff member and encourage feedback from the community and customers.

Ports North will acknowledge all complaints on receipt and aim to provide a detailed response within 14 working days.

Ports North's Complaints Handling procedure can be viewed at https://s3-ap-southeast-2.amazonaws.com/os-data-2/portsnorth-com-au/documents/complaints_handling_procedure_nov_2017.pdf

Enquiries, feedback, complaints management and dispute resolution

For the duration of the Project, stakeholders and community members may request project information, provide feedback about project activities or lodge complaints about construction and other project activities. This information may be transmitted via Ports North's 24 hour telephone service, email, letter and/or face-to-face contact.

All enquiries, feedback and complaints received by Ports North will be forwarded to the Community Engagement team (timelines for responses are shown in the following table), and to the Environmental Representative (where appropriate) for issues relating to management of the environment.

Where required, the Community Engagement team will escalate issues to the appropriate person within the Project.

All contact made with stakeholders will be entered into the stakeholder database within two (2) working days of the contact.

All Ports North communication collateral will include information on how a community member can make contact with the Project team to lodge enquiries, complaints or feedback.

The Project team will respond to and manage complaints made by stakeholders in accordance with the Complaints Handling Procedure.

Ports North will be notified in writing if any complaint is made or any proceedings are instituted or threatened, a letter of demand is issued, an order or direction is made by anyone (including any Authority or any landowner, lessee or licensee near the construction site) against Ports North or any of its sub-contractors or their respective employees, with respect to or associated with, any aspect of carrying out work.

A record of any contact, complaint, enquiry or representation will be entered into the stakeholder database. The average time for responding to these representations will be monitored to ensure adherence to the Project Approval.

If a situation, issue or complaint concerning the environmental performance of the Project is unable to be resolved within a reasonable time period by the Community Engagement team, the Environmental Representative will be consulted. If deemed necessary by the Community Engagement Lead, Environmental Manager and/or Environmental Representative, an appropriately qualified and experienced independent mediator will be engaged to attempt to resolve points of conflict.

The independent mediator's role will be to negotiate the best possible solution for all parties. If mediation is requested and provided, a brief report will be prepared for the relevant Project personnel.

The process for responding to community representations (written, electronic and verbal) during and outside business hours is captured in the following table:

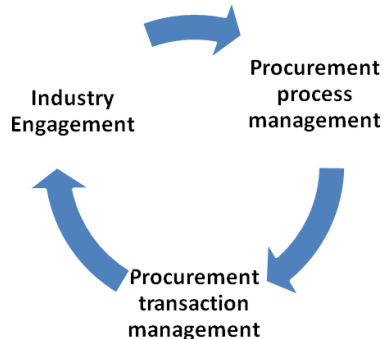
Table 3: CSD Project response processes

Item	Response process
Enquiries from Federal, State and local government representatives via email, telephone or written correspondence	<ul style="list-style-type: none"> • Project staff notify Ports North immediately of all enquiries from Federal, State and local government representatives relating to the Project. • Ports North acknowledges the correspondence/contact within 48 hours of its receipt. • For Federal and State representatives, a draft response (if required) provided to Transport and Main Roads (TMR) for approval within 5 working days of the receipt. • Where necessary, Ports North obtains the approval of TMR before responding to enquiries from Federal or State representatives. • Briefings for Federal or State representatives will be arranged by Ports North
Calls (complaints/enquiries/feedback)	<ul style="list-style-type: none"> • Calls must be responded to when works are physically occurring onsite, including night works and out of hours. • All calls or enquiries will be responded to immediately or within 2 working hours. Calls will be answered by the Community Engagement Lead or a delegated on-site supervisor during out of hours works. • When a complaint or enquiry cannot be responded to immediately, a follow up verbal response on what action is proposed will be provided to the complainant/enquirer within 24 hours of a complaint or enquiry being received. • A written response to the complainant/enquirer will be made within 10 business days if the complaint or enquiry cannot be resolved by the initial or follow up verbal response. • A draft response will be provided to the TMR (if required) before responding to the contact.
Written correspondence or representation	<ul style="list-style-type: none"> • Any representations are acknowledged within 5 business days of receipt by Ports North. • Written response will be issued within 15 business days of their receipt by the Ports North.

