



Document Control Sheet

Revision history

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O	22/01/2019	N Bolton	Original document
1	30/11/2019	M Powley	Revised content
2	20/08/2021	S Mathiesen J Johnston	Annual review and update. Changes include: 1.0 Change to office hours 2.2 Updated Need for project Revised Key Interests Matrix to reflect recent insights from the Port of Townsville's Materiality Study 6.1. Table 1 updated to reflect current ministerial portfolios 7. Community feedback and complaint process updated to reflect the Port of Townsville's revised Complaints Handling Process Appendix B: Update to reflect current government departments Appendix E: Revised details of Local Industry Participation Plan

Document approval

Approved by:

Chief Infrastructure Officer, Marissa Wise, 29.11.2021

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GLOSSARY

ABBREVIATION	DESCRIPTION
AEIS	Additional Environmental Impact Statement
CU	Channel Upgrade (The Project)
СЕМР	Construction Environmental Management Plan
CLG	Community Liaison Group
CROC	Compliance Regulators Oversight Committee
CSEP	Community Stakeholder Engagement Plan (this document)
DMP	Dredge Management Plan
EIS	Environmental Impact Statement
IAP2	International association for Public Participation
ITAC	Independent Technical Advisory Committee
КРІ	Key Performance Indicator
LIPP	Local Industry Participation Plan
ОЕМР	Operational Environmental Management Plan
PAB	Port Advisory Board
PEP	Port Expansion Project
PEWG	Planning and Environment Working Group
PR	Public Relations
QMS	Quality Management System
Qudos	The Port of Townsville's Electronic Management System
SIMR	Social Impact Management Report

All aspects of this CSEP are carried out in accordance with:

- Government and Regulatory approvals and requirements
- The Port of Townsville's Purpose and Vision
- The Port of Townsville's 30 Year Strategic Plan, Port Vision 2050
- The Port of Townsville's communication objectives to educate, inform and engage primary and secondary stakeholders; and
- The Port of Townsville's marketing, branding and public relations guidelines.

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1. CONTACT US

The Port of Townsville welcomes any enquiries about the Channel Upgrade project.

Email: cugeneral@townsvilleport.com.au

Phone: 1800 531 561 (Mon – Fri 8:30am – 4:00pm) **Mail:** ATTN: Corporate Affairs and Capital Works Officer

PO Box 1031

Townsville QLD 4810

Website: www.townsville-port.com.au

2. PROJECT BACKGROUND

2.1 Project Development

The Port of Townsville is an important trade gateway for Northern Australia supporting a strong economy and providing opportunities for regional and economic growth. As one of the four Priority Ports under the *Sustainable Ports Development Act 2015* and the largest mixed-commodity port in Northern Australia, the Port of Townsville is an essential part of Queensland's transport network.

The \$232 million <u>Channel Upgrade (CU) project</u> is Stage 1 of the larger 30-year Port Expansion Project. The Project will deliver a wider shipping channel and a 62ha port reclamation area. It also delivers on the first major commitment under the Port City initiative of the <u>2016 Townsville City Deal</u>.

The Channel Upgrade project provides the safest, most environmentally sustainable and cost effective and solution for meeting the future freight and supply chain requirements of North Queensland.

2.2 Need for Project

If North Queensland is to sustain trade and facilitate growth, the Port of Townsville must widen its shipping channel.

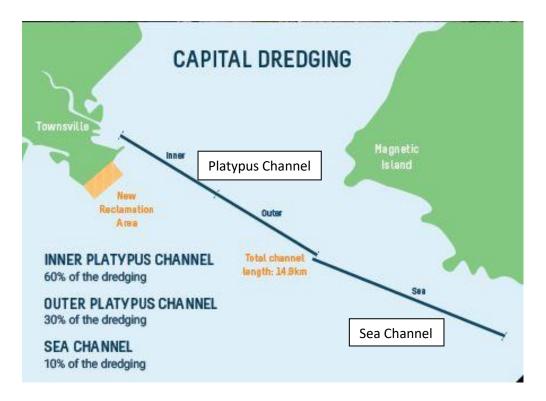
In multiple industries across the globe, shipping lines are phasing out smaller ships in favour of larger, more economic vessels. These larger vessels are most prominent in the container, car and fuel commodities, and cruise industries. Failure to accommodate larger vessels would result in a gradual decline of trade volumes being shipped to and from North Queensland until the Townsville Port became obsolete.

While the Port of Townsville is the largest multi-cargo port in Northern Australia, its access channel is approximately half the width of those at other major Australian general-cargo ports. Currently, the shipping channel restricts access to vessels less than 238m long (LOA), 32m wide and 12m in draft.

The access channel to the Port of Townsville consists of two sections: the Platypus Channel, which runs from the Harbour entrance to approximately 7.5km out to sea; and the Sea Channel, which connects the Platypus Channel to deeper water.

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The Channel Upgrade project will widen the current shipping channel from 92m to 180m at the inshore Port end, tapering to 120m wide in the Sea Channel. This will allow commercial, cruise and defence vessels of up to 300m long and up to 45m wide to safely access the Port.

Enabling access for larger vessels will support the Port of Townsville in its trade growth and diversification plans, create a more economic supply chain for retailers operating across the region, reduce carbon emissions associated with freighting goods from southern ports via road and rail, lower the cost of general goods for North Queensland residents and improve disaster resilience for Northern and Central Queensland.

The Business Case Executive Summary (Appendix A) outlines the direct and indirect benefits of the project.

3. PROJECT APPROVAL STATUS

Following receipt of public comments on the Townsville Port Expansion Project's Environmental Impact Statement (EIS) (2010) and Additional Environmental Impact Statement (AEIS) (October 2016), The Port of Townsville issued the AEIS-Final in accordance with the Commonwealth and State assessment process requirements.

The Project underwent a design refinement process in direct response to submissions received from the public during the consultation periods, and the changes that occurred in Government policy and legislation around the placement of capital dredge material in 2015.

The Queensland Coordinator General approved the EIS with conditions in September 2017, and the Federal Government's Department of Environment issued an approval subject to conditions in February 2018.

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4. PROJECT SUMMARY

4.1 Project Overview

The Channel Upgrade project (the Project) is Stage 1 of the Townsville Port Expansion Project (PEP). The Project will widen the shipping channel to allow larger commercial, cruise and defence ships (up to 300m long) to access the Port of Townsville by the end of 2023.

The Project has several phases, including haulage of rock to the Port, construction of a 2.2km rock wall for the 62ha port reclamation, capital dredging in the Platypus and Sea Channels and realignment of the western breakwater.

The Port has revised its methodology and all capital dredging will be carried out using a mechanical backhoe dredge (an excavator mounted on a barge). The use of the mechanical dredge enables solid and compact material to be removed from the seabed and placed on a waiting barge for transport to the new port reclamation area. In this process the dredge material is maintained in a mostly solid form rather than introducing large volumes of water as per other dredge types.

All capital dredge material removed during the Channel Upgrade project will be brought back to land and beneficially reused to create more land for the Port's future developments. This reuse of the capital dredge material is in accordance with the Sustainable Ports Development Act 2015 and Australia's UNESCO 2050 commitments.

The Project will be delivered over a period of six years from 2018 to 2023. Under the delivery schedule, it is expected to create 120 Full Time Equivalent (FTE) jobs in Townsville during construction and support 245 FTE jobs in Queensland.

The Project adheres to a Local Industry Participation Plan (LIPP) which guides the Channel Upgrade Procurement Team and other Project Team members in identifying local participation opportunities throughout the Project. Further details of the LIPP are outlined in Appendix E.

4.2 **Project Milestones**

The key deliverables/milestones for the Project are:

MILESTONE	DATE
Channel Upgrade project approved	2018
Rock stockpiling began	April 2019
Rock wall construction began	March 2020
Rock stockpiling complete	June 2021
Rock wall construction complete	June 2021
Temporary Unloading Facility construction commences	August 2021
Temporary Unloading Facility construction complete	February 2022 (anticipated)
Capital dredging (channel widening) begins	Early 2022 (anticipated)
Reclamation Area construction begins	Early 2022 (anticipated)
Project complete – vessels up to 300m long can access the Port	Late 2023 (anticipated)

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4.3 Pre-Project Engagement

Building and maintaining community trust is critical for the Port of Townsville and for the Channel Upgrade project. The Port of Townsville conducts transparent and respectful community and stakeholder engagement to ensure people understand the Channel Upgrade project, its flow-on benefits to the North Queensland community, the Port's safety and environmental controls, how they may raise concerns or provide feedback, and how they can engage with the project such as through CLG and ITAC meetings.

The 2007 Port Masterplan and the 2009 Port Development Plan outlined the initial need for the Port Expansion Project. The Port of Townsville has engaged extensively with its community and key stakeholders across the 10-year planning phase of the Port Expansion Project.

