

# Social Impact Assessment

**Supplementary material for assessing and managing the social impacts of projects under the Social Impact Assessment Guideline (July 2025)**

July 2025

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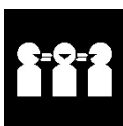
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### Contact us

Phone: 1800 001 048  
Email: [cpdinfo@coordinatorgeneral.qld.gov.au](mailto:cpdinfo@coordinatorgeneral.qld.gov.au)  
Web: [www.statedevelopment.qld.gov.au/cg](http://www.statedevelopment.qld.gov.au/cg)  
Post: PO Box 15517 City East Qld 4002  
Address: 1 William Street Brisbane QLD 4000 (Australia)

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Supplementary material for assessing and managing the social impacts of projects under the Social Impact Assessment Guideline (July 2025)

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# 1. Purpose

The *Strong and Sustainable Resource Communities Act 2017* (SSRC Act) requires a social impact assessment (SIA) for all large resource projects subject to an environmental impact statement (EIS) under either the *State Development and Public Works Organisation Act 1971* (SDPWO Act) or the *Environmental Protection Act 1994* (EP Act).

The object of the SSRC Act is to ensure residents of communities in the vicinity of large resource projects benefit from the construction and operation of projects. Part of securing community benefit is the requirement to prepare an SIA.

In accordance with the *Planning Act 2016* (Planning Act), development prescribed to be development requiring an SIA in the Planning Regulation 2017 must conduct an SIA. The SIA, as considered by the Planning Act, provides the foundation to inform the development and execution of a Community Benefit Agreement (CBA) with relevant parties. The requirements for SIA and CBA must be completed prior to submitting a development application.

In March 2018, the Social Impact Assessment Guideline (SIA Guideline) was prepared by the Coordinator-General identifying the requirements for preparing an SIA. The guideline was amended in July 2025 to include requirements for SIA under the Planning Act. The SIA Guideline is:

- a statutory instrument for:
  - resource projects in accordance with section 9(4) of the SSRC Act
  - development requiring social impact assessment in accordance with section 106(T) of the Planning Act, for uses prescribed in the Planning Regulation 2017, and
- a non-statutory instrument for non-resource projects where they are subject to an EIS process under the SDPWO Act or EP Act.

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

- community and stakeholder engagement
- workforce management
- housing and accommodation
- local business and industry procurement
- health and community well-being.

This non-statutory guidance has been prepared to support the SIA Guideline and provide direction on:

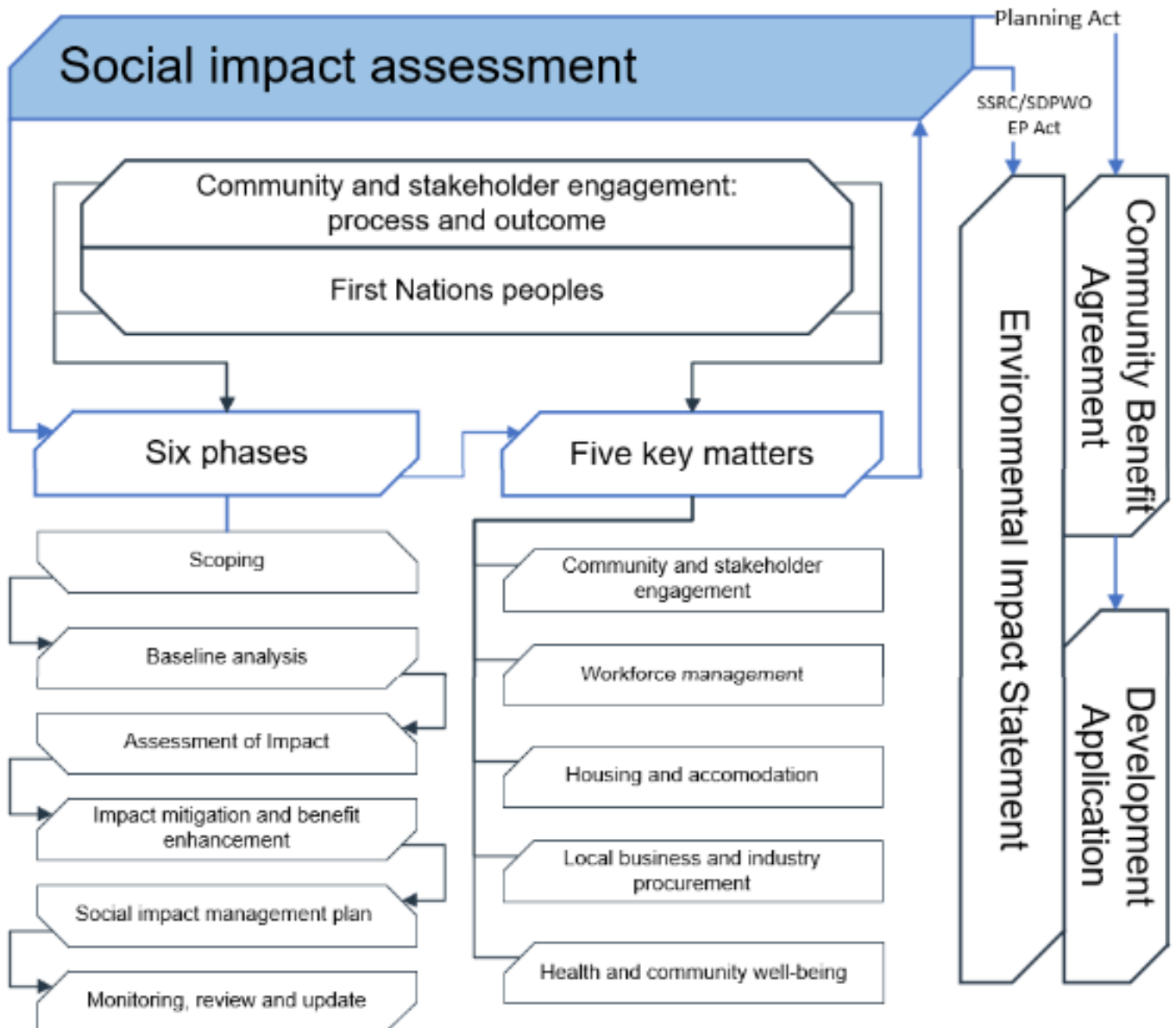
- the general requirements for the SIA process, including objectives, principles, who to engage and how to engage, and how to consider each key matter with regard to the six phases of the SIA:<sup>1</sup>
  - (1) Scoping: identification of issues to be considered
  - (2) Baseline analysis: potential baseline indicators and data sources
  - (3) Assessment of Impact: assessment of potential impacts and benefits
  - (4) Impact mitigation and benefit enhancement measures: methods to mitigate potential impacts and enhance benefits

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<sup>1</sup> The SIA Guideline lists a seventh phase, community and stakeholder engagement. See section 3.1 for a discussion of the treatment of community and stakeholder engagement by the Supplementary Material.

- (5) Social impact management plan (SIMP): details to be included in the plan relating to each key matter (which forms part of the SIMP)<sup>2</sup>
- (6) Requirements for monitoring, review and update: monitoring and review requirements, and example monitoring protocols
- addressing key matters required under the SIA Guideline, and their integration across the six phases
- carrying out an SIA that respects and considers First Nations peoples.

Figure 1 below illustrates how the SIA process, and its components, are expected to correspond and form part of the project evaluation as part of the overall project process.



**Figure 1 SIA process**

<sup>2</sup> For an SIA undertaken under the Planning Act, a SIMP is optional, but could be given effect through a subsequent CBA. For the purpose of an SIA undertaken under the Planning Act, references to a SIMP in this document should be taken to be circumstances where a SIMP has been identified and agreed as appropriate between the local government/s and the proponent. In circumstances where a SIMP is not prepared, a proponent may need to include additional information in the SIA report itself to ensure all relevant components of the SIA Guideline and this supplementary material are addressed. Refer to section 2.5 for further information on SIMPs.

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Each project is unique, and it is the proponent's responsibility to ensure that the methods used in the SIA are appropriate to the nature and scale of the project, the sensitivity of the social environment, and the scope and significance of the potential positive and negative social impacts.

This is a dynamic document, to be reviewed and revised over time to reflect changes to social values, assessment considerations and public expectations. Definitions for key terms used in this guidance are provided in Appendix 1.

## 2. General requirements for the SIA process

The SIA process can be arranged into six distinct but iterative phases (Figure 1). These various phases overlap and are most effective when applied across the project lifecycle.

Assessment of each of the five key matters should progress through each of the phases. The purpose and desired outcomes for each phase is summarised in Appendix 2.

### 2.1 Scoping

The outcomes of the scoping phase will inform the baseline analysis, community and stakeholder engagement activities and assessment of impact phases. Scoping is important because it focuses analysis on the potentially significant impacts of a project and ensures that proportionate depth and scope is applied.

For resource projects, it ensures that concerns of the potentially affected communities and stakeholders are considered early in the EIS process.

For an SIA undertaken under the Planning Act, the relevant local governments are the key contact for SIA scoping. Prior to commencing an SIA for an intended project, a written notice of intent must be provided to the relevant local governments advising of the intent to undertake and commence the SIA. This notice is to include an offer for the local governments to participate in the scoping of the SIA study.

Activities in the scoping phase typically include:

- describing the project
- determining the regulatory context
- defining the SIA study area, including identifying and profiling affected communities
- identifying stakeholders
- conducting a preliminary review of potential social impacts and benefits
- considering potential project design alternatives.

The SIA Guideline does not require preparation of a formal SIA scoping report. However, the scoping outcomes should be summarised in the project's initial advice statement and inform the methodology of the SIA. For SIA scoping under the Planning Act, the scoping report or initial advice statement is to be developed through consultation with the relevant local government.

#### 2.1.1 Describe the project

The proponent should assess those aspects of the project which would influence the scope of the SIA. This may include:

- project location and scale
- land acquisition and property access requirements
- timing



- specific construction activities (such as vegetation clearing, topsoil and subsoil removal, earthworks, grading works, establishment of site offices, installing temporary amenities, construction of the mine infrastructure area and processing facilities)
- specific operational-phase activities (including maintenance and decommissioning)
- core and ancillary infrastructure requirements, including, but not limited to:
  - resource extraction or processing infrastructure
  - site access and transport infrastructure
  - size, height, distance and visibility of infrastructure to sensitive receptors
  - supply of utilities including power and water
- workforce management arrangements, including numbers, source of workers (i.e. local resident, fly-in, fly-out), rosters, and housing and accommodation arrangements, both during construction and operation – noting minimums and maximums
- corporate principles, policies, standards and/or strategies, including those relating to social and environmental performance, occupational health and safety, employment and procurement.

Where specific detail is unknown, the SIA study should detail relevant assumptions and/or scenarios. For example, where specific workforce housing and accommodation arrangements are unknown at the time of SIA preparation, the SIA should assess all feasible scenarios (e.g. establishment of construction workforce camp, proportion of workforce to source accommodation in town, utilisation of nearby short-term accommodation providers). These assumptions and/or scenarios should be identified during the scoping phase and be clearly described and explained in the SIA report.

## 2.1.2 Determine the regulatory context

The regulatory and policy context relevant to the SIA for the project should be reviewed, taking into account local, state and commonwealth legislative, planning and policy requirements, as well as relevant industry guidelines. These are detailed for the key matters below. The review should discuss the consistency of the proposed project with the relevant requirements and objectives of the plan or policy in question, and whether these have informed the development of the project's design or aspects of the SIA.

## 2.1.3 Defining the SIA study area and profiling potentially affected communities

The SIA study area should identify the social and geographic boundaries for the SIA and reflect the scope of the potential social impacts of the project (both positive and negative impacts).

The base consideration for the SIA study area should be towns within 125km radius of the project for large resource projects. The SSRC Act provisions will apply to all towns within the 125km radius unless the Coordinator-General decides otherwise.

For development subject to SIA under the Planning Act, an SIA study area shall be determined through consultation with the relevant local governments, using towns within a 125km radius as a start point. Establishing the study area will include consideration of the social impacts of the project as defined by sections 106R and 106S of the Planning Act.

SIA studies commonly define the SIA study area as 'local study area', which incorporates those communities most likely to be directly impacted by the project, and 'regional' or wider study area', which incorporates those communities that are likely to experience less significant or indirect impacts.

Defining the SIA study area is not restricted to local and regional levels. If required, other levels can also be used, such as a transport impact study area, First Nations community study area, or a labour source study area. For example, the use of fly-in, fly-out (FIFO) workers for the project's operations can affect the communities located near a workforce accommodation village as well as those communities where the FIFO workers are sourced from.

The Australian Bureau of Statistics (ABS) statistical geographical areas<sup>3</sup> is commonly considered in defining the SIA study area, and includes statistical areas, urban centres/localities, and local government areas (LGAs). However, the SIA study area could also consider any other boundaries, including informal boundaries such as regional resource regions, catchments, areas of cultural significance, natural boundaries such as mountain ranges or boundaries nominated by a community. Defining study areas should generally adopt an 'area of influence' approach, which reflects the area affected by changes in economic, social and environmental conditions as a result of the project, requiring consideration of direct, indirect and cumulative impacts.

Determination of the SIA study area should be guided by profiling of potentially affected communities. The community profiling should have strong links to the key matters for an SIA (i.e. workforce, housing, local business, health and well-being). Profiling is the undertaking of social research; collecting background information on the characteristics of a community and the social environment in the pre-project state to understand how communities and stakeholders may potentially be affected by the project. Profiling may involve a qualitative assessment of trends and issues in the potentially affected communities, such as:

- community history, culture and key events that have shaped economic and social development and trends
- key industries in the region and any historical considerations, pressures or vulnerabilities experienced by these industry sectors
- community identity, values, issues and aspirations for the future.

Profiling of potentially affected communities during scoping should supplement the baseline analysis (see section 2.2) and provide insight into how different individuals or groups of people experience impacts differently (see section 2.3). For projects under the control of the SSRC Act or EP Act, the proponent and SIA study team may consult with the Office of the Coordinator-General in defining the SIA study area and profiling of potentially affected communities. For projects assessed under the Planning Act, local governments should be consulted on these matters.

The SIA report must clearly describe how and why the study area/s were defined. The SIA report should also include figures that clearly illustrate the boundary of the SIA study area/s and other locations of relevance to the SIA, such as the project footprint and supporting infrastructure and facilities.

## 2.1.4 Identify and profile stakeholders

A preliminary review should be undertaken as part of scoping to identify relevant stakeholders who are likely to be affected by, have an interest in, or have influence on matters relating to the SIA for the project (see section 3.1.3).

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<sup>3</sup> The Australian Statistical Geography Standard (ASGS) provides a framework of statistical areas used by the ABS and other organisations. [www.abs.gov.au/websitedbs/d3310114.nsf/home/australian+statistical+geography+standard+\(asgs\)](http://www.abs.gov.au/websitedbs/d3310114.nsf/home/australian+statistical+geography+standard+(asgs))

Early and effective engagement with key stakeholders, including communities and regulatory authorities, is critical to identification of key social issues and in determining the scope and methodology of the SIA study.

## 2.1.5 Preliminary review of potential social impacts and benefits

A preliminary review of potential social issues and benefits is necessary during scoping to establish the level of assessment and detail required in the SIA. Specific activities relating to the project, and the potential social change processes that may occur as a result of these activities, should be identified. A preliminary assessment of potential impacts and benefits should then be undertaken by considering the likely consequences of these social changes on potentially affected communities and stakeholders. The preliminary assessment is where potentially insurmountable social impacts, which could trigger a fundamental project redesign, should be identified (see section 2.1.6).

The preliminary review of potential social impacts and benefits should guide identification of relevant social indicators. A social indicator is a measure that describes the state or condition of aspects relating to the social environment, including of historical, current and emerging social trends. Social indicators are typically presented in the baseline analysis (see section 2.2).

Given the limited information available at this stage of the SIA process, this preliminary review of potential social impacts and benefits will typically be based on the professional judgement and project experience of the proponent and the SIA team. Where possible, the preliminary review should also be informed by early consultation with a diverse range of key stakeholders, in particular local government. This assessment is iterative and will be further developed as the SIA process progresses, and a more detailed understanding of the project and the social baseline and the characteristics and sensitivities of potentially impacted communities is obtained (see section 2.3).

## 2.1.6 Consider potential design alternatives

Potential project design alternatives should be considered during the scoping phase. Matters to consider include:

- location and proximity to sensitive receptors or areas
- location and type of ancillary infrastructure, including workforce accommodation villages and rail and transport routes
- regulator acceptance
- cultural considerations and stakeholder benefits.

Where a significantly adverse social impact is identified during the preliminary review of impacts (see section 2.1.5), potential project design alternatives should be considered to avoid or mitigate the significantly adverse social impact. For example, where it is identified that the project layout will result in the removal of an area of significant cultural value to the local community, a modification of the project layout should be considered in order to avoid the adverse social impact.

## 2.1.7 Justification for nominating the construction workforce under the SSRC Act

The object of the SSRC Act is to ensure that residents of communities in the vicinity of large resource projects benefit from the construction and operation of the projects. Where a project meets the definition

of a large resource project<sup>4</sup> under the SSRC Act, a nearby regional community<sup>5</sup> would be required for the project to be listed as a large resource project subject to the provisions of the SSRC Act. Large resource projects with a nearby regional community are subject to 100 per cent FIFO prohibition and anti-discrimination provisions of the SSRC Act.

These provisions only apply to operational workforces, unless the Coordinator-General decides, as part of the EIS evaluation for the large resource project, to include the construction workforce. Where a decision is made to include the construction workforce, the 100 per cent FIFO prohibition and anti-discrimination provisions would also apply to a worker employed during the construction phase for a project. A further discussion is at section 3.2.7.1.

The Coordinator-General has discretion to nominate large resource projects and nearby regional communities that are outside the base criteria in the Act, including, but not limited to, towns with a population of less than 200 people or increasing or decreasing the 125km radius for a project to include/exclude local towns as a nearby regional community. The Coordinator-General must notify the proponent in writing of any decision.

The nominal 125km radius identified in the SSRC Act refers to the straight-line distance from the large resource project's main access. The registered access point identified in the mining lease application is taken to be the main access to the large resource project.

As part of the SIA, the proponent can make representations on whether the project should be nominated by the Coordinator-General as a large resource project, subject to the provisions of the SSRC Act, and possible nearby regional communities. This should include justifications based on the local context, which may include, but is not limited to, towns impacted by the project, safe driving distance/time for workers and the ability of a community to service the resource project (i.e. employment, supply of goods and services by local businesses and existing services).

## 2.1.8 Scoping for projects assessed under the Planning Act

The object of the Planning Act is to establish an efficient and accountable system of land-use planning, to achieve ecological sustainability, which includes the maintenance of cultural, economic, physical and social wellbeing of people and communities.

The Planning Act was amended in July 2025 to make specific uses and development types, as prescribed by regulation, to be subject to SIA. SIA ensures that prescribed development addresses social considerations before a development application is lodged. This change promotes effective community engagement, allowing proponents to build social licence with local and regional host communities. By frontloading this obligation, proponents' commitments to address social impacts and deliver community benefits are formalised through an agreement, enhancing accountability, improving transparency in processes, and ensuring tangible benefits are delivered to the host community.

With this purpose in mind, scoping an SIA for a project under the Planning Act should take into account several additional factors. These include the timing of the assessment prior to the submission of a development application, the role of local government in the process and identification of appropriate areas of influence considering the scope of social impacts and impacts as stated in the Planning Act.

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<sup>4</sup> A large resource project means a project where an EIS was required, or that holds a site specific environmental authority, and is projected to have more than 100 workers.

<sup>5</sup> A nearby regional community means a town, the name of which is published on the department's website under section 13, that has any part within a 125 km radius of the main access to the project; or a greater or lesser radius decided by the Coordinator-General and notified in writing by the Coordinator-General to the owner of the project; and that has a population of more than 200 people or a smaller population decided by the Coordinator-General and notified in writing by the Coordinator-General to the owner of the project.

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As the SIA and subsequent CBA are required to be completed prior to submitting a development application for the relevant project, the process differs from the application under the SSRC Act. This difference may result in a pause between the completion of the SIA and the commencement of the project, as well as limitations on the availability of information that may not typically be known until during the development application process. To address this, the SIA report should provide clear explanations and robust logic behind the assumptions made, ensuring these considerations are effectively managed.

The Planning Act requires the local government, within whose LGA the project is located, to receive an SIA to inform negotiations of a CBA. However, social impacts from a specific project may extend to communities across multiple LGAs. In such instances, all relevant local governments must be afforded the opportunity to contribute during the scoping phase to achieve a mutually agreed and consistent approach across LGAs. Where multiple local governments will contribute to an SIA, Cross Agency Working Groups (CARGs) or similar governance arrangements may be necessary.

Lastly, while resource projects have a legislated minimum study area of 125km encompassing all communities within this radius, the appropriate size of the study area for prescribed development under the Planning Act is to be reflective of the size, scale and context of the relevant project. This should be explored and agreed in discussion with the relevant local government/s.

## 2.2 Baseline analysis

A social baseline describes the existing social conditions and trends within the SIA study area. It provides a benchmark against which social changes can be anticipated and potential social impacts identified. Baseline data should be collected in a transparent manner through credible and reliable sources, including input from community and other stakeholders.

There are generally three key steps in developing the baseline for the SIA: data collection, analysis and reporting.

### 2.2.1 Collecting baseline data

The baseline should involve collation of social indicators relating to the key matters outlined in the SIA Guideline and the social issues identified during the scoping phase. A social indicator is a measure that describes the state or condition of aspects relating to the social environment, including historical, current and emerging social trends. Social indicators may be quantitative or qualitative, and data should be sourced from both desktop research and field studies.

Principles to guide scope of baseline data collection include:

- providing the most detailed data for those aspects most likely to experience change or be impacted
- ensuring that the data is sufficiently detailed to provide a credible understanding of current social conditions.

**Table 1      Example data type, source and methods**

Type	Source	Example method of data collection	Example potential social indicators
Qualitative	Desktop research	Literature review, such as review of relevant state and local government plans and strategies, outputs of previous community and stakeholder engagement activities, and research papers	Community history Community values, attitudes and aspirations

Type	Source	Example method of data collection	Example potential social indicators
	Field studies	Geographic Information System analysis, such as review of aerial photography to identify settlement distribution	Land use Location of infrastructure
		Community and stakeholder engagement, such as community workshops, surveys and stakeholder interviews	Community values, attitudes and aspirations Social networks and community cohesion
		On-site observations, for example to understand access and connectivity patterns	Settlement patterns Access and connectivity
Quantitative	Desktop research	Modelling, such as with ABS census data, Queensland Government Statistician's Office (QGSO) population projections and other public and commercial quantitative data sources	Population change Labour market change
	Field studies	Visual survey, such as count and type of businesses and social infrastructure	Number and type of businesses Number and type of social infrastructure
		Community survey, such as to determine how many people utilise a public asset that could be impacted by a project	Community values

Using multiple data sources, including qualitative and quantitative data, will enhance the validity of the baseline analysis. Desktop research is not sufficient on its own to provide a baseline analysis, as a lack of participative primary data limits understanding of the existing social conditions and trends within the defined SIA study area. Some quantitative data collected for the SIA via desktop research may require validation through field studies. For example, the SIA study team may undertake a desktop survey of social infrastructure and community facilities available in the SIA study area. This should then be validated through field studies, such as a visual survey, to ensure the secondary data is accurate and relevant. Ground-truthing quantitative data through field studies and validation with other sources, including community and stakeholder engagement, is crucial to inform meaningful interpretation and analysis of social issues and trends.

### 2.2.1.1 Vulnerable and underrepresented groups

Special regard should be given to the identification of potentially vulnerable or underrepresented groups in the community and corresponding baseline conditions. Information about these groups and conditions within an affected community is expected to be gathered as part of the baseline data and validated.

Vulnerable and underrepresented groups may differ between communities, and may have overlap with other distinguishable groups, but generally are made up of persons who may disproportionately experience the negative impacts of a project. These groups may make up a small percentage of an affected community, and/or may have historically experienced, or currently experience, disadvantage owing to a particular characteristic. They may include:

- seniors
- persons with a disability
- culturally, linguistically, and religiously diverse people and groups

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- LGBTQIA+ people
- single-parent families
- people experiencing homeless
- low income, under- and un-employed people.

It is important that the attribute of vulnerability is not attached to people who may be characterised as belonging to a certain group. Whether a group is in fact vulnerable or underrepresented should be a product of analysis of the group and associated baseline conditions within the relevant context, and not an assumed fact.

Where vulnerable or underrepresented groups are identified in the baseline analysis, the SIA is to ensure that appropriate and sufficient consultation is carried out and particular attention is given to assessment of project impacts on the vulnerable group. Not all identified groups will experience impacts in the same way and detailed, nuanced analysis may be appropriate where research indicates that a group may be more significantly impacted, owing to an identified characteristic or social/cultural condition. Additionally, interaction between an identified vulnerable or underrepresented group and the five key matters identified by the SIA Guideline will be variable, and will require specific assessment of impact.

Section 4 focuses on the specific matters for consideration of potential matters relevant to First Nations peoples.

## 2.2.2 Analysing baseline data

The social indicators collected for the baseline analysis should be aligned, compared and analysed using appropriate social research methods to identify historical, existing and future social trends and issues. The analysis should identify patterns of social change against historical and broader trends (e.g. regional or state-level), and should be verified through community and stakeholder engagement, where possible. A discussion of the potential drivers of the social trends and issues should also be provided (see Box 1 for an example). Data may be presented in graphs and figures to facilitate identification and analysis of social trends and issues.

