

Social Assessment Management Plan

Borumba Pumped Hydro Project Exploratory Works

NOVEMBER 2025



Term	Description
ABS	Australian Bureau of Statistics
AIP	Australian Industry Participation
ANCOLD	Australian National Committee on Large Dams
ASGS	Australian Statistical Geography Standard
BNTAC	Butchulla Native Title Aboriginal Corporation
CCQ	Country to Coast Queensland
CEMP	Construction Environment Management Plan
CSEP	Community and Stakeholder Engagement Plan
DETSI	Department of Environment, Tourism, Science and Innovation
DLGWW	Department of Local Government, Water and Volunteers
DNRMMRRD	Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
DPI	Department of Primary Industries
DSDIP	Department of State Development, Infrastructure and Planning
DTET	Department of Trade, Employment and Training
DWATSIPM	Department of Women, Aboriginal and Torres Strait Islander Partnerships, and Multiculturalism
EAP	Employee Assistance Program
EIS	Environmental impact statement
EPBC	<i>Environment Protection and Biodiversity Conservation Act 1999 (Cth)</i>
Exploratory Works	Borumba PHES Exploratory Works
IIA	Indigenous Impact Assessment
ICN	Industry Capability Network
IRSAD	Index of Relative Socio-economic Advantage and Disadvantage
IVMS	In-Vehicle Management System
Kabi Kabi	Kabi Kabi People
KKPAC	Kabi Kabi People's Aboriginal Corporation
LGA	Local government area
Main Works Project	Borumba PHES Project Main Works
PHES	Pumped hydro energy storage
PHN	Primary Health Network
Powerlink	Powerlink Queensland
QAS	Queensland Ambulance Service
QFD	Queensland Fire Department
QGSO	Queensland Government Statistician's Office
QPS	Queensland Police Service

QPWS	Queensland Parks and Wildlife Service (Department of Environment, Science, Tourism and Innovation)
RDCs	Rapid Deployment Camps
REIQ	Real Estate Institute of Queensland
RFS	Rural Fire Service
RMP	Road Use Management Plan
RSA	Road Safety Audit
ROI	Registration of Interest
SA1	Statistical Area 1
SAL	Suburbs and Localities
SAMP	Social Assessment and Management Plan
SEIFA	Socio-Economic Indexes for Areas
SIA	Social Impact Assessment
SIA Guideline	Coordinator-General's Social Impact Assessment Guideline (March 2018)
SIMP	Social Impact Management Plan
SRG	Borumba Stakeholder Reference Group
the Project	Borumba Pumped Hydro Energy Storage Project
TIA	Traffic Impact Assessment
TMPs	Traffic Management Plans
TWACs	Temporary Workforce Accommodation Camps
UCL	Urban Centre and Localities