7.7 Framework for encouraging local industry opportunities

The Project will promote local industry and employment opportunities. Interested businesses and individuals will be encouraged to register their interest via the Ports North website.

Figure 4: Industry engagement framework



7.8 Risk and issues management

Various levels of risks and issues may arise during the Project. Ports North's strategy of early, regular and proactive contact with relevant stakeholders and the community is essential to achieving effective community and stakeholder engagement.

There will be an ongoing review of all feedback including enquiries and complaints (as well as complying with formal monthly progress reporting requirements), which will play an important role in enabling the Community Engagement Team to identify potential, emerging and trending issues.

Key stakeholder issues/risks that may arise in the course of the Project have been identified along with planned mitigation strategies and methodologies that will be implemented to manage them.

Overarching management strategies include:

- maintaining the contact mechanisms for enquiries and complaints
- Community Information Hub which will provide opportunities for interested members of the community and stakeholders to stay up-to-date with project information
- providing timely and regular community updates via notifications, newsletters, the Project website/web pages, traffic updates, advice emails to key stakeholders prior to major traffic changes and information about upcoming project milestones
- advertising major traffic and road network changes via local newspapers and radio, social media and online forums
- advertising events related to upcoming project milestones
- project signage, including VMS boards (permanent and mobile) to inform road users, pedestrians and cyclists of changes, delays, detours and diversions throughout the Project
- notifying property owners/occupants with a visit and/or telephone call of any work to be carried out on or near their property in order to avoid or minimise complaints
- meeting with property owners/occupants to discuss any works directly involving property access, property condition surveys or property adjustments
- proactive internal communications within the Project team to ensure all disciplines are aligned and to prioritise community and stakeholder engagement. This will also be supported by reinforcement of community engagement protocols at site inductions and toolbox talks.

Specific engagement strategies for key construction milestones and specific stakeholders will be developed and delivered as required for the duration of the Project. These strategies will provide greater detail on what is planned in terms of technical and communication/consultation activities as well as identifying communications collateral and engagement activities and proposed mitigation strategies to be implemented to minimise the impacts of construction.

7.9 Incident management

A detailed incident management process will be implemented to deliver timely and effective incident management on behalf of the Project. All incidents and emergencies will be managed in accordance with the Emergency Preparedness and Response Plan and will be consistent with Ports North's Environmental Incident Classification and Reporting Procedure. Any incident involving the community or individuals will be communicated to the community on a case by case basis.

7.10 Protocols and processes to support engagement activities

Accessing private property and managing landowner meetings

Protocols for access to private property will be developed and will be issued to Project team members as required.

The general principles which will be adhered to are outlined below.

Door knocking

Activities that affect specific landowners, property occupants and/or business owners require Project team members to door knock the affected property. The relevant team member seeking to make the approach will:

- Ensure the CEC is available to attend as part of the community liaison function or ensure the CEC is made aware that the door knock is to occur, noting the date, time, and reason for door knock.
- Ensure all door knock meetings are attended by a minimum of two people.

Discussion with resident/property owner/business owner

If the occupant is home, details of the conversation are to be noted and provided to the CEC for record-keeping. If the occupant is not home, a calling card is to be left at the property, requesting that the occupant contact the relevant team member. The calling card will include all Project contact details.

Access to private property

If there is an activity planned that requires access to private property, then the Project team must endeavour to contact and engage with the affected property owner or resident or the business owner, as soon as the activity is identified and scheduled.

The goal is to open the lines of communication and provide information to the owner or resident or business owner, of the need for access and the potential impact (if any) to the property.

Details of any special access requirements must be recorded and relayed to the relevant Project team members (eg. use the side gate).

On-going follow-up contact will help to keep the property owner/resident or business owner up to date with any late changes to access requirements.

In the case of an emergency event, every effort will be made to contact the affected property owner/resident or business owner, in advance of any activity requiring access to private property. The Project team will continue to attempt contact the owner/resident or business owner while emergency works continue so that the property owner/ resident or business owner can be briefed on the activity as quickly as possible.

Traffic management

The Project team will endeavour to meet reasonable requests from the community for information on changed traffic conditions including private property access provisions, cycleway impacts, pedestrian and/or shared path impacts and heavy haulage transport impacts.