Data from larger geographical areas, such as ABS statistical areas level 4 and/or the State of Queensland, should be included where relevant for benchmarking purposes as a comparator for the SIA study area/s.

Analysis of baseline data may present evidence of compromised or poor existing conditions, especially for identified vulnerable and underrepresented groups and/or First Nations peoples (see section 4.2). This may be due to existing structural disadvantage, cumulative impacts from multiple projects, and other prevailing social and economic forces. Discussion of poor baseline conditions is expected, especially if materially worse in comparison to the baseline data for other groups, communities or regions. Discussion should consider how the remainder of the SIA will engage with the identified low baselines to materially improve conditions and avoid entrenching of pre-existing disadvantage.

### Box 1: Example analysis of population change indicators and trends

In 2021, the study area had an estimated resident population of 5,000 people. Over the ten years to 2031, the study area experienced a population decline with a loss of 500 people, decreasing at an average of 0.95 per cent per annum. Consultation with local government and community representatives indicated that the population decline was likely due to the closure of the town's Power Station in 2016, and the subsequent outmigration of former employees and their families.

### 2.2.3 Reporting baseline data

The baseline analysis should be reported in a logical format that clearly demonstrates a link to the key matters outlined in the SIA Guideline. All data tables and figures should be clearly labelled, including the period (i.e. year of data), geography (e.g. SIA study area or region) and population group (e.g. total population of SIA study area or labour force of LGA). The data must include reference to the original data source. The SIA report should include a description of how the data was accessed and analysed, and any assumptions or limitations should be noted.

## 2.3 Assessment of impact

The purpose of the assessment of impact is to identify the potential social impacts of a project and to assess their significance, with the objective of understanding how communities within the project's area of influence experience those impacts and the benefits of the project. The assessment of impact should be informed by the project description, baseline analysis, outcomes of community and stakeholder engagement and findings from other EIS studies. The assessment of impact should be applied to each stage of the project lifecycle.

Steps involved in the assessment of impact should include:

- identifying the social changes caused by a project activity
- identifying the social impact
- assessing the significance of the social impact
- assessing the significance of the social impact after management measures are applied (residual impact significance assessment).

The approach and methodology for identifying and rating the significance of social impacts should be clearly described in the SIA report.

As noted in the SIA Guideline, projects assessed under the Planning Act are bound by the definition of impact under section 106R and 106S of the Act. These state:

- (1) social impact in relation to development requiring social impact assessment, means the potential impact of the development on the social environment of a community in the locality of the development, including the potential impact of the development on—
  - (a) the physical or mental wellbeing of members of the community
  - (b) the livelihood of members of the community
  - (c) the values of the community
  - (d) the provision of services to the community, including, for example, education services, emergency services or health services
- (2) a reference to an impact in relation to development includes—
  - (a) a positive or negative impact of the development
  - (b) a direct or indirect impact of the development
  - (c) a cumulative impact of the development and other uses.

An assessment of impact under the Planning Act must consider the definition of 'social impact' and 'reference to impact' as identified in the Planning Act.

#### **Social Impact Assessment**

Supplementary material for assessing and managing the social impacts of projects under the Social Impact Assessment Guideline (July 2025)



## 2.3.1 Identifying and analysing social impacts

The potential impacts of the project – positive and negative, tangible and intangible – should be identified in the context of the social baseline and existing social change processes or trends. Quantitative and qualitative approaches to assessment of impact should be considered.

Factors to be considered when analysing potential social impacts include:

- the nature of the potential impact (i.e. positive or negative)
- the project stage the potential impact is likely to occur in (i.e. construction or operations, or both)
- the geographic scale of the potential impact (e.g. local or regional study area)
- the duration of the potential impact (e.g. long-term, short-term, permanent, temporary)
- the magnitude or intensity of the potential impact (i.e. the degree / extent to which it is likely to alter baseline conditions), and the indicators that can be used to measure this impact
- the stakeholder group or sensitive receptor likely to be affected by the impact (e.g. neighbouring landholder, local community, specific facility such as a school or hospital).

Analysis of social impacts should centre on evaluation of potential change in key indicators using an integrated approach that combines a range of qualitative and quantitative research and analysis methods. Methods should be selected in consideration of the outcomes of scoping and the objectives of the SIA. These methods typically include (but are not limited to) those outlined below:

**Table 2 Example methods to identify potential social impacts**

Method	Description / example
Professional judgement by subject matter specialists	Use of expert knowledge, such as from social science researchers or knowledgeable citizens
Participatory assessment (community and stakeholder engagement)	Use of community and stakeholder feedback, such as those relating to community cohesion, identity and amenity values
Trend extrapolation (incl. population multipliers)	Projections of current trends, such as population change or employment, into the future Extrapolated increases in population size are coefficients for the change in other variables, such as employment and demands for housing, infrastructure or services
Scenario analysis	Exercises to develop the likely, alternative or preferred future of a community or society; can be used to compare different outcomes (best versus worst case)
Computer-aided modelling	Modelling used in the EIS study (e.g. air, noise, traffic) which should be considered for the SIA Modelling previously conducted by the proponent, local government or other accessible sources to support activities, or, where available, data from comparable projects

Quantitative-focused social impacts may be identified through quantitative analysis such as trend extrapolation of matters including population, housing and employment. Quantitative analysis including trend extrapolation may help to understand possible future scenarios by making projections.

For example, trend extrapolation typically combines baseline information (i.e. population, housing stock, resident labour force) with information of a project activity or assumption (i.e. number of operational

workers who may relocate to the SIA study area, number of workers to be sourced from the SIA study area's existing labour force, and workforce housing and accommodation arrangements).

Quantitative analysis should provide insight on the effect of a social impact, such as on existing housing stock, labour supply and social infrastructure capacities in the SIA study area. The identification of quantitative social impacts should be supplemented with outcomes of community and stakeholder engagement activities where relevant. Box 2 provides an example of identifying a social impact through quantitative analysis.

#### Box 2: Example quantitative social impact

**Project activity:** 50 workers may relocate to the local area during project operations, with some bringing families and some as single workers.

**Potential social change:** Increase in demand for housing in the local area.

**Baseline condition:** As at January 2021, the local area had 25 dwellings available for sale or rent, which was equivalent to 10 per cent of the area's housing stock.

**Quantitative social impact:** It is estimated that there will be a demand for 50 dwellings in the local area, equivalent to 20 per cent of the local area's housing stock, which exceeds the number of dwellings listed for sale or rent. This level of demand is likely to increase rental prices and impact on housing affordability and availability, with the potential for displacement of low-income households in the local area.

Qualitative-focused social impacts may be identified by analysing the range of community and stakeholder views that have been documented for the SIA study. Analysis of community and stakeholder views should facilitate understanding of community and stakeholder aspirations, fears, values and perceptions of their environment and the proposed project.

The participative data obtained from community and stakeholder engagement activities is used to identify the nature of a social impact, such as changes to existing community values. Box 3 provides an example of identifying a social impact through qualitative analysis.

#### Box 3: Example qualitative social impact

**Project activity/assumption:** 50 workers may relocate to the local area during project operations, with some bringing families and some as single workers sharing dwellings.

**Potential social change:** Changes to community cohesion.

**Baseline condition:** The SIA community survey indicated a strong sense of community throughout the local area, with respondents agreeing that their community is family-oriented, cohesive and adaptive to change.

**Qualitative social impact:** Engagement with communities and stakeholders identified that an influx of around 50 workers and their families during project operations is likely to enhance community cohesion; it did not identify the likelihood of conflict or a change in the identity and values of the community.

Social impacts cannot be identified in isolation. The SIA should consider the findings of other specialist EIS or project associated studies, where available, as environmental impacts may have social dimensions which may result in social impacts. **Appendix 3** provides examples of how findings of other specialist studies may translate into social impacts. The SIA report, for projects undertaking an EIS, should include cross-references to the relevant EIS chapter or, alternatively, specialist project specific studies where relevant.

## 2.3.2 Assessing impact significance

The SIA Guideline requires the significance of potential impacts and benefits to be assessed, taking into account factors such as the probability, scale, duration and intensity of the impact, and the

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characteristics of the stakeholders or communities who may be affected. An impact significance assessment is an analysis of the extent to which potentially impacted communities and stakeholders may be affected. The assessment considers the acceptability of the project's consequential change to the baseline social conditions. Assessing significance helps to identify those impacts which require avoidance or mitigation management measures. Alternatively, the positive impacts can be enhanced through supporting measures.

Significance assessments may use probability-based or magnitude-based approaches. Both account for factors such as intensity, scale and duration of the potential impact, and the sensitivity or vulnerability of the receptor.

Probability-based approaches consider the likelihood and consequences of a potential impact, and evaluate significance based on the resultant level of risk. The consequences of impacts may be more significant where there are vulnerable communities that may be less resilient to change. The impacts may be different for the construction and operational phases of the project. A probability-based approach may also be used to assess the significance of positive impacts, for example, the probability of a local resident securing project employment.

A magnitude-based approach assumes that the identified risk will occur, assigns vulnerability criteria, and evaluates significance based on the likely magnitude of effect. **Appendix 4** provides an example of magnitude-based assessment methods.

Both probability and magnitude-based approaches can be suitable for assessing the significance of project benefits. The SIA study team should utilise an approach, or combination of approaches, most suited to the context of the project and associated SIA study area. A summary of key social impacts (positive and negative), categorised into direct and indirect impacts and considering cumulative effects of other projects, can assist understanding (e.g. through a significance assessment table). Additionally, a rationale for the rating should be provided prior to the application of the mitigation/ enhancement measure. For example, negative impacts may be high from increased demand for housing and require mitigation measures to minimise non-resident workers use of private accommodation.

Stakeholder feedback should be sought when assessing the significance of potential impacts. Determining significance without involving stakeholders cannot adequately reflect the range of experiences of the affected individuals and groups and adequately identify the differential distribution of impacts.

### 2.3.2.1 Gender and diversity

The assessment of impact should ensure that the variable effects of the project on certain groups and impact significance is identified and analysed. This would be informed by baseline analysis and engagement with stakeholders, including the identified vulnerable and underrepresented groups.

The impact analysis should avoid a gender-neutral approach and consider the variable impacts of the project on different groups. Gender-based impacts of major projects on host communities can be significant and wide ranging, directly connecting to all key matters of the SIA, including workforce management, housing accessibility, impacts to social/community cohesion and access to community services. For example, the mining and construction related industries have historically had a gender imbalance, with predominately highly paid male dominated workforces. This can disproportionately impact on women and other vulnerable groups living in resource communities (i.e. access to affordable housing). There may also be greater issues with perceptions of safety for women in communities where there is a significant FIFO or construction male workforce.

Gendered impacts can be broad in spectrum and may require a mixed approach of both quantitative and qualitative methodologies to identify, understand and assess the impacts, and determine impact

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significance. The assessment of impact may also consider the intersection of gender with other factors (i.e. age, ethnic background and social class). The impact management measures should be designed to address barriers identified or perceived by relevant stakeholders. The Queensland Government *Gender Analysis Toolkit* can provide guidance for use of a 'gender lens' in carrying out an assessment of impact for a project.

### 2.3.3 Residual impacts

A residual significance assessment is required to assess the extent of the impact after management measures have been applied (see section 2.4).

The management measures are expected to reduce potential social impacts of the project. The change in impact significance is a measure of the effectiveness of the proposed management measure. However, it is expected that some residual impacts would remain following implementation of management measures, and this should be described in the SIA report.

In the example of housing above (Box 3), the high impacts may be reduced through the measures adopted in the project's Housing and Workforce Accommodation Plan. The resulting residual housing impacts may now be categorised as low (assuming all the implementation measures are fully implemented). The assumptions behind the residual assessment should also be explained; for example, non-resident workers do not access private rental market and there is a steady and sustainable in-migration of permanent residents. These assumptions should be tested through implementation of the SIMP and subsequent monitoring and review (see sections 2.5 and 2.6). A residual low risk indicates that the mitigation measures will be sufficient and implemented accordingly. Medium and high residual risks may require improved measures or continued monitoring to confirm the adequacy of measures that maintain or reduce risk.

### 2.3.4 Cumulative impacts

The assessment of impact should, over the project lifecycle, consider potential positive and negative cumulative social impacts, which can vary in scale as well as spatial and temporal extent. Cumulative impacts can arise and compound from interactions between the proposed project and other past, current and future activities. This may include other major resource projects, industrial developments and project interventions as well as historic and current policy settings, which affect the social and economic context of the study area. The impacts of other activities and interventions should be considered over their own lifecycle in parallel with the expected lifecycle of the project subject of the SIA; as projects, policies or other activities and interventions mature and progress through their lifecycles, impacts may change.

Cumulative impacts may be tangible (e.g. additional burden on the capacity of health and education services) or intangible (e.g. long-term degradation of the sense of community cohesion). The potential impacts may be cumulative, where the impacts cause a greater sum quantity of impacts, or synergistic, where the interaction or combination of the effects of multiple projects have impacts that are potentially more intense or detrimental as a result of the interaction.

Identification of cumulative social impacts should link to baseline information on nearby large-scale projects, or where relevant multiple small-scale projects and other developments, including information on surrounding projects that have been announced, approved or are being constructed, and existing or proposed land uses. The cumulative impacts may also be raised by stakeholders during consultation or the public notification stage and should be identified in the SIA. These impacts should be quantified to the greatest extent possible utilising publicly available information from other projects and be informed by stakeholder consultation.

For projects assessed under the Planning Act, timing of the SIA prior to the submission of the development application must be considered when assessing cumulative impacts. Given the potentially significant timeframe between SIA and project commencement, it is considered best practice to limit cumulative impact assessment to known projects, in consultation with the relevant local government/s. In addition to the above broader considerations, the following is of interest:

- is there potential for data sharing/cumulative assessment across projects within a given LGA – the SIA requirements allow for combined processes for multiple planned projects, to the extent that they are reasonably comparable and agreed between all parties
- has a comparable project completed an SIA recently, with data held by the relevant local government/s – Local governments, as the key stakeholders, in agreement from relevant parties, could share data to simplify processes and avoid unnecessary assessment steps to be repeated in close temporal proximity
- what relevant and comparable data is currently available? Where appropriate, data from projects of a similar type or scale may be considered. However, it is important to apply rigorous methodological principles and critically assess the reliability of any data used in other comparable contexts. While data sharing can identify and mitigate cumulative impacts such as consultation fatigue, this should not come at the expense of collecting up-to-date, place-based contextual information.

**Table 3 Example cumulative impacts for each key matter**

Key matter	Example cumulative impact
Community and stakeholder engagement	<ul style="list-style-type: none"> <li>• Community and stakeholder engagement fatigue or overload due to multiple large, long-running projects at various lifecycle stages</li> </ul>
Workforce management	<ul style="list-style-type: none"> <li>• Competition for labour resources and labour shortages due to demand for workers by multiple projects in the same sector</li> <li>• Increased access to employment opportunities</li> <li>• Demand on local and regional education, training and development providers in excess of existing capacity</li> </ul>
Housing and accommodation	<ul style="list-style-type: none"> <li>• Intensified housing demand from multiple projects and industries</li> <li>• Competition for limited accommodation stock due to use of similar housing policies by different projects</li> <li>• Stress on local government planning processes and priorities which may be in excess of the capacity of the local government's resources, skills, personnel or size</li> </ul>
Local business and industry procurement	<ul style="list-style-type: none"> <li>• Competing business and industry demand for labour, infrastructure and material from both within and outside the project's sector</li> <li>• Capacity strain due to the procurement policies and practices deployed by other projects</li> </ul>
Health and well-being	<ul style="list-style-type: none"> <li>• Increased exposure to detrimental health determinants due to an increase in activities driven by multiple operating projects</li> <li>• Adverse community and social relations due to changes in community demographic</li> <li>• Negative mental health outcomes and projects associated with above-average negative mental health occurrences and changes in lifestyle (workers) or community dynamics</li> <li>• Increase demand for police, ambulance and fire and rescue services as a result of population increases, including increased numbers of non-residential personnel</li> </ul>

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## 2.4 Impact mitigation and benefit enhancement measures

Once potentially significant impacts have been identified, the SIA study team, in consultation with potentially impacted communities and stakeholders, must develop and document social impact mitigation and benefit enhancement measures (referred to as management measures).

Management measures must be outcomes focused, reasonable, relevant, transparent and monitorable. To achieve these criteria, measures should:

- be developed in collaboration with relevant communities and stakeholders
- utilise short-, medium- or long-term responses appropriate to the type and significance of impacts where relevant
- address all stages of the project lifecycle and be designed to be adaptive to changed circumstances over time
- support, strengthen or link to existing local, regional and state government plans, strategies and programs, in order to leave a positive legacy and enhance post development futures
- reflect or link to corporate policies, strategies and initiatives that are already being implemented by the proponent.

Management measures should mitigate or enhance as far as reasonably practicable and should address the cumulative social impacts identified in the SIA, where appropriate.

For projects assessed under the Planning Act, management measures identified during this step should be discussed with local government/s to inform future negotiation of CBA/s.

### 2.4.1 Impact mitigation measures

The SIA must demonstrate that the hierarchy of avoid-then-mitigate has been followed in developing management measures for all potentially significant negative impacts. Avoidance is considered the most acceptable management measure. It requires the project to identify and, where feasible, make changes to the project's design to avoid adverse impacts on communities. For example, the project may change workforce transport arrangements by providing buses to the mine site for workers resident in the local town, to avoid the impact of driver fatigue for workers at the completion of their shift. Where avoidance is not possible, adverse impacts should be mitigated. For example, the project may develop and implement an employee code of conduct about appropriate worker behaviour, to reduce the potential for conflict with the local community.

As discussed in section 2.3.3, it is expected that some residual negative impacts would remain following implementation of management measures.

### 2.4.2 Benefit enhancement measures

Potential benefits of the project should be enhanced where feasible. In particular, measures should enhance the quality of life or socio-economic conditions within the SIA study area. Measures should also complement the aspirations and values of the affected communities.

For example, project opportunities can be enhanced by including specific strategies to ensure employment training opportunities are targeted and accessible to the persons of that community.



## 2.5 Social impact management plan

Under the EIS process, a SIMP must be provided in the SIA report. The SIMP is to provide the practical basis for the implementation of management measures. The SIMP should cover the entire project lifecycle from project approval onwards and be reviewed and updated at regular intervals to monitor the effectiveness of management measures.

When undertaken as part of an EIS, the SIMP is mandatory and needs to be submitted together with the EIS, including relevant monitoring and updating information.

For an SIA undertaken under the Planning Act:

- the SIMP is a non-mandatory step of the SIA but serves as a best practice risk management approach
- the management measures identified through the SIA process may be documented through a SIMP and agreed through a CBA<sup>6</sup>
- a SIMP may also reference strategies that manage, mitigate or counterbalance a social impact, and is anticipated to be formalised in a CBA
- potential actions identified in the SIMP may be negotiated and included within a CBA
- wherever there is a reference to a SIMP in the SIA Guideline or the supplementary material, it will be necessary to determine whether the matter is relevant to the proposal, and if detail regarding the matter should be included in the SIA report in the absence of a SIMP.

The SIMP should be presented in a report format and prepared based on the following key matters outlined in Part 3 of the SIA Guideline:

- community and stakeholder engagement plan (see section 3.1.5)
- workforce management plan (see section 3.2.6)
- workforce housing and accommodation plan (see section 3.3.5)
- local business and industry procurement plan (see section 3.4.6)
- health and community well-being plan (see section 3.5.7).

The plans must include the detail outlined in Part 3 of the SIA Guideline, and should typically include:

- objectives and key performance indicators for the key matter
- a summary of SIA findings relevant to the key matter, including a description of impacts – positive, negative, direct, indirect and cumulative impacts
- a summary of the potentially affected communities and stakeholders relevant to the key matter, including their interests, issues, aspirations and potential partnerships with the project
- description of strategies, initiatives and policies to be developed to support the plan
- detail on the roles, responsibilities and monitoring and reporting requirements of proponents, government, stakeholders and communities throughout the life of the project
- a summary management plan, including the following detail:

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<sup>6</sup> CBA guidance published on the department's website provides further information on CBA processes.

- impact: identify the key significant impacts (both positive and negative) determined in the assessment of impact phase
- objective: identify the objective that the project seeks to achieve through the management of each impact
- management measure: document the management measure/s to be undertaken in order to meet the objective
- responsibility: identify the individual or party who will be responsible for implementation of the management measure
- management target: identify the target the project seeks to achieve through the management measure
- key performance indicators (KPIs): establish the KPIs that will be used for monitoring the extent to which the management measure is achieving the objective and target
- timing: identify how often monitoring of the impact will take place.

The SIMP should include as much detail as possible with the information available at the time. Where there is insufficient information, the proponent should provide an action plan within the SIMP to address the shortfalls.

## 2.6 Requirements for monitoring, review and update

Under the EIS process, the SIA Guideline requires the proponent to monitor implementation of the SIMP throughout the project lifecycle. Under the Planning Act, if a SIMP identifies the need for monitoring, review and update of the SIMP, this should be considered as part of informing the CBA for the project.

The purpose of implementation monitoring is to ensure that management measures remain current and effective over the project's lifecycle. Consistent with the principles of adaptive management, a monitoring framework and monitoring protocols should be developed for each management measure relevant to the key matters listed in the SIMP including, but not limited to:

- indicators for tracking impacts (based on the indicators used in the social baseline)
- timing and frequency for monitoring the impacts at various project phases across the project lifecycle
- where information will be sourced
- who will perform the monitoring, including any proposed community participation.

Appendix 4 contains an example of management measures and monitoring for local employment.

The monitoring phase involves collection, analysis and dissemination of information over time. This phase can assist in refining the SIMP, track the progress of social impact management approaches and identify changes needed, report to communities on how they are being impacted, and facilitate an informed dialogue with stakeholders around these issues. Stakeholder feedback can assist in many aspects of monitoring, such as collecting local data and participating in the development of monitoring strategies.

The monitoring program should address the seven key components described in the SIA Guideline:

- (1) Impact: list the key health and well-being impacts and benefits determined in the assessment of impact stage

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- (2) Objective: identify the objective/s that the project seeks to achieve through the management of each impact or benefit, and the quantitative or qualitative target the project seeks to achieve through the management measure
  - (3) Management measure: document the management measure/s to be undertaken in order to meet the defined objective/s
  - (4) Responsibility: identify the individual or party who will be responsible for implementation of the management measures
  - (5) Timing: identify how often monitoring of the impact will take place
  - (6) KPIs: establish the KPIs that will be used for monitoring the extent to which the management measure is achieving the objective/s and target that have been set
  - (7) Update: describe mechanisms for update management measures, and the triggers for doing so with reference to the other components of the framework.

As part of the monitoring program, the proponent should identify social indicators which can be utilised to assess changes to baseline conditions as a result of the project. Indicators used in the scoping and baseline analysis phases of the SIA should be used where possible, however additional indicators can be identified if necessary. Indicators should be developed according to the SMART principles: specific, measurable, achievable, realistic and time-limited. Where appropriate, the SIA should include social indicators that track the status of distinct groups identified during profiling, especially vulnerable and/or underrepresented groups.

Development of elements of the monitoring framework, including indicators and update mechanisms, can benefit from stakeholder engagement. Feedback from stakeholders can inform initial indicators and assist in determining updates to or addition of new indicators. Ongoing involvement in monitoring, including mechanisms for participatory monitoring, may enhance the benefit and provide ongoing community connection with the project.

Ongoing monitoring ensures the effectiveness of the identified management measures, and helps to determine whether corrective actions should be implemented if management measures are found to be ineffective.

## 3. Addressing key matters required under the SIA Guideline

### 3.1 Community and stakeholder engagement

Community and stakeholder engagement is necessary to inform the development of the SIA and the monitoring of the SIMP. Community and stakeholder engagement for the SIA should be undertaken as early as possible in the SIA process and be an iterative process.

Community and stakeholder engagement is one of the five key matters identified in the SIA Guideline. However, engagement is required throughout all phases of the SIA process and across all the key matters. The range, quantity and quality of engagement should be examined both as a stand-alone key matter and as a component of each other key matters of the SIA. The engagement throughout the SIA relates to the characteristics and quality of the relationship between the proponent, communities and stakeholders.

While community and stakeholder engagement should be coordinated across the project to ensure SIA engagement complements broader EIS or other project engagement (thus reducing the risk of engagement fatigue), SIA engagement should be targeted to inform the development of the SIA and SIMP.

Under the Planning Act, an SIA is required to be completed before lodging a development application. Consequently, multiple projects within the same local area may undergo simultaneous SIA processes. To mitigate engagement fatigue arising from the cumulative impacts of overlapping SIAs, local government/s should be consulted to ensure effective coordination. There is also opportunity for combined engagement processes, subject to the agreement of the relevant parties.

#### 3.1.1 Community and stakeholder engagement objectives

Community and stakeholder input play an important role in understanding the social context, assessing potential social impacts and developing management measures. As described in section 3.1, while desktop research may provide a develop a broad understanding of the existing social context, it is necessary to engage with communities and stakeholders to understand how they may experience and perceive social impacts, negative impacts, and to effectively manage unavoidable residual social impacts.

The objectives of community and stakeholder engagement during the SIA process may include:

- providing a better understanding of the values, knowledges and experiences of the different community and stakeholder groups
- providing opportunity to validate and verify secondary data
- helping the potentially impacted communities and stakeholders understand the project and its implications
- helping improve project design.

Table 4 presents examples of desired outcomes for community and stakeholder engagement across the SIA phases to enhance benefits, mitigate negative impacts, and effectively manage unavoidable residual social impacts.