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5. COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN (CSEP) - OBJECTIVES

This CSEP has been developed and revised to ensure the Channel Upgrade project achieves the following objectives:

- To inform and manage expectations by ensuring that the community and stakeholders are kept informed of the nature of the Channel Upgrade project, and its likely impacts and benefits.
- To establish an effective and efficient communication process with the community and key stakeholders providing clear, consistent and timely information with regards to the Channel Upgrade project.
- To develop community confidence and stakeholder trust in the Channel Upgrade project by ensuring open and transparent discussion in relation to development processes, technical studies, impacts and risk management processes for the Project.
- To develop and strengthen long term partnerships with the community and key stakeholders, ensuring they are kept informed of construction aspects for the duration of the construction period.

The overarching values of the Port will guide engagement methods for the Channel Upgrade project.







RESPECT

We respect



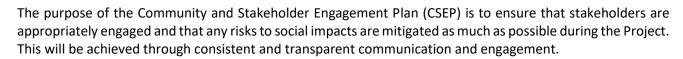
TRUST

We do the right

thing...always







This CSEP is guided by the framework and principles of the International Association for Public Participation (IAP2). The level of engagement for this Project shall be to inform and consult.

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Note: The CSEP is specific to the Channel Upgrade project. Other Port activities, including major projects and maintenance dredging, are covered by the Port's overarching Corporate Affairs Strategy. Future stages of the 30-year Port Expansion Project (PEP) will follow a similar review and process.

	INFORM	INVOLVE	COLLABORATE
Goal	To provide transparency and open communications about the Project.	To obtain feedback on the performance of project.	To create and foster meaningful partnerships that contribute to the success of the project.
Promise	We will keep all stakeholders informed with up-to-date information.	We will listen to stakeholder feedback and acknowledge concerns and issues raised. Feedback will be considered during the update of impact mitigation strategies.	We will seek external knowledge, skills and expertise as needed to ensure the best possible outcomes.
Stakeholders	The broader local and regional community including residents, local industry, business and groups and associations.	All Townsville and Magnetic Island stakeholders and those directly impacted by the Project.	Shareholding Ministers, Regulators and Agencies, Government, Business and Industry.

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6. ROLES AND RESPONSIBILITIES

6.1 Channel Upgrade project Community Engagement

The responsibility for delivering this plan rests with the nominated Channel Upgrade project Director who will be supported by the Corporate Affairs and Capital Works Officer and the Manager Corporate Affairs. The actions contained within this CSEP are to be facilitated and monitored by the Corporate Affairs and Capital Works Officer, with regular reporting provided to the Channel Upgrade Project Director and Manager Corporate Affairs. Issues management and media enquiries will be handled by the Corporate Affairs and Capital Works Officer and approved by the Project Director in consultation with the Manager Corporate Affairs.

ROLE	RESPONSIBILITIES
Port of Townsville CEO	Approval of CSEP
	Approval of all sub-engagement plans
Channel Upgrade	Authorisation of the preparation of information materials
project Director	Approval of response to media in accordance with the Port's standard procedures Rick Management
(or delegate)	 Risk Management Monthly reporting to the Port executive team
	Overseeing implementation of mitigation strategies
	Overseeing implementation of CSEP
Corporate Affairs and	Preparation of all CU Public Relations and community engagement communications
Capital Works Officer	Producing milestone engagement plans
(or delegate)	Development of media releases
	Preparing CU project updates for staff, community and customer newsletters - Consider the addition and distributions.
	 Enquiry handling, recording and distributing CSEP Social Impact Management Report (SIMR) reporting
	 Internal CU team communication in conjunction with other CU project team members
	internal co team communication in conjunction with other co project team members
Manager Corporate	Responses to media (review and endorse)
Affairs	Crisis management/ Complaints handling, recording and distributing
	Overarching Port of Townsville branding and corporate image
	Communication updates for Board of Directors Communication updates for Sharehaldian Ministers
	 Communication updates for Shareholding Ministers Core Port of Townsville engagement activities
Channel Upgrade	
project Manager	 Issues management Project execution including plan refinement
project Manager	Progressing implementation of mitigation strategies
	Assisting the Capital Works and Corporate Affairs Officer to implement the CSEP
	Direct any public enquires/complaints/feedback to the Corporate Affairs and Capital
	Works Officer and provide contact details
Channel Upgrade	Liaise with Corporate Affairs and Capital Works Officer to provide specialist
project team	information for communications activities
	Communicate ITAC/Regulator feedback (Environment team)
	Regularly review and update management plans and mitigation measures (Faviare property to any)
	(Environment team)
	 Direct any public enquires/complaints/feedback to the Corporate Affairs and Capital Works Officer and provide contact details
All Staff including	Direct any public enquires/complaints to the Corporate Affairs and Capital Works Officer
contractors	and provide contact details

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6.2 Independent Technical Advisory Committee (ITAC)

The Independent Technical Advisory Committee (ITAC) is comprised of technical and environmental specialists.

The purpose of the ITAC is to:

- Provide technical and scientific advice/input on the development of the monitoring programs, management plans and other mitigation strategies;
- Provide independent oversight of the monitoring programs during the capital dredge campaign; and
- Receive reports on monitoring programs and the environmental impacts of the Channel Upgrade project.

The ITAC is appointed, funded, organised and provided secretariat support by the Port and comprises:

- An Independent Chair
- Recognised scientific and technical specialists with expertise in water quality, coral ecosystems, seagrass ecosystems, marine megafauna, coastal hydrodynamics and sediment transportation (as stated in approval conditions)
- A recognised technical specialist in dredging operations
- Other specialist areas as required

With the approval of the Independent Chair, community members may attend ITAC meetings as observers. Requests are online via the Port website.

The reporting requirements and protocols of ITAC members to declare potential conflicts of interest are detailed in the ITAC Terms of Reference.

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7. STAKEHOLDER GROUP ANALYSIS AND ENGAGEMENT STRATEGY

7.1 Stakeholder Analysis

The International Association for Public Participation (IAP2) defines a stakeholder "as any individual, group of individuals, organisations, or political entity with a stake in the outcome of a decision" (IAP2, 2016). They may be, or perceive that they may be, affected directly or indirectly by the outcome of a decision.

The Port of Townsville has compiled a list of priority stakeholders that have been grouped (see Table 1). A more detailed stakeholder list can be found in Appendix A. For the purpose of the stakeholder classification, primary stakeholders have been identified as those that have the potential to be impacted by the Project, while secondary stakeholders are defined as those with an interest or influence in the Channel Upgrade project.



The Port of Townsville ensures that stakeholder groups are consulted and engaged, depending to the nature of the proposed activity/issue. Stakeholder groups and their levels of interest, influence and impact are anticipated to evolve over the life of the Channel Upgrade project. Accordingly, engagement strategies will be assessed during the life of the project to the nature of the activity, the relevant stakeholders and the associated messaging.

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TABLE 1 Stakeholder Overview

				GAGEN TRATE		
STAKEHOLDER GROUP	STAKEHOLDER LEVEL	RELATIONSHIP DESCRIPTION	Inform	Involve	Collaborate	MAIN ENGAGEMENT FOCUS
Shareholding Ministers	Primary	The Port has two shareholding Ministers; the Treasurer and Minister for Transport and Main Roads.	х	х	х	Actively involve.
Regulators & Agencies	Primary	Regulators include Federal, State and Local government agencies who issue approvals and conduct compliance activities related to the Channel Upgrade project. Agencies include other Federal, State and Local government bodies who have a vested interest in the outcomes and impacts of the Channel Upgrade project.	х	Х	х	Actively involve.
Port Customers / Users	Primary	Direct stakeholders who conduct business with or for the Port. The Port of Townsville handles more than 30 commodity types. Port users are therefore broad in nature and range from very small operators to ASX listed companies. In addition to commercial users, the Port recognises vessel operators using Cleveland Bay and the Port (see 'Cleveland Bay users' below). The Port adapts engagement with Port users according to their individual interests.	х	х		Inform and seek feedback.
Port of Townsville Community Liaison Group (CLG)	Primary	Community representatives who are members of the Port of Townsville Community Liaison Group (CLG) Port of Townsville Limited established the Townsville Port Community Liaison Group (CLG) in early 2017 following the success of the Port Stakeholder Working Group (PSWG). The CLG has the scope to include all facets of port operation in its agenda.	х	Х		Inform and seek feedback
ITAC	Primary	Independent technical and environmental specialists who are charged with advice, input and oversight for the Port's environmental monitoring plans for the life of the project.	х	Х	Х	Collaborate with to ensure positive environmental outcomes
Key Internal Stakeholders	Primary	Staff, project contractors, Port of Townsville Board members.	х	х	х	Collaborate with to implement a wide range of specialist knowledge and skills.
Port Fringe Residents	Primary	The local area of influence includes the suburbs of South Townsville, Railway Estate, North Ward and Townsville CBD and has a population of approximately 15,000 people.	Х	х		Inform and seek feedback.
Magnetic Island Residents	Primary	Magnetic Island is located 4km east of Townsville Port and has a population of 2,500.	х	х		Inform and seek feedback.
Traditional Owners	Primary	Traditional owners and custodians, the Gurambilbarra Wulgurukaba people.	Х	х	Х	Inform and seek feedback. Collaborate where possible.
Cleveland Bay users	Primary	Commercial fishers, maritime passenger / freight / vehicle transport businesses, Australian Defence Force (10st Force Support Battalion, Ross Island Barracks South Townsville), recreational boat users (includes recreational fishers and other recreational vessel users (both sailing and motorised)	Х	х	Х	Inform and seek feedback. Collaborate where possible.
Government	Secondary	State: Premier, Minister for Environment and the Great Barrier Reef, ; Minister for State Development, Infrastructure, Local Government and Planning,, Minister for Tourism, Innovation and Sport, Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement, Minister for Regional Development and Manufacturing and Minister for Water. Federal: Prime Minister, Treasurer, Minister for Communications, Urban Infrastructure, Cities and the Arts, Minister for Environment, Minister for Infrastructure and Transport and Regional Development, Minister for Trade, Tourism and Investment, Minister for Agriculture and Northern Australia. Local, State and Federal members of Parliament Local Government				Inform.
Local/Regional Community & Trade Catchment Areas	Secondary	Residents living within 125km of the Port. This covers all other suburbs of Townsville from the North (as far as Ingham) and South to Home Hill. The total population of the broader region is 185,000. Regional stakeholders represent a wider audience of upstream and downstream catchment areas including Charters Towers, Mount Isa, Mackay, Cairns, Burdekin. The Port of Townsville is the gateway for a range of commodities to and from these areas.	х	х		Inform and seek feedback.
Business & Industry	Secondary	Tourism and other regional businesses including town-based and agricultural businesses (Charters Towers, Mount Isa, Mackay, Cairns and Tablelands, Burdekin).	х	х		Inform and seek feedback.
Interest Groups	Secondary	Advocacy and conservation groups who have an interest in the Project, including groups that support the project due to economic and social benefits for the region and groups that have opposing views in the environmental and economic outcomes of any substantial project.	Х	Х		Inform and seek feedback.
Media	NA	Local, State, National and International media.	Х			Inform.