Terms	Definition
Affected stakeholders	Stakeholders living, working or travelling near the Exploratory Works activities or on material transport routes whose properties, businesses, cultural heritage, employment, health, lifestyle or other interests may change as a direct result of the project.
Exploratory Works components	Key activities that will be undertaken by Queensland during the Exploratory Works stage, detailed in the SA.
First Nations Business	Businesses owned and operated by First Nations Peoples, with preference given to Kabi Kabi associated businesses within the Project area.
Impacted landholders	Owners and interest holders of land where Queensland Hydro needs to secure, or directly affects, part or all their land for the delivery of Exploratory Works activities.
Local communities	Members of the community living in postcodes 4515, 4570 or 4574. Includes the following localities: Lake Borumba, Bella Creek, Imbil, Kilcoy, Jimna, Kingaham, Kenilworth, Moy Pocket, Bollier, Melawondi, Upper Kandanga or Kandanga Creek.
Local Content	Queensland Hydro's contractor, workforce and procurement outcomes sourced from Project Area and Regional Area (collectively representing a 125km catchment from site).
No significant adverse impact to tourism	<p>In line with requirements of the Queensland Office of the Coordinator-General, Queensland Hydro has committed to delivering the Exploratory Works program in a way that achieves no significant adverse impact on local tourism operations, whether resulting from project accommodation or transportation and traffic requirements.</p> <p>This SAMP outlines a range of management measures to achieve "No significant adverse impact". The outcome will be subject to monitoring with impacted landholders and affected stakeholders, including tourism operators and stakeholders along project transport routes to confirm that tourism operators remain supportive of project activities and use of short-term accommodation options, and that there remains capacity for operators to service existing and ongoing visitor needs. Consultation will also be required on an ongoing basis with social services to determine potential effects of temporary accommodation use for vulnerable groups.</p>
Project Area	Combined Gympie and Somerset local Government areas (LGAs). Further described in Section in the SAMP.
Regional Area	<p>Local Government Areas that are located within 125 km of the Project site, excluding the Project Area LGAs.</p> <p>The ten LGAs of Regional Area include: Brisbane, Cherbourg Aboriginal, Fraser Coast, Ipswich, Moreton Bay, Noosa, North Burnett, South Burnett, Sunshine Coast, and Toowoomba.</p>
Project stakeholders	Any individual, group of individuals, organisation or government agency with an interest in the Borumba Project and all associated approvals, activities and decisions.
Project workforce	The total workforce supporting delivery of Queensland Hydro's Exploratory Works program is defined as including all contractors, together with Queensland Hydro employees based in Brisbane, at site and in the Nambour and Imbil site offices.
Rapid Deployment Camps (RDCs)	RDCs are prefabricated, self-sufficient and easily transportable accommodation units used in temporary circumstances for their quick assembly value. These RDCs will be used as a temporary solution while the larger TWACs are built. These units will be located at the same site within the Exploratory Works

	footprint. The units will provide limited parking, with the workforce being transported by bus to site.
Sensitive receptors / receivers	Land uses that are sensitive to potential noise, air and/or visual impacts, such as residential dwellings (inclusive of on-site temporary workforce accommodation), occupied business premises, schools, hospitals and community facilities.
Temporary workforce accommodation camps (TWACs and associated parking)	Two temporary camps – Borgan Camp and Walkers Top Camp –with Walkers Top already constructed (with a capacity of up to 336 beds). Parking details for these locations are outlined in Section 7.13 of the TIA.

Table of Contents

Abbreviations and acronyms	ii
Glossary	iv
1. Executive summary	1
1.1 Purpose	1
1.2 Summary of findings	1
1.3 Monitoring	8
2. Introduction	9
2.1 Purpose	9
2.2 Objectives	9
2.3 Consultation	9
2.4 Exploratory Works Regulation and management plans	10
3. Method	11
3.1 Assumptions and Limitations	11
4. Exploratory Works	12
4.1 Background on the Borumba PHES Project	12
4.2 Exploratory Works components	12
5. Management measures	13
5.1 Management measures	13
5.1.1 Community and stakeholder engagement	13
5.2 Workforce management	16
5.3 Housing and accommodation	21
5.4 Local business and industry procurement	23
5.5 Health and community well-being	26
6. Management initiatives, policies and programs	31
6.1 Community & Stakeholder Engagement (SAMP01 – CSEP)	31
6.1.1 Coordinate engagement to reduce community and stakeholder fatigue	31
6.1.2 Dedicated stakeholder management	32
6.1.3 Exploratory Works engagement activities (including SAMP engagement)	33
6.1.4 Exploratory Works notification process	35
6.1.5 Complaints management process	36
6.1.6 Stakeholder management system	37
6.2 Workforce management	38
6.2.1 Jobs, Skills and Industry Participation Framework	38
6.2.2 Employee and Contractor Health and Safety Programs	39
6.2.3 Project Code: Living and Working on the Borumba Project	39
6.2.4 Contractor social performance	41
6.3 Housing and accommodation	41
6.3.1 Rapid Deployment Camp and Temporary Workforce Accommodation Camp Management	41
6.3.2 TWAC design	41

6.4	Local business and industry procurement	42
6.4.1	Industry Participation Policy	42
6.4.2	Promotion strategies	42
6.5	Health and community wellbeing	43
6.5.1	Traffic Impact Assessment and Road Use Management Plan	43
6.5.2	Construction Environment Management Plan	45
6.5.3	Bushfire and biosecurity management	45
6.5.4	Community Benefits Framework	45
6.5.5	Regional Development Framework including Impacted Community Infrastructure	47
7.	SAMP implementation and monitoring	48
7.1	Purpose	48
7.2	Monitoring and reporting	48

Acknowledgement of Country

In the spirit of reconciliation, Queensland Hydro acknowledges the Traditional Custodians of the lands, skies and waters where we operate throughout Queensland.