**Table 4** Example objectives for community and stakeholder engagement across SIA phases

SIA phase	Desired outcome of engagement
Scoping	<ul style="list-style-type: none"> <li>Understand who is likely to be impacted and how</li> <li>Key stakeholders involved in reviewing and defining the scope of SIA</li> </ul>
Baseline analysis	<ul style="list-style-type: none"> <li>Understand the values and characteristics of potentially affected local and regional communities and stakeholders</li> <li>Understand existing and future government priorities, initiatives and programs</li> <li>Ground-truth quantitative data findings, verify secondary data, and address data gaps</li> </ul>
Assessment of impact	<ul style="list-style-type: none"> <li>Knowledge and experience of communities and stakeholders inform identification and assessment of impacts</li> <li>Understand differing levels of impact significance across stakeholder groups</li> </ul>
Management measures	<ul style="list-style-type: none"> <li>Management measures are developed in consultation with potentially affected stakeholders to ensure appropriate and meaningful management measures are developed reflecting interests of stakeholders</li> </ul>
Social impact management plan	<ul style="list-style-type: none"> <li>Roles and responsibilities of stakeholders are clarified throughout the project's lifecycle, including how their feedback will be incorporated in monitoring and community participation in monitoring</li> </ul>
Monitoring, review and update	<ul style="list-style-type: none"> <li>Engagement with stakeholders continues over the project lifecycle and throughout of monitoring, including ongoing engagement with those stakeholders with roles and responsibilities identified in the SIMP</li> <li>Consultation on proposed updates to the SIMP, where monitoring and engagement identifies the need for updates to address community expectations</li> </ul>

### 3.1.2 Community and stakeholder engagement principles

Community and stakeholder engagement undertaken for the SIA is to be participatory. While engagement requirements will vary significantly between projects, the principles of inclusive, respectful, meaningful and tailored should be applied (see Table 5).

**Table 5** Example community and stakeholder engagement principles and their relevant to the SIA process

Principle	Description	Example application to SIA process
Inclusive	Identifying and involving the full diversity of potentially affected people	Equal opportunity is provided for all interested stakeholders to participate in the SIA community and stakeholder engagement program, including traditionally under-represented stakeholders
Respectful	Acknowledging and respecting the expertise, perspective and the needs of stakeholders	Engagement is a two-way process and considers all views and perspectives raised by stakeholders
Meaningful	Making it possible for potentially affected people to influence a decision	Stakeholders are provided with sufficient information about the project to allow them to make an informed assessment of the potential effects that the proposed activities may have on them, and feedback is genuinely considered and addressed by the proponent

Principle	Description	Example application to SIA process
Tailored	Adopting engagement approaches that respond to the needs of different stakeholder groups	SIA community and stakeholder engagement program is customised to take into account the scope and potential impacts of the project, and to align with stakeholders' aspirations, conditions and preferences

The proponent may customise and apply community and stakeholder engagement principles that fit the context of the project and to the aspirations of communities and stakeholders. Proponents may seek input from stakeholders in designing how they participate.

Community and stakeholder engagement activities undertaken for the SIA should adhere to good practice ethical conduct, such as to the International Association of Public Participation's (IAP2) Code of Ethics, the National Statement on Ethical Conduct in Human Research (National Health and Medical Research Council, 2007) and privacy laws, where applicable. Typical matters to consider in ensuring ethical conduct in engagement activities include:

- respecting people's privacy, allowing them to communicate their views anonymously, if they desire
- reporting of findings in the SIA does not identify any individuals (unless with explicit permission to do so)
- stakeholders have a clear understanding of how their contributions will be used and the degree of influence their input will have on the SIA and overall project design.

The SIA report should clearly describe the principles adopted for the community and stakeholder program undertaken for the SIA.

### 3.1.3 Who to engage

A preliminary identification of potentially impacted communities and stakeholders should be undertaken during the scoping phase of the SIA. Stakeholder analysis should inform the scope of the engagement program for the SIA and identify what level and type of community engagement is appropriate for each stakeholder group.

The approach to identifying types of communities and stakeholders relevant to the SIA process may involve:

- identifying and defining the characteristics of key stakeholders
- assessing the manner in which they may affect or may be affected by the project, and the type of input they can provide to the SIA process
- understanding the relations between stakeholders, including an assessment of the real or potential conflicts of interest and expectations between stakeholders
- assessing and understanding the capacity of different stakeholders to participate.

This approach may help clarify community engagement objectives relevant to the SIA study. The SIA report must include a description of how stakeholders were identified and provide a summary profile of the identified stakeholders.

### 3.1.4 The role of local government under the Planning Act

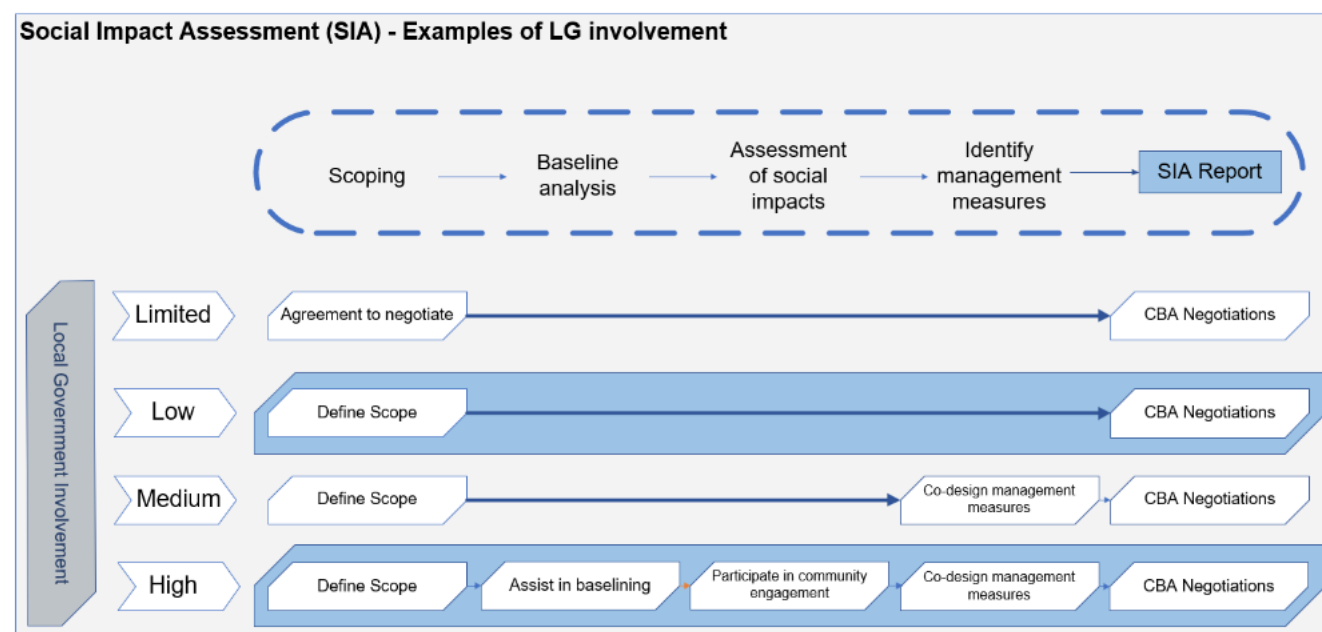
Early engagement with all relevant local governments is encouraged to determine their role and involvement in the SIA process under the Planning Act. While in a majority of circumstances it is anticipated that the local government for the LGA area in which the development is located will be the

lead local government for the SIA process, this may not always be the case. The role and level of engagement with different local governments may vary.

Various local government engagement scenarios may arise, ranging from limited to low, medium, and high involvement. Figure 2 below illustrates non-exhaustive examples of activities local government may choose to participate in during the SIA development process. Project proponents are encouraged to discuss the local governments level of involvement and capacity desired by that local government throughout the SIA process. This approach ensures, at a minimum, local government awareness of the process, and prepares the local government for negotiations concerning the CBA to be informed by the SIA process.

At a minimum, local government involvement is recommended during the scoping phase of the SIA and again at its conclusion, prior to negotiations for the CBA. These two key points of engagement reflect the local government's critical role in representing their community during CBA negotiations. Early engagement, particularly during the scoping phase, is vital as local government is well-positioned to provide guidance on defining the SIA study area, which is an essential step in accurately shaping the scope of the assessment. Later-stage engagement is similarly important for testing potential management measures within the SIMP and/or ensuring the SIA report is in a form that will support CBA negotiations.

Section 3.1.5 provides further information on how to engage with local governments and an indicates matters of likely interest for local governments.



**Figure 2 SIA – Local government involvement**

### 3.1.5 How to engage

Community and stakeholder engagement incorporates a wide range of methods and approaches. Matters to consider when determining engagement approaches include the objective of engagement, the specific stakeholder or stakeholder group to be engaged, and the type and level of engagement required.

The extent and type of engagement undertaken will vary for each project, depending on the social issues, trends, project complexity and potential level of impact. Each engagement activity should be tailored to the interests and needs of the stakeholder group being engaged, as well as the objective of

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the engagement. The potential for engagement fatigue should also be considered in the design of the engagement approach, and the risk of engagement fatigue for potentially affected communities should be reduced where possible. The fact that community stakeholders are engaging in their own time, and have other roles and duties in their lives that may affect the capacity for involvement, should be a guiding principle in designing engagement approaches.

It is likely that the SIA will need to use a variety of different methods to engage different groups throughout the project, including different levels of participation for different stakeholder groups. These methods should be responsive to the level of participation expected or required from various stakeholders in accordance with the SIA Guideline.

**Table 6 Community and stakeholder engagement methods**

Method	Example mediums	Application to SIA
Ensuring open access to information and clear paths to further engagement	<ul style="list-style-type: none"> <li>• Newsletters and factsheets</li> <li>• Websites</li> <li>• Newspapers</li> <li>• Social media</li> <li>• Emails</li> </ul>	Inform stakeholders of project information, including aspects of project design, SIA process, and engagement opportunities. Ensuring access to information in an on-demand format to suit the needs and constraints of stakeholders
Consulting and involving stakeholders in the assessment process	<ul style="list-style-type: none"> <li>• Forums/meetings/ presentations</li> <li>• Survey research</li> <li>• Individual interview</li> <li>• Public comment / submissions</li> <li>• Public meetings</li> <li>• Open days</li> </ul>	Consult with stakeholders to obtain data and input to validate baselines, identified impacts and management measures. Provide feedback and sustain dialogues with stakeholders to allow sharing of views and knowledge over time
Partnering in planning and outcomes	<ul style="list-style-type: none"> <li>• Community reference groups</li> <li>• Advisory groups on key matters (i.e. housing) with relevant stakeholders</li> </ul>	Collaborate and partner with communities and stakeholders to ensure their input informs preparation of SIA, with a view to providing a means for direct involvement in decision-making across project stages

Communities and stakeholders may already have a history of engagement with prior projects, or may be currently engaged on another nearby project. The design of the community and stakeholder engagement program for the SIA should consider the historical engagement context that the project is entering into and understand potential or likelihood of engagement fatigue.

### 3.1.5.1 Engagement with specific groups

Community and stakeholder engagement activities should be accessible to ensure there are no barriers to participation and to encourage involvement of all relevant stakeholders. Engagement activities should take place in locations with high levels of physical accessibility to facilitate the participation of all community members, including people with disability, older people and parents with young children. Presentation of information should be in accessible formats including Auslan, braille and plain English. Consideration should be given to providing information in alternative languages. Online information should be accessible by screen readers for people with vision impairment. Engagement activities should allow for alternative methods to obtain information for people with literacy limitations.

Engagement collateral should be jargon-free, accessible and directly relevant to the stakeholder group being engaged. Engagement activities and collateral should be within the legal or policy requirements of



working with specific groups, such as the Queensland *Anti-Discrimination Act 1991*. Consideration of tailored approaches should be given to:

- First Nations communities
- older people
- young people
- people with disability
- people from culturally and linguistically diverse backgrounds
- disadvantaged and homeless people.

Proponents should be mindful that approaches for one specific group may not be appropriate for others. Seeking out key individuals and associations within a specific group may assist in designing an engagement approach that works best for each group, such as the best engagement techniques, communication styles and meeting locations. Each specific group should also be afforded enough time to properly engage with the project and SIA process, which may differ depending on the group.

### 3.1.5.2 Stakeholder engagement with local governments

This section provides specific guidance for proponents undertaking local government engagement for projects being assessed under the SSRC Act, as well as guidance on engagement with local governments for projects assessed under the Planning Act. Advice on other community and stakeholder engagement is addressed under each key matter in sections.

The SSRC Act and SIA Guideline recognise that local governments are a key stakeholder in the SIA process – section 9(5) of the SSRC Act states: “In preparing the SIA... the owner or proponent must consult with the local government of the local government area in which the large resource project is situated”.

For projects under the Planning Act, section 3.1.4 of this document provides further information on the role of local governments.

Local governments provide a range of infrastructure, utilities and services to residents within their LGAs. Local governments also assess development applications and make key land use planning decisions. Large projects are likely to have an impact on all of these matters. For example, project machinery and equipment may utilise local roads to access the site, on-site facilities may require connection to council water and sewerage services, the sudden influx of workers may affect availability of housing and demand on local services, and the presence of the project itself may affect future local government land use planning and development assessment decisions. If not appropriately managed, communities may experience negative outcomes such as infrastructure deterioration, reduced service capacity, housing shortages, and avoidable land use conflicts.

Local governments also have extensive local knowledge and can provide feedback to proponents regarding the potential impacts and benefits of a project for local and regional communities, and suitable strategies to mitigate negative impacts and enhance benefits.

Key SIA-related matters which are typically of interest to local governments include:

- employment and training opportunities for local residents
- influx of the project workforce, and associated matters such as workforce housing and accommodation arrangements, and demand on local social and health services
- project infrastructure and utilities requirements, including transport, power, water and waste

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- opportunities for local businesses
- potential project impacts to community health, safety, or amenity
- project-related land acquisition and land use change
- potential cumulative impacts from projects in the region.

Proponents should engage with local governments at an early stage in the SIA process, and this engagement should continue throughout the project lifecycle.

The Coordinator-General will seek feedback from local governments on SIA-related matters as part of a statutory EIS process. Table 7 below provides an overview of engagement opportunities with local government throughout all phases of the SIA process.

The SIA report must detail the proponent's engagement with local government including how and when they were consulted, feedback received, issues raised (including the means by which these have been or will be addressed), and details of the outcomes of the discussions, including any negotiations or agreements entered into. The SIA should also detail how feedback from local government has informed the various phases of the SIA process.

**Table 7 Opportunities to engage with local governments throughout the SIA process**

<b>SIA phase</b>	<b>Potential local government involvement</b>
Scoping	<ul style="list-style-type: none"> <li>• Provide feedback to proponent on proposed project</li> <li>• Assist proponent in identifying potentially affected communities</li> <li>• Provide feedback to Coordinator-General on draft terms of reference (ToR) (SSRC Act, SDPWO Act or EP Act)</li> <li>• Agree on minimum scope, mandatory assessment metrics and local government involvement throughout the SIA process (Planning Act)</li> </ul>
Baseline analysis	<ul style="list-style-type: none"> <li>• Provide supplementary information for community profiles to the proponent. For example, community history, community values, housing trends and local industries</li> </ul>
Community and stakeholder engagement	<ul style="list-style-type: none"> <li>• Advise proponent on key community stakeholders, and provide comment on proposed engagement strategies</li> <li>• Provide support to the proponent's community engagement activities, for example assisting with facilitating engagement forums</li> <li>• Provide feedback to the Coordinator-General or local government and proponent regarding community sentiments about the project</li> </ul>
Assessment of impact	<ul style="list-style-type: none"> <li>• Advise proponent on potential impacts to local and regional communities, and to other matters within local government remit. For example, impacts to services and infrastructure</li> <li>• Engage with the Coordinator-General's cross-agency reference group(s) where relevant</li> </ul>
Impact mitigation and benefit enhancement	<ul style="list-style-type: none"> <li>• Advise proponent on suitable impact mitigation and benefit enhancement measures</li> <li>• Establish relevant negotiated agreements with the proponent to mitigate project impacts (for example CBA under Chapter 3, Part 6B, of the Planning Act, or Infrastructure Agreements under Chapter 4, Part 4 of the Planning Act)</li> </ul>
SIA report	<ul style="list-style-type: none"> <li>• Provide feedback on the draft SIA report, including the SIMP</li> <li>• Utilise data to engage with local government in CBA negotiations</li> </ul>

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SIA phase	Potential local government involvement
SIMP implementation (including monitoring, review and update)	<ul style="list-style-type: none"> <li>• Provide feedback to the proponent and Coordinator-General or local government regarding effectiveness of the SIMP</li> <li>• Review proposed updates to the SIMP</li> </ul>

### 3.1.6 Guidance for the preparation of a community and stakeholder engagement plan

The SIA Guideline requires the preparation of a community and stakeholder engagement plan, to be included in the project's SIMP, or where there is no SIMP, inclusion in the final SIA report. The community and stakeholder engagement plan should provide a practical basis for the implementation of community and stakeholder engagement related management measures identified during the impact mitigation and benefit enhancement phase of the SIA.

To meet the requirements of the SIA Guideline, the community and stakeholder engagement plan should:

- profile the potentially impacted communities and stakeholders, including their interests and relevance to the project
- identify objectives and key performance indicators for ongoing engagement throughout the project lifecycle
- provide detail on management measures involving engagement with communities and stakeholders, and describe processes for incorporating stakeholder feedback into the future development of project-specific management measures
- provide detail of any stakeholder agreements to be negotiated, including agreements with state and local government agencies
- outline a complaints management process for the life of the project
- provide detail on mechanisms to support a regular review of the effectiveness of community and stakeholder engagement throughout the project lifecycle.

These requirements are reviewed in further detail in sections 3.1.5.1 to 3.1.5.4.

#### 3.1.6.1 Profile of communities and stakeholders

The community and stakeholder engagement plan should include a profile of potentially impacted communities and stakeholders. The profile should include and summarise the relevant information outlined in section 2.1.4 and be supported by data gathered through baseline analysis (section 2.2).

#### 3.1.6.2 Objectives and key performance indicators

The SIA Guideline requires the community and stakeholder engagement plan to include a monitoring and reporting framework, which provides details of the objectives and key performance indicators for tracking the desired management target or outcome sought for each identified social impact, including benefits.

For projects under the Planning Act, objectives and key performance indicators should be considered as part of informing the CBA for the project. Objectives and key performance indicators may be considered to be appropriately monitored through the maintenance of the CBA for the project and any reporting framework that is agreed to be included in the CBA.

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### 3.1.6.3 Management measures – including processes for incorporating stakeholder feedback

The community and stakeholder management plan should include a description of the proposed strategies to engage communities and stakeholders to implement and monitor the management measures. Details of how these management measures will be embedded within the projects' overall management system and monitored throughout the lifecycle of the project should be provided.

### 3.1.6.4 Community and stakeholder engagement policies and strategies

Key policies and strategies for the project relevant to community and stakeholder engagement should be described within the community and stakeholder engagement plan in the SIMP.

The policies / strategies should include the relevant actions to implement the management measures. They should also describe the potential partnerships with relevant stakeholders and comply with the relevant regulations and standards.

The community and stakeholder engagement plan should include detail on the complaints management process. A complaints management process should be locally based, formalised way to accept, assess, and address complaints from members of nearby communities concerning the performance or behaviour of the project, its contractors and employees.

Processes for responding to community complaints may include:

- timeframes for contact of complaint
- undertaking investigations into the likely cause of the complaint and assessing existing relevant management measures
- additional management measures, if required, which are to be included in the SIMP, or the final SIA report
- accurate recording of all details regarding complaints in a Complaints Register.

If a trend in complaints is noted (e.g. regular or increasing complaints about an issues), the proponent should consult with relevant communities and stakeholders to identify the reason for the trend and any corrective actions required. The proponent should provide detail on a process in the event a complainant is dissatisfied with how the complaint was resolved, such as mediated discussions by an independent party.

## 3.2 Workforce management

Workforce management is a key matter prescribed under the SIA Guideline relating to the assessment and management of potential impacts of the project workforce, including employees and personnel engaged by the principal contractors and subcontractors, during construction and operational phases of a project.

### 3.2.1 Scoping

#### 3.2.1.1 Establish the relevant regulatory and policy context

The regulatory and policy context relevant to workforce management for the project should be defined, taking into account local, state and commonwealth legislative, planning and policy requirements. The relevant industry guidelines applicable to workforce management that govern a range of matters may include:

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- recruitment practices
- working conditions
- roster planning
- health, safety and well-being of workers.

In addition to the requirements of the SSRC Act, Planning Act and SIA Guideline, relevant legislation, policies and guidelines may include:

- *Industrial Relations Act 1999*
- *Anti-Discrimination Act 1991*
- *Mines Legislation (Resources Safety) Amendment Act 2018*
- *Coal Mining Safety and Health Act 1999* and Regulation 2017
- *Mining and Quarrying Safety and Health Act 1999* and Regulation 2017
- *Petroleum and Gas (Production and Safety) Act 2004* and Regulation 2004
- *Public Health Act 2005*
- *Work Health and Safety Act 2011* and Regulation 2011, and supporting code of practice notes
- *Electrical Safety Act 2002*
- the Department of Resources (DOR) and Resources Safety and Health Queensland recognised standards, guidelines and guidance notes, including:
  - QGN14: Effective safety and health supervision
  - QGN16 Fatigue risk management
  - RS11: Training in coal mines
- other relevant codes and good practice guidance for workforce management, including:
  - Queensland Resources Council Blueprint for Mental Health and Well-being
  - International Finance Corporation Environmental, Health and Safety guidelines for industries.

### 3.2.1.2 Profile of the project workforce and proposed management approach

The likely project workforce requirements and proposed management approach during both the construction and operational phases of the project should be determined at an early stage in the assessment process. This information is required to inform the preliminary review of potential impacts (section 3.2.1.5). This detail should be further refined as the SIA progresses and incorporated into the workforce management plan (section 3.2.6.1).

A profile of the project workforce and a description of the proposed management approach should be identified during the scoping phase. Relevant information to be collated during this phase should include:

- preliminary estimate workforce requirements for construction and operational phases, including direct and indirect full-time equivalent (FTE) jobs
- skill and qualification requirements, including – where known – skill type (i.e. skilled, semi-skilled or unskilled)
- proposed and/or existing training and skills development initiatives for the project, such as apprenticeships and vocational training programs, including for First Nations peoples

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- proposed housing and accommodation options for the workforce
- workforce roster and shift arrangements, including transport and logistics
- existing and/or planned workforce physical and mental health and well-being policies and programs.

A clear rationale should be provided for the direct (i.e. workers, including contractors and subcontractors, who are employed by the project) and indirect (i.e. workers involved in the supply of goods and services to the project) job projections. At a minimum, the SIA should include an estimate of the average annual number of FTE jobs during construction and operations. Any project workforce assumptions should also be stated.

### 3.2.1.3 Define the SIA study area and profile potentially affected communities

When defining the spatial scope and boundaries of the SIA study area, workforce management related factors, such as the location of potential labour source communities, workforce accommodation facilities and potential impacts from the project and other associated proposed projects, should be considered.

A preliminary profile of workforce related characteristics of potentially affected communities within the SIA study area should also be developed, taking into account aspects such as:

- key industries and economic activities
- levels of education and training
- employment status and workforce capacity.

Further clarification of the preliminary profile is provided in the baseline analysis (section 3.2.2).

### 3.2.1.4 Identify relevant stakeholders

A preliminary review of relevant stakeholders who are likely to be affected by, have an interest in, or have influence on workforce management matters for the project should be undertaken as part of scoping. This includes stakeholders who should be engaged to support the development of the workforce management plan (section 3.2.6.1).

### 3.2.1.5 Preliminary review of potential impacts and benefits

A preliminary review of potential impacts and benefits establishes the level of assessment and detail required in the SIA. Specific activities related to workforce management for the project, and the potential social change processes that may occur as a result of these activities, should be identified.

A preliminary assessment of potential impacts and benefits should then be undertaken by considering the likely consequences of these change processes for potentially affected communities within the SIA study area. Consideration of a variety of scenarios, consisting of several different approaches to workforce management (e.g. variation in sourcing locations) may assist in identifying the impacts and benefits and allow for comparative analysis.

## 3.2.2 Baseline analysis

The social baseline provides a benchmark against which potential workforce management impacts (including holistic consideration of the potential impacts from the project and other associated proposed projects) can be assessed.

The baseline analysis should profile all aspects of the local and regional labour market that may be impacted by the project, and should analyse both the current situation, as well as changes and trends over time. This should typically include:

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- a profile of the resident labour force
- a profile of the working population
- an analysis of labour demand
- identification of relevant local and regional training and development providers and their capacities.

The extent of the analysis and level of detail required will be determined by the outcomes of the preliminary assessment of impact conducted during the scoping phase of the SIA (section 3.2.1.5).

### 3.2.2.1 Indicators

To understand the dynamics of the local and regional labour market, the baseline should document key indicators and their patterns of change against historical and broader trends (e.g. regional or state-level). These may include:

- changes to the size of the resident labour force, including unemployed persons, persons from under-represented groups, and those employed in industries and occupations relevant to the project
- changes to the quantity of jobs, including in relevant industries and occupations
- changes to employment capacity (the proportion of jobs held by those residents in the local community), including in relevant industries and occupations.

Where relevant, the baseline should also provide future employment projections, taking into account factors such as population forecasts and projected changes in labour demand due to industry development.