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7.2 Identification of Key Stakeholder Interests/Issues

An interest or issue is any aspect, impact or result of the project that has the potential to raise concerns or objections, or to foster support from stakeholders and either positively or adversely affect project progress and/or the reputation of the Port and the Channel Upgrade project.

Impacts and issues to stakeholders have been assessed during the Environmental Impact Study (EIS) and the Additional Environmental Impact Study (AEIS) information already developed and other items that have been raised through the risk assessment development for the project. Feedback indicates respondents generally believe the 30-year Port Expansion Project (PEP) will have mixed effects with positive impacts on the local economy and employment opportunities, neutral impacts on lifestyle and community aspects, and negative impacts on the environment. The two main areas of concern for environmental impacts were noise and dust. Other community concerns raised included the impact on roads and rail, the potential increase in traffic, products to be transported through the Port and the potential impacts on the Great Barrier Reef.

The key issues have been documented through the development of an Issues Register by the Channel Upgrade project team. The Issues Register forms the basis of the environmental and social impact assessment from the community's perspective. The Issues Register remains a live document to allow the Port's current community group, the CLG, to monitor the Project and to maintain focus on key issues.

A detailed Issue Register can be found in Appendix C.

TABLE 2 Overview of Key Interests

ISSUE	DESCRIPTION
Environment	Issues relating to flora, fauna, megafauna, seagrasses, coral, underwater noise etc.
	Water quality issues
	Great Barrier Reef World Heritage Area
	Environmental compliance
	Climate change
Public	Noise issues
Amenity	Air quality
	Traffic flow in and around the Port including neighbouring suburbs
	 Visual amenity impacts from construction and the increased size of the port.
	 Accessibility and social character of coastal areas near Cleveland Bay and Magnetic Island,
	including resultant impacts to community lifestyles and local businesses.
Land Use /	• Issues associated with changes in land use and rehabilitation, erosion, the area of rock wall, tailing
Infrastructure	pond/s, reclamation land, fire, supply chain impacts.
	Traffic, road conditions and/or throughput of road/rail into the Port.
	Infrastructure impacts such as changes to access, navigation, etc.
	Efficient use of land and assets
	Protecting Port access
Socio	• Issues relating to employment, accommodation, water supply, power supply, economic and
economic	industry changes.
	Safety, health and wellbeing
	Competitiveness and operational efficiency
	Logistics chain and connectivity
Heritage	Management of land, cultural awareness, artefacts and opportunities for Traditional Owners.
Tourism	 Impact of existing tourism, facilities and recreational activities.

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7.3 Stakeholder Engagement Strategy

The engagement strategy is linked to stakeholders and their top of mind key issues/interests of the project as a whole. Its aim is to identify the corresponding engagement strategy and broad engagement tools to be utilised. Over time, these issues will change, and the stakeholder positions and responses will vary.

Most Important interest or Issue Moderate interest or issue Some interest or issue

TABLE 3 STAKEHOLDER ENGAGEMENT STRATEGY OF KEY INTERESTS/ISSUES

								ENGAGEMENT OPTIONS	
STAKEHOLDER GROUP	Environment	Public Amenity	Land Use / Infrastructure	Socio economic	Heritage	Tourism	Top 3 Issues	Additional high interest areas	Tactics
Shareholding Ministers							Environmental Compliance Impact on Shipping Project Monitoring and Reporting		Face to Face meetings, email / official correspondence, monthly reports, ITAC updates
Government							Environmental Impacts Increased Employment Project Compliance		Regular project reports, Face to Face meetings as required, ITAC updates
Regulators & Agencies							Great Barrier Reef World Heritage Area Environmental compliance Climate change	Efficient use of land and assets Safety Health and wellbeing	Face to Face meetings, Site Tours, Email, Media Releases, project compliance reports, ITAC updates, compliance meetings and inspections
Local/Regional Community							Environmental Compliance Great Barrier Reef World Heritage Area Efficient Use of resources	Scientific research and innovations, Dredging Impacts Engagement with the community Safety, health and wellbeing	Port Open days, port tours, newsletters, Advertisements, Community Information Sessions, Website, survey, ITAC updates, CLG meetings
Port Fringe Residents							Noise Air quality Road and recreational conditions	Environmental Compliance Great Barrier Reef World Heritage Area Safety, health and wellbeing	Face to Face meetings, Email Distribution, Letterbox drop, Website, Port Open days, port tours, newsletters, Advertisements, Community Information Sessions, survey, ITAC updates
Magnetic Island Residents							Dredging impacts Great Barrier Reef World Heritage Area Marine flora and fauna	Protecting marine tourism Preserving enjoyment of coastal areas	Magnetic Island News, Face to Face meetings, Email Distribution, Letterbox drop, Website, Port Open days, port tours, newsletters, Advertisements, Community Information Sessions, survey, ITAC updates
Traditional Owners							Cultural Awareness / Heritage Opportunities Increased Employment or Job Opportunities Any Environmental Impacts		Face to Face consultation, Email Distribution, community information sessions, Port Open Day, Advertising, survey, ITAC updates
Tourism & Cruise operators							Great Barrier Reef World Heritage Area Environmental Compliance Efficient use of resources	Growing Cruise and Tourism operations Customer Experience Port security	
Business & Industry							Increased Employment Supply Chain Impacts Tourism Impacts		Face to Face meetings, Newsletters, Advertisements, Email distribution list, Community partnerships, industry presentations, survey
Port Customers / Users							Competitiveness and operational efficiency Logistics chain and connectivity Protecting Port access	Safety, health and wellbeing Environmental compliance	Face to Face meetings, Quarterly PAB Meetings, Email distribution, Newsletter, site tours, survey, ITAC updates, PEWG meetings
Interest Groups							Water Quality and Turbidity due to Dredging Construction Noise Impacts on Marine Life Heritage	Public amenity	Site tours, Newsletters, Advertisements, Email distribution list, Workshops and focus groups, ITAC updates
Port Staff							Protecting Port access Economic growth of North Queensland Safety, health and wellbeing	Environmental compliance	Monthly Update Meetings, Email distribution, Newsletter, survey, ITAC updates

NOTE: The COVID-19 Pandemic has caused disruptions to face-to-face methods of engagement since March 2020, as the Port has observed physical distancing guidelines. These methods have been postponed or shifted to digital delivery where possible throughout 2020, with some face-to-face interactions including personal meetings and Port Tours recommencing in 2021 in accordance with Federal and State Government guidelines.

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7.4 Engagement Activities

The action plan presented in Table 4 outlines the reason for undertaking an engagement activity, the resources required and the responsible Port team member.

Timing will be dependent on the decisions, milestones and approval processes that will be required throughout the Channel Upgrade project.

The action plan has been developed based on the current Project status and will be reviewed and updated throughout the Project.