This information and its management are addressed in the Traffic Management and Safety Plan for the Project.

8. Roles and responsibilities for engagement

8.1 Key roles and responsibilities

The following roles and responsibilities of key Project team members in relation to community and stakeholder engagement for the CSDP will continue throughout Stage 7 Construction.

Additional resources will be needed to manage the anticipated increase in community feedback and comment.

Chair

- Proactively engage with key stakeholders, as agreed
- Generate positive endorsement of CSDP within media, community and business forums

CEO

- Endorse CSDP Community and Stakeholder Engagement Plan Stage 7
- Proactively engage with key stakeholders, as agreed
- Lead information sessions and other events, presentations, and conferences involving policy-makers from various agencies
- Develop and lead the implementation of a proactive community and media relations strategy in order to ensure that Ports North's messages regarding the CSDP are appropriately conveyed to the public
- Generate positive endorsement of the CSDP within media, community and business forums

Project Manager

- Ensure CSDP is implemented successfully to strengthen Ports North's reputation
- Ensure compliance with legislative requirements for public participation
- Ensure consultants and project participants undertaking impact assessments and planning studies comply with Ports North's standards and protocols
- Proactively manage project issues and raise awareness within Ports North of the impact of emerging issues, whether legislative or best practice, on corporate, ethical and social responsibility.

General Manager Corporate Services / Community Engagement Lead

- Assist with implementation of a proactive community and stakeholder engagement strategy to ensure that Ports North's messages regarding the CSDP are appropriately conveyed to the public
- Ensure compliance with communication protocols and approvals process by internal project stakeholders
- Plan, coordinate, and implement community information strategies to ensure that the public is informed of community benefits provided by Ports North
- Act as lead contact for media responses, interviews and site tours
- Approve and distribute project updates for key internal and external stakeholders
- Regularly review project communications and issues register
- Anticipate, alert and advise Ports North CEO and senior management on the Project may have on policies, developments, and current events
- Establish and maintain relations with elected representatives, and the media in order to act as point of contact for questions concerning CSDP issues and community impact
- Monitor and analyse media coverage of Ports North, and analyse emerging trends in public opinion in order to anticipate issues or potentially negative media coverage and community perception, and design appropriate responses.

Environmental Consultant

- Liaise with agencies and government, in cooperation with Ports North.

Community Engagement Coordinator

- Assist with implementation of Community and Stakeholder Engagement Plan for the Project
- Act as first point of contact for local community members seeking information about project developments
- Coordinate meetings with members of the local community and key stakeholders
- Respond to community enquiries regarding the Project
- Draft letters, Project updates, Q&A documents
- Organise community information sessions, and participation in local events.

The figure below outlines roles for leading and supporting engagement with stakeholders.

Figure 5: CSD Project engagement roles Stage 7 Construction

Stakeholder Group	Stage 7 Construction engagement led by	Engagement supported by
Business and industry groups	CEO / CSD Project Team	GM Corporate Services
Port users and tenants	CEO CSD Project Team	GM Commercial GM Corporate Services GM Operations
Community and special Interest Groups	GM Corporate Services CSD Project Team	External consultant
Elected Representatives	Chairman / CEO CSD Project Team	GM Corporate Services
Government Agencies	CSD Project Team / Environmental Consultant	External consultants where technical input is required
Indigenous Groups	CSD Project Team	External consultant
Media	GM Corporate Services	CSD Project Team External consultant
Cruise and tourism industries	CEO GM Corporate Services	TTNQ, TEQ, ACA

9. Engagement key messages

Key messages addressing questions in relation to the construction stage of the CSDP are provided below:

9.1 What conditions are in place for delivery of the Project?

A range of conditions has been imposed by the Coordinator-General under section 54B of the *State Development and Public Works Organisation Act 1971 (SDPWO Act)*.

A range of conditions has been imposed by the Federal Government Department of Environment in accordance with section 9 of the *Environment Protection and Biodiversity Conservation Act 1999*.

9.2 Who will be responsible for construction?

Ports North is delivering the Project and will be engaging contractors throughout construction and dredging.