### 3.2.2.2 Sources of data

The baseline analysis should contain both quantitative and qualitative data sourced from desktop sources and field studies. Example sources of quantitative data include:

- ABS Census Community Profiles and Working Population Profiles
- Queensland Regional Profiles, Government Statistician's Office
- ABS Labour Force Survey via Australian Government Department of Jobs and Small Business Labour Market Information Portal
- ABS Survey of Disability, Aging and Carers
- ABS Business Register
- Australian Industry Group Construction Outlook Survey
- Black Business Finder
- Supply Nation.

Where possible, data collected from desktop sources should be supplemented and verified through engagement with community members and other stakeholders. Such qualitative data can provide a more comprehensive understanding of the indicator being investigated and can assist in identifying trends or particular local issues that are not readily distinguishable from desktop data alone.

Qualitative data relevant to workforce management may be sourced from:

- outcomes of consultation, including consultation undertaken as part of the EIS for the project generally, if applicable, and previous consultation undertaken for the project or for other projects in the SIA study area

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- observations of the SIA study area, business and industry, social and economic infrastructure, or local and regional communities
- a review of existing socio-economic policies and strategies relevant to local and regional communities, including local government policies and strategies.

The baseline should identify groups within the local and regional population who are most likely to experience significant workforce management related impacts (either adverse or positive) as a result of the proposed project. This will allow management measures outlined in the workforce management plan (section 3.2.6.1) to be targeted to these groups.

### 3.2.3 Community and stakeholder engagement

Community and stakeholder consultation on workforce management related issues should be incorporated into the broader SIA engagement program, and the feedback received should inform the baseline analysis, assessment of impact and development of management and monitoring measures.

Stakeholder feedback may be sought on a range of issues, including:

- the proposed scope of workforce management matters to be addressed in the SIA
- methodologies for the collection of data
- assisting in identifying potentially impacted groups within the community
- community concerns with regard to pre-existing labour market issues, as well as potential project-related impacts or opportunities
- the findings of workforce management and labour market studies for the SIA
- management and mitigation measures for workforce management related impacts
- conclusions and recommendations of the SIA (ideally prior to finalisation of the SIA)
- the proposed program to monitor workforce impacts.

### 3.2.4 Assessment of impact

#### 3.2.4.1 Impact identification and assessment

The SIA should assess the impact of workforce-related matters on local and regional communities within the SIA study area.

The SIA should identify potential workforce management-related impacts in accordance with the indicators and issues presented in the social baseline. Consideration should be given to both project specific effects and potential impacts created by other associated proposed projects.

The SIA should assess the most reasonable composition of the workforce (with regard to the proportion of local residents, workers who will relocate to the local area, and FIFO workers) based on project workforce requirements, the labour market profile and outcomes of community and stakeholder engagement. Analysis may also inform the development of appropriate targets for workforce composition, including prioritising employment of people from local and regional communities.

In instances where there is uncertainty regarding the likely composition of the workforce, the SIA should present multiple scenarios for consideration.

The SIA should consider both the direct and indirect impacts which may occur during the project's construction, operational and decommissioning phases. Direct impacts include changes related to



workforce management matters of the project, such as increase in labour competition due to project employment opportunities.

Positive impacts must also be considered. For example, the project may increase labour force participation, which may indirectly reduce unemployment rates in local and regional communities.

### 3.2.5 Impact mitigation and benefit enhancement

The SIA Guideline requires that management measures to minimise potentially significant impacts and enhance benefits are documented in the SIA report. Potential workforce related impacts and benefits will differ for each project and reflect locally specific factors that influence the capacity and characteristics of the labour market.

Specific measures that have been identified for the project are to be incorporated into the workforce management plan, which forms a part of the SIMP, where applicable (section 3.2.6.1).

The management measures, and where applicable the SIMP, should also demonstrate how the large-scale project meets the anti-discrimination obligations outlined in Chapter 5B of the *Anti-Discrimination Act 1991*. These amendments ensure that residents from nearby regional communities are given an opportunity to benefit from large projects, and that existing FIFO workers can move to nearby regional communities without losing their job on a project as a result.

### 3.2.6 Social impact management plan

#### 3.2.6.1 Workforce management plan

The SIMP is to provide a practical basis for implementation of management measures. The SIA Guideline requires the preparation of a workforce management plan for inclusion in the project's SIMP. The workforce management plan should:

- profile the project workforce, including direct and indirect job projections, skill requirements, likely labour source(s) and roster arrangements
- provide a comprehensive description of the workforce demographic, including specific profiles for First Nations workers and workers from vulnerable or underrepresented groups
- identify objectives and key performance indicators for the management of workforce related impacts
- describe the proposed management measures to enhance potential benefits and mitigate potential impacts for project workers and the community
- detail the proponent's workforce management policies and strategies, including those relating to recruitment, training and workforce development, and worker health, safety and well-being.

These requirements are reviewed in further detail in the sub-sections below.

##### 3.2.6.1.1 Workforce management policies and strategies

Key policies and strategies relevant to workforce management should be described within the workforce management plan. Policies and strategies may include a:

- recruitment strategy
- training and workforce development strategy
- workforce health, safety and well-being strategy.

The policies and strategies should include the relevant actions to implement the management measures. They should also describe the potential partnerships with relevant stakeholders and comply with the relevant regulations and standards, such as the anti-discrimination obligations (see section 4.2.7.1).

#### 3.2.6.1.2 Recruitment strategy

A recruitment strategy should be prepared to implement measures that enhance employment opportunities in local and regional communities. Specifically, the recruitment strategy should outline actions to achieve a recruitment hierarchy that prioritises recruitment of workers from local and regional communities, then recruitment of workers who will live in the regional area. The recruitment strategy should also provide for inclusivity measures to increase employment and economic participation of people with a disability and other under-represented groups, where appropriate.

In preparing the recruitment strategy for relevant projects, care should be taken to ensure that recruitment and advertising are consistent with the relevant provisions of the SSRC Act. While the SIMP will form part of the project's SIA for a project subject to EIS, the recruitment strategy will be used by a project's operator across multiple stages of the project life. It is critical that operators are aware of their obligations to observe the anti-discrimination protections within the SSRC Act, and to ensure that recruitment strategies explicitly identify that any workers nearby regional communities must not be discriminated against. Careful design of the recruitment strategy can prevent both actual and perceived discrimination, and protect and enhance community expectations about recruitment and access to employment.

#### 3.2.6.1.3 Training and workforce development strategy

A training and workforce development strategy should be prepared to implement relevant training and workforce development initiatives for the construction and operational phases. Initiatives may involve improvement of local and regional skills and capacity to address identified skill shortages and gaps in local and regional communities, in addition to initiatives focusing on identified under-represented groups in the labour force.

In addition, the training and workforce development strategy should facilitate successful recruitment and retention of appropriately skilled workers and to manage the anticipated challenges around the availability of and competition for local labour.

#### 3.2.6.1.4 Workforce health, safety and well-being strategy

A workforce health, safety and well-being strategy should be prepared to implement programs and initiatives to support the physical and mental health, safety and well-being of workers and their families. Actions may include establishing an employee assistance program and undertaking regular employee satisfaction surveys.

The strategy should outline initiatives to ensure compliance with relevant legislation, such as mine safety and health legislation (where applicable), as identified during the scoping phase for the key matter (section 3.2.1.1).

#### 3.2.6.1.5 Summary management plan

The workforce management plan should include a summary of the plan, including the proposed monitoring protocol for each management measure. The summary plan should include the following details:

- description of the impact
- impact mitigation and benefit enhancement (objective, management measure, responsibility and timing for implementation)

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- monitoring (management measure, key performance indicator, data source and timing and frequency).

## 3.2.7 Other workforce management considerations

### 3.2.7.1 Discretionary decisions regarding construction workers under the SSRC Act

A 'worker' under the SSRC Act means a person employed, or to be employed, to perform work during the operational phase of a large resource project. The 'operational phase' refers to the period from the start to the end of production of coal, a mineral or petroleum for the project. A 'construction worker' is therefore exempt from the SSRC Act's definition of 'worker'.

However, in accordance with section 12 of the SSRC Act, the Coordinator-General will, as part of evaluating the EIS (including the SIA) for a project, decide whether workers employed during the construction phase of a large resource project will be considered to be workers for the purposes of the SSRC Act. In making this decision, the Coordinator-General may consider a range of factors including:

- the location of the project and the proximity to nearby regional communities
- the timing and duration of the project
- the projected project workforce size and likely composition
- labour force profile and capacity of the nearby regional communities
- any other matters that the Coordinator-General considers relevant.

The information provided in the SIA will be considered by the Coordinator-General when making this decision.

### 3.2.7.2 Workforce management considerations under the Planning Act

SIAs for projects prescribed under the Planning Act may deviate from workforce patterns commonly associated with resource projects. For example, a prescribed development under the Planning Act might require a large workforce during construction phases, while requiring only a small workforce in the operational phase.

When assessing workforce impacts, it is crucial to consider the proposed project's size, scale, nature and context. As SIAs for such projects are conducted before lodging a development application, all assumptions regarding anticipated construction and operational workforce phases, as well as related management plans, should be underpinned by clear and logical explanations. This should include identification of minimum and maximum estimated workforce subject to project parameters, such as number of turbines or solar panels, energy generation or storage capacity, extent of site cover or hard stand, as examples.

## 3.3 Housing and accommodation

The SIA Guideline requires the proponent to address, and manage any impacts associated with the housing and accommodation arrangements for the project workforce during the construction and operational phases.

## 3.3.1 Scoping

### 3.3.1.1 Establish the relevant regulatory context

The regulatory context relevant to housing and accommodation matters for the project should be defined, taking into account local, state and commonwealth legislative and policy requirements.

The relevant planning requirements applicable to housing and accommodation for the proposed project workforce may include the proponent's obligations for the provision of services and facilities to support the project workforce.

In addition to the requirements of the SSRC Act, the Planning Act and SIA Guideline, relevant legislation, policies and guidelines may include:

- *Regional Planning Interests Act 2014*
- State Planning Policy (SPP) (July 2017) and SPP state interest guidance material, particularly for Housing Supply and Diversity, and Mining and Extractive Resources
- regional plans
- priority infrastructure plans
- local government planning schemes
- national, state or local policy or plans for affordable and accessible housing types, including housing needs assessments undertaken by relevant local governments – for example local housing action plans
- building standards, including those set under the *Building Act 1975*, *Building Code of Australia*, *Queensland Development Code*, *Disability Discrimination Act 1992* (Cth), *Mineral Resources Act 1989*, and *Petroleum Gas (Production and Safety) Act 2004*
- other relevant codes and good practice guidance for workforce accommodation. For example, Priority Development Area Guideline 03: Non-resident worker accommodation by Economic Development Queensland.

### 3.3.1.2 Define the SIA study area and profile potentially affected communities

When defining the social and geographical boundaries of the SIA study area, the proponent should consider housing and accommodation related factors such as proximity of the project to local and regional housing markets, the location of existing workforce accommodation facilities, and consideration of potential impacts associated with other proposed projects.

The profile of potentially affected communities should incorporate a preliminary review of housing and accommodation related characteristics. This review should consider factors such as the availability, capacity and suitability of existing accommodation options, and current and future trends and constraints in the local housing and accommodation market. Affordability and accessibility for people with a disability and older people may be relevant characteristics of housing and accommodation within the local market and should be considered where appropriate.

This preliminary profile will be further developed during the baseline analysis (see section 3.3.2).

### 3.3.1.3 Identify workforce accommodation options

Options for workforce accommodation arrangements to be used during construction and operation phases of the project should be developed at an early stage of the assessment process. This information

is required to identify potential positive and negative housing and accommodation impacts associated with the project.

Workforce accommodation arrangements should be developed in response to the specifics of a local context, and should be designed taking into consideration factors including:

- geographic location of the project and proximity to existing housing and accommodation types and availability
- the project workforce profile, including the likely size of the workforce and the numbers of resident and non-resident workers during construction and operations
- the proponent's existing housing portfolio and housing policies
- characteristics of the housing and land market in local and regional communities, including the capacity of the market to service the needs of the non-resident workforce
- the indicated housing and accommodation preferences of the workforce and stakeholders, including:
  - competing housing demand activity attributable to other major projects in the area
  - planning and approval requirements for workforce accommodation facilities or purpose-built worker housing
- other contributing factors impacting on housing and land supply in housing markets, such as:
  - land tenure and land use planning restrictions
  - the capacity of existing essential services infrastructure (e.g. power, water and sewerage)
  - building industry constraints (e.g. availability of tradesman, materials).

A description of the workforce accommodation arrangements to be used during both construction and operation of the project should be provided at the beginning of the SIA. This should include details of any project workforce accommodation facilities or purpose-built housing developments. This information will form the foundation for the assessment of the project on the housing and accommodation market of the study area/s later in the assessment of impact process.

While the approach to workforce accommodation is ultimately a project decision, the strategy should be developed in consultation with key stakeholders (section 3.3.2.3). Key stakeholders, including local governments and communities, may have strong preferences regarding the planning, style and design of workforce accommodation provided, as well as its potential location.

In instances where an approach to workforce accommodation is not yet confirmed, the SIA should present the range of potential workforce accommodation options under consideration for the project.

#### 3.3.1.4 Identify relevant stakeholders

A preliminary review of stakeholders who are likely to be affected by, have an interest in, or have influence on housing and accommodation matters for the project, should be undertaken during scoping. This includes stakeholders who should be consulted to support the development of the workforce accommodation options (section 3.3.2.3).

#### 3.3.1.5 Preliminary review of potential impacts and benefits

During scoping, the range of positive and negative housing and accommodation impacts to be examined in the SIA should be clearly defined.

In order to evaluate potential project impacts on the housing and accommodation market for the study areas, and flow on impacts to the community, scoping should include systematic identification of likely social changes induced by the project's selected approach to workforce housing and accommodation.

For example, in the case where a project proposes to accommodate a proportion of its workforce in private rental accommodation, population growth associated with the influx of the workforce (the social change) may place excessive demand on rental housing stock in a local community. If not appropriately managed, negative impacts may include:

- reduced affordability and availability of rental housing
- increased pressure on local infrastructure, facilities and services
- the displacement of long-term residents or lower-income workers in other industries.

Conversely, potential benefits such as increased business opportunities and income for accommodation providers may also occur.

Given the limited information available at the scoping phase of the SIA process, this preliminary review is typically based primarily on desktop data. Where possible, it should also be informed by early consultation with key stakeholders.

This assessment is iterative and will be further developed as the SIA process progresses, and a more detailed understanding of the project, the social baseline, and the characteristics and sensitivities of potentially impacted communities is obtained.

### 3.3.2 Baseline analysis

The social baseline provides a benchmark against which potential social changes and associated housing and accommodation impacts (including cumulative impacts) and benefits can be assessed. The baseline analysis should profile all forms of housing and accommodation which may be impacted by the project. This may include:

- open market and rental housing
- purpose built workforce accommodation facilities
- short-term/recreational accommodation such as hostels, hotels, and caravan parks
- social housing, including public housing, community housing and affordable housing (where relevant)
- accessible housing and specialised disability accommodation
- crisis and emergency accommodation (where relevant).

The extent of the analysis and level of detail required will be informed by the outcomes of the preliminary review of potential social impacts and benefits conducted during the scoping phase of the SIA (section 3.3.1).

The baseline analysis should also identify groups (including vulnerable groups) within the local and regional communities who are most likely to experience significant housing and accommodation impacts (either positive or negative) as a result of the proposed project. This will allow management measures outlined in the workforce housing and accommodation plan to be targeted to these groups (section 3.3.4).

### 3.3.2.1 Indicators

To understand the dynamics of the housing and accommodation market, the baseline should document relevant social indicators and their patterns of change or continuity against historical and broader trends (e.g. regional or state-level). This may include, for example:

- changes in the affordability, availability and supply of open-market and rental housing
- the interrelationship of these trends with broader socio-economic indicators, such as changes in population growth or resource market activity.

Where relevant, the baseline may also consider future projections, taking into account factors such as population forecasts and development approvals.

### 3.3.2.2 Data sources

The baseline analysis should contain both quantitative and qualitative data sourced from desktop sources and field studies. Example sources of quantitative data include:

- ABS Census Community Profiles and Working Population Profiles
- ABS Survey of Disability, Ageing and Carers, and surveys conducted by the National Disability Insurance Agency
- Queensland Regional Profiles, QGSO
- QGSO household and dwelling projections
- Queensland Housing Profiles, Queensland Department of Housing and Public Works
- Queensland Valuation and Sales
- Rental Tenancy Authority
- Commercial real estate data providers, such as SQM Research, CoreLogic and the Real Estate Institute of Queensland.

Data collected from desktop sources should be supplemented and verified through engagement with community members and other stakeholders. This qualitative data can provide a more comprehensive and nuanced understanding of the housing and accommodation market and can assist in identifying concealed trends or unique local issues.

Where relevant, the baseline analysis may document stakeholder perspectives on the housing and accommodation market, including current unmet needs or issues, as well as preferences and aspirations for housing development.

Qualitative data relevant to housing and accommodation can also be sourced from a review of local government housing strategies, residential character guidelines, planning schemes and community plans.

### 3.3.2.3 Community and stakeholder engagement

Consultation on housing and accommodation related matters should be incorporated into the broader SIA engagement program, and the feedback received should inform all phases of the SIA.

Stakeholder feedback may be sought on a range of issues, including:

- the proposed scope of housing and accommodation matters to be addressed in the SIA
- methods for the collection of housing and accommodation data

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- identifying potentially impacted groups and vulnerable groups within the community
- community concerns within regard to pre-existing housing and accommodation issues, including accessible and affordable housing, as well as potential project related impacts or opportunities
- the findings of housing and accommodation studies for the SIA
- management and mitigation measures for housing and accommodation impacts
- the proposed program to monitor housing and accommodation impacts.

The SIA process detailed in section 2 of this supplementary material provides further guidance on community and stakeholder engagement for the SIA, including objectives, principles, who to engage and how to engage.

### 3.3.3 Assessment of impact

#### 3.3.3.1 Impact identification and assessment

Potential housing and accommodation related impacts and benefits will differ for each project and will reflect locally specific factors which promote and constrain housing supply and availability.

The assessment of impact should give particular consideration to the potential impacts of the proposed project housing and accommodation arrangements on:

- the affordability and availability of housing and accommodation, including accessible housing, in local and regional communities
- the health and well-being of workers and affected communities
- existing infrastructure, facilities and services used by local and regional communities.

The assessment of impact should also consider potential benefits, for example business opportunities for local accommodation providers. Table 8 provides examples of potential housing and accommodation related impacts, both direct and indirect, which may occur during the project's construction and operational stages.

**Table 8 Examples of potential housing and accommodation related impacts and benefits**

Potential direct impact	Potential indirect impact	Type	Stage
Potential change processes:			
<ul style="list-style-type: none"> <li>• influx of non-resident workforce, resulting in population and demographic changes</li> <li>• changes in supply and demand for housing and accommodation.</li> </ul>			
Reduced availability and increased cost of rental and open market properties	Reduced availability of housing for residents for whom housing is either not provided or not subsidised by resource companies	-ve	C/O
	Reduced ability for non-mining service industries to attract and retain staff	-ve	C/O
	Landlords and investors benefit from short-term increases in rental and housing prices	+ve	C/O
Reduced availability and increased cost of short-term accommodation, such as hotels, motels and caravan parks	Reduced short-term accommodation options for tourists or non-resident workers in other industries	-ve	C/O



Potential direct impact	Potential indirect impact	Type	Stage
Increased investment in local housing construction and development	Improved quality of housing stock	+ve	C/O

**Note:** -ve = negative and +ve = positive; C = construction and O = operations

The SIA should consider the impacts of the project on housing and accommodation across the entire project lifecycle. Impacts may also occur during later phases of a project, such as during closure, rehabilitation, decommissioning and dismantling. These impacts may be positive or negative, reflecting the housing strategy of the project during construction and operational phases and the workforce needs of the project for later project stages, in addition to factors including the availability of in- and out- sector employment availability within the local context once the project enters lower-activity phases.

### 3.3.4 Impact mitigation and benefit enhancement

The SIA Guideline requires that management measures to mitigate potentially significant impacts and enhance benefits are documented in the SIA report.

Potential housing and accommodation related impacts and benefits will differ for each project and reflect the locally specific circumstances of the housing market. Management measures must therefore be tailored to the specific social context and housing and accommodation impacts relevant to the project, as identified through the previous stages of the SIA process. Ideally, affected communities and stakeholders will be involved in the identification and design of management measures.

Some common strategies adopted by large resource projects for managing housing and accommodation impacts include:

- reducing the use of housing in the private rental market for non-permanent staff, where possible
- providing accommodation for a proportion of construction and operation workers in the form of temporary village accommodation or company-owned accommodation
- applying targeted strategies to mitigate affordability and availability impacts upon low-income households or other people vulnerable in housing pressure environments
- informing the tourist industry and other peak business bodies of anticipated timeframes for peak temporary accommodation demand.
- large resource projects may also seek to work collaboratively with state government, local government, community groups and other organisations to address cumulative housing and accommodation impacts in a coordinated manner.

Management measures identified for the project should be incorporated into the workforce housing and accommodation plan, which forms a part of the SIMP.

### 3.3.5 Social impact management plan

The SIA Guideline requires the proponent to prepare a workforce housing and accommodation plan for the project, which will form a component of the SIMP. The workforce housing and accommodation plan should provide a practical basis for the implementation of housing and accommodation-related management measures identified during the impact mitigation and benefit enhancement phase of the EIS.

To meet the requirements of the SIA Guideline, the workforce housing and accommodation plan should:

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- (1) identify objectives and key performance indicators for the management of housing and accommodation related impacts and benefits:
  - (a) the SIA Guideline requires the workforce housing and accommodation plan to include a monitoring and reporting framework, which provides details of the objectives and key performance indicators for tracking the desired management target or outcome sought for each identified impact/benefit.
- (2) describe the measures identified to enhance potential benefits and mitigate potential negative impacts for project workers and the community:
  - (a) the SIA Guideline requires the workforce housing and accommodation plan to include a description of the proposed management measures. The workforce housing and accommodation plan should also include details of how these management measures will be embedded within the project's overall management system and monitored throughout the project lifecycle.
- (3) detail the proponent's housing and accommodation policies, including policies regarding support to be provided project workers and their families who wish to live locally:
  - (a) the SIA Guideline requires the workforce housing and accommodation plan to describe key company policies and standards relevant to housing and accommodation. This should include policies regarding support to be provided (if any) project workers and their families who wish to live locally. Potential examples may include:
    - (i) incentives for local settlement, including for workers extended families or caring responsibilities
    - (ii) housing assistance and subsidies, including for those that require accessible housing
    - (iii) relocation arrangements
    - (iv) welcome packs
    - (v) settlement support programs.

## 3.4 Local business and industry procurement

The SIA Guideline requires this matter to be assessed and management measures identified to address potential social impacts associated with the procurement of goods and services for the project during the construction and operational phases.

### 3.4.1 Scoping

#### 3.4.1.1 Establish the relevant regulatory context

The regulatory and policy context relevant to procurement for the project should be defined, taking into account local, state and commonwealth legislative, planning and policy requirements. This would include relevant industry guidelines applicable to local business and industry procurement matters. These govern a range of matters including from proponent obligations to prioritise procurement from local business and industry, through to voluntary reporting initiatives.

In addition to the requirements of the SSRC Act, the Planning Act and SIA Guideline, relevant legislation, policies and guidelines may include:

- *Australian Jobs Act 2013*<sup>7</sup>, and Australian Jobs (Australian Industry Participation) Rule 2014 (Commonwealth)
- *Queensland Industry Participation Policy Act 2011*
- Queensland Resource Industry Development Plan (2022)
- Queensland Resources and Energy Sector Code of Practice for Local Content
- local government economic and community development strategies, if relevant
- Australian supplier payment code (voluntary)
- Advancing Small Business Queensland Strategy 2016-20
- other relevant codes and good practice guidance for local business and industry procurement, including:
  - Centre of Social Responsibility in Mining's Procuring from SMEs in Local Communities: A Good Practice Guide for Australian Mining, Oil and Gas Sectors, and Indigenous Business Procurement Evaluation Checklist
  - International Finance Corporation Guide to getting started in local procurement.

### Queensland Resources and Energy Sector Code of Practice for Local Content

The Queensland Resources and Energy Sector Code of Practice for Local Content (2013) is an industry-led initiative developed by resources and energy sector representatives, in collaboration with the Queensland Resources Council (QRC) and Queensland Government. It is a voluntary code for proponents to refine their local content strategies and report outcomes presenting as aggregated industry data. QRC is responsible for administering the Code, which encourages resource companies to:

- implement the principle of 'full, fair and reasonable' opportunity for local suppliers to tend for work and supply the industry
- assist QRC in completing the annual Code Effectiveness Report
- participate in an annual forum of resource and stakeholders where improvements to the code, company initiatives and associated commercial and government-funded programs will be discussed.

The SIA should, if feasible and relevant, detail how the Code would be adopted and implemented by proponents.

#### 3.4.1.2 Identify project requirements

The likely project requirements during the construction and operational phases of the project should be determined at an early stage in the assessment process. This information is required to inform the scope of the SIA and to gain a preliminary understanding of opportunities and barriers for local business and industry (section 3.4.1.5).

Relevant information to be collated during this phase should include:

- project design requirements, such as infrastructure, earthworks and utilities

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<sup>7</sup> The act requires that major projects (greater than \$500M) provide full, fair and reasonable opportunity to Australian suppliers for all contracts over \$1M and to prepare and implement an Australian Industry Participation Plan.

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- a profile of the skills, services and materials required by the project, such as:
  - categories of occupations required for the construction and operational phases
  - key high-volume materials required during the construction and operational phases
- timeframes for construction and operations activities
- existing company agreements, arrangements and/or memberships with industry groups and programs, where relevant.