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TABLE 4 Stakeholder Communication Methodology & Action Plan

ENGAGEMENT ACTIVITY	OBJECTIVE	TASK	LEAD PERSON (MAY BE DELEGATED)	TIMING
One-on-one meetings	Meetings held between the Port/Channel Upgrade project Team and individual stakeholders to discuss aspects of the project. Build relationships through face-to-face discussions and by identifying common goals/working to realise opportunities. Provide detailed information.	Prepare clear communication materials. Seek feedback on key messaging to adapt and grow. Regular meetings with key regulators and stakeholders.	Channel Upgrade project Director	Key milestones and on request
Site Tours	Tours of the project area to provide an understanding of the size, the Project's current construction activities and future operations. Respond to potential issues/comments to minimise impacts and to provide accurate information. Seek feedback.	Publish advertisements to promote the site tour dates. Prepare key images, diagrams and key messages. Seek feedback through survey forms.	Manager Corporate Affairs	Key milestones / announcements and on request
Community updates, newsletters, ads, discussion papers	Media distribution that includes updates, FAQs, issue management, events, milestones. Example FAQs can be accessed via Appendix D Inform and respond to potential issues/comments to minimise impacts and to provide accurate information. Provide the location of where to access detailed information i.e. website. Advertise events.	Prepare clear communication relevant to stakeholder group. Provide regular updates that are engaging and install trust within stakeholder group. Seek feedback through annual survey.	Corporate Affairs and Capital Works Officer (provides approved content)	Key Milestones Monthly updates
Email distribution list	Provide detailed information. Respond to potential issues/comments to minimise impacts and to provide accurate information. Seek feedback. Advertise events.	Prepare clear communication materials for each milestone with location of where more detailed information can be accessed. Continually add to and maintain distribution list from information sessions, with an opt-out function.	Corporate Affairs and Capital Works Officer	Key Milestones
Workshops / focus groups	Seek feedback. Incorporate feedback into management plans. To develop stakeholders understanding of key aspects and for CU to further understand stakeholders' values and concerns. Stakeholders are invited because of their particular level of involvement or interest in the issue.	Prepare clear communication relevant to stakeholders. Workshop solutions for key issues. Collaborate where possible with stakeholders. Seek feedback through survey forms.	Manager Corporate Affairs	Before the key milestones
Surveys	Seek feedback. Obtain information to allow the analysis of stakeholder feedback and to consider stakeholder concerns or expectations. Online or paper based	Continue using feedback forms for site tours. Develop a survey to ascertain community values during the Channel Upgrade project. Track community sentiment.	Manager Corporate Affairs	Annually
Public submission / media release	Discern key themes and issues to develop key messaging. Respond to potential issues to minimise impacts and identify stakeholder values and concerns. To track key issues over time to ascertain if engagement strategy is effective.	Prepare clear communication. Develop quarterly media releases that are relevant to stakeholders and focus on key issues. Track community sentiment.	Manager Corporate Affairs & Corporate Affairs and Capital Works Officer	As per approval process and key milestones
Community communications	Register and document all community correspondence. Respond to all community correspondence in appropriate timeframes	Each submission is logged to ensure that it is responded to and that key issues can be identified and tracked.	Manager Corporate Affairs	As required
Channel Upgrade content on Port website and social media	Online resource for the community to access information about the Channel Upgrade project at any time. Website used to publish FAQs, information sheets and approval documentation. Provide detailed information. Seek feedback. Update where necessary as part of annual internal audit of website content	Develop and maintain fact sheets for key issues identified: Explanation of the project. Air/water quality. Dredging.	Corporate Affairs and Capital Works Officer	Ongoing
Community information sessions	Community information sessions are forums used when important information is required to be delivered to the wider community. Some will be attended by an expert consultant when required or requested by the CLG. Provide detailed information. Seek feedback. Discern key themes and issues to develop key messaging. Respond to potential issues to minimise impacts.	Prepare clear communication materials. Advertise the event 2 weeks in advance to ensure stakeholder attendance. Key issues are addressed in forum. Seek feedback through survey forms.	Manager Corporate Affairs & Corporate Affairs and Capital Works officer	As required Key milestones
Complaints Management system	This is a formal process to channel and resolve legitimate issues, concerns or problems that an individual or group has in relation to the Channel Upgrade project. It provides a mechanism for complaints to be resolved in a timely manner, with their resolution (when appropriate given certain privacy requirements) to be communicated to the community. Respond to potential issues to minimise impacts. To track key issues over time to ascertain if engagement strategy is effective. Track level of satisfaction with the Port's response/actions. Discern key themes and issues to develop key messaging.	Each complaint/query is logged to ensure that it is responded to and that key issues can be identified and tracked.	Manager Corporate Affairs	Ongoing
Media (Editorial and advertising)	Convey information about key issues to broad audience. Seek input into article from key individuals/local community groups. Seek feedback.	Articles to be prepared. Articles to address key concerns as they are identified. Advertising re Project Updates. Social media posts prepared. Track community sentiment.	Manager Corporate Affairs & Corporate Affairs and Capital Works officer	As required Key milestones

NOTE: The COVID-19 Pandemic has caused disruptions to face-to-face methods of engagement since March 2020, as the Port has observed physical distancing guidelines. These methods have been postponed or shifted to digital delivery where possible throughout 2020, with some face-to-face interactions including personal meetings and Port Tours recommencing in 2021 in accordance with Federal and State Government guidelines .

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8. COMMUNITY FEEDBACK AND COMPLAINT PROCESS

8.1 Issues Monitoring and Management

Early identification and resolution of stakeholder issues is important for facilitating the smooth and efficient running of the Project. The reporting of issues is facilitated through the Channel Upgrade project Director, Corporate Affairs and Capital Works Officer and the Project Team and is consistent with the Port of Townsville Quality Management System (QMS) Framework. Reporting will include:

- Emerging impact and issues analysis: The analysis is conducted via the complaints and feedback process and media exposure in conjunction with the risk levels assigned;
- The Corporate Affairs and Capital Works Officer reviews the stakeholder database regularly to ensure that details are kept up to date and emerging stakeholders are added;
- The Corporate Affairs and Capital Works Officer reports emerging issues to the Channel Upgrade project Director as soon as possible, outlining potential mitigation measures. This includes any media or social media coverage of the issue;
- The Corporate Affairs and Capital Works Officer provides a monthly status report as part of the Channel
 Upgrade project Monthly Report to the Channel Upgrade project Director to present to the Port
 Executive Team on stakeholder issues regarding the Project as well as items raised by stakeholders
 during the month, the outcome of engagement events, complaints, enquiries, and media coverage;
- An annual SIMR will be submitted to the Coordinator General and upon approval will be published on the Port's website.

8.2 Stakeholder Feedback

Stakeholder feedback and enquiries are addressed throughout the Project using different methods:

- Complaints are handled through the established Port of Townsville complaints process;
- Key issues are summarised by the Corporate Affairs and Capital Works Officer in the Channel Upgrade project Monthly Report;
- Feedback received from the ITAC, CLG, and other stakeholders is reviewed and/or assessed and (if applicable) incorporated into the Project execution by the Channel Upgrade project Director; and
- Feedback on the Project and community/stakeholder concerns are addressed at informational meetings via the engagement activities planned for the Project.

Previous stakeholder feedback has been incorporated into the project management plans including the updated Construction Environmental Management Plan (CEMP). These documents will be presented to the ITAC, CLG, and representatives of the Traditional Owners for further feedback and development.

A similar process will be conducted for other project management plans as required, including the Dredge Management Plan (DMP) and the Operational Environmental Management Plan (OEMP).

Any rectification/mitigation actions undertaken in response to feedback or complaints received will be incorporated to the relevant documents via the regular management reviews of the CEMP, DMP, OEMP and other project management plans.

These documents will all be made publicly available on the Port's website.

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8.3 Feedback and Complaint Handling Process

The Port welcomes feedback about the Channel Upgrade Project. The Port is always striving to be better when it comes to impacts on our community. All feedback, including complaints or grievances, may be lodged directly or through a third party.

Complaints and feedback are lodged via the following methods:

Email: cugeneral@townsvilleport.com.au

Phone: CU PR Officer 1800 531 561 (Mon – Fri 8:30am – 4:00pm)

Port Control (07) 4781 1683 (outside business hours)

Mail: ATTN: Corporate Affairs and Capital Works Officer

PO Box 1031

Townsville QLD 4810

Website: www.townsville-port.com.au/about/lodge-a-complaint/

Prioritisation criteria:

CATEGORY	PRIORITY	INITIAL REPONSE TIMEFRAME
Emergency (traffic accident, workplace accident, hazard with the potential to cause injury).	High	Immediately
Disruption to adjoining landholder activity	High	Immediately
Environmental incident causing contamination or hazard	High	Immediately
Request for information	Medium	Within two business days
Feedback	Medium	Within two business days

The Port of Townsville must receive, record and investigate the complaint as quickly as possible. A standard complaint should be resolved within five business days. However more complex matters may take up to 14 business days. Complaints relating specifically to the Project will be directed through the Corporate Affairs and Capital Works Officer. All complaints will be registered into Qudos (the Port's Electronic Management System) and tracked in the Projects complaints register worksheet by the Corporate Affairs and Capital Works Officer. The complaint process for Channel Upgrade project will follow the Port's Enquiry and Complaints Handling Procedure as shown below.