We celebrate the diversity of Aboriginal and Torres Strait Islander peoples, and extend our respect to Elders past and present, and honour their continuing spiritual and cultural connections to Country.



1. Executive summary

1.1 Purpose

The Borumba Pumped Hydro Energy Storage Project (PHES) (the Project) has two proposed phases:

1. Exploratory Works – geological investigations to inform the development of the Borumba PHES Project and supporting infrastructure and activities required to support these investigations.
2. Main works – the PHES Project, including the power infrastructure (powerhouse, water and access tunnels), an upper reservoir, and a lower reservoir (Lake Borumba).

To ensure project impacts are addressed appropriately Queensland Hydro has sought to prepare two documents:

1. The Social Assessment (SA that sets out the social baseline and outcomes of the social assessment)
2. The Social Assessment Management Plan (SAMP) i.e. this document, including identification of residual impacts along with recommended monitoring metrics.

The purpose of this Social Assessment and Management Plan (SAMP) is to:

- detail the social impact mitigation and benefit enhancement measures (collectively referred to as “management measures”) required to manage the significant social impacts identified
- provide a framework for Queensland Hydro and its stakeholders to mitigate, monitor, and assess the effectiveness of measures into the future
- to complement the SA and therefore does not repeat content outlined in the SA such as a description of the project, assumptions and limitations.

The SAMP and the associated management measures focus on the Exploratory Works phase only covering a period of approximately two years. It intentionally does not extend to management measures related to Main Works as that could, even if well intended, lead to unintended consequences if the Main Works did not proceed as currently proposed. Queensland Hydro considers the Exploratory Works will provide an opportunity for its social impact management measures to be adapted as necessary throughout the works. Additionally, Queensland Hydro will proactively seek to learn lessons from the Exploratory Works to be applied to the proposed future Social Impact Management Plan (SIMP).

1.2 Summary of findings

Section 5 proposes a range of appropriate management measures in line with Queensland Hydro’s commitments and subsequently assesses the likelihood and significance of social impacts once these management measures are applied.

Social impacts and benefits that remain of medium to high significance post management (otherwise described as residual impact significance) are presented in Table ES1, inclusive of a summary of proposed management measures.

Table ES1 Summary of medium to high impacts and proposed management measure

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
Community and stakeholder engagement SAMP01-CESP			
Stakeholder confidence and trust may decline due to perceived information gaps on project stages, timeframes, and social impact management commitments.	<ul style="list-style-type: none"> Timely provision of project information in accessible format, with clear timeframes Exploratory Works notification process that includes prior notification of dust, noise and vibration impacts Publication of SAMP, and quarterly reporting on progress against commitments 	High (-)	Medium (+)
Consultation fatigue or confusion due to cumulative project planning processes.	<ul style="list-style-type: none"> Develop and publish a coordinated Exploratory Works Engagement Plan (CSEP), including community sessions, face-to-face and Stakeholder Reference Group (SRG) meetings Assign dedicated relationship managers to stakeholders experiencing multiple engagement interfaces Coordinate with other proponents and local operating entities (e.g. Powerlink, Seqwater, Councils) to streamline engagement objectives and activities 	High (-)	Medium (-)
Local stakeholders may feel their input has limited influence on project planning.	<ul style="list-style-type: none"> Implement multiple communication channels for stakeholder feedback in a format that is accessible to stakeholders and vulnerable groups (including SRGs, Focus Groups, Community Benefits consultation, local Project office, 1800 enquiry line, email, and website engagement) Quarterly reporting on adaptive social impact management measures, SAMP monitoring and responding to feedback on how stakeholder input has informed decision making 	High (-)	Medium (-)
Limited awareness and/or uptake of complaint management processes among stakeholders.	<ul style="list-style-type: none"> Promote stakeholder feedback processes Publish and reference feedback processes and complaints management procedures in all structured engagement activities (correspondence, presentations, website, and additional accessible formats) 	Medium (-)	Low (-)
Workforce management – SAMP02-WM			
Increased access to employment for skilled and unskilled people.	<ul style="list-style-type: none"> Develop and implement a workforce development and local industry participation framework Stipulate local employment targets including diversity targets via working with contractors on establishing scope specific targets Advertise employment opportunities locally Report on workforce diversity (women, youth, First Nations representation) for contracts over \$20m Procurement requirements to stipulate Project Area and Regional Area workforce 	Medium (+)	High (+)
Increase in workforce health, safety and well-being risks (i.e. fatigue, mental health, stress).	<ul style="list-style-type: none"> Manage workforce health and safety by developing a Health and Safety Contractor Specification for Contractors 	High (-)	Medium (-)