The SIA report should provide a summary project description outlining project requirements relevant to local business and industry procurement.

### 3.4.1.3 Define the SIA study area and profile potentially affected communities

When defining the spatial scope and boundaries of the SIA study area, the proponent should consider local business and industry procurement factors such as location of business and industry within safe driving distance to the project site and cumulative impacts from other proposed and existing projects.

Business and industry could be considered local if they demonstrate any of the following characteristics:

- the business is registered in the local area
- a certain percentage (i.e. 50 per cent or more) of the business is owned by residents of the local area
- a specific percentage of goods or services is produced within the local area.

The local area may correspond with the defined SIA study area/s or within a 125km radius of where the goods or services are to be supplied to the project or align with the proponent's definition of local which should be clearly defined in the SIA.

The profile of potentially relevant local business and industry should incorporate a preliminary review of local business and industry procurement related characteristics. This review should consider factors such as:

- key industries in local and regional communities, and any historical, existing and future trends with these industries
- capacity and capability of existing local and regional business and industry
- location of other key projects, including large resource projects and other project developments, and their known procurement practices.

This preliminary profile should be further developed during the baseline analysis (section 3.4.2).

### 3.4.1.4 Identify relevant stakeholders

A preliminary review of relevant stakeholders who are likely to be affected by, have an interest in, or have influence on local business and industry procurement matters for the project should be undertaken as part of scoping.

This includes stakeholders who should be consulted to support the development of the local business and industry procurement plan (section 3.4.6.1).

### 3.4.1.5 Preliminary review of potential impacts and benefits

A preliminary review of potential impacts and benefits establishes the level of assessment and detail required in the SIA. These potential impacts and benefits result from the effect of project-induced social changes on local and regional communities. The proponent should identify likely social changes, as well

as factors which may influence the scope of the changes, in order to evaluate potential impacts and benefits.

The proponent is also required to identify relevant social indicators during scoping. Social indicators are measures used to quantify / qualify baseline social conditions, and to monitor the extent of any social change on these conditions. For example, the number of registered businesses servicing a specific industry (e.g. mining, renewable energy) can be an indicator of market demand, and can be used to monitor project-induced changes supply and demand. Section 3.4.2 provides further information regarding social indicators in the context of the baseline analysis.

Given the limited information available at the scoping phase of the SIA process, this preliminary review is typically based primarily on desktop data. Where possible, it should also be informed by early consultation with key stakeholders. This assessment is iterative and will be further developed as the SIA process progresses, and a more detailed understanding of the project, the social baseline, and the characteristics and sensitivities of potentially impacted communities is obtained.

### 3.4.2 Baseline analysis

The social baseline provides a benchmark against which opportunities are maximised for competitive and capable local businesses and barriers for local businesses are identified and assessed.

The social baseline should profile local and regional supplier capability and capacity relevant to the project. This may include:

- understanding business and industry in local and regional communities, including patterns of change or continuity against historical trends
- number, type and size of businesses in local and regional communities
- barriers and opportunities for business and industry.

To understand local and regional supplier capability and capacity relevant to the project, the social baseline should document relevant social indicators and their patterns of change or continuity against historical and broader trends. This may include changes in the number and size of businesses and identifying local and regional First Nations owned businesses who can be considered in procurement arrangements during the project's construction and operation. Where relevant, the baseline should also consider nearby existing and proposed projects and their known supplier requirements and procurement practices.

Baseline data may be sourced from:

- ABS Business Register
- Queensland Government Statistician's Office
- Industry Capability Network (ICN) gateway
- Black Business Finder and Supply Nation databases
- field studies, such as surveys of local businesses
- community and stakeholder engagement.

Data collected from desktop sources should be supplemented and verified through engagement with community members and other stakeholders, including businesses. This can provide a more comprehensive and nuanced understanding of local business and industry procurement, and can assist in identifying concealed trends or unique local issues. Where relevant, the baseline analysis should also document stakeholder perspectives on local business and industry procurement matters, including

identifying barriers to procurement opportunities, as well as preferences and aspirations for project procurement.

### 3.4.3 Community and stakeholder engagement

Community and stakeholder consultation on local business and industry procurement related matters should be incorporated into the broader SIA engagement program, and the feedback received should inform the baseline analysis, assessment of impact and development of management and monitoring measures.

Stakeholder feedback may be sought on a range of issues, including:

- the proposed scope of local business and industry procurement matters to be addressed in the SIA
- capacity and capability of local business and industry
- real and perceived barriers to participating in procurement opportunities
- management and mitigation measures for local business and industry procurement related impacts
- the proposed program to monitor local business and industry procurement impacts.

Stakeholders relevant to local business and industry may include:

- state government agencies
- local government
- local and regional business and community development associations, including chambers of commerce
- local and regional businesses, including First Nations owned/managed businesses
- Regional Development Australia (RDA).

Identified stakeholders should be involved in the early stages of local procurement strategy development, and in the evaluation and monitoring of social and economic impacts associated with local procurement. SIA process detailed in section 2 of this supplementary material provides further guidance on community and stakeholder engagement for the SIA, including guidance on objectives, principles, who to engage and how to engage.

### 3.4.4 Assessment of impact

#### 3.4.4.1 Impact identification and assessment

The SIA should assess the impact of local business and industry procurement-related matters on local and regional communities within the SIA study area.

The assessment of impact should be informed by the preliminary review of potential impacts and benefits undertaken during the scoping phase (section 3.4.1.5). These findings should be further refined by considering the additional data gathered during the baseline analysis (section 3.4.2), and the community and stakeholder engagement activities (section 3.4.3).

Potential local business and industry procurement related impacts and benefits will differ for each project and will reflect specific factors which promote and constrain local business and industry participation in the project, in addition to the existing social context, such as barriers for existing and new businesses to enter the market. The assessment of impact should give particular consideration to the potential impacts and benefits of local business and industry procurement on:

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- increased economic activity and diversification
- labour drain for non-project business and industry
- monopolisation of business and industry generating dependency on the project.

Direct impacts are those which occur as a primary consequence of a project-induced social change, whilst indirect impacts occur as a secondary consequence of a direct impact. For example, changes in supply and demand for local business and industry created by project procurement opportunities (a social change) may result in increased competition in the local economic market (direct impact). Increased economic competition may in turn lead to a growth in new businesses in the local area (indirect impact), with benefits to the local economy.

#### 3.4.4.2 Risks associated with monopolisation of goods and services by the project

The SIA must assess the risks associated with monopolisation of goods and services by the project. Monopolisation of goods and services by the project may exist if the project engages with one or only a few suppliers. Risks associated with monopolisation of goods and services by the project may include:

- barriers for existing small local business and industry to supply to the project, leading to exclusion from potential project opportunities/benefits
- barriers for new business to emerge in local and regional communities due to lack of market innovation and competition
- generation of economic dependency on the project.

Local procurement policies are fundamental to creating favourable market conditions (i.e. access, fairness) to local businesses and to facilitating benefits for local and regional communities. A key strategy to reduce risk of monopolisation is to divide larger tenders to decrease the tender size in order to create opportunities for existing and new local suppliers, and to build their capacity to tender for larger contracts.

### 3.4.5 Impact mitigation and benefit enhancement

The SIA Guideline requires the proponent to develop social impact mitigation and management enhancement measures (collectively referred to as 'management measures') in consultation with potentially impacted communities and other stakeholders.

Example management measures include:

- conduct training and awareness sessions for small businesses in the local area to assist them to understand the potential supply opportunities to the project and the project's procurement requirements
- assign higher preference weightings to local businesses, including Aboriginal and Torres Strait Islander businesses and businesses operated by or employing people with a disability, in competitive bidding processes
- breaking large contracts into smaller ones to create opportunities for smaller local suppliers
- establish a register which businesses can sign up to receive automatic updates of any tender opportunities
- providing direct support to local businesses in identifying procurement opportunities for their business, e.g. funding of local business advisory services.

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Specific measures which have been identified for the project are to be incorporated into the local business and industry procurement plan, which forms part of the SIMP.

## 3.4.6 Social impact management plan

### 3.4.6.1 Local business and industry procurement plan

The SIMP is to provide a practical basis for implementation of management measures. The SIA Guideline requires the preparation of a local business and industry procurement plan for inclusion in the project's SIMP.

The local business and industry procurement plan should provide a practical basis for the implementation of local business and industry related management measures identified during the impact mitigation and benefit enhancement phase of the SIA (section 3.4.5).

The local business and industry procurement plan should outline the:

- objectives and key performance indicators
- procurement strategies and initiatives for local and nearby regional suppliers, including First Nations owned businesses, and actions to facilitate participation
- proposed policies and programs to build local and regional capacity and capability, and reduce barriers to entry
- processes that embed the local business and industry procurement strategies into the contracting model for the project
- measures to mitigate any potential negative social impacts on local industries
- details of any established industry guidelines or codes of practice which the proponent has committed to complying with.

The SIA Guideline requires the local business and industry procurement plan to include a monitoring and reporting framework, which provides details of the objectives and key performance indicators for tracking the desired management target or outcome sought for each identified impact/benefit.

These requirements are reviewed in further detail in sections 3.4.6.1.1 – 3.4.6.1.4.

#### 3.4.6.1.1 Procurement strategies and initiatives, including policies and programs

Key strategies and initiatives relevant to local business and industry procurement should be described within the local business industry procurement plan. Key procurement strategies and initiatives may include:

- implementing a procurement hierarchy to maximise opportunities for local business and industry to participate in the project
- targeted procurement for First Nations owned businesses
- business enhancement strategy to build local and regional business and industry capacity and capability to participate in project supply opportunities.

The plan should outline principles to guide the project's approach to local business and industry procurement.

#### 3.4.6.1.2 Maximising opportunities for local business and industry

The local business and industry procurement plan should outline strategies and initiatives to maximise opportunities for local business and industry to participate in the project. To maximise opportunities, the proponent may implement a procurement hierarchy, such as prioritising local business and industry in the following order:

- local area, such as suppliers that maintain a workforce whose usual place of residence is located within the relevant radius of the project (e.g. 125km for resource projects)
- regional area, such as suppliers located within the local government area/s or RDA region/s where the project is situated
- state-wide.

A local procurement strategy should be developed outlining initiatives and actions to target, and prioritise where feasible, procurement opportunities in the local area. The strategy should consider the Queensland Resources and Energy Sector Code of Practice for Local Content and outline the proponent's plan of approach for how it will communicate with and encourage local business and industry to participate in project supply opportunities.

#### 3.4.6.1.3 Procuring First Nations owned business and industry

Large resource projects offer opportunities for First Nations peoples to engage in the commercial economy, especially in remote and regional Queensland where there is otherwise limited mainstream economic opportunity.

The local business and industry procurement plan should outline initiatives and actions to identify, target and facilitate participation of First Nations owned business. Initiatives and actions may include provision of business mentoring to First Nations owned business to enhance capacity and facilitate their participation in the project, and assigning a higher preference weightings to First Nations owned businesses in competitive bidding processes.

#### 3.4.6.1.4 Capacity building programs

The SIA Guideline requires the local business and industry procurement plan to describe key company policies and programs to build local and regional capacity and capability and reduce barriers to entry.

The local business and industry procurement plan should also outline potential new and existing business and industry partnerships, such as between governments, support institutions and development agencies to establish supplier linkage programs.

## 3.5 Health and community well-being

This matter is required, under the SIA Guideline, to be considered as part of the assessment and management of potential social impacts from the project on the health and well-being of potentially impacted communities during the construction and operational phases.

### 3.5.1 Background context

#### 3.5.1.1 Health and well-being concepts

Understanding the concept of health and well-being is fundamental for effective application of this guidance material. The SIA Guideline takes a holistic view of health that includes 'physical and mental health, as well as social, cultural and economic well-being' (DSDMIP 2018, p. 16). This approach is

consistent with international definitions, such as that used by the World Health Organisation, which emphasise that health is a state of complete physical, mental and social well-being, and not merely about the absence of injury or disease.

In the context of the SIA Guideline, well-being is about the positive physical, social, mental and emotional state of communities. It is used to capture less tangible dimensions of health, such as quality of life, happiness, and personal life satisfaction. It also includes community level factors, such as satisfaction with one's environment, social connectedness and belonging, and cultural beliefs .

The health and well-being of individuals and communities can be considered in the context of health determinants and health outcomes. Health determinants are complex, interrelated factors that influence health. The health and well-being status of an individual or community results from the interaction between social and cultural, economic, environmental and personal factors (see Appendix 9 for examples of specific health determinants).

Health outcomes are measures of health status and reflect the impact of health determinants on an individual or community. These include:

- physical health outcomes, for example disease and injury
- mental health outcomes, for example depression and anxiety
- well-being outcomes, for example social connectedness and relationships, access to social and community infrastructure and services, cultural identity, economic security and life satisfaction.

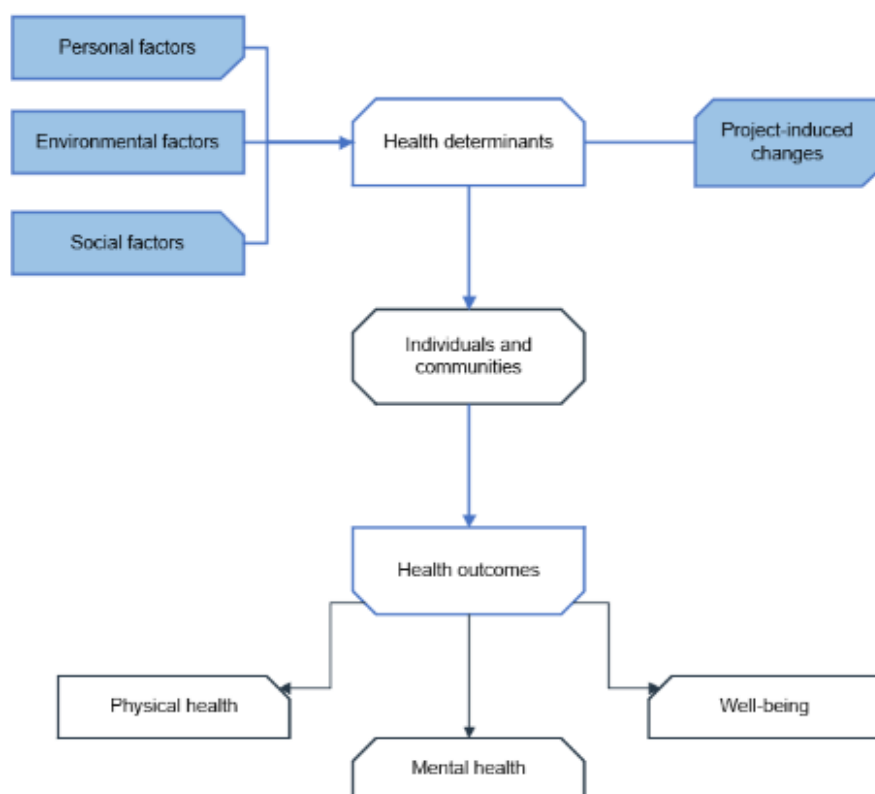
### 3.5.1.2 Impacts on community health and well-being

Large projects have the potential to generate potential impacts to the health and well-being of communities. These impacts can be positive or negative, as well as single or cumulative.

As shown in Figure 3, large projects primarily affect health and well-being through producing social and environmental changes, which in turn influence the social determinants of health. Changes in these social determinants can result in beneficial or adverse health and well-being outcomes for an individual or a community more generally. For example, a project-induced increase in the local population (a social change) during construction may place an excessive burden on local health services (a social health determinant). This may reduce the level of service for local residents, thereby impacting both the physical and mental health of a community (health outcomes).

Additionally, good health and well-being is not shared equally among social groups within a population or community. Health inequalities largely result from differential exposure by these population groups to health risks (e.g. pollution, stress) or their unequal access to material resources necessary for health, such as appropriate housing, adequate income and access to health services. Large resource projects can produce potential changes in these factors, both positively and negatively. These changes may help reduce health inequities or potentially exacerbate existing inequalities faced by certain social groups within a community.

Large projects, such as and resource and renewable energy projects, while fundamentally different in operation, might share a number of health and well-being effects on the hosting community. However, the difference in scale and/or timing of the impacts needs to be considered, especially when analysing the cumulative effects of a project on the regional health and well-being.



**Figure 3 Conceptual overview of the impact of project changes on health and well-being**

### 3.5.1.3 Why assess health and community well-being impacts?

Consideration of health and community well-being impacts within SIA is a necessary requirement of the SIA Guideline and can help proponents:

- identify and maximise positive health and community well-being impacts, and opportunities associated with a project
- identify, avoid, minimise and manage potential negative health and community well-being impacts that may arise from the project
- identify impacts of non-resident worker populations on local health services, mental health support services, GP services, and public health programs.
- engage providers of social services, facilities and infrastructure, along with local and state government, to jointly plan and delineate shared responsibility for the management of potential impacts to these services
- undertake a transparent and evidence-based approach to the planning and voluntary funding of community development activities or investment in services and infrastructure.

## 3.5.2 Scoping

### 3.5.2.1 Establish the relevant regulatory context

The regulatory and policy context relevant to health and well-being for the project should be defined, taking into account local, state and commonwealth legislative, planning and policy requirements. This would include relevant industry guidelines applicable to employee health and safety matters as well as the health and well-being of the affected communities.

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In addition to the requirements of the SSRC Act, the Planning Act and SIA Guideline, relevant legislation, policies and guidelines may include:

- The Queensland Plan: A 30-year vision for Queensland
- *Human Rights Act 2019* (Queensland)
- Australia's Disability Strategy 2021-2031
- Queensland's Disability Plan 2022-2027
- legislation and standards for air quality, noise, water quality, radiation, waste management, and contaminated land
- *Anti-Discrimination Act 1991* (Qld)
- *Disability Discrimination Act 1992* (Commonwealth)
- local government land use plans, planning schemes, local laws, community plans and individual health and well-being programs in local government areas
- Queensland Government, Queensland Health, *Health Considerations - Environmental Impact Statement: Guidelines for Proponents*, 2016
- hospital and health service strategic plans.

### 3.5.2.2 Defining the SIA study area and profiling potentially affected communities

When defining the demographic and geographical boundaries of the SIA study area, the proponent should consider health and well-being related factors, such as:

- proximity of the project and its infrastructure components to a community. For example, a community may not be directly adjacent to a project site. However, it may be located on a transport route used by the project and therefore potentially exposed to air emissions
- proximity of the project to existing social services, facilities and infrastructure
- the location and source of the workforce. For example, FIFO workers have the potential to spread infectious diseases from their home location to regional areas and vice versa
- cumulative impacts from other existing or proposed projects.

The profile of potentially affected communities should incorporate a preliminary review of the relevant health and well-being determinants and status of the affected communities. This preliminary profile will be further developed during the baseline analysis (section 3.5.3).

### 3.5.2.3 Identifying relevant stakeholders

A preliminary review of stakeholders who are likely to be affected by, have an interest in, or have influence on health and well-being matters for the project should be undertaken as part of scoping.

This includes stakeholders who should be consulted to support the development of the health and community well-being management plan (section 3.5.7). A summary of potentially relevant stakeholders is provided in Appendix 10.

### 3.5.2.4 Preliminary review of potential impacts and benefits

A preliminary review of potential impacts and benefits establishes the level of assessment and detail required in the SIA.

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These potential impacts and benefits arise from the influence and effect of project-induced changes on the social determinants of health and well-being on local and regional communities.

The proponent should identify likely social changes, as well as factors which may influence the scope of the changes, in order to evaluate potential impacts and benefits.

The proponent is also required to identify relevant social indicators during scoping. Social indicators are measures used to quantify / qualify baseline social conditions, and to monitor the extent of any social change on these conditions.

For example, the influx of a non-resident, largely male project workforce (the social change) may contribute to perceptions of increased crime and reduced safety amongst permanent long-term residents (crime and safety as a determinant of health), which can lead to increased insecurity and stress felt by residents (the impact on health outcomes), which can be exacerbated by being a gendered impact (social factors). The influx of non-resident workforce population (the social change) may also have an effect on waiting periods for, or access to health services for the resident population (the impact on health outcomes).

The final scope should ensure the SIA focuses on those impacts with the potential for the greatest impact significance, taking into consideration factors including probability, scale, duration and intensity of the impact, as well as any stakeholders or social groups which may be disproportionately affected.

In identifying potential impacts and benefits, proponents may consider:

- engaging the expertise of public health specialists or a person with health assessment of impact experience
- speaking with project field staff or existing community contacts and stakeholders
- reviewing existing contextual information, such as online information or existing health-related studies of the study area.

Proponents may also consider developing a causal influence model to assist identifying health and community well-being impacts that may occur as a consequence of project-related social changes. The diagram should show:

- the activity under consideration
- the anticipated social change
- the resulting related impact upon health and well-being determinants, and health and well-being outcomes that could be expected as a consequence of the social change.

### 3.5.2.5 Identifying relevant indicators

Scoping should also include identification of relevant social indicators. Social indicators are measures used to describe aspects relating to the baseline social conditions of an area.

In the context of understanding potential health and well-being impacts, the baseline should describe the health status of potentially affected communities, the existing state of health determinants for the study area and any inequalities in health outcomes among social groups.

Indicators for baseline conditions can be identified by causally linking the project to potential health and community well-being effects, whereby indicators can be both health outcomes as well as determinants of health likely to be affected by the project. For example, if a project anticipates effects on asthma as a result of increased traffic associated with the project, baseline indicators may include current and historic levels of traffic (determinant), air pollutant levels (determinant), and the prevalence/incidence of asthma (outcome).

### 3.5.3 Baseline analysis

The social baseline provides a benchmark against which potential project-induced social changes and their associated effects on relevant health determinants and health outcomes can be determined and monitored.

The baseline analysis should provide a clear picture of the health and well-being status of potentially impacted communities and their environment, with a focus on aspects that are relevant to those impacts identified as most material during scoping.

A comprehensive community baseline should investigate:

- general population characteristics and associated demographic trends, such as size, age and gender, density and distribution, cultural diversity, and projected population changes
- general information and trends on the social, economic, environmental and personal determinants of health and well-being
- information about the quantity and quality of social infrastructure in a community, their effectiveness in meeting current community needs and their capacity to meet emerging needs
- the existing health and well-being outcomes of the community likely to be affected by the project, including more vulnerable groups such as youth, Aboriginal peoples and Torres Strait Islander peoples, seniors, people with disability and lower income communities.

To understand these determinants and outcomes, the baseline should document relevant indicators and their patterns of change or continuity against historical and broader trends (e.g. regional or state-level). Appendix 9 provides examples of potentially relevant social indicators that may be utilised to describe baseline conditions for health and well-being outcomes and determinants of concern.

The assessment of health and community well-being determinants and outcomes should draw on a mix of qualitative and quantitative data. Baseline data for the health and community well-being indicators may be sourced from:

- census data or other statistics from organisations, such as:
  - ABS
  - QGSO
  - Australian Institute of Health and Welfare (AIHW)
  - Queensland Health
  - Public Health Information Development Unit (PHIDU)
  - Australian Government Department of Health – Primary Health Networks
- secondary documents, including:
  - past SIA reports or monitoring experience
  - planning or policy documents from relevant local government/s and other government authorities, such as the Queensland Health or regional hospital and health services
- technical studies from a range of disciplines involved in the project analysis, such as air quality, noise, water, and hazard and risk
- field research, such as surveys to explore community experiences and perceptions of their health and well-being, interviews, focus groups and meetings

- local stakeholder knowledge.

The baseline analysis should also identify individuals and groups within the local and regional communities who may be more vulnerable than the general population to adverse health and well-being effects. This also includes sensitive receptors in proximity to the project such as aged care facilities, schools, childcare centres, hospitals and other sensitive activities.

An assessment of vulnerability involves consideration of three factors: 1) exposure of an individual or group to a hazard or situation; 2) sensitivity of the individual or group to adverse health and well-being effects of an activity or social change; and 3) the capacity of an individual or group to manage or adapt to a particular exposure or issue.

### 3.5.4 Community and stakeholder engagement

Consultation on health and community well-being related matters should be incorporated into the broader SIA engagement program, the baseline analysis, assessment of impact and development of management and monitoring measures.

Stakeholder feedback may be sought on a range of issues, including:

- the proposed scope of health and well-being matters to be addressed in the SIA
- methods for the collection of health and well-being data
- identifying potentially impacted groups and vulnerable groups within the community
- community concerns within regard to pre-existing health and well-being issues, as well as potential project related impacts or opportunities
- the findings of health and well-being-related studies for the SIA
- management and mitigation measures for health and well-being impacts
- conclusions and recommendations of the SIA (prior to finalisation of SIA)
- the proposed program to monitor health and well-being impacts.

Appendix 10 provides an overview of potentially relevant stakeholders for health and community well-being related matters, and the matters on which they may typically be engaged.

### 3.5.5 Assessment of impact

The assessment of impact aims to determine the relative significance of the health and well-being-related matters on local and regional communities within the SIA study area.

Similar to the process undertaken during scoping, assessment of impact should identify the potential social change pathways that could reasonably link the project/or proposed activity to health and community well-being. The SIA should estimate possible direct and indirect impacts and benefits by considering the impact of this social change on both health and community well-being outcomes/status and determinants identified in the social baseline. Cumulative impacts should also be considered (see section 2.3.4).

The SIA should assess and determine the significance of health and community well-being impacts/benefits in accordance with the impact significance criteria established by the overall SIA. Where relevant, the criteria used to assess impact significance should include consideration of health and community well-being measures. For example, the likelihood of an impact occurring can be assessed using a sliding scale that includes estimates of the frequency or percentage of health effects.