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FEEDBACK/ENQUIRIES PROCEDURE

	UIRY/COMPLAINT RECEIVED	RESPONSIBLE PERSON
1	CAPTURE FEEDBACK/ENQUIRIES	Corporate Affairs and Capital
	Record the enquiry/complaint in Qudos	Works Officer/ Manager
		Corporate Affairs
	Details to be recorded include time, date, contact name, phone	
	number, nature of feedback/concern and any response provided.	
2	ASSESS AND INVESTIGATE ENQUIRY	Corporate Affairs and Capital
	Assign a priority and Responsible Officer based on the	Works Officer/Manager Corpora
	relevant criteria below:	Affairs
	a) Project related:	
	If the issue relates to a current operational	
	activity being undertaken, contact the Channel	
	Upgrade project Director.	
	The feedback/concern will be delegated to a	
	relevant /Responsible Officer from the CU team;	
	and communicated to the rest of the team during	
	a regular meeting. The Responsible Officer/	
	Corporate Affairs and Capital Works Officer will	
	remain responsible for communicating with the	
	stakeholder who submitted the	
	feedback/concern.	
	b) Non-Project Related	
	If the nature of the enquiry is not related to	
	current project works refer enquiry to Manager	
	Corporate Affairs. The feedback/concern will be	
	resolved in line with the Port's standard	
	·	
3	resolved in line with the Port's standard operational procedure.	Corporate Affairs and Capital
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the	Corporate Affairs and Capital Works Officer/Manager Corpora
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with:	-
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible	Works Officer/Manager Corpora
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs	Works Officer/Manager Corpora
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter	Works Officer/Manager Corpora
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation	Works Officer/Manager Corpora Affairs
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days,	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days.	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora
3	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora
4	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint.	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs
	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint. FINALISE ENQUIRY/COMPLAINT AND UPDATE RECORDS	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs Corporate Affairs and Capital
4	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint. FINALISE ENQUIRY/COMPLAINT AND UPDATE RECORDS Notify the complainant of the actions taken to address the matter	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora
4	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint. FINALISE ENQUIRY/COMPLAINT AND UPDATE RECORDS Notify the complainant of the actions taken to address the matter and record all communication, actions and responses in Qudos	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs Corporate Affairs and Capital
4	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint. FINALISE ENQUIRY/COMPLAINT AND UPDATE RECORDS Notify the complainant of the actions taken to address the matter	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs
4	resolved in line with the Port's standard operational procedure. UPDATE COMPLAINANT within two business days the complainant should be provided with: • Appropriate contact information eg/ the Responsible Officer or Corporate Affairs • Steps that will be taken to investigate the matter • The estimated duration of the investigation FURTHER UPDATE/RESOLVE A standard complaint should be resolved within five business days, however more complex matters may take up to 14 business days. The level of investigation will be commensurate with the seriousness, frequency of occurrence and severity of the complaint. FINALISE ENQUIRY/COMPLAINT AND UPDATE RECORDS Notify the complainant of the actions taken to address the matter and record all communication, actions and responses in Qudos database.	Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora Affairs Corporate Affairs and Capital Works Officer/Manager Corpora

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8.4 Complaint Escalation

If a complainant is not satisfied with the response provided by the appropriate employee, the Port will:

- inform the complainant about avenues for internal review of the complaint and decision made; and
- assist the complainant in applying for an internal review.

In the first instance the complaint will be escalated to the Chief Executive Officer and Executive Management Group. If, following an internal review, the complainant remains dissatisfied with the Port's response, the Port will inform the complainant about avenues for external review of the complaint and decision, which may include:

- the Administrative Appeals Tribunal;
- the Queensland Ombudsman;
- the Information Commissioner;
- the Queensland Anti-Discrimination Commission;
- the Queensland Audit Office; or
- regulators which may include the Department of Environment and Science or Townsville City Council.

Any complaints not managed in a timely manner will be referred to the Chief Executive Officer.

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9. CSEP OBJECTIVES AND PERFORMANCE EVALUATION

Key performance indicators (KPI's) will be used to benchmark performance measures against identified CSEP objectives as outlined on Table 5 below.

This report will be prepared in accordance with the Queensland Coordinator-General's Conditions for Port of Townsville Ltd.'s Townsville Port Expansion Project approval to meet **Appendix 1 Condition 2: Reporting on the implementation of social impact mitigation measures.**

The CSEP will be reviewed and if necessary, updated at least twice in the first year of construction, and annually every year thereafter.

TABLE 5 OBJECTIVES AND KEY PERFORMANCE INDICATORS

				ANNUAL KPI						
CSEP OBJECTIVE	TASKS	KEY PERFORMANCE INDICATORS (KPIs)		2019	2020	2021	2022	2023	RESPONSIBILITY	COMMENTS
To inform and manage expectations by ensuring that all stakeholders are kept informed about the nature of the Channel Upgrade project, and its likely impacts and benefits.	 Develop internal sub-engagement plans for key project milestones Update the Port's website Media advertisements as required Update fact sheets, print media, news, radio, tour scripts. Inform liaison/advisory groups via face to face presentations, EDM, media Conduct annual customer and community surveys Provide detailed, clear and consistent information about the project in communication materials 	 Chief Infrastructure Officer approval of all subplans Audit of website conducted regularly Advertisements are produced and distributed as per media schedule Marketing collateral and presentation materials are accurate and current Report customer and community survey results annually All communication materials contain the website address, contact 1800 number, project email and postal address 	x	x					Corporate Affairs and Capital Works Officer Manager Corporate Affairs Channel Upgrade project Director	
To establish an effective and efficient communication process with the community and key stakeholders providing clear, consistent and timely information with regards to the CU project.	 Update the website with project information following construction milestones Manage community information line, project email and postal address Direct mail to affected stakeholders and stakeholder groups Contribute CU project updates to quarterly CLG meetings Contribute to quarterly meetings; PAB, PEWG Community updates to be prepared Face to face stakeholder meetings held Advertisements and media releases Community information sessions Port Open Days and Port Tours held Timely response to enquiries and/or complaints Process general feedback 	 The Port's website is updated regularly with project progress All calls, letters and emails received are promptly responded to with complaints logged in Qudos as per the protocols in this CSEP Meetings/updates provided as required as per the agreed schedule in Table 4 Face to face meetings with key stakeholders are held as required and outcomes recorded. Hold Community Information sessions Hold Port Tours Advertisements to promote community information sessions Advertisements with the project updates and contact details are published as required Media releases are distributed at construction milestones Stakeholder feedback is sought via annual surveys Enquiries/complaints are managed as per the Port of Townsville's Complaint Management Procedure. 	x	x					Corporate Affairs and Capital Works Officer Manager Corporate Affairs Channel Upgrade project Director CU Environmental Manager	

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To develop community confidence and stakeholder trust in the project by ensuring open and transparent discussion of CU project development processes, technical studies, impacts and risk management processes.	 Publish ITAC public session minutes on website Manage and respond to enquiries Promote consultation activities Provide opportunities for face-to-face engagement about the project Provide paper and electronic copies of project information material (e.g. fact sheets) Provide links to CLG minutes on the website Abide by access requirements as outlined in access agreements Provide adequate notice of high-impact construction works Monitor and respond to enquiries and complaints Support ITAC through the availability of resources and information Provide notice to potentially affected stakeholders regarding disruptive construction activities (including work outside of construction hours, traffic disruptions and changes to the construction program). 	 Update ITAC public session minutes on the website in a timely manner Manage and respond to all enquiries and complaints in accordance with the Feedback/Concerns procedure Ensure a two-week notification period is given for upcoming consultation activities Ensure the community's feedback is recorded Ensure all communication materials contain the website address, contact 1800 number, project email and postal address Ensure 48-hour notification period is given for construction works which may impact stakeholders. Impacts could include light, noise, disruptions to traffic flow, dust, etc Publish minutes from the CLG meetings on the Port website Undertake annual survey with stakeholders Close out all complaints and log all details as per Port procedure Distribute community update per CSEP schedule Table 4 	X	x		Corporate Affairs Officer Corporate Affairs Officer Manager Corporate Affairs Channel Upgrade project Director CU Environmental Manager
To develop and strengthen long term partnerships with the community and key stakeholders, ensuring community and key stakeholders are kept informed of construction aspects for the duration of the construction period.	 Contribute to the CLG meetings throughout the project Community communication through most appropriate means aligned to key project milestones Face to face meetings Identify possible partnership opportunities 	 Attend CLG meetings as scheduled Follow through with identified partnership opportunities and report back to the CLG Meet with key stakeholders throughout the project and interview them about long term partnership opportunities and how communication could be improved to build these relationships 	х	х		Corporate Affairs and Capital Works Officer Corporate Affairs Officer Manager Corporate Affairs Channel Upgrade project Director

NOTE: The COVID-19 Pandemic has caused disruptions to face-to-face methods of engagement since March 2020, as the Port has observed physical distancing guidelines. These methods have been postponed or shifted to digital delivery where possible throughout 2020, with some face-to-face interactions including personal meetings and Port Tours recommencing in 2021 in accordance with Federal and State Government guidelines .