9.3 Where will construction take place?

Construction activities will occur at three locations:

- Port land at Tingira Street, Portsmith;
- Trinity Wharf; and
- An existing site for disposal of approved industrial waste in the Northern Sands mine.

9.4 When will construction start?

Work will not commence until all approvals have been secured for the Project.

Subject to government approvals, construction of a barge ramp and dredged material placement area at the Tingira Street site is due to start in the first half of 2019.

At the Northern Sands site, construction of a dredged material placement area and pipe installation is scheduled to commence in early 2019.

Construction of an extension to Trinity Wharf is due to occur over 12 month-period from early 2019.

Dredging is due to occur from May to September 2019, subject to weather conditions.

The project is due to be completed by early 2020.

9.5 Where will dredged material be disposed?

Dredged material will be deposited at two locations:

- Port land at Tingira Street, Portsmith
- An existing site for disposal of approved industrial waste in the Northern Sands mine.

9.6 How will dredged material be disposed?

Port land at Tingira Street will be used for the stiff clays which will allow this material to be beneficially reused as surcharge material on the land and ultimately incorporated into future land development.

The stiff clay will be dredged using a backhoe dredge. The dredged material will be delivered by barges to that site.

The soft clays will be dredged by a trailer suction hopper dredge and then pumped to the Northern Sands disposal site by the dredge when moored at a temporary facility 3 km offshore from the mouth of Richters Creek. A temporary delivery pipeline will transport the material from the dredge pump-out facility to the placement site with excess water being returned to the Barron River at the Captain Cook Highway bridge via a temporary pipe.

The Northern Sands disposal site is an existing sand extraction mine which has existing approvals for the disposal of construction material and potential acid sulphate soils and a pit that requires filling at the end of the existing sand mining operation. To prepare this site for receipt of the dredged material, the existing sand mine will be expanded and a temporary flood protection bund wall erected around the placement area for the duration of the dredging and material consolidation period. This temporary

flood protection bund wall will be removed at the end of the project and the existing sand mining and recycling operations will continue.

9.7 How will Ports North with address environmental considerations including protecting the Great Barrier Reef?

Ports North is committed to protecting the Great Barrier Reef and we have conducted comprehensive studies of the reef for many decades.

Conditions for the project will be determined following consideration by the Queensland Coordinator-General and Commonwealth Environment Minister and Ports North will comply fully with all conditions.

Ports North respects and understands all relevant matters pertaining to social, environmental and economic impacts will be assessed in making their determination. We believe we have responsibly contributed to those deliberations through our rigorous studies.

9.8 How can local suppliers and potential employees register their interest?

Wherever possible, Ports North aims to create local industry and employment opportunities. Interested suppliers and prospective applicants can register their interest in supplying services or employment via the Ports North website at www.portsnorth.com.au

9.9 How will the needs of key stakeholders be addressed?

Ports North recognises the importance of the port communities in which it operates and is committed to being a responsible corporate citizen by engaging and consulting with communities regarding its business operations and future plans. Ports North has undertaken extensive consultation with key stakeholders throughout the Project since it started in 2012. Stakeholders will continue to be engaged through the construction stage through to completion.

A range of channels are available for stakeholders to share their comments and feedback (see below).

9.10 How will community and stakeholder comments and feedback be managed?

Enquiries or comments can be made to the Project team via the following channels:

Phone: 07 4052 3888

Email: enquiries@portsnorth.com.au

Website: www.portsnorth.com.au (online contact form)

Facebook: <https://www.facebook.com/portsnorth/>

10. Communication and engagement activities and tools

10.1 Engagement activities and tools

The following tables describe the activities and tools and their purpose in the Engagement Plan.