### 3.5.5.1 Methods for identifying health and well-being impacts

The assessment of impact should use a mixture of both quantitative methods and qualitative methods to identify health and well-being impacts and benefits (Table 9).

**Table 9** Examples of quantitative and qualitative methods to assist health and well-being assessment of impact

Quantitative methods	Qualitative methods
<ul style="list-style-type: none"><li>• Health risk assessment (see Health Environmental Health Risk Assessment guideline)</li><li>• Vulnerability assessment</li><li>• Health services capacity assessment</li><li>• Quantitative Risk Assessment</li><li>• Mathematical modelling</li><li>• Forecasting</li><li>• Health hazard identification and classification for 'exposure-response' assessment</li><li>• Surveys</li><li>• Cost benefit analysis</li></ul>	<ul style="list-style-type: none"><li>• Focus groups</li><li>• Semi-structured interviews with key informants</li><li>• Citizen juries</li><li>• Stakeholder workshops</li></ul>

Quantitative methods are typically used for those impacts and/or benefits that are tangible, easily measurable and typically involve an 'exposure-response' relationship, such as the exposure of a community to changes in ambient air, water, chemical or noise pollution and traffic-related health impacts.

Qualitative methods are more appropriate for impacts and/or benefits which are less tangible and not easily measured by quantitative data, such as people's individual perceptions, expectations of experiences of social change on their individual or community health and well-being. Qualitative methods are also more adept at teasing out the social complexities that often underpin how social change is experienced (equity, gender, livelihood issues), and can provide insight on health inequalities that may not emerge from a purely quantitative approach.

### 3.5.6 Impact mitigation and benefit enhancement

The SIA should use the outcomes of the assessment of impact stage to (1) prioritise the health impacts for which mitigation measures will be developed, and (2) identify opportunities for the development of management measures to enhance identified benefits.

The proponent should develop impact mitigation and management measures in consultation with stakeholders, particularly key emergency and social service agencies. Common mitigation measures to address health and well-being impacts include:

- altering the processes or the design of infrastructure, equipment or other aspects to reduce the risk, or adverse health impact, experienced by the population (e.g. installation of pollution control equipment, altering speed limits, changing the process or chemicals used)
- modifying the project layout to ensure that the development is not placed near to sensitive receptors or areas
- considering and responding to the special needs of any at-risk and vulnerable groups in the affected local or regional communities

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- supplementing available social service infrastructure to reduce potential demands on staffing levels and service capacity
- establishing emergency response arrangements and response plans agreed with emergency service providers, for incidents both on and off the project site
- establishing a workforce code of conduct to set behavioural standards for employees both on and off the mine site.

The final agreed management measures should be incorporated into the health and community well-being plan, which forms a part of the SIMP.

### 3.5.7 Social impact management plan

The SIA Guideline requires the proponent to prepare a health and community well-being plan for the project, which will form a component of the SIMP. The health and community well-being plan should provide a practical basis for the implementation of health and community well-being-related management measures identified during the impact mitigation and benefit enhancement phase of the EIS, or as part of CBA implementation

To meet the requirements of the SIA Guideline, the health and community well-being plan should:

- (1) identify objectives and key performance indicators that the project wishes to achieve through the management of each health and well-being related impact or benefit:
  - (a) the SIA Guideline requires the health and community well-being plan to include a monitoring and reporting framework, which provides details of the objectives and key performance indicators for tracking the desired management target or outcome sought for each identified impact/benefit.
- (2) describe specific management measures identified to address health and well-being impacts and benefits of the project should be incorporated into the health and community well-being plan:
  - (a) this should include a description of:
    - (i) measures to ensure that the level of service provided to the local community by existing social services, facilities and infrastructure is not reduced
    - (ii) the level of on-site health services to be provided for workers
    - (iii) any workforce code of conduct to govern worker interactions with local communities
    - (iv) emergency response arrangements and management measures agreed with emergency service providers, for incidents both on and off the project site
- (3) detail community development programs.

Local communities have strong expectations for companies to make a positive contribution to the areas in which they operate. This has encouraged proponents to go beyond a focus solely on impact mitigation and to actively contribute to sustainable community development. Community development is the process of increasing the strength and effectiveness of communities to improve people's quality of life and overall community viability.

Proponents seeking to implement community development programs or activities are advised to partner with local government agencies and other local organisations and ensure that activities are aligned with existing local community and/or regional development plans, programs and initiatives.

Common aspects of community development programs include:

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- local skills, training and employment programs to maximise local recruitment and encourage people to live and work in local communities
- procurement programs to increase supply and procurement from local and regional businesses
- partnering with local governments and community, sporting and other groups on initiatives that contribute to community liveability, health and well-being, and inclusion
- partnering with First Nations communities to support community-led initiatives that improve quality of life in communities, including cultural, education, sporting, health and well-being or environmental programs
- supporting local community events
- supporting initiatives to develop and expand other industries
- supporting educational initiatives to build awareness of career opportunities and encouraging students (particularly women and people of First Nations descent) to develop an interest in science, technology, engineering and mathematics.

Where possible, the health and community well-being plan should provide details of any proposed community development programs or initiatives to be implemented and the intended outcomes to be achieved (where not described elsewhere in a SIMP).

### 3.5.8 Specific considerations for monitoring, review and update

The monitoring of health and well-being should be consistent with the principles of adaptive management, the health and community well-being plan should include a monitoring framework, which details the KPIs to be used to measure the project's success in meeting the desired management objectives sought for each impact and/or benefit over the life of the project. The health and well-being monitoring framework should incorporate the seven key components described in the SIA Guideline (see section 2.6).

With respect to KPIs, the indicators used to describe the health and well-being component of the social baseline may be sufficient for use in the monitoring program (refer to Appendix 9). Additional indicators should be identified where necessary. However, proponents should focus on selecting KPIs which measure the effects of the management measures in the community and socio-economic environment (e.g. change in access to a social service), more so than actions or aspects associated with the management measure itself (e.g. number of payments provided, number of information sessions held, implementation of a plan).



## 4. First Nations peoples

First Nations peoples are distinct stakeholders in the SIA process. Although projects for which an SIA is required need to consider all stakeholders and communities who are impacted by project development, there are several reasons for a specific focus on First Nations peoples:

- natural resources, such as minerals, gas, petroleum, wind and solar resources as examples, are often located on or near lands that First Nations peoples have a special connections to – either through law, cultural tradition, or a combination of both
- projects requiring an SIA through any of the pathways identified in the SIA Guideline are likely to have complex elements and wide-ranging impacts, potentially over large areas or particular places to which First Nations peoples may have connections, and the projects could have particular effects on the rights, interests and culture of First Nations peoples
- First Nations peoples have cultures and ways of life that are distinct from those of the non-Indigenous Australian population, requiring proponents to use forms of engagement that are sensitive to these characteristics.

This section provides guidance to proponents on the engagement, assessment and management of social impacts of projects for which an SIA is required on First Nations peoples.

Carrying out of SIA activities involving First Nations peoples should be considered a form of research and should align with best practice principles. It is an expectation that SIA activities align with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS): *Code of Ethics for Aboriginal and Torres Strait Islander Research* (see Appendix 6). Design of the SIA components and carrying out activities should be underpinned by the AIATSIS Code of Ethics framework, structured around four principles:

- (1) Indigenous self-determination
- (2) Indigenous leadership
- (3) impact and value
- (4) sustainability and accountability.

At the core of research with First Nations peoples are the values of integrity and acting in the right spirit. Imbedding these values via observation of the four principles is crucial, especially throughout engagement.

Applying the principles and practices presented in this section will assist proponents to:

- identify potentially impacted First Nations peoples, and engage with them in a manner that is culturally appropriate and enhances their capacity to participate meaningfully in the SIA process
- consider the interests, values and aspirations of First Nations peoples across all phases of the SIA process
- incorporate feedback from First Nations peoples when assessing potential cultural, social, well-being, and economic impacts of a project, and developing management measures
- establish monitoring, evaluation and reporting processes which are relevant to the concerns of First Nations peoples.

## 4.1 Scoping

### 4.1.1 Establishing the relevant regulatory and policy context

The regulatory and policy context should take into account local, state and commonwealth legislative, planning and policy requirements, as well as relevant industry guidelines. These may govern a range of matters including native title, environmental protection, economic development and employment, industry development and governance, reconciliation and cultural heritage protection.

Proponents should also identify:

- corporate responsibility, Environment Social and Governance (ESG) arrangements and other policies, plans or initiatives which support or advance the interests of First Nations peoples.
- First Nations community or representative entity policies or guidance material in relation to engagement, consultation and outcomes
- agreements under preparation or in place between the project and First Nations peoples and communities, such as:
  - agreements negotiated under the *Native Title Act 1993* (Commonwealth)
  - heritage agreements under the Queensland Government Native Title Protection Conditions
  - Cultural Heritage Management Plans (CHMPs) made under the *Aboriginal Cultural Heritage Act 2003* or the *Torres Strait Islander Cultural Heritage Act 2003*
- external peak industry, investor, or business policies or guidance
- relevant international obligations or instruments applying to or endorsed by Australia.

Appendix 6 provides a summary of potentially relevant legislation, policies and guidelines.

For projects assessed under the Planning Act, the special role and responsibility of local government/s should be taken into account when scoping the SIA. The SIA Guideline prescribes the engagement with the relevant local government/s, and creates space for collaborative interpretation and offers scope to strengthen the incorporation of First Nations peoples considerations.

While there are 17 Aboriginal Shire Councils identified within the *Local Government Act 2009*, all LGAs include discreet First Nations communities living within the wider population. Best practice is to engage with relevant First Nations peoples representatives early, i.e. at the same time as engaging with local government. This will ensure their needs can be appropriately reflected, noting that it should not be assumed that every First Nations group is adequately represented by, or perceives they are not adequately represented by, their respective local government.

### 4.1.2 Defining the SIA study area

The SIA Guideline requires potential social impacts to be identified within the context of a project's study area. The study area should be defined taking into consideration potential matters relevant to First Nations peoples, such as:

- the location of the proposed project and its associated infrastructure, activities and effects in relation to:
  - First Nations communities with connections to land, sea and water whether or not formally recognised, including historical communities
  - lands subject to a native title claim or determinations under the *Native Title Act 1993*

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- discrete Indigenous communities
- local and/or regional communities with relatively high Aboriginal and Torres Strait Islander populations
- potentially affected built or natural features located on or near the project site or in the surrounding region that have been identified as having cultural, spiritual, social or economic value or significance to First Nations peoples
- nearby large projects with existing agreements with local or regional First Nations communities
- the history of the proposed project and how First Nations peoples near the project, or within the region, have experienced the project or large-scale industry more broadly
- contemporary and historical government programs and projects with the local First Nations community
- potential locations of First Nations labour and business supply opportunities.

Proponents are encouraged to consult with native title groups, Aboriginal land councils and/or other First Nations peoples and stakeholders as early as possible in the SIA process to define an appropriate study area. Information provided and key issues identified by First Nations peoples would inform the SIA for the five key matters.

### 4.1.3 Identifying affected First Nations peoples and other stakeholders

The scoping phase of the SIA process should identify and provide a preliminary profile of potentially affected First Nations peoples in the SIA study area. This may include, but is not limited to:

- First Nations groups with a formal or legal claim or title to land on or near a project site (registered native title body corporates, registered native title claimants)
- customary owners who are absent due to displacement
- discrete Indigenous communities (including outstations and homelands)
- First Nations peoples residing in local and regional communities who do not have formalised legal land rights or claims but retain strong historical and customary connection to an area.

In addition to affected First Nations peoples, proponents should review other potential stakeholders who may have an interest in First Nations matters and may be affected by the project. Other identified stakeholders may include, for example:

- cultural heritage bodies
- language groups
- kinship or family groups
- Indigenous corporations or businesses community service providers
- non-government organisations and civic organisations
- relevant government agencies.

Identifying potentially affected First Nations peoples and other stakeholders should be done as early as possible in the planning stage of the project. Proponents are encouraged to contact and seek the advice of the Queensland Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) and relevant First Nations organisations, such as local Aboriginal and/or

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Torres Strait Islander land councils or native title groups, to ensure that all potentially affected First Nations peoples and stakeholders are considered in the SIA. DWATSIPM maintains an online cultural heritage database which can assist in identifying traditional owner groups, their areas and contact details across Queensland.

First Nations peoples who are potentially affected by the project should be directly involved in the scoping process and development of preliminary profiles. Proponents should engage in early investigations to identify barriers to meaningful engagement with and by First Nations peoples and tailor approaches to all SIA phases in response to identified barriers.

Other approaches which can support the identification of relevant First Nations peoples and stakeholders include:

- speaking with project field staff or any existing community contacts
- engaging specialist advisors with anthropological and historical knowledge of a community or area
- reviewing existing contextual information, such as online information or existing anthropological, historical or other SIA studies of the study area.

A preliminary profile of affected First Nations peoples and stakeholders within the SIA study area should be developed, covering:

- key native title, cultural, environmental and socio-economic aspects that may be impacted by the project
- the diversity of First Nations groups within communities (where relevant), including their different languages, cultures, histories, family groupings and interests
- the history of the affected communities, including the impact of colonisation (both past and present) and historic or current grievances or disagreements with other First Nations communities, government or extractive resource projects in the region.

## 4.1.4 Preliminary review of potential impacts and benefits

The SIA Guideline requires preliminary consideration of potential social impacts and benefits during the scoping phase.

Potential impacts on First Nations peoples and communities typically arise because of projects being located on or adjacent to lands subject to traditional ownership or customary use or avoidance. This can create opportunities for First Nations peoples to obtain a range of direct benefits from engaging with a project. These benefits, such as employment and contracting on projects or income gained from negotiated financial benefits, can help First Nations people fulfil their aspirations. Conversely, damage to land and other resources because of large projects can have significant adverse social, economic, cultural and environmental impacts.

Cultural and spiritual impacts can be seen through the lens of the importance of a person's 'Country' to the cultural identity and health and well-being of First Nations peoples. For First Nations peoples, Country encompasses the dual concept of a sense of belonging to, and responsibility for, their ancestral lands, waters and seas. First Nations people's role in caring for, protecting and conserving Country can extend to understanding and responsibility for biodiversity and heritage, and promoting the respectful use of their knowledge and Country. Any discussion of potential impacts needs to be mindful of this dual sense of responsibility and ownership.

The extent to which potential benefits or negatives impacts are experienced by First Nations peoples will depend on several factors, such as:

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- key native title, cultural, social, economic and political conditions and trends that impact upon First Nations peoples
- the geographical location of the project in relation to First Nations communities and surrounding sacred sites
- the nature and scale of the project and its associated infrastructure and activities
- the capacity of affected First Nations individuals, organisations and communities to respond to the negative impacts of project development and to maximise the potential benefits associated with it
- the extent to which First Nations peoples are able to meaningfully engage in dialogue and decision-making processes throughout all stages of the SIA process and SIMP development, implementation and monitoring throughout the lifecycle of the project, including during (where relevant) construction, operation, management and rehabilitation
- the historical experience of First Nations communities with the project, or other large projects in the region more broadly
- the proponent's approach to engagement with First Nations peoples, and management of the factors listed above.

Given the limited information available at the scoping phase of the SIA process, this preliminary review will typically be based on professional judgement. Where possible, it should also be informed by early consultation with key First Nations peoples and stakeholders. This assessment is ideally iterative and would be further developed as the SIA process progresses, and a more detailed understanding of the project, the baseline analysis and the profile of potentially impacted communities is obtained.

## 4.2 Baseline analysis

The SIA Guideline requires the SIA to include an analysis of the baseline social conditions of affected First Nations peoples within the SIA study area. The baseline should describe the state of the communities prior to the construction and operation of a project, which provides a reference point, to which potential changes and associated impacts on these communities can be compared.

The description of the state of the communities should include analysis of the perspectives and lived experience of local peoples and the baseline must be meaningful to both proponent and First Nations communities. The local communities need to be involved in developing the baseline and reporting against it over the lifecycle of the project.

When developing the baseline in cooperation with affected local communities, special consideration should be given to structural disadvantage faced by First Nations peoples as a result of dispossession, historical trauma, and disproportionately poor health and economic outcomes. Baseline conditions for First Nations peoples may therefore be distinct and potentially substantially deficient compared against the baseline for other members of an affected community. Economic, social and cultural structural factors, including intersection between First Nations peoples and other vulnerable populations, should be considered in developing the baseline. Where the baseline analysis identifies materially deficient baseline conditions, the capacity of the project to make material improvements should be considered throughout the SIA.

### 4.2.1 Describing the social locality

The baseline analysis should describe existing native title, cultural, social, economic and political conditions and trends that impact on First Nations peoples. Where available, time series data may be

compiled to establish the trajectory of historical and potential future socio-economic change. Where appropriate, comparison may be drawn with non-Indigenous people in the SIA study area or First Nations people elsewhere in Queensland. Potential areas of analysis will overlap with standard baseline indicators (see section 3.5.3).

This information should be situated within a qualitative understanding and description of:

- the organisational and decision-making structures of the community, such as any traditional owners and community elders
- representative bodies (e.g. registered Native Title Body Corporate or land councils, Local Decision Making Bodies, or local government)
- the culture and values of a community, such as:
  - social norms, family connections, clan groups and languages
  - cultural protocols, including traditional ways of dealing with grievances
  - belief systems, knowledge of, and connections to Country
  - tangible cultural heritage aspects such as artefacts, buildings, men's and women's areas, sacred and other sites of significance
  - intangible cultural heritage such as ceremonies, stories, art, music and spiritual practices
  - initiatives to pass on cultural knowledge within the community
  - customary uses of wildlife and natural resources (and associated customary economies and market economy activities)
  - traditional ecological knowledge and land management skills
  - the aspirations and priorities of the community
  - barriers to economic participation, including capacity and capability constraints.

An important dimension of the social baseline involves profiling organisations that are involved in delivering social and community services to affected First Nations communities.

The social baseline should focus on describing the capacity of community and social services to meet current and potential future demand for their services and highlighting any constraints they might face in meeting demand. Potential service organisations for consideration in the social baseline include:

- cultural services (e.g. centres maintaining and promoting language, law and culture)
- education and vocational education and training (VET) programs
- employment programs
- childcare services
- youth services
- social welfare programs (e.g. Centrelink)
- health services (e.g. aged care and mental health services)
- communication service providers
- community services (e.g. fire, police and emergency)
- natural resource management programs (e.g. Rangers).



## 4.2.2 Sources of data

The extent of the baseline analysis and level of detail required will be informed by the outcomes of the preliminary review of potential social impacts and benefits conducted during the scoping phase of the SIA. Baseline data should be drawn from multiple data sources, including:

- desktop statistical data sources, such as:
  - ‘Aboriginal and Torres Strait Islander Peoples Profiles’ from the Australian Census of Population and Housing
  - ‘Survey of Disability, Aging and Carers’ conducted by the Australian Bureau of Statistics
  - ABS Census Community Profiles
  - DWATSIPM ‘Know Your Community’ First Nations community profiles
  - Australian Institute for Health and Welfare
- information from field studies (e.g. surveys, interviews and meetings)
- data held by government and service delivery organisations
- existing historical, genealogies, anthropological or SIA reports or technical studies
- regional or strategic plans.

The baseline analysis should be underpinned and informed by the knowledge of affected First Nations peoples and stakeholders (section 4.3). Gathering of Indigenous knowledge and data as part of the baseline analysis or other SIA activities should be done in a way that protects the Indigenous self-determination in the collection, interpretation and use of that information, consistent with the concept of Indigenous data sovereignty. Establishment of information governance agreements and ownership controls may be required.

## 4.3 Community and stakeholder engagement

The SIA Guideline requires that community and stakeholder engagement commence at an early stage and is carried out across the entire SIA process. Engagement with First Nations peoples should be undertaken as part of the broader SIA community and stakeholder engagement program and may complement project-related native title agreement processes.

The outcomes of this engagement should inform scoping, baseline analysis, assessment of impact and the development of management and monitoring measures, as well as be included in SIA documentation that is made available for public consultation during EIS assessment.

Engagement with First Nations peoples and stakeholders during the SIA process is required to ensure that SIA considers and is responsive to First Nations peoples’ aspirations, views and concerns with the project. This includes First Nations persons and organisations who may be affected by project development but not directly involved in native title agreement processes. Engagement in the context of the SIA process is also necessary to:

- identify all affected First Nations peoples and stakeholders
- collect and establish relevant and meaningful baseline data and identify gaps
- explore areas of the project with the potential to have negative or positive impacts on First Nations peoples or stakeholders

- develop and receive feedback on management measures and monitoring approaches to address impacts on First Nations peoples and stakeholders.

Appendix 7 provides an overview of potentially relevant stakeholders for engagement on issues of relevance to First Nations peoples. This includes state agencies, local governments, non-government organisations, unions, industry groups and business, and community members, in addition to First Nations peoples themselves.

Community and stakeholder engagement is a key SIA phase and one of the most important activities for observation of ethical standards, especially the AIATSIS Code of Ethics. Engagement should also align with the principles outlined in the general section for stakeholder engagement (section 3.1), including an understanding of the IAP2 participation spectrum and observation of the National Health and Medical Research Council ethical conduct guidelines.

### 4.3.1 Meaningful engagement

Meaningful engagement requires that the scope of engagement is beyond information of the project and basic consultation with affected persons. Meaningful engagement requires that risks and negative impacts are identified and discussed, alongside the costs and benefits of the project, and a robust dialogue about these factors is sustained across the project lifecycle. This should include avenues for receiving feedback and integrating the views of affected people into project decision-making.

Proponents also may have the opportunity to provide tangible outcomes for making joint decisions and sharing benefits through negotiation of agreements, supported by the Queensland cultural heritage legislative framework and the Commonwealth native title system. The appropriateness and need for these agreements to meet the expectations and aspirations of affected peoples will be informed by engagement.

This engagement is expected to provide an increased level of impact on decision-making (see Table 6 ) and should involve:

- working with relevant First Nations organisations and stakeholders to identify all affected First Nations peoples
- building relationships and trust with affected First Nations peoples and stakeholders through early and ongoing dialogue for the length of the project (not just the SIA process)
- understanding, respecting and seeking advice on local community protocols and communication preferences, including cultural/traditional protocols, and observing these conditions especially regarding the collection, control and sharing of traditional knowledge
- allowing sufficient time for engagement and recognising that timeframes may need to be altered to accommodate cultural requirements
- where possible, agreeing on a mutually acceptable procedure for engagement with each community of potentially affected First Nations peoples
- being aware of changing understanding of Country and areas of significance within First Nations communities and individuals as a result of progressive awareness and knowledge throughout engagement on the project
- developing genuine feedback-receiving measures and having iterative discussions about project decision-making, informed by material consideration of views and concerns
- otherwise observing standard best practice engagement methodologies with appropriate adjustments and concessions to facilitate First Nations peoples.

Proponents should recognise any inequities that may exist within First Nations communities and endeavour to find appropriate ways to meaningfully include excluded groups, or how to appropriately engage with groups within the community in a setting where members of the community are not culturally obligated to be deferential in their opinions or behaviour. Dialogue should be cooperative whilst respectful of the form, structure, and traditions of the relevant peoples' culture. Where a cultural norm or tradition limits engagement, this limitation can be identified in the SIA.

SIA engagement with First Nations peoples should be guided by the principle of Indigenous leadership. It is essential that proponents appoint experienced and adequately qualified people to undertake SIA activities, especially engagement. As a priority, SIA practice teams engaging with Indigenous people should be led by Indigenous people, and teams should include appropriately skilled local First Nations peoples (where possible). Establishment of working groups, partnerships, and governance or oversight mechanisms can demonstrate also Indigenous leadership.

Further resources on good practice engagement with First Nations peoples can be found in Appendix 6.

### 4.3.2 Free, prior and informed consent

Engagement with First Nations peoples should seek to align with the principle of Free, Prior and Informed Consent (FPIC). FPIC is a principle aimed at protecting the self-determination of indigenous peoples, designed to provide, maintain and strengthen decision-making power in indigenous communities through operationalisation of the four interlinked component elements:

- Free: consent is given voluntarily and without coercion, intimidation or manipulation.
- Prior: consent is sought sufficiently in advance of any commencement of activities, at the early stages of project planning.
- Informed: people are fully informed of the project and its impact, accessibly, clearly, consistently, accurately and transparently.
- Consent: effective, collective processes to give or withhold consent.

SIA in isolation cannot provide full realisation of the FPIC principle. Consent remains a complex topic and will be project and context specific. Additional matters, such as native title and cultural heritage legislation, interact with FPIC and can be part of building capacity. However, SIA practice, especially stakeholder engagement, can be an enabler of FPIC, when carried out with the objective of protecting self-determination by ensuring meaningful engagement and participation. Broadly proponents may be able to align with FPIC by considering at least doing the following:

- identifying the concerns of the relevant affected First Nations peoples
- documenting, mapping and recording the characteristics, demographics and concerns of the affected peoples, appropriately and sensitively
- engaging in participatory communication and carrying out iterative discussions, delivering project information transparently and appropriately with respect to the needs and preferred dialogue styles of the affected peoples
- reaching consent where viable, and documenting that consent along with the needs of the affected First Nations communities within the project context
- establishing agreed monitoring, reporting, feedback and complaints mechanisms.

The SIA (and resultant SIMP, SIA report or CBA) engagement can be used by the proponent to demonstrate meaningful alignment with FPIC, and the principle of Indigenous self-determination (see

section 4.3.1). Particularly, the SIMP can address understandings, desired outcomes and achievement mechanisms agreed between the proponent and affected First Nations peoples.