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APPENDIX A – CHANNEL UPGRADE PROJECT BUSINESS CASE

Executive Summary

As one of the four Priority Ports under the Sustainable Ports Development Act 2015, the Port of Townsville is ideally positioned to support increased growth in line with both State and Federal governments' objectives.

However, trade through the Port is being limited by the capacity of the access channel; should this limitation continue there is a real risk that trade will decline as larger vessels more frequently used to achieve economies of scale in shipping will be unable to access the Port. On 9 December 2016 the Australian Government, Queensland Government, and Townsville City Council signed Australia's first City Deal. The Townsville City Deal is a 15-year commitment between the three levels of government for a collective program of planning, reform and investment in Townsville.

A key element of the Townsville City Deal is the Port City Initiative, which states: Townsville will attract employment opportunities and diversify its economy by capitalising on its coastal location, with significant economic activity being generated from port industries. The growth in port industries will be supported by investment in infrastructure. The Port of Townsville is a key import and export gateway to service freight demand across northern Queensland. The Port City Initiative has been designed to:

- improve coordination and efficiency of transport and logistics activities particularly between the Port of Townsville, national freight rail and major road networks;
- · coordinate major infrastructure projects; and
- diversify the local and regional economy to improve economic resilience. The Channel Capacity Upgrade Detailed Business Case delivers on the first major commitment under the Port City Initiative. Widening the channel to give access to larger ships will increase usage of existing berths and the demand for additional berths, growing the North Queensland economy.

The size of most classes of vessels frequenting Australia is driven by global shipping trends. Port of Townsville's existing channels only allow access for ships up to 238 metres in length and 32 metres wide (in typical operating conditions), falling well below national and international standards.

If improvements are not made, the Port of Townsville will find it increasingly difficult to maintain competitiveness in national and international markets. The channel width limits ship access by constraining the length and width of vessels that can be accommodated, as well as imposing restrictive conditions such as wind speed and tidal constraints. The narrow channel means that restrictive constraints are placed on many vessels, and others are simply too big to enter the Townsville Port at all.

Vessel sizes continue to increase and there is an increasing prevalence for carrier alliances (vessel sharing agreements) and ocean alliances (representing 77% of global container capacity and 96% of east-west trade). For Townsville Port to be competitive, it must be able to accept large alliance vessels to support its population and industry with affordable goods imported and exported in containers.

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The economic and social growth of Northern Australia must ensure that freight produced in the region is able to cost-effectively get to global markets. It is also important that people living in the north can receive the goods they need at the same time and cost as capital cities. To achieve this, Port of Townsville must widen its access channels to accept larger vessels.

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APPENDIX B – DETAILED STAKEHOLDER LISTING

	GOVERNMENT					
Queensland Government	Shareholding Ministers	Ministers	Local Members			
	Treasurer and Minister	Minister for Environment and the Great Barrier Reef, Minister for Science	Member for Mundingburra			
	for Investment	and Youth Affairs	Member for Thuringowa			
	Minister for Transport	Minister for State Development, Infrastructure, Local Government and	Member for Townsville			
	and Main Roads	Planning	Member for Burdekin			
		Minister for Agricultural Industry Development and Fisheries and Minister	Member for Hinchinbrook			
		for Rural Communities	Member for Traeger			
Federal Government	Senators	Ministers	Local Members			
	Queensland Senators	Minister for Infrastructure, Transport and Regional Development	Member for Herbert			
		Minister for the Environment	Member for Dawson			
		Minister for Resources, Water and Northern Australia	Member for Kennedy			
Local Government	Councils					
	Townsville City Council					
		REGULATORS & AGENCIES				
Regulators/Departments	Queensland Coordinator-	General				
	Federal Department of A	griculture, Water and the Environment				
	Department of State Development, Infrastructure, Local Government and Planning					
	Department of Environment and Science					
	Department of Agriculture and Fisheries					
	Department of Regional Development, Manufacturing, and Water					
	Department of Energy an					
	-	and (Department of Transport and Main Roads)				
	Department of Premier a					
	Department of Resources					
		isability Services and Aboriginal and Torres Strait Islander Partnerships				
	Department of Tourism, I	nnovation and Sport				
	Treasury					
	Department of Defence					
	Department of Agricultur	e Science, Energy and Resources				
Agoncias	Austrade	ocience, Linergy and nesources				
Agencies	Australian Border Force					
	Australian Federal Police					
	Infrastructure Australia					
	init astructure Australia					

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	Great Barrier Reef Marine Park Authority
	National Transport Commission
	Queensland Ambulance Service
	Townsville Coastguard
	Queensland Police Service
	SES Northern Region
	Queensland Fire & Emergency Services
	Queensland Rural Fire Service
	REGIONAL COMMUNITY
North Queensland Local	Burdekin Shire Council
Government areas (wider	Cairns Regional Council
region)	Charters Towers Regional Council
	Cloncurry Shire Council
	Croydon Shire Council
	Etheridge Shire Council
	Flinders Shire Council
	Hinchinbrook Shire Council
	Mareeba Shire Council
	McKinlay Shire Council
	Mount Isa City Council
	Palm Island Aboriginal Shire Council
	Richmond Shire Council
	Tablelands Regional Council
	Winton Shire Council
	LOCAL COMMUNITY
Townsville Local	Townsville City Council
Government	
	PORT FRINGE RESIDENTS
Immediate catchment area	North Ward
of the Port	Railway Estate
	South Townsville
	Townsville CBD
	Approximately 15,000 residents in total
	MAGNETIC ISLAND RESIDENTS
Magnetic Island	Approximately 2,500 residents in total
residents/groups	Magnetic Island Community Development Association
	Magnetic Island Residents & Ratepayers Association
-	

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		TRADITIONAL LAND OWNERS
		The Gurambilbarra Wulgurukaba People
		PORT CUSTOMERS / USERS
Port Users	Stevedores	Northern Stevedoring Services Aurizon Port Services Townsville Marine Logistics
	Shipping Lines	ANL, PAE Mariana, Swire, NYK, MOL, K-Line, Cosco, Kyowa Shipping
	Live cattle exporters	Wellard, SEALS, NACC, Frontier, Livestock Shipping, Halleen, Bondstrock Rural Exports, Australian Cattle Enterprise, Australian Rural Export, International Livestock Export
	Towage	Smit Lamnalco Towage Australia
Customers	Industry	Caltex/Ampol, Chevron/Puma, ATOM/BP, Puma Bitumen, Viva, Sionchem International, Wilmar, Sugar Terminals Limited, Queensland Sugar Limited, Australian Molasses, Ixom, Cement Australia, Incitec Pivot, Impact, Glencore, South 32, 29 Metals, SunMetals, MMG, Auctus, Evolution, FMR Eloise, Red River, Agripower, Breakwater Pacific, Ravensdown, Sunferries, AIMS, Townsville Ross River Marina, Alfred H Knight, Riverside Marine, Drinmore Marine, Smit Lamnalco, Tropic Distributors
	Cruise	Azamara Cruises / Carnival Australia / Norwegian Lines / Oceania Cruises / P&O Cruises / Regent Seven Seas Cruises / Seabourn Cruises / Silversea Cruises / Viking Ocean Cruises / Coral Expeditions
	Supply Chain	Aurizon / Pacific National / Queensland Rail / Trucking Companies
Business	Economic Development & Industry	Charters Towers Chamber of Commerce and Mines Commerce North West Hughenden Chamber of Commerce Minerals Council of Australia Mount Isa to Townsville Economic Development Zone (MITEZ) Townsville Chamber of Commerce
	Transport & Logistics	Australian Logistics Council Australian Reef Pilots Australian Shipowners Association Australian Trucking Association Townsville Enterprise Limited Ports Australia Queensland Ports Association
Industry	Unions	Australian Maritime Officers Union Maritime Union of Australia

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Marina Tarriana	Advanalia Diva 9 Casalal
Marine Tourism	Adrenalin Dive & Snorkel
	Aquascene
	Around Island Jet skis
	Big Mamma Sailing
	Fantasea Cruising Magnetic
	Fishing Charters Townsville
	Get Around Island Boat Tours
	Pilgrim Sailing
	Horseshoe Bay Watersports
	Island Time
	Jet Ski Hire
	Northern Conquest
	SeaLink Queensland
Goods and Services Providers	Earthmoving companies
	Trucking companies
	Quarries
	Environmental consultants
	Engineering consultants
	Material manufactures and suppliers
	Fuel suppliers
	INTEREST GROUPS
Environmental Groups	Australian Marine Conservation Society
	Birdlife Townsville
	Conservation Volunteers Australia
	Coastal Dry Tropics Landcare Inc
	Green Peace
	Magnetic Island Nature Conservation Association
	North Queensland Conservation Council
	Reefcheck
	Sunfish
	Stop Adani Townsville
	The World Heritage Committee
	World Wildlife Fund
Cleveland Bay users	Recreational Fishers
	Surf Lifesaving Clubs
	Townsville Sailing Club
	Townsville Yacht Club
	Townsville Yacht Club
	Townsville Outriggers