Table 4: Engagement activities

Activities	Purpose
Key stakeholder briefings	<ul style="list-style-type: none"> Provide identified key stakeholders with information on the Project and construction plans; document issues or concerns Follow up briefings to report on progress and address any outstanding issues
Individual stakeholder meetings	<ul style="list-style-type: none"> Address specific questions and issues in person Discuss impacts of the Project Discuss issues in a closed or confidential environment
Individual meetings	<ul style="list-style-type: none"> Address specific questions and issues in person Facilitate identification of social impacts and mitigation/management Contribute to building trust and positive attitudes amongst stakeholders towards the Project
Industry information sessions	<ul style="list-style-type: none"> Continue to raise industry awareness and understanding of the Project Address specific questions and issues in person with the Project team members and experts Explain construction plans
Community information sessions	<ul style="list-style-type: none"> Continue to raise community awareness and understanding of Project and how they can provide feedback Address specific questions and issues in person with the Project team members and experts Explain construction plans
Community Information website	<ul style="list-style-type: none"> Additional project display material will include the latest diagrams and plans, photographs and other relevant project information. The Community Engagement team will ensure that project display material is updated monthly or at key project milestones. All display materials will include project contact details, including the 24-hour information line, postal and email address and website.
Community Information line	<ul style="list-style-type: none"> Ports North will maintain a 24-hour information line for feedback and comments from the community
Notification of Traffic Conditions	<ul style="list-style-type: none"> Ports North will develop specific communication plans for activities such as major traffic changes, access restrictions or disruptions. Plans will include identification of potential issues and impacts, key messages, directly impacted stakeholders and a range of communication materials and advertising. Ports North will provide communication collateral, stakeholder letters, traffic alerts and all VMS signage wording and requirements. Where traffic changes may result in a major delay, specific advertising will be developed by Ports North All advertising will be approved by Ports North and adhere to Queensland Government advertising guidelines.
Project documentation	<ul style="list-style-type: none"> Photography, time lapse cameras and video site progress photographs may be arranged at construction milestones. Ports North may produce a professional construction video. The objectives, format and content of the proposed recording will be agreed to and approved prior to commencement of production.

Activities	Purpose
Technical Advisory Committee	<ul style="list-style-type: none"> An independent Technical Advisory Group comprising independent specialist resources will be established.
INTERNAL ENGAGEMENT	
Key messages and FAQs for directors and staff	<ul style="list-style-type: none"> Up-to-date messages regarding project planning and progress
Inductions	<ul style="list-style-type: none"> Outline expectations of performance in the community Explain <ul style="list-style-type: none"> community and stakeholder engagement protocols and procedures behaviour on-site key stakeholders for the Project Project and community involvement obligations key issues, including local environmental and social issues protocols regarding community involvement including access to private property, appropriate behaviour while travelling to/from site, behaviour on site, construction vehicle movements and parking and out of hours works protocols regarding the release of project information and how to respond to direct enquiries from the community protocols for handling requests for information from the media.
Toolbox talks	<ul style="list-style-type: none"> Specific worksite stakeholder management activities, including the management of complaints, will be communicated through the regular Toolbox talks and daily pre-start meetings, as required. The Community Engagement Coordinator (CEC) will notify the Project Manager of any issues that need to be addressed at these meetings. Project contact cards will also be issued to contractors and sub-contractors to ensure that they have access to the CEC and so they can provide (if necessary) project contact information to community members.
Project team briefings	<ul style="list-style-type: none"> The effectiveness of the CSEP relies on inclusion and support from the wider Project Team. In particular, close relationships between the Community Engagement team and the construction, traffic, environmental and safety teams are vital.

Table 5: Communication tools

Tools	Purpose
Media releases	<ul style="list-style-type: none"> Raise community awareness and understanding of project at key milestones Address any emerging issues as a result of media coverage or community responses Assist in the proactive management of media issues and impacts on Ports North's reputation
Letters to key stakeholders	<ul style="list-style-type: none"> Provide information and avenues through which stakeholders can provide feedback
Project updates FAQs Fact sheets and maps Project information kit Web copy Presentations Social media	<ul style="list-style-type: none"> Raise community awareness and understanding of the Project Provide information and avenues through which stakeholders can provide feedback
Project posters for static displays, other collateral for community events	<ul style="list-style-type: none"> Support the face-to-face engagement activities in raising awareness and understanding of the project
Project email	<ul style="list-style-type: none"> Provide the community and stakeholders with an avenue to contact project staff and register any enquiries, issues or concerns Contact details for information materials or signage
Videos	<ul style="list-style-type: none"> Videos will be produced to educate and inform the community about relevant project activities (eg. dredging, seagrass monitoring)

10.2 Internal activities and tools

The Project Team will continue to undertake a number of internal activities to manage the engagement process. These are:

- manage two-way feedback mechanisms including the email address and feedback form on Ports North's website
- maintain issues register, stakeholder database and reporting requirements
- prepare weekly and monthly reports on engagement process
- contribute to project review meetings
- support the Project Team in managing responses to feedback and complaints received.