It is acknowledged that proponents may seek to enter, or have entered, into voluntary agreements with affected First Nations peoples, which will affect the way in which FPIC is approached throughout the SIA process (see section 4.4.3 below). Consents given and measures adopted as part of an agreement may address the consent element; while the SIA is not required to describe or disclose any commercially confidential or legally or culturally sensitive information that may be contained in an agreement, proponents may include general information about how the agreement will align with FPIC.

The Australian Department of Climate Change, the Environment, Energy and Water published a dedicated First Nations strategy including a detailed exploration of the FPIC principles.

## 4.4 Assessment of impact

### 4.4.1 Impact identification and assessment

The SIA should identify potential project-specific and cumulative impacts on First Nations peoples in accordance with the indicators and projections presented in the baseline analysis. When identifying potential impacts, it is essential that the SIA involve and obtain input from First Nations peoples and stakeholders as these groups may identify impacts not initially anticipated by the SIA study team.

When assessing impacts, the SIA should address impacts that First Nations consider significant within the context of their own traditional knowledge and social and cultural understanding of an area. Similarly, in determining the significance of impacts, such judgements should be informed by the values and perspectives of affected First Nations peoples.

Impacts can occur to both tangible and intangible values. First Nations peoples can have a strong connection to Country, and impacts may be disruptive not only to physical elements of Country but also to cultural or cohesive elements such as customs, connections or sense of identity. If informed by affected First Nations peoples that cultural loss or adverse impacts to connection to Country will occur, whether tangible or intangible, consider the need for assessing the loss of culture or connection to Country in consultation with the affected First Nations peoples.

Reflecting consideration of potentially deficient baseline conditions as discussed in section 3.2, assessment of project impacts should be carefully considered, ensuring that a net-benefits approach remains viable. Where baseline analysis indicates structural disadvantage, negative impacts of a project may be more severe and positive impacts less significant. The SIA should identify where impacts may have disproportionate relationships with the baseline for First Nations peoples (see section 4.2), which must be reflected in impact mitigation and benefit enhancement.

Appendix 8 provides examples of common impacts of large resource projects on First Nations peoples. This list is not all-inclusive or exhaustive of all potential impacts.

#### 4.4.1.1 Cumulative impacts

The SIA guideline requires the proponent to assess both project-specific and cumulative impacts. Cumulative impacts may occur as a result of the compounding activities of both resource sector and non-resource sector projects on the First Nations matters described in the SIA baseline. Section 2.3.4 provides a discussion of the expectations for cumulative assessment of impact for SIA under the SIA Guideline, however additional key matters to consider for impacts on First Nations peoples may include:

- increases in competition for Indigenous labour if other projects are also in the SIA study area, particularly if proponents have 'hard' Indigenous employment targets

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- the impact of multiple cumulative impacts associated with engagement fatigue
- factors such as ‘training fatigue’ when projects and programs have exhausted the natural pool of available local participants and have artificially inflated the need for training programs without any realistic opportunities for employment to follow
- cumulative erosion of baseline conditions due to the impacts of other projects, over a significant timespan (e.g. since commencement of the first major project)
- the long-term effects of other planned interventions, such as generational trauma and detriment due to historical policies and laws
- Specific engagement fatigue within First Nations communities due to a number of SIA processes operating within an area in similar timeframes.

The SIA should describe potential cumulative impacts to the extent possible utilising publicly available information from other projects.

## 4.4.2 Impact mitigation and benefit enhancement

The SIA guideline requires the SIA to develop impact mitigation and benefit enhancement measures (collectively referred to as ‘management measures’) in consultation with potentially affected communities and stakeholders.

The proponent’s priority should be to design/redesign a project to avoid negative impacts to First Nations peoples and stakeholders. Where avoidance is not possible, the proponent should develop strategies that manage these impacts in a manner that is proportionate with the nature and scale of the impacts on the affected First Nations peoples.

Impact mitigation and benefit enhancement should be responsive to structural disadvantage identified in the baseline analysis. The SIA should consider the capacity of the project’s benefit enhancement measures to materially improve existing baseline conditions, such that negative impacts are not exacerbated by structural disadvantage. The approach should represent a genuine social development and drives change in the underlying social conditions of affected First Nations peoples.

Proponents should ensure that First Nations peoples are involved in the decision-making process and development of management measures concerning them. Proponents should also seek to align management measures with the policy context established in section 4.1.1 – for example, large resource project proponents can develop management measures that support actions regarding First Nations partnerships in the Queensland Resource Industry Development Plan (QRIDP).

Management measures should be developed in consideration of (or complement) already established agreements, such as voluntary agreements, those made under the *Native Title Act 1993* (section 4.4.3), CHMPs, reconciliation action plans or existing corporate principles, policies, plans or initiatives which support or advance the interests of First Nations peoples (e.g. Indigenous employment targets or existing Indigenous traineeship program).

Specific measures identified for the project should be incorporated into the SIMP (section 4.5).

As highlighted earlier, the Planning Act requires development of a CBA with the relevant local government/s. This creates opportunity for collaborative interpretation and offers scope to strengthen the incorporation of management measures that address First Nations peoples concerns. Options should be discussed with the relevant First Nations groups and the appropriate local government, and could include:

- (1) incorporation into the CBA signed by local government

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- (2) a separate benefit agreement with the relevant Traditional Owner or First Nations group/s
- (3) a combination of the above options.

### 4.4.3 Native title and cultural heritage agreements

The *Native Title Act 1993* establishes a process that gives registered native title parties the right to negotiate agreements with proponents of a 'future act'. These agreements detail the conditions of compensation for the undertaking of the particular future act. In some cases, this may include provisions for benefits such as (but not limited to) employment and training, business development, environmental and cultural heritage protection, or financial payments.

In Queensland, the *Aboriginal Cultural Heritage Act 2003* and *Torres Strait Islander Cultural Heritage Act 2003* (together, the 'Cultural Heritage Acts') provide a framework for the protection and conservation of cultural heritage. Where an EIS is required for a project, a CHMP must be prepared between the project proponent and Traditional Owners. A CHMP is an agreement that explains how a project is to be managed to avoid or minimise harm to cultural heritage, regardless of whether the land is subject to native title rights and interests. A CHMP can detail conditions of the agreement of the Traditional Owner party, including provisions securing benefits.

Native title and cultural heritage agreement processes can occur separately from the SIA process. Proponents are nevertheless expected to assess potential social, cultural and economic impacts on First Nations peoples as part of the SIA, which is expected to include impacts that may fall within the jurisdiction of the Native Title Act or Cultural Heritage Acts. The SIA should also identify management and monitoring arrangements to demonstrate these impacts are managed.

Where an identified impact in the SIA will be partially or wholly addressed through a management measure or 'benefit' included in a relevant agreement, proponents are encouraged to provide general details of the commitment and indicate that the matter is covered within an agreement. The SIA is not required to describe or disclose any commercially confidential or legally or culturally sensitive information that may be contained in an agreement.

It should be noted that for projects where native title does not exist, and consequently there are no native title groups, or where a CHMP may not be required, the requirement to engage with and assess potential social impacts on other potentially affected First Nations peoples still applies.

## 4.5 Social impact management plan

The SIA Guideline, for projects requiring an EIS, requires management measures identified through the SIA process to be documented in a SIMP. For SIAs conducted under the Planning Act, SIMPs are not a mandatory requirement but represent best practice. Depending on the project and the significance of impacts on First Nations peoples to be addressed, the proponent may consider developing a standalone management plan which outlines the management measures specific to First Nations peoples.

Otherwise, specific management measures for mitigating impacts or enhancing benefits to First Nations peoples should be incorporated into the SIMP under the management plans for each of the five key SIA-related matters, as outlined in section 2.5.

Proponents should engage collaboratively with relevant First Nations peoples in the creation of the SIMP to encourage co-design and support Indigenous data sovereignty in the development, use and sharing of data items and identified indicators. To meet the requirements of the SIA Guideline, each management measure should be accompanied by a description of the stakeholders involved (including their roles and responsibilities) and the timeframes for implementation. The SIMP should also describe how these



management measures will be embedded within the projects' overall management system and monitored throughout the project lifecycle (refer to section 4.6).

Where an identified impact will be addressed through a management measure or 'benefit' included in a native title or other voluntary agreement, proponents are encouraged to provide general details of the commitment and indicate that the matter is covered within an agreement. The information provided should be sufficient to demonstrate that an identified impact is adequately addressed. The SIMP is not required to describe or disclose any commercially confidential or legally or culturally sensitive information (e.g. specific payments to First Nations groups).

## 4.6 Specific considerations for monitoring, review and update

The SIA Guideline requires the proponent to monitor implementation of the SIMP provisions throughout the project lifecycle. Consistent with the principles of adaptive management, a monitoring framework should be developed for each management measure relevant to First Nations peoples listed in the SIMP, and address the seven elements described in the SIA guideline in that context (see section 2.6). With respect to KPIs, the indicators used to describe components of the social baseline relating to First Nations peoples may be sufficient for use in the monitoring framework.

Additional indicators should be identified where necessary. However, proponents should focus on selecting KPIs or other indicators which measure the effects of the management measures in the community and socio-economic environment (e.g. change in access to a social service, accommodation availability, disruption to social cohesion), more so than actions or aspects associated with the management measure itself (e.g. number of payments provided, number of information sessions held, implementation of a plan).

Monitoring plans should be participatory and actively involve people from affected First Nations communities. Monitoring should aim to engage First Nations communities proactively and regularly, and be adaptable to changing outcomes and aspirations, including capacity for updates to indicators and management measures based on an open and ongoing dialogue.

Proponents should consider reporting the outcomes of SIMP monitoring to affected First Nations communities and stakeholders in a manner that is informative and culturally appropriate.

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# Appendices

- Appendix 1. Definitions and key concepts
- Appendix 2. Purpose and desired outcomes for each phase
- Appendix 3. Integrating environmental impacts
- Appendix 4. Example template of social impact management plan
- Appendix 5. Example impact significance methodology
- Appendix 6. Reference, policies, and guidelines
- Appendix 7. Potential stakeholder groups for First Nations peoples' matters
- Appendix 8. Examples of potential impacts on First Nations peoples
- Appendix 9. Examples of universal determinants of health and well-being
- Appendix 10. Examples of stakeholders for potential engagement on health and well-being matters

## Appendix 1. Definitions and key concepts

Term	Definition
First Nations owned business	Any business in which a person or persons of Aboriginal and Torres Strait Islander descent has ownership of at least 50 per cent of the business.
ABS Business Register	A register of businesses with an ABN that are actively registered for GST as maintained by the Australian Taxation Office.
Accessible housing	Housing or accommodation constructed or modified to enable independent living for people with disability or older persons.
Affordable housing	Housing or accommodation that is priced to be affordable to households whose income constrain their capacity to meet their housing needs adequately in the open housing market.
Capability	The overall ability of local businesses and industry to offer a value proposition that is competitive – providing products or services that are needed, competitively priced, at a quality that is needed and within a reasonable time frame.
Capacity	The ability of the local businesses and industry to ramp up to meet the expected volume of products and services that will be required by the project in a reasonable timeframe.
Commute	Commute refers to the journey for a worker to and from their permanent home, or in some cases, the site accommodation to the site. It may involve air travel, driving, company provided bus, car pooling or other means of transport. The commute can involve both a daily commute to the mine site and, in some cases, a commute to the worker's permanent home at the beginning and end of a work cycle or roster.
FIFO worker	A FIFO worker is a worker who travels to the project by aeroplane, or another means such as by car, from a place that is not a nearby regional community for the project to work on the operational phase of the project.
First Nations people	First Nations people is a broad term that refers to all Aboriginal and Torres Strait Islander peoples across Australia. It acknowledges the diversity of Aboriginal and Torres Strait Islander peoples and their roles as the original custodians of the land, with unique cultural, spiritual, and historical connections to different regions.
Full, fair and reasonable opportunity	<p>Full means local industry has the same opportunity as other potential suppliers to participate in all aspects of a project from design through to completion, supply and ongoing maintenance.</p> <p>Fair means local industry is provided the same opportunity as other potential suppliers to compete for investment projects and other market-based contracts on an equal and transparent basis.</p> <p>Reasonable means tenders are free from any unreasonable specifications or requirements that could rule out local industry and are structured in such a way as to provide local industries the opportunity to participate.</p>
Labour market	Labour market is the availability of employment and labour, in terms of supply and demand, within a geographical area, such as the SIA study area.
Large resource project	A large resource project is defined by schedule 1 of the SSRC Act.
Large-scale renewable energy project	A large-scale renewable energy project is any wind farm or solar farm development that meets the definition of those uses in the Planning Regulation 2017.
Lifecycle	A project's lifecycle is all phases of the project, including the planning, application, assessment, pre-construction, construction, operation, closure,

Term	Definition
	rehabilitation, management, decommissioning, dismantling and post-closure phases, relevant to each to project.
Local and regional communities	Local and regional communities are those communities located within the local and regional SIA study areas defined for the SIA.
Local content	Comprises employment, training and development, contracting and procurement of people, goods and services from local sources.
Non-resident worker	A non-resident worker is a person employed in FIFO arrangements who works in an area for an extended period while on roster but has permanent place of residence elsewhere.
Procurement	The process of sourcing plant and equipment, materials, manufactured items and services required to meet defined performance or technical criteria.
Project	<p>The project includes all elements and phases of the proposed action across its lifecycle. For the purpose of the supplementary material, a 'project' need not necessarily be a large resource project, and should be understood based on the project that is the subject of the social impact assessment requirement in the context of the legislation that sets the requirement for SIA.</p> <p>For projects assessed under the Planning Act: project also means development requiring SIA as identified in the <i>Planning Act 2016</i>, which applies to uses as prescribed in the Planning Regulation 2017.</p>
Project workforce	The project workforce includes workers of the project, as well as personnel engaged by principal contractors and subcontractors.
Resident	A resident is a person whose principal place of residence is in the nearby regional community.
Social impact	A social impact is the potential positive and negative impacts of the project on the social environment of communities affected by the project.
Social housing	Social housing operates in all States and territories to meet the needs of those on low incomes, under a prescribed policy framework including eligibility, allocations, rent setting and tenancy management.
Stakeholders	Stakeholders are persons or groups who are affected by, or can affect the outcome, of a project and the SIA process.
Worker	A worker is a person who is employed, or is to be employed, to perform work during the operational phase of the project, and, if nominated by the Coordinator-General under section 12 of the SSRC Act, during the construction phase of the project.
Workforce accommodation	Housing or accommodation facilities provided by the project for the project workforce during the planning, construction and operation of the project.

## Appendix 2. Purpose and desired outcomes for each phase

SIA Phase	Purpose	Desired Outcomes
Scoping (section 2.1)	Identify likely SIA issues at an early stage, and ensure that the SIA study is appropriately scaled and consistent with regulatory requirements	<ul style="list-style-type: none"> <li>• Appropriate study area is identified which takes into account factors including location of infrastructure, land use patterns, proximity to other projects and community interests</li> <li>• Relevant regulatory context is described and applicability to the project is clearly articulated</li> <li>• Appropriate assessment of impact methods have been determined</li> <li>• Reasonable understanding of current social trends, concerns and aspirations of local and regional communities is demonstrated</li> <li>• SIA is commensurate with the nature and scale of the project, the sensitivity of the social environment and the likely scope and significance of the resultant project related social impacts</li> <li>• Appropriate stakeholders are identified, including their interests and influence on the project</li> <li>• Project design clearly understood and articulated, including associated infrastructure for the project such as roads, pipelines and worker accommodation villages</li> </ul>
Baseline analysis (section 2.2)	Describe the existing social conditions and trends within the SIA study area	<ul style="list-style-type: none"> <li>• Comprehensive overview is provided of pre-project social conditions within the SIA study area, with an emphasis on those aspects most likely to experience project-induced change</li> <li>• Credible benchmark against which potential impacts can be assessed is provided</li> <li>• Most up-to-date data available is presented, which incorporates both quantitative and qualitative analysis, and data gaps and limitations are explained</li> <li>• Outcomes of community and stakeholder engagement is evident in baseline analysis</li> </ul>
Assessment of impact (section 2.3)	Identify and assess the project's potential social impacts, both positive and negative	<ul style="list-style-type: none"> <li>• Sufficient detail and analysis is presented to provide a clear understanding of the potential impacts of the project</li> <li>• Negative and positive impacts, direct and indirect impacts, both real and perceived, clearly demonstrates link to a change in reported baseline conditions</li> <li>• The level of impact at differing geographic scales and stakeholder groups across all stages of the project lifecycle is considered</li> <li>• Differential distribution of impacts across stakeholder groups is evident</li> <li>• Social consequences of technical matters associated in other parts of the EIS or known project impacts or best estimates at time of writing (i.e. traffic management, noise, air quality) are considered</li> <li>• Cumulative impacts are considered</li> <li>• Impacts are assigned realistic significance ratings</li> </ul>

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SIA Phase	Purpose	Desired Outcomes
		<ul style="list-style-type: none"> <li>• Appropriate identification and justification of any assumptions that have been made in relation to its predictions and significance ratings</li> <li>• Outcomes of community and stakeholder engagement is evident in assessment of impact</li> </ul>
Impact mitigation and benefit enhancement (section 2.4)	Identify measures to reduce the potential negative impacts of the project and enhance potential benefits	<ul style="list-style-type: none"> <li>• Positive impacts are maximised and negative impacts mitigated or minimised</li> <li>• Hierarchy of avoid and mitigated is demonstrated for all potentially significant negative impacts</li> <li>• Residual impacts included, articulated and justified</li> <li>• Management measures are outcomes focused, reasonable, relevant, transparent and monitorable</li> <li>• Measures to enhance positive social impacts are explained and justified</li> <li>• Outcomes of community and stakeholder engagement is evident in development of management measures</li> </ul>
Social impact management plan (section 2.5)	Provide a practical basis for the implementation of management measures	<ul style="list-style-type: none"> <li>• Active and ongoing role for communities, local authorities and all levels of government is promoted</li> <li>• Roles and responsibilities for each management measure is identified and potential partnerships is articulated</li> <li>• Social management measures demonstrates enhancement of potential benefits and mitigation of potential negative impacts</li> <li>• Outcomes of community and stakeholder engagement is evident in SIMPs</li> </ul>
Monitoring, review and update (section 2.6)	Implement the SIMP and ensure effectiveness of the management measures	<ul style="list-style-type: none"> <li>• Responsive to changing circumstances (adaptive management) and demonstration of continuous SIA improvement</li> <li>• Up-to-date and relevant, and allows corrective actions to be identified if management measures are found to be ineffective</li> <li>• Ongoing community and stakeholder engagement is promoted, and protocols in place to ensure ongoing community monitoring of impacts and effectiveness of management measures</li> </ul>
Community and stakeholder engagement (section 4.1)	Inform the development of the SIA and the monitoring of the SIMP	<ul style="list-style-type: none"> <li>• Adequate explanations are provided for how the engagement objectives and principles have been designed and applied</li> <li>• Stakeholder feedback and outcomes of engagement are evidenced throughout all phases of the SIA process</li> <li>• Participatory engagement is employed to ensure inclusive, respectful, meaningful and tailored to the needs of potentially impacted individuals and groups. Demonstration that a genuine attempt has been made to identify and engage with a wide range of people and an appropriate range of engagement techniques have been used to ensure inclusivity and to ensure the participation of vulnerable or marginalised groups</li> <li>• Mechanisms are in place for ongoing community and stakeholder involvement in the monitoring of the SIA and the SIMP</li> </ul>

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## Appendix 3. Integrating environmental impacts

EIS specialist study	Example environmental impact	Social dimension of example environmental impact
Land use and property	Reduction in the area of productive agricultural land as a result of property acquisition for the project	Reduced rural amenity may result in change to existing community and liveability values and lifestyles for residents
	Acquisition of two properties for the project	Uncertainty around property acquisition may result in stress for nearby property owners and residents
Noise and vibration	Noise and vibration emissions from the project could contribute to an exceedance of noise criteria during construction for some sensitive receptors	Construction noise may lead to stress, sleep disturbance and reduced well-being for nearby residents
Air quality	Air emissions from the project could contribute to an exceedance of one or more of the air quality objectives between one and three occasions a year for some sensitive receptors due to adverse meteorological conditions during operations	Reduced air quality may affect people's health, particularly to those suffering from respiratory issues including asthma
Traffic and transport	Establishment of an intersection on Town Road to project site	Temporary road closure may increase travelling time for road users
	Construction vehicles and workforce traffic expected to increase road usage by 15 per cent	Increased road traffic may increase travelling time for road users and contribute to reduced perceptions of road safety
Surface water	Increase in subsidence to Town Creek during construction	Reduced water quality may impact on recreation values (i.e. swimming, fishing)
	Diversion of Town Creek south in X Creek	Reduced availability of water source for nearby livestock, impacting on local agricultural businesses
Groundwater	Modelling indicates that groundwater will experience drawdown	Reduced availability of water for nearby rural properties, resulting in stress and reduced liveability values for property owners and residents

## Appendix 4. Example template of social impact management plan

Impact	Impact mitigation and benefit enhancement			Monitoring protocol				
	Objective	Management measure	Responsibility	Timing for implementation	Management measure	Key performance indicator	Data source	Timing and frequency
<b>Reduced unemployment levels in local area</b>	Prioritise recruitment of local workers	Implement hierarchy of preferred employment for employees and contractors living in local area. See local recruitment strategy	Proponent	Construction	20% of construction workforce sourced from local area	Number of local workers employed	Project	Proponent, annually
						Number of unemployed persons in local area	Small Area Labour Market	Proponent, annually
				Operations	50% operational workforce sourced from local area	Number of local workers employed	Project	Proponent, annually
						Number of unemployed persons in local area	Small Area Labour Market	Proponent, annually

## Appendix 5. Example impact significance methodology

An example approach for assessing and determining impact significance is by considering the magnitude of the impact and the vulnerability of the potentially impacted communities.

The magnitude of an impact is a measure of change from baseline conditions. It describes the degree of change that the impact is likely to impart upon the baseline indicator. Magnitude can be a function of the following impact factors:

- probability: relates to the likelihood of the impact occurrence
- scale: refers to the geographic and/or population reach of the impact
- duration: relates to the timing of the impact, such as temporary, short-term, long-term or permanent
- intensity: relates to the strength of the impact.

After applying these magnitude factors, a designation of magnitude can be given to the impact, such as positive, negligible, small, medium and large (see Table 10 Impact magnitude criteria for an example).

**Table 10 Impact magnitude criteria**

Designation of magnitude	Description
Positive	A positive impact is a temporary or long-term benefit for the largest number of people in a community
Negligible	Change remains within the range commonly experienced within the household or community
Low	A low magnitude impact is a localised impact that is temporary, short-term, and affects a small proportion of stakeholders. There may be an observable difference from social baseline conditions and impact may be effectively mitigated through simple control measures
Moderate	A moderate magnitude impact is an impact that may extend beyond the SIA study area or affect a large number of people. Frequency may be occasional and of medium duration
High	A high magnitude impact is an impact that is widespread, long lasting and results in substantial and possibly irreversible change to the social baseline

Vulnerability is a pre-existing status that is independent of the project. Vulnerability reflects the ability of affected stakeholders and community groups to adapt to change. The project could exacerbate these vulnerabilities if existing sensitivities and coping mechanisms of communities and stakeholder groups are not adequately understood or considered. Therefore, the results of community and stakeholder engagement are usually essential factors in defining vulnerability.

The universal vulnerability designations are low, medium and high, and they are described in Table 11 Vulnerability criteria.

**Table 11 Vulnerability criteria**

Level	Description
Negligible	No meaningful areas of vulnerabilities. Maximum capability to adapt to changes brought by the project.
Low	Minimal areas of vulnerabilities, consequently with a high ability to adapt to changes brought by the project

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Medium	Some but few areas of vulnerability; but still retaining an ability to at least in part adapt to change brought by the project
High	Profound or multiple areas of vulnerability that undermine the ability to adapt to changes brought by the project

The significance of a social impact can then be determined by considering the magnitude of the impact and the vulnerability of the potentially impacted communities (see Table 12 Example impact significance matrix). The significance of impacts on a social value is determined by the sensitivity of the value itself, vulnerability of the social receptor and the magnitude of the change it experiences.

**Table 12 Example impact significance matrix**

Impact magnitude criteria	Vulnerability criteria				
		Negligible	Low	Medium	High
	Negligible	Insignificant	Low	Moderate	Moderate
	Low	Low	Low	Moderate	High
	Moderate	Moderate	Moderate	High	Major
	High	Moderate	High	Major	Major
	Positive	Positive			

Impact significance may be ranked as very high, high, moderate, low, or negligible or insignificant (see Table 13 Example description of impact significance ratings or descriptions). Determining significance of an impact helps to identify which are considered to require mitigation strategies.

**Table 13 Example description of impact significance ratings**

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

## Appendix 6. Reference, policies, and guidelines

Australian Government, *Australia's Disability Strategy 2021-2031*, 2022

[www.disabilitygateway.gov.au/sites/default/files/documents/2021-11/1786-australias-disability.pdf](http://www.disabilitygateway.gov.au/sites/default/files/documents/2021-11/1786-australias-disability.pdf)

Anti-Discrimination Commission Queensland (2018) Fact Sheet: Discrimination in Resource Projects. March 2018.

Australian Bureau of Statistics (2018) Labour Statistics: Concepts, Sources and Methods. Cat. No. 6102.0.55.001. Commonwealth of Australia.