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	Liaison Groups Research Institutions	GBRMPA Townsville Local Marine Advisory Committee Townsville Port Community Liaison Group (CLG) Planning and Environmental Working Group (PEWG) Port Advisory Board (PAB) Australian Institute of Marine Science CQ University James Cook University
		INTERNAL STAKEHOLDERS
	Chief Executive Officer Chairperson and board members Project consultants and contractors Port of Townsville staff	
		MEDIA
Newspapers	Local	Townsville Bulletin Magnetic Community News
	North Queensland & Greater West	Cairns Post North Queensland Register North West Star
	State/National	Australian Financial Review Courier Mail Sydney Morning Herald The Australian Queensland Country Life
TV/Radio	Local	WIN News Seven News ABC North Queensland 630 ABC North Queensland (Townsville) Triple M (Townsville) Hit FM Power 100 Star 106.3 Triple T Community Radio 4K1G Live FM
Magazines / Digital media	National Local	ABC News PAYMag (Parents and Kids)
iviagazines / Digital media	LUCAI	PAKMag (Parents and Kids) Townsville Family Life (Parents and Kids)

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		BDMag (Business and Innovation)
		HUXLEY (Arts and Entertainment)
Other	Industry Publications	Australian Mining
		Cruise Industry Magazine
		Dredging Today
		Industry Queensland
		Infrastructure magazine
		International Trade Management
		Lloyds List
		DCN
		Marine and Coastal Construction Service Publishing
		Roads and Infrastructure Magazine
		World Dredging
		World Maritime News

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APPENDIX C – DETAILED ISSUE SUMMARY

These Issues/Interests were identified in Prior Engagement During EIS and AEIS Activity and Approval in 2018.

TOPIC	ISSUE SUMMARY
Potential impacts to the amenity value, accessibility and social character of coastal areas in the vicinity of Cleveland Bay and Magnetic Island, including resultant impacts to community lifestyles and local businesses	 Visual amenity impacts from construction and the increased size of the port Reduction in the amenity value of the coastal areas and consequent lifestyle impacts for local communities Navigational restrictions for recreational and other boating to and from Ross Creek or Ross River and around the construction area Economic impact to recreational and commercial fishing including impacts to a wide range of fish and shellfish species that have direct economic significance to the region Potential degradation of the marine environment and Water Quality and consequent impacts to marine resource users, including local tourism operators, commercial and recreational fishermen and divers Potential Impact on tourism and dive operators on Magnetic Island during dredging periods Potential negative impacts to local businesses, resulting in reduced local employment Opportunities for local industry participation, including employment opportunities for Aboriginal and Torres Strait Islanders (see Appendix E) Impacts on property values on the Strand Potential for flood impacts to the Townsville State Development Area
Potential impacts to the marine and coastal environment, flora and fauna	Notification for any discovery of items in the reclamation area that have heritage values Dredging impacts of dredging on sensitive receptors including coral reefs and seagrass beds Cumulative impacts of increased maintenance dredging associated with the revised port areas Sediment resuspension in Cleveland Bay Impacts from dredge sediment on waters around Magnetic Island Impacts from construction of reclamation structure such as generation of plumes and other sediment-related issues Management of potential acid sulphate soils within the reclamation structure Management of tailwater from the reclamation structure Impacts of reclamation structure on coastal processes Direct impacts on habitats currently used by protected shorebirds, primarily the existing reclamation area and ponds Disruption to avifauna behaviour and movement patterns Impacts to marine turtles and turtle habitats Impacts of underwater noise and vibration on marine fauna Impacts of increased shipping on marine megafauna Lighting impacts on marine turtles and other fauna Potential impacts associated with the spread of invasive species Introduction of marine pests

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TOPIC	ISSUE SUMMARY					
Potential health and	Dust from construction traffic, operation of construction equipment, earthworks affecting surrounding properties					
wellbeing risks	 Increases in risk to human health of respiratory illnesses and symptoms from construction dust and emissions 					
associated with air and	Day and night noise impacts from construction, operation of construction equipment, rock placement					
noise emissions during	Construction traffic noise impacts					
construction	Compliance of night-time construction noise with Environmental Protection Policy (Noise) goals					
	The port's contribution to flow-on climate change impacts through the potential export of coal					
Potential	Potential mobilisation of contaminants into the water column					
contamination risks	Degradation of groundwater within the reclamation area from the placement of potential acid sulphate soil in dredge material					
associated with the	Impacts from increase in bulk trade					
management of	Waste and saline water discharges into the sewerage network					
wastes and hazardous	Safe discharge of ship ballast water into the environment					
substances	Shore-based reception facilities for ship-generated waste					
	Hazardous materials to be stored and used on site					
	Land contamination					
Potential safety risks	Intensification of heavy vehicle movements along existing routes due to rock haulage/construction traffic					
as a result of increased	Ongoing consultation required with the Regional Harbour Master in relation to vessel movements					
road and maritime	Vessel traffic management, aids to navigation, ship-sourced prevention/spill management					
traffic	Need for an updated road impact assessment, road-use management plan and traffic management plan					
Increased hazards and	Mosquito breeding in standing water created by landside construction earthworks					
risks	Impacts on the health and safety of port workers and the Townsville community					
	Security of the port and associated infrastructure resulting from increased demand					
	 Vulnerability of the port to events such as fire, terrorism and sabotage, and the impact of such disasters on the city of Townsville 					
	Potential risk of natural event such as cyclone, floods and significant weather					
Lack of understanding	Any decision on the Townsville Port Expansion Project should be postponed until the Townsville Port Master Plan is in place					
of the need for the	Need for a revised cost benefit analysis as part of the business case					
project / Confusion	Lack of economic analysis and project justification					
with other related or	Community and stakeholders' level of influence on the decision-making process					
previous projects	 Need for transparent, meaningful engagement with the local community and other relevant stakeholders 					
	Adequacy of community consultation for the Indigenous community of Palm Island					
The following issues/int	erests have been identified through community consultation post EIS/AEIS					
Socio economic	Local content policies and tendering					
	Skill shortage for CU and/or other regional projects					
	Employment criteria					
	Sub-contractor employment					
	Traditional Owner employment and training share					
	Marine Union influences					
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TOPIC	ISSUE SUMMARY
	Improved regional economic benefits
	Trading and education opportunities
	Impact on recreational users and commercial fishers
Public Amenity	Increase traffic and accessibility issues in proximity to homes
	Noise from trucking and construction over lengthy period, especially at night
	Increase dust and other air quality issues due to contraction and heavy haulage
	Vibration impacts
	Visual amenity impacts due to increase port footprint due to land reclamation
	Recreational and lifestyle impacts due to change in coastal areas
Infrastructure /Land	Road conditions due to heavy haulage
use	Road congestions in proximity to Port
	Shipping delay due to dredging
	Land availability at Port for laydown
	Access into port via road/rail/sea
	Encroachment into GBR world heritage area
	Operational works to relocate channel pylons/markers
Heritage	Cultural Awareness of the traditional owners and their use of the affected area
	Traditional Owner management of land and artefacts
	Training and job opportunities for traditional owners
Communication	Appropriate Information, Project Updates and timeframes to relevant stakeholders
	Timely responses to enquiries, feedback and complaints
	Transparency and currency of all project information material such as website, media, advertising, newsletters etc
Tourism	Impact on Tourism business due to dredging or construction works
	Accessibility to Port and channel
	Accommodation shortage due to non-local project workforce
	Increase of pricing

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APPENDIX D – FREQUENTLY ASKED QUESTIONS (CHANNEL UPGRADE PROJECT)

Frequently Asked Questions are published on the Port of Townsville <u>website</u>. They are updated as required to ensure that information about the project is current and accurate.

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APPENDIX E – LOCAL INDUSTRY PARTICIPATION PLAN

Purpose

The purpose of the Local Industry Participation Plan (LIPP) is to aid the Channel Upgrade (CU) Procurement Team and other Project Team members in identifying local participation opportunities throughout the Project. It is also to provide an outline of the government policies relating to procurement and to outline the requirements for recording and reporting in relation to local participation on this Project.

Project Description

The Port of Townsville Limited (the Port) is a Government Owned Corporation which is undertaking channel widening designed to meet the requirements of the Townsville Channel Capacity Upgrade business case. This Project includes rock procurement, dredging and reclamation works. A Project delivery model has been established to deliver all works in discreet packages by selected contractors managed by the Port, after any applicable market comparison determining expertise, value for money and risk outcomes.

It is intended to use Expressions of Interest (EOI), prior to some tender releases. Other procurement will be through both closed and open tender processes and the Port's standard procurement practices. These processes will be conducted within the guidelines of the Port's policies and procedures and subject to the Port's Delegations Policy (POT 1094) and probity requirements. All the Port's procurement policies are based on the Queensland Procurement Policy which was updated on 1 February 2021.

The Project is of significant value and the conduct of personnel and the processes for the selection and engagement of a supplier must be, and must be seen to be, exemplary and beyond reproach and must be transparent and auditable.