11. Monitoring and reporting

11.1 Purpose

The effectiveness of this plan will be measured against the overall engagement goal which is:

To maintain community support for the Cairns Shipping Development Project and strengthen Ports North's reputation as a successful, sustainable Port operator and a valued contributor to regional economic growth through community and stakeholder engagement.

Performance will be measured against three objectives as shown in the table below:

- **Objective 1:** To establish and maintain positive relationships with the community and key external stakeholders
- **Objective 2:** To effectively manage complaints, potential issues and incidents
- **Objective 3:** To create and deliver on opportunities for Ports North to enhance benefits to Cairns and Far North Queensland communities.

Table 6: Objectives and KPIs

Objective 1: To establish and maintain positive relationships with the community and key external stakeholders for the project		
Impact Dimension	KPIs	Data Source
Community and stakeholder engagement processes	No. and type of community contacts involving project personnel	Stakeholder database records of stakeholder meetings
	No. of community stakeholders involved in project meetings and presentations	Stakeholder database records of stakeholder meetings
	Perceived responsiveness of project management team	Stakeholder satisfaction survey Technical Advisory Group minutes
	Qualitative feedback from stakeholders	One-on-one interviews
	Stakeholder satisfaction with the process	Stakeholder satisfaction survey
Community participation	Nature and extent of community comment	Public comment
Objective 2 : To effectively manage complaints, potential issues and incidents		
Impact Dimension	KPIs	Data Source
Perception of port users and tenants	Total no. and type of complaints	Stakeholder database (includes complaints register)
	No. of users and tenants from which complaints are received	Stakeholder database (includes complaints register)
	No. of stakeholders contacted by the project	Stakeholder database
	Nature and extent of media coverage	Media monitoring
Community and stakeholder communication	Performance against plan milestones	Cairns Shipping Development Project Community and Stakeholder Engagement Plan

Objective 3: To create and deliver on opportunities for Ports North to enhance benefits to Cairns and Far North Queensland communities		
Impact Dimension	KPIs	Data Source
Contribution to local business	\$ value of goods and services purchased from local businesses	Ports North financial management system
Contribution to local infrastructure	\$ value of in-kind support to local community infrastructure	Ports North financial management system
Level and type of support for local communities	\$ value of cash and in-kind contributions made to local organisations	Ports North financial management system

11.2 Reporting on social impact mitigation measures

Ports North will provide a social impact management report (SIMR) to the Coordinator-General for approval annually, for a period of three years starting from the commencement of construction of the project.

The SIMR will describe the social impact management strategies and actions implemented, including all social commitments made by the proponent in the EIS documents, and the outcomes achieved to:

1. Inform, consult, collaborate and negotiate with stakeholders and the community, and to demonstrate that stakeholder and community concerns have been considered in making decisions to avoid, mitigate and manage social impacts
2. Provide local and regional employment, training, business and industry development opportunities
3. Mitigate and manage any impacts of the project on community health, safety and wellbeing.

Each SIMR will be made publicly available on the Ports North website within one (1) month of the Coordinator-General's approval under Condition 2(a) during each year of the reporting period.

11.3 Review process

The CSEP will be reviewed by the CEO, Project Manager, and General Manager Corporate Services quarterly and/or prior to the commencement of each project milestone.

Appendix A: Coordinator-General Imposed Conditions – Social impacts

Appendix 1. Imposed conditions

This appendix includes conditions imposed by the Coordinator-General under section 54B of the *State Development and Public Works Organisation Act 1971* (SDPWO Act). In accordance with section 54D of the SDPWO Act, these conditions apply to anyone who undertakes the construction and operational aspects of the project, such as the proponent, an assignee, agent, contractor, subcontractor or licensee of the proponent.

All the conditions imposed in this appendix take effect from the date of this Coordinator-General's evaluation report. These conditions do not relieve the obligation for approvals and licences from relevant authorities required under any other Acts to be obtained for the project.