Department of Natural Resources, Mines and Energy, *QGN14 Guidance Note on Effective Safety and Health Supervision*, 2008 [www.dnrm.qld.gov.au/data/assets/pdf\\_file/0020/240356/qld-guidance-note-14.pdf](http://www.dnrm.qld.gov.au/data/assets/pdf_file/0020/240356/qld-guidance-note-14.pdf)

Department of Natural Resources, Mines and Energy, *QGN16 Guidance Note for Fatigue Risk Management*, 2013 [www.dnrm.qld.gov.au/data/assets/pdf\\_file/0004/240358/qld-guidance-note-16.pdf](http://www.dnrm.qld.gov.au/data/assets/pdf_file/0004/240358/qld-guidance-note-16.pdf)

Department of Natural Resources, Mines and Energy, *Recognised Standard 11 Training in coal mines*, 2012 [www.dnrm.qld.gov.au/data/assets/pdf\\_file/0016/240370/recognised-standard-11.pdf](http://www.dnrm.qld.gov.au/data/assets/pdf_file/0016/240370/recognised-standard-11.pdf)

Department of State Development, the Coordinator-General, *Economic Impact Assessment Guideline*, April 2017 [www.statedevelopment.qld.gov.au/data/assets/pdf\\_file/0012/33420/economic-impact-assessment-guideline.pdf](http://www.statedevelopment.qld.gov.au/data/assets/pdf_file/0012/33420/economic-impact-assessment-guideline.pdf)

Department of Resources, *Queensland Resources Industry Development Plan*, 2022 [www.resources.qld.gov.au/data/assets/pdf\\_file/0005/1626647/gridp-web.pdf](http://www.resources.qld.gov.au/data/assets/pdf_file/0005/1626647/gridp-web.pdf)

International Finance Corporation, *Environmental Health and Safety General Guidelines*, 2007 [www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/sustainability-at-ifc/policies-standards/ehs-guidelines](http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/ehs-guidelines)

Queensland Government Office for Women, *Gender Analysis Toolkit*, 2018 [www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/fe87f78a-9ecc-45a7-840e-cceaa9b7ad45/gender-analysis-toolkit.pdf?ETag=3ddfaf3d28cd8753629d9cc336c687e1](http://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/fe87f78a-9ecc-45a7-840e-cceaa9b7ad45/gender-analysis-toolkit.pdf?ETag=3ddfaf3d28cd8753629d9cc336c687e1)

Queensland Resources Council, *Blueprint for mental health and wellbeing*, 2015 [www.qrc.org.au/wp-content/uploads/2016/07/QRC\\_Mental-Health-Blueprint.pdf](http://www.qrc.org.au/wp-content/uploads/2016/07/QRC_Mental-Health-Blueprint.pdf)

United Nations, *Guidelines: Consulting persons with disabilities*, 2021 [www.un.org/sites/un2.un.org/files/un\\_disability-inclusive\\_consultation\\_guidelines.pdf](http://www.un.org/sites/un2.un.org/files/un_disability-inclusive_consultation_guidelines.pdf)

Workplace Health and Safety Queensland, *How to manage work health and safety risks code of practice*, 2011 [www.worksafe.qld.gov.au/data/assets/pdf\\_file/0003/58170/Manage-WHS-risks-COP-2011.pdf](http://www.worksafe.qld.gov.au/data/assets/pdf_file/0003/58170/Manage-WHS-risks-COP-2011.pdf)

Workplace Health and Safety Queensland, *Traffic management for construction or maintenance work code of practice*, 2008 [www.worksafe.qld.gov.au/data/assets/pdf\\_file/0018/58203/traffic-management-construction-cop-2008.pdf](http://www.worksafe.qld.gov.au/data/assets/pdf_file/0018/58203/traffic-management-construction-cop-2008.pdf)

Workplace Health and Safety Queensland, *Work health and safety consultation, co-operation and co-ordination code of practice*, 2011 [www.worksafe.qld.gov.au/data/assets/pdf\\_file/0020/58205/WHS-consultation-coop-coord-COP-2011.pdf](http://www.worksafe.qld.gov.au/data/assets/pdf_file/0020/58205/WHS-consultation-coop-coord-COP-2011.pdf)

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## Specific resources with respect to First Nations peoples

'Australian Business Guide to Implementing the UN Declaration on the Rights of Indigenous Peoples', UN Global Compact, KPMG and University of Technology Sydney (2020):

[https://unglobalcompact.org.au/wp-content/uploads/2020/11/Australian-Business-Guide-to-Implementing-the-UN-Declaration-on-the-Rights-of-Indigenous-People\\_FINAL.pdf](https://unglobalcompact.org.au/wp-content/uploads/2020/11/Australian-Business-Guide-to-Implementing-the-UN-Declaration-on-the-Rights-of-Indigenous-People_FINAL.pdf)

'Company Engagement with First Nations People', Australian Council of Superannuation Investors (2021): <https://acsi.org.au/wp-content/uploads/2021/12/Company-Engagement-with-First-Nations-People.Dec21final.pdf>

'Declaration of the Rights of Indigenous Peoples', United Nations (2007):

[www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP\\_E\\_web.pdf](http://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf)

Department of Resource, *Queensland Resources Industry Development Plan*, 2022

[www.resources.qld.gov.au/data/assets/pdf\\_file/0005/1626647/qridp-web.pdf](http://www.resources.qld.gov.au/data/assets/pdf_file/0005/1626647/qridp-web.pdf)

'Dhawura Ngilan Business and Investor Initiative', Responsible Investment Association of Australasia (2021): <https://responsibleinvestment.org/pages/dhawura-ngilan-business-and-investor-initiative>

'Free Prior and Informed Consent', Food and Agriculture Organization of the United Nations (2016):

[www.fao.org/3/i6190e/i6190e.pdf](http://www.fao.org/3/i6190e/i6190e.pdf)

'National Agreement on Closing the Gap', Coalition of Aboriginal and Torres Strait Islander Peak Organisation and the Australian Governments (2020):

[www.closingthegap.gov.au/sites/default/files/2022-09/ctg-national-agreement\\_apr-21-comm-infra-targets-updated-24-august-2022\\_0.pdf](http://www.closingthegap.gov.au/sites/default/files/2022-09/ctg-national-agreement_apr-21-comm-infra-targets-updated-24-august-2022_0.pdf)

'Position Statement on Indigenous Peoples and Mining', International Council on Mining and Metals

(2013): [www.icmm.com/en-gb/our-principles/position-statements/indigenous-peoples](http://www.icmm.com/en-gb/our-principles/position-statements/indigenous-peoples)

'Queensland Government Reconciliation Action Plan 2023-2025', Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (2025): [\*\*Queensland Government Reconciliation Action Plan July 2023 to June 2025\*\*](#)

'Statement of Commitment to a Reframed Relationship between the Queensland Government and Aboriginal and Torres Strait Islander Peoples', DATSIP (2019),

[www.tatsipca.qld.gov.au/media/documents/our-work/aboriginal-and-torres-strait-islander-partnerships/reconciliation-and-tracks-to-treaty/tracks-to-treaty/statement-of-commitment/tracks-to-treaty-soc.pdf](http://www.tatsipca.qld.gov.au/media/documents/our-work/aboriginal-and-torres-strait-islander-partnerships/reconciliation-and-tracks-to-treaty/tracks-to-treaty/statement-of-commitment/tracks-to-treaty-soc.pdf)

'Working with Indigenous Communities: Leading Practice Sustainable Development Program for the Mining Industry', Department of Industry, Innovation and Science (2016):

[www.industry.gov.au/sites/default/files/2019-04/lpsdp-working-with-indigenous-communities-handbook-english.pdf](http://www.industry.gov.au/sites/default/files/2019-04/lpsdp-working-with-indigenous-communities-handbook-english.pdf)



## Potential impacts on instruments relevant to First Nations peoples

Potential direct impact	Relevance
<b>International</b>	
Human rights instruments	<p>The Australian Government supports the United Nations Declaration on the Rights of Indigenous Peoples (2007). The Declaration recognises that Indigenous Peoples have the right to participate in decision-making regarding matters which affect them through representatives chosen by themselves and in accordance with their own procedures.</p> <p>Where relevant, proponents should describe how their policies, principles and systems (including management approaches) align with the principles defined in this instrument.</p>
Guidance frameworks produced by peak organisations	<p>A number of peak organisations, such as the International Council on Mining and Metals and the International Petroleum Industry Environmental Conservation Association, have developed guidance frameworks for good practice in engaging with Indigenous Peoples. Where relevant, proponents should describe how their policies, principles and systems (including management approaches) have been informed by or align with these and similar guides.</p>
Performance standards	<p>International financial institutions, such as the International Finance Corporation (IFC), the World Bank and European Bank for Reconstruction and Development (EBRD), have developed standards regarding impacts on Indigenous lands and communities that they expect borrowers (which may include resource companies) to comply with. Where relevant, proponents should describe how their policies, principles and systems (including social impact management approaches) align with the requirements of relevant performance standards (e.g. IFC Performance Standard 7: Indigenous Peoples).</p>
<b>National</b>	
<i>Environmental Protection and Biodiversity Act 1999 (Cth)</i>	<p>Under the <i>Environmental Protection and Biodiversity Act 1999</i>, proponents are required to consult with Indigenous Peoples when a proposed action:</p> <ul style="list-style-type: none"> <li>• will have, or is likely to have, a significant impact on the listed Indigenous heritage values of a National Heritage place or World Heritage property and/or is likely to significantly impact on a protected matter that has Indigenous heritage values</li> <li>• will occur or impact on Commonwealth Land, or the Commonwealth Marine Area and will have, or is likely to have, a significant impact on the Indigenous heritage values of that place</li> <li>• is a nuclear action and will have, or is likely to have, a significant impact on the Indigenous heritage values of the environment</li> <li>• will occur on an area that is, or could in the future be, subject to a native title claim or determination.</li> </ul>
<i>Native Title Act 1993 (Cth)</i>	<p>The <i>Native Title Act 1993</i> creates a legislative framework for submission of claims for and determination of native title. It also sets out processes for the negotiation of 'future acts' on land or waters that would affect native title rights and interests. For a resource development that is a future act, the Act provides two pathways for resolving potential impacts on native title: an Indigenous Land Use Agreement or the 'right to negotiate' process</p>

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Potential direct impact	Relevance
	(known as a 'section 31 agreement'). Proponents should acknowledge and provide relevant details in the SIA of any negotiations or agreements entered into with groups of Aboriginal and Torres Strait Islander peoples under the <i>Native Title Act 1993</i> .
<b>Queensland</b>	
<i>Aboriginal Land Act 1991</i> (Qld) and <i>Torres Strait Islander Land Act 1991</i> (Qld)	<p>The <i>Aboriginal Land Act 1991</i> and <i>Torres Strait Islander Land Act 1991</i> establish mechanisms for land to be granted to groups of Aboriginal and Torres Strait Islander peoples in Queensland. Transferrable lands include:</p> <ul style="list-style-type: none"> <li>• Deed of Grant in Trust land</li> <li>• Aboriginal reserve land</li> <li>• Torres Strait Islander reserve land</li> <li>• available state land declared by regulation to be transferable land</li> <li>• national parks in the Cape York Peninsula region.</li> </ul> <p>Projects located on any of the lands identified above will require engagement with the relevant Aboriginal and Torres Strait Islander groups/trustee for the lands.</p>
<i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i> (Qld)	The <i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i> regulates several issues impacting on Aboriginal and Torres Strait Islander communities, including the establishment of Community Justice Groups, the establishment of Community Police Officers, entry to trust areas, the regulation of alcohol possession and consumption in community areas, and the establishment of the Island Industries Board. Where relevant, proponents should seek advice from Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships and other relevant stakeholders about how they can support issues addressed by this Act.
<i>Aboriginal Cultural Heritage Act 2003</i> (Qld) and <i>Torres Strait Islander Cultural Heritage Act 2003</i> (Qld)	The <i>Aboriginal Cultural Heritage Act 2003</i> and <i>Torres Strait Islander Cultural Heritage Act 2003</i> are the principal legislation for the recognition and protection of Aboriginal and Torres Strait Islander cultural heritage in Queensland. Under both Acts, proponents have a duty of care to protect cultural heritage and must take all reasonable and practicable measures to avoid or minimise harm to cultural heritage. Under Part 7 of the legislation, a cultural heritage management plan (CHMP) must be developed and approved when an environmental impact statement is required for a project. A CHMP is a negotiated agreement between a land user (e.g. the proponent) and Traditional Owners for the management of cultural heritage. A company can also develop a CHMP voluntarily in order to assist in managing its duty of care.
Alcohol Management Plans (AMPs)	AMPs describe strategies to reduce alcohol-related harms in Aboriginal and Torres Strait Islander communities. They typically include restrictions on the sale and consumption of alcohol. AMPs operate in 15 remote and discrete Aboriginal and Torres Strait Islander communities across Queensland. Where an AMP is in operation, proponents should advice from DWATSIPM and other relevant stakeholders about how they can support implementation of the AMP.
<i>Human Rights Act 2019</i> (Qld) (HRA)	The HRA protects 23 human rights in law, including Aboriginal and Torres Strait Islander cultural rights (section 28).

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Potential direct impact	Relevance
<i>Land Act 1994</i> (Qld)	Establishes provisions for the granting of 'Deeds of Grant in Trust' (DOGIT) land tenure to Aboriginal and Torres Strait Islander Councils.
<i>Mineral Resources Act 1989</i> (Qld) (MRA)	The Queensland Government amended the <i>Mineral Resources Act 1989</i> with the effect that the right to negotiate procedure established under the <i>Native Title Act 1994</i> applies to applications made under the Act.
Queensland Resource Industry Development Plan (QRIDP)	This Queensland Resources Industry Development Plan is a whole-of-government plan, purposefully integrating with other key Queensland Government plans. It sets out the government's ambition and actions to enable the resources industry to successfully transform over the course of 30 years, supported by six key focus areas for industry and government collaboration. Proponents should consider the key focus area of ensuring strong and genuine First Nations partnerships and the key focus area within the QRIDP.
Queensland Resource and Energy Sector Code of Practice for Local Content	The Queensland Resource and Energy Sector Code of Practice for Local Content is a voluntary, industry-led initiative which encourages resources and energy companies to provide 'full, fair and reasonable' opportunity for capable local suppliers to tender for the supply of goods and services for resource projects in both the construction and operating phases. Proponents should consider implementing their local and Indigenous employment and business development plans with reference to this code.
<b>Local</b>	
Relevant policies and plans of Queensland Indigenous Councils	There are 17 Aboriginal and Torres Strait Island councils within Queensland. Projects should consider developing management measures in align with the policies, local development plans and aspirations of these councils where possible.
<b>Company policies and initiatives</b>	
Traditional Owner agreements	The SIA Guideline requires proponents to include details of any negotiations or agreements with potentially impacted stakeholders. This includes any agreements negotiated between the proponent and First Nations peoples who have a sacred connection to that country within the SIA study area. Where relevant, proponents should provide a general description of the content of the agreement in the SIA (e.g. training, employment and business development opportunities).
Reconciliation plans	There is a strong trend towards large Australian businesses, including resource companies, developing and implementing Reconciliation Action Plans. Where relevant, proponents should describe how this policy framework has informed the development of social impact management measures or voluntary social investments proposed by the project.

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## Appendix 7. Potential stakeholder groups for First Nations peoples' matters

Stakeholder category	Sub-groups
<b>Traditional Owners</b>	<ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander groups with a formal or legal claim or title to land on or near a project site (including Native Title Body Corporates or Representative Native Title Bodies)</li> <li>• Other Aboriginal and Torres Strait Islander peoples residing in local and/or regional communities who do not have formalised legal land rights or claims</li> <li>• Kinship or family groups</li> <li>• Aboriginal corporations</li> <li>• Discrete communities</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>• State and Federal government elected representatives</li> <li>• State and Federal government agencies and service providers</li> <li>• Queensland Government Departments</li> <li>• Local Government Councils</li> <li>• Aboriginal Shire Councils</li> </ul>
<b>Non-governmental and civic organisations</b>	<ul style="list-style-type: none"> <li>• Aboriginal Land Councils</li> <li>• Community justice groups</li> <li>• Cultural heritage bodies</li> <li>• Language groups</li> <li>• Environmental groups</li> <li>• Local Decision Making Bodies</li> </ul>
<b>Service providers ('for-profit' or 'not-for-profit')</b>	<ul style="list-style-type: none"> <li>• Cultural services</li> <li>• Education and training services</li> <li>• Employment services</li> <li>• Childcare services</li> <li>• Youth services</li> <li>• Social welfare services</li> <li>• Health and aged services</li> <li>• Communication services</li> <li>• Community services (e.g. fire, police, emergency)</li> <li>• Natural resource management services</li> </ul>
<b>Industry groups and businesses</b>	<ul style="list-style-type: none"> <li>• Indigenous corporations or businesses</li> <li>• Local businesses</li> <li>• Chambers of commerce</li> <li>• Industry representative bodies</li> <li>• Infrastructure providers</li> </ul>
<b>Residents and landholders</b>	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Landholders</li> </ul>

## Appendix 8. Examples of potential impacts on First Nations peoples

Potential direct impact	Potential indirect impact
Potential change processes: - <i>influx of non-Indigenous workforce.</i>	
Damage to land and sea country (-)	Increased stress and anxiety in First Nations communities (-)
Tension or conflict between First Nations peoples and non-indigenous workforce (-)	Emergence or increase of social problems in community (-)
Potential change processes: - <i>loss of access to land and/or damage or destruction of natural resources.</i>	
Loss of peoples' traditional livelihoods, identity and culture (-)	Increased stress and anxiety (-) in First Nations communities
Adverse impacts on hunting and gathering activities (-)	Emergence or increase of social problems in community (-)
	Negative impact on the health and well-being of First Nations communities (-)
Potential change processes: - <i>enhanced employment and business opportunities.</i>	
Increased income flows through direct project employment, procurement of local indigenous businesses or financial (royalty) payments to First Nations individuals or groups (+)	Improved standards of living and quality of life (+)
	Social conflict over perceived inequities in the distribution and value of payments (-)

Key:

- (+) Positive impact
- (-) Negative impact

## Appendix 9. Examples of universal determinants of health and well-being

Determinants	Example	
<b>Biological/Biomedical factors</b>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Weight</li> <li>• Disability</li> </ul>	<ul style="list-style-type: none"> <li>• Blood pressure</li> <li>• Cholesterol</li> <li>• Immune status</li> </ul>
<b>Individual/behavioural factors</b>	<ul style="list-style-type: none"> <li>• Personal behaviours (e.g., diet, physical activity, smoking, alcohol intake)</li> <li>• Employment status</li> <li>• Educational attainment</li> <li>• Family connection</li> <li>• Level of income</li> </ul>	<ul style="list-style-type: none"> <li>• Housing tenure and condition</li> <li>• Stress levels</li> <li>• Self-esteem and confidence</li> <li>• Personal safety, risk taking behaviour</li> <li>• Personal transport</li> <li>• Working conditions</li> </ul>
<b>Societal and cultural factors</b>	<ul style="list-style-type: none"> <li>• Community and social cohesion</li> <li>• Community participation</li> <li>• Social capital and inclusion</li> <li>• Relationship with the land, water and resources</li> <li>• Crime and perceptions of safety</li> <li>• Anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Culture and spirituality</li> <li>• Leisure and sports</li> <li>• Food security</li> <li>• Technological access</li> <li>• Political structures and governance</li> </ul>
<b>Economic factors</b>	<ul style="list-style-type: none"> <li>• Job creation</li> <li>• Availability and quality of employment</li> <li>• Level and distribution of incomes</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and quality of training</li> <li>• Business activity</li> </ul>
<b>Institutional factors</b>	Availability, access to, and quality of:	
	<ul style="list-style-type: none"> <li>• health care and social services, emergency services</li> <li>• housing</li> <li>• education and training</li> <li>• community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• childcare</li> <li>• leisure facilities</li> <li>• arts and culture</li> <li>• public transport</li> <li>• commercial and financial services</li> </ul>
<b>Environmental factors</b>	<ul style="list-style-type: none"> <li>• Quality of built and natural environment</li> <li>• Geographical location</li> <li>• Remoteness</li> <li>• Natural hazards</li> <li>• Waste management</li> </ul>	<ul style="list-style-type: none"> <li>• Green space</li> <li>• Natural resources</li> <li>• Air quality</li> <li>• Water quality</li> <li>• Soil quality</li> </ul>



## Appendix 10. Examples of stakeholders for potential engagement on health and well-being matters

Stakeholder group	Matters for engagement
<b>Local residents and landholders</b>	<ul style="list-style-type: none"> <li>Existing health and well-being trends or issues in SIA study area</li> <li>Needs of at-risk, vulnerable or underrepresented groups</li> <li>Potential project impacts (or cumulative impacts) on health and well-being</li> <li>Management and monitoring measures</li> </ul>
<b>Social service providers including:</b> <ul style="list-style-type: none"> <li>health care and emergency response</li> <li>education and childcares</li> <li>community support services</li> <li>transport and utilities</li> </ul>	<ul style="list-style-type: none"> <li>Existing health and well-being trends or issues in SIA study area</li> <li>The availability, accessibility and capacity of existing services, facilities and infrastructure and any planned expansion or upgrades of these facilities in the future</li> <li>Aspirations for the enhancement of services, facilities and infrastructure</li> <li>Identification of potentially impacted vulnerable groups within the community</li> <li>Potential project impacts (or cumulative impacts) on health and community well-being</li> <li>Management and monitoring measures</li> </ul>
<b>Federal agencies</b>	Department of Health Primary Health Networks: <ul style="list-style-type: none"> <li>feedback on assessment methodology for health and well-being impacts</li> <li>existing health and well-being trends or issues in SIA study area</li> <li>identification of potentially impacted vulnerable groups within the community</li> <li>potential project impacts (or cumulative impacts) on health and well-being</li> <li>management and monitoring measures.</li> </ul>
<b>State agencies</b>	Department of Health: <ul style="list-style-type: none"> <li>feedback on assessment methodology for health and well-being impacts</li> <li>existing health and well-being trends or issues in SIA study area</li> <li>identification of potentially impacted vulnerable groups within the community</li> <li>potential project impacts (or cumulative impacts) on health and well-being</li> <li>potential project impacts (or cumulative impacts) on access to health and support services</li> <li>management and monitoring measures.</li> </ul> Department of Environment and Science: <ul style="list-style-type: none"> <li>feedback on assessment methodology for health and well-being impacts, particularly in relation to environmental health risks</li> <li>existing health and well-being trends or issues in SIA study area</li> <li>potential project impacts (or cumulative impacts) on health and well-being, particularly in relation to environmental health risks</li> <li>management and monitoring measures.</li> </ul> Department of Aboriginal and Torres Strait Islander Partnerships: <ul style="list-style-type: none"> <li>existing health and well-being trends or issues in SIA study area for First Nations peoples</li> <li>potential health and well-being -related impacts of project (or cumulative impacts) on First Nations peoples</li> </ul>

Stakeholder group	Matters for engagement
	<ul style="list-style-type: none"> <li>management and monitoring measures.</li> </ul>
<b>Local governments</b>	<ul style="list-style-type: none"> <li>Existing health and well-being trends or issues in SIA study area</li> <li>Availability, capacity, and quality of social services, facilities and infrastructure in SIA study area</li> <li>Aspirations for the enhancement of health and well-being services and infrastructure</li> <li>Existing local government-led community health and well-being strategies</li> <li>Identification of potentially impacted people or vulnerable groups within the community</li> <li>Potential project impacts (or cumulative impacts) on community health and well-being</li> <li>Potential project impacts (or cumulative impacts) on access to health and support services</li> <li>Management and monitoring measures.</li> </ul>
<b>Non-government organisations</b>	<p>Not-for-profit community health and well-being organisations:</p> <ul style="list-style-type: none"> <li>existing health and well-being trends or issues in SIA study area</li> <li>identification of potentially impacted vulnerable groups within the community</li> <li>existing health and well-being services or strategies provided by the organisation</li> <li>potential project impacts (including cumulative impacts) on community health and well-being</li> <li>management and monitoring measures.</li> </ul>
<b>Unions</b>	<ul style="list-style-type: none"> <li>Feedback on adequacy of the level of on-site health services to be provided for workers.</li> </ul>
<b>Industry groups and businesses</b>	<p>Commercial social services, facilities and infrastructure providers:</p> <ul style="list-style-type: none"> <li>the availability, accessibility and capacity of existing social services, facilities and infrastructure, and any planned expansion or upgrades of these facilities.</li> </ul>
<b>First Nations peoples</b>	<p>Aboriginal and Torres Straits Islander health and social service providers:</p> <ul style="list-style-type: none"> <li>existing health and well-being trends or issues in SIA study area for First Nations peoples</li> <li>community preferences and aspirations for health and well-being infrastructure improvement</li> <li>potential health and well-being -related impacts of the project on First Nations peoples</li> <li>management and monitoring measures.</li> </ul>
<b>The community</b>	<ul style="list-style-type: none"> <li>Existing health and well-being trends or issues in SIA study area</li> <li>Community preferences and aspirations for health and well-being infrastructure improvement</li> <li>Identification of potentially impacted people or vulnerable groups within the community</li> <li>Potential project impacts (or cumulative impacts) on access to health and support services</li> <li>Potential health and well-being -related impacts of the project</li> <li>Management and monitoring measures</li> </ul>

Office of the Coordinator-General  
Department of State Development,  
Infrastructure and Planning  
PO Box 15517 City East Qld 4002 Australia  
tel 1800 001 048  
[cpdinfo@coordinatorgeneral.qld.gov.au](mailto:cpdinfo@coordinatorgeneral.qld.gov.au)  
[www.statedevelopment.qld.gov.au/cg](http://www.statedevelopment.qld.gov.au/cg)

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