Objective of this Plan

The Channel Upgrade project team will develop, implement, maintain and update this LIPP to ensure it meets the following Port of Townsville and Government objectives:

- Contribute to the regional economy through local procurement and direct and indirect job creation;
- Expand the capacity of the local workforce through skills;
- Actively assist local industry to upskill to meet current industry and governmental standards and requirements;
- Promote Traditional Owner and minority group employment where practically possible;
- Generate support for the project through employing local workers and accessing local suppliers;
- Enhance the standards of the industry through the provision of training and development;
- Comply with the government's Queensland Procurement Policy 2019; and
- Report against outcomes as stipulated in the Project's Key Performance Indicators (KPIs).

Definitions

The definitions of Local Industry for the purposes of this plan are as follows:

- HEAD OFFICE the principal office of a business organisation, constituting the centre for administration
 and policy making, and performs management and control functions for most or all segments of the
 business.
- **REGIONAL OFFICE** an organisation's office located in a geographic location where business is undertaken; typically reporting back to a head office.
- **PHYSICAL PRESENCE** physical address in the identified region from which a vendor operates, stores inventory or otherwise creates, assembles or offers for sale, goods and/or services.

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- **LOCAL** supplier that maintains a workforce whose usual place of residency is located within 125km radius of where the goods or services are to be supplied.
- REGIONAL supplier that maintains a workforce whose usual place of residency is outside of the 125km radius for local suppliers but within the Local Government boundaries of Burdekin, Cairns, Cassowary Coast, Charters Towers, Cloncurry, Croydon, Etheridge, Flinders, Hinchinbrook, Mackay, McKinlay, Mount Isa, Richmond, Tablelands and Whitsunday.
- **QUEENSLAND** supplier that maintains a workforce whose usual place of residency is outside the boundaries for local and regional suppliers but within the Queensland state boundary.
- AUSTRALIA supplier that maintains a workforce whose usual place of residency is outside of Queensland but within Australia; and
- FOREIGN supplier that maintains a workforce whose usual place of residency is outside of Australia.

Developing Competitive Local Industry

The Port of Townsville upholds the Queensland Procurement Policy 2021 which prioritises economic benefits for Queensland, maximising opportunities for Queensland suppliers to participate, supporting regions and remote communities, supporting disadvantaged Queenslanders and stimulating the Information Communications Technology (ICT) sector and driving innovation.

Tender evaluation criteria for significant tenders must be approved by the Port of Townsville's Shareholding Ministers. The Shareholding Ministers have approved the following in relation to Best Practice Principles (BBP) and Local Benefits Test (LBT) for tenders associated with the Channel Upgrade project.

TYPE OF TENDER	CRITERIA WEIGHTINGS		
	BBP	LBT	
Specialist Consultancy	10%	10%	
All other Tenders	20%	20%	

Where possible, tenders will include elements of the BBP and LBT in mandatory criteria, thereby allowing a greater percentage of non BBP and LBT to be allocated to ensure adherence to the policies in the State Government's Procurement Policy.

Support for Regional and Rural Development

Where possible, the Port of Townsville will encourage the sourcing of equipment and materials from local suppliers in the first instance. Should local suppliers not be competitive or available, suppliers from elsewhere in Queensland (and if these are not suitable, Australia) will be utilised where possible.

The Port will hold local information sessions for interested suppliers to provide timely information on the requirements for the project during all phases. Where applicable, expressions of Interest and Tenders will be advertised on the Queensland Governments Q-Tender website.

Opportunities for Participation by Local Industry

Port of Townsville will ensure that all tender and package contracts will be prepared regarding the capabilities of local industry to bid on all or part of the work. This will be done with value for money and local participation criteria in mind. All tender evaluation criteria (as deemed appropriate) may have a weighting of up to 40 per cent for combined Procurement Best Practice Principles (20%) and Local Benefits Test (20%).

The Port will proactively seek local industry participation through engagement with regional and Queensland companies in all stages of the Project. Upholding the <u>Queensland Procurement Policy 2021</u> principles will encourage regional suppliers, where possible, to submit a quote or tender.

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Expected Opportunities for Local Industry Participation in Project Procurement Requirements

GOODS OR SERVICE	LOCAL SUPPLIER OPPORTUNITIES	REASONING AND EXECUTION
Quarry Supply	Yes	Distances will be cost prohibitive
Haulage	Yes	Strong local market
Maintenance Services	Yes	Response times to breakdowns and service requirements
Office Supplies and Equipment	Yes	Local preferred supplier for the Port of Townsville
Office Infrastructure	Yes	Ability to locally supply offices
Support Contractors	Yes	Strong local market
Dredge	No	Unlikely due to specialist equipment
Plant and Equipment	Yes/No	Dependent on market

Estimated Local Industry Value Added in Project Procurement

The Port of Townsville, along with the Queensland Government, recognises that any supplier could deliver benefits for the local area. The origin of a supplier is not relevant; what is important is the benefit a supplier can bring locally for example by providing a local workforce or by using local businesses in their supply chain.

During the Local Benefits Tests, tenderers will be evaluated on:

- The number of local jobs supported by the procurement activity
- Use of local contractors, manufacturers and supply chain directly relating to the supply of goods and/or services
- The number of local apprentices and/or trainees supported by the procurement activity
- The number of local Aboriginals jobs and Torres Strait Islander jobs supported by the procurement activity.

Exemptions to Local Procurement Plan

Items may be exempt from the local procurement weighting and assessment application if the goods or services are:

- Specialist equipment required for the project which is unable to be sourced locally due to the specialisation or quality required;
- Services that are specialist and complex in nature that are not catered for in the project's locality; or
- Value for money and financial viability is unable to be delivered using a local supplier.

Sustainable Procurement

Sustainable procurement means that when buying goods and services, the project will consider:

- strategies to avoid unnecessary consumption and manage demand;
- minimising environmental impacts of the goods and services over the whole-of-life of the goods and services;
- suppliers' socially responsible practices including compliance with legislative obligations to staff; and
- value for money over the whole-of-life of the goods and services, rather than just the initial cost.

Opportunities for Employment

Local recruitment will be undertaken for this Project, within the constraints of the merit-based recruiting system required for Government Owned Corporations. It has been assessed that the Project's resourcing requirements can be met by the existing local skill pool of Townsville and the surrounds, except for some key technical roles.

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The Project will create jobs for the local workforce with recruitment polices focussed around local content and upskilling the local community. The Project will not be supporting fly-in fly-out positions.

Indirect employment will also be created locally by the LIPP and increase business opportunities from the Project. Further indirect benefits will also be associated with operation upon completion of the Project.

Training and Skills Development

The Port of Townsville is committed to engaging and training staff through development and upskilling programs. At the start of the works and during the life of the Project, the Port of Townsville will recruit a workforce to deliver the various requirements needed. Employment opportunities will be available with varying degrees of skilled and unskilled labour throughout the Project.

Once the workforce is established, the Port of Townsville will develop a training program for the Project Team. The program will be implemented by the Project Team. Key components of the training program are:

- Identification of skills represented in the Project workforce;
- Skill deficits and areas for improvement in the Project workforce;
- Site-based training events and locally provided training that may close the skills gap or improve overall skill levels of the Project workforce; and
- Opportunities to recognise and promote Project Team members' new skills and experiences.

By utilising the training program, the staff will be developed and coached on how to gain future work outside of the Port at the completion of the Project.

Capturing and Reporting of Local Industry Participation Plan Benefits

Performance measures and KPI reporting relating to LIPP will be incorporated in the management reporting for this Project. Quarterly reporting will be produced on local content for all procurement throughout the Project. These KPIs are detailed in the Project's Reporting Systems Management Plan.

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APPENDIX F – OVERVIEW OF THE PORT'S COMMUNITY CONSULTATION GROUPS

Community Liaison Group (CLG)

Port of Townsville Limited established the Townsville Port Community Liaison Group (CLG) in early 2017 following the success of the former Port Stakeholder Working Group (PSWG). The CLG's scope includes all facets of Port operations in its agenda, including the Channel Upgrade Project.

The CLG is comprised of community members and community groups/organisations that have a strong interest in Port operations, Port sustainability and future Port development plans. The CLG works in partnership with the Port team by providing feedback, opinions and input into our operations, stakeholder engagement and planning.

Current information about the CLG, its membership and minutes from quarterly meetings, are available on the Port's website.

Port Advisory Body (PAB)

The members of the PAB are Port Users who are regarded as the organisations who have current or future long-term interests in land or infrastructure leases in the port area and who are largely responsible for most of the tonnage traded through the Port of Townsville.

Current information about the role of the PAB and its membership is available on the Port's website.

Planning and Environment Working Group (PEWG)

The Planning and Environment Working Group (PEWG) is a sub-committee of the Port Advisory Body (PAB). The group collaborates on initiatives that support the ongoing sustainable port operations and future development through port master planning, integrated port wide environmental management, port-city interface planning and community engagement.

Current information about the PEWG is available on the Port's website.

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