Schedule 1. Social impacts

The entity with jurisdiction for conditions in this schedule is the Coordinator-General.

Condition 1. Community and stakeholder engagement, and update of impact mitigation strategies

The purpose of this condition is to ensure that community and stakeholder interests in the project are clearly identified and effectively managed. This condition also ensures that impact mitigation strategies are updated and adapted in response to stakeholder feedback.

- (a) Submit, at least 3 months prior to construction, a community and stakeholder engagement plan (CSEP) to the Coordinator-General for approval.
- (b) The CSEP must include the following:
 - (i) a summary profile of the local community, focusing on potentially affected stakeholder groups
 - (ii) an analysis of key stakeholders and stakeholder issues
 - (iii) engagement schedules and action plans
 - (iv) communication activities and tools
 - (v) roles and responsibilities for engagement
 - (vi) an appropriately scaled complaints management process
 - (vii) objectives and key performance indicators
 - (viii) monitoring and reporting requirements
 - (ix) processes for incorporating stakeholder feedback into the further development of project specific impact mitigation strategies
 - (x) processes for providing advanced notice to potentially impacted stakeholders regarding onshore and offshore access restrictions
 - (xi) a framework for providing timely notification to local industry service providers and job seekers regarding potential project opportunities, and for ensuring that they are aware of the relevant registration and application processes.
- (c) The CSEP is to be made publicly available by the proponent on its website within one month of its approval by the Coordinator-General.
- (d) The CSEP is to be reviewed and, if necessary, updated within six months of the commencement of construction.
- (e) Feedback obtained from stakeholders is to be considered in informing and updating the impact mitigation strategies in the construction environmental management plan (CEMP), dredge management plan (DMP), vessel transport management plan (VTMP), maritime

operations management plan (MOMP), and any other relevant management plans required for the project.

- (f) Prior to any part of project becoming operational, the proponent is to update its operational stakeholder management plans and strategies to ensure that operational matters relating to the project are fully addressed.
- (g) Prior to the commencement of construction, the proponent is to consult with the Department of Agriculture and Fisheries regarding potential impacts to commercial fishermen, including crabbers, who may be temporarily impacted by the proposed dredging and construction works.
- (h) Prior to the commencement of operations, the proponent is to consult with the Cairns Hospital and Health Service, and the North Queensland Primary Health Network, regarding the potential impacts of the predicted increase in passenger numbers on local health services capacity.

Condition 2. Reporting on the implementation of social impact mitigation measures

The purpose of this condition is to report on the implementation of measures to mitigate social impacts during the construction of the project.

- (a) The proponent must provide a social impact management report (SIMR) to the Coordinator-General for approval annually, for a period of three years starting from the commencement of construction.
- (b) The SIMR must describe the social impact management strategies and actions implemented, including all social commitments made by the proponent in the EIS documents, and the outcomes achieved to:
 - (i) inform, consult, collaborate and negotiate with stakeholders and the community, and to demonstrate that stakeholder and community concerns have been considered in making decisions to avoid, mitigate and manage social impacts
 - (ii) provide local and regional employment, training, business and industry development opportunities
 - (iii) mitigate and manage any impacts of the project on community health, safety and wellbeing.
- (c) Each SIMR is to be made publicly available on the proponent's website within 1 month of the Coordinator-General's approval under Condition 2(a) during each year of the reporting period.

Appendix B: Stakeholder engagement framework

PROJECT AREA	STAKEHOLDERS	POTENTIAL IMPACT	MITIGATION	LEVEL OF ENGAGEMENT	Meeting/ briefing	Project Update/ FAQs/ fact sheets/ maps/videos	Signage / notices
ALL SITES	Indigenous land owner representatives	Various impacts across project footprint	Ongoing engagement	Engage	●	●	
NORTHERN DMPA (Dredge Material Placement Area)	Residents adjacent	Temporary change in local amenity	Ongoing engagement	Engage	●	●	
NORTHERN DMPA	Northern Sands owner/operator	Disposal and management of dredged material	Ongoing engagement	Engage	●		
NORTHERN DMPA	Northern Sands tenants and users	Temporary restrictions in access and use	Information provision	Inform		●	
NORTHERN DMPA	Directly affected landowners	Temporary dredge delivery pipeline	Access agreements	Engage	●	●	
NORTHERN DMPA	Businesses adjacent	Temporary change in local amenity	Information provision	Inform	●	●	
NORTHERN DMPA	Captain Cook Highway road users	Temporary change in local amenity	Information provision	Inform			●
NORTHERN BEACHES	Residents, users, visitors	Temporary change in local amenity	Pipeline placement to minimise temporary impacts	Inform		●	●
NORTHERN BEACHES	Holloways Beach residents, users, visitors	Pipeline laydown, assembly, storage; temporary noise impacts	Information provision	Inform		●	●
NORTHERN BEACHES	Education Centre students	Pipeline laydown, assembly, storage; temporary noise impacts	Ongoing consultation	Consult	●	●	●
NORTHERN BEACHES	Richters Creek recreational fishers; boaties	Pipeline laydown, assembly, storage; temporary noise impacts	Information provision	Inform		●	●

PROJECT AREA	STAKEHOLDERS	POTENTIAL IMPACT	MITIGATION	LEVEL OF ENGAGEMENT	Meeting/ briefing	Project Update/ FAQs/ fact sheets/ maps/videos	Signage / notices
NORTHERN BEACHES	Acacia Street boat ramp users	Pipeline laydown, assembly, storage; temporary noise impacts	Information provision	Inform		●	●
NORTHERN BEACHES	Businesses, tourism operators, visitors	Effect of change of ship arrivals	Information provision	Inform		●	
TINGIRA ST DMPA	Portsmith Industrial Area	Temporary change in local amenity	Information provision	Inform		●	
TINGIRA ST DMPA	Local businesses and service providers	Temporary change to use	Information provision	Inform		●	
TINGIRA ST DMPA	Boat ramp users	Temporary change to use	Information provision	Inform		●	●
TINGIRA ST DMPA	HMAS Cairns Navy Base	Temporary change in local amenity	Ongoing consultation	Consult	●	●	
WHARF	Nearby residents	Landside construction impacts	Information provision	Inform		●	●
WHARF	Users	Temporary restrictions in access and use	Information provision	Inform		●	●
WHARF	Retailers	Landside construction impacts	Information provision	Inform	●	●	●
WHARF	Recreational fishers	Temporary restrictions in access and use	Information provision	Inform		●	●
CHANNEL DREDGING	Boat owners, liveaboards, water users	Temporary change in local amenity	Information provision	Inform		●	●
CHANNEL DREDGING	Tourist boat operators	Temporary change in local amenity	Information provision	Inform		●	●

PROJECT AREA	STAKEHOLDERS	POTENTIAL IMPACT	MITIGATION	LEVEL OF ENGAGEMENT	Meeting/ briefing	Project Update/ FAQs/ fact sheets/ maps/videos	Signage / notices
CONDITIONED ENGAGEMENT	Dept of Agriculture and Fisheries	Temporary impacts to commercial fishers	Ongoing consultation	Consult	●	●	
CONDITIONED ENGAGEMENT	Cairns Hospital and Health Service	Demand for local health services	Ongoing consultation	Consult	●	●	
GOVERNMENT	Fed, State and Local elected representatives	Effect of construction on community	Information provision	Inform	●	●	
GOVERNMENT	Cairns Regional Council	Role in assessment and approvals	Information provision	Inform	●	●	
SPECIAL INTEREST - Environment	Local Marine Advisory Committee	Impact of project on local marine environment	Information provision	Inform	●	●	
SPECIAL INTEREST - Environment	Technical Advisory Group - CSDP	Impact of project on environment	Ongoing consultation	Consult	●	●	
SPECIAL INTEREST - Environment	Commercial fishers	Impact of project on local marine environment	Information provision	Inform	●	●	
SPECIAL INTEREST - Environment	Local groups	Impact of project on environment	Information provision	Inform	●	●	
SPECIAL INTEREST - Business	Local organisations	Impact of project on local business	Information provision	Inform	●	●	
SPECIAL INTEREST - Tourism	Local and national organisations	Impact of project on tourism industry	Information provision	Inform	●	●	