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
	<ul style="list-style-type: none"> Provide advance notice to emergency and health service providers in the Project Area on Exploratory Works staging/timeframes Ongoing participation in the local disaster management groups in Project Area Provision of on-site medical services (paramedic, and access to telehealth doctor) 		
Increased access to skill development and training opportunities through procurement, supplier commitments and business capability development.	<ul style="list-style-type: none"> Oversee contractor commitments to workforce diversity and development Partner with training providers and contractors on workforce training initiatives Promote training opportunities targeting underrepresented groups 	Medium (+)	Medium (+)
Housing and accommodation - SAMP03 – H&A			
Potential for increased demand for housing and permanent rental accommodation in the local and regional area to accommodate workers.	<ul style="list-style-type: none"> Develop a policy framework for employees for adhoc out of camp nights. Contractors will stay in camp and will be required to seek permission from QH for any out of camp accommodation Require non-local workforce to primarily be accommodated in dedicated accommodation solutions (Rapid Deployment Camps (RDCs), Temporary Workforce Accommodation Camps (TWACs) (policy in place when cannot stay in QH camps) Restrict workforce use of rental properties in areas with vacancy rates below 2.5%¹ 	High (-)	Low (-)
Increased demand for short-term accommodation supplementing dedicated on-site accommodation solutions.	<ul style="list-style-type: none"> Dedicated onsite workforce accommodation solutions (RDCs, TWACs) Maintain engagement with accommodation providers to balance demand, particularly on weekends, public holidays, and school holiday periods when members of public would be looking for accommodation Ongoing engagement with key stakeholders, including councils, local social services, and accommodation providers to monitor effectiveness of management measures (Quarterly SAMP Reports) 	High (-)	Medium (-)
Potential disruption to adjacent accommodation facilities and tourism operations (access and amenity impacts) affecting operator, visitors and permitted businesses.	<ul style="list-style-type: none"> Implement dedicated stakeholder relationship plans and/or property specific management plans 	High (-)	Medium (-)
Provision of high-quality accommodation on site supports worker health and well-being.	<ul style="list-style-type: none"> Dedicated accommodation solutions Develop minimum specification for camp facilities 	Medium (+)	High (+)

¹ The Real Estate Institute of Queensland (REIQ) categorises rental property markets as tight, healthy or weak based on vacancy rate. Typically, a vacancy rate around 3% (i.e. between 2.6% to 3.5%) indicates a healthy rental market while a vacancy rate above 3.6% indicates a weak market (more supply than demand). A residential vacancy rate below 2.5% indicates a 'tight' rental market where there is more demand than the available supply, and some applicants may be unable to access suitable rental housing as a result of competition for available stock (REIQ, 2023).

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
	<ul style="list-style-type: none"> Selection of an accommodation management supplier with demonstrated best-practice approach Onsite provision of medical services (paramedic, and telehealth access to doctor) Boost local telecommunications and Wi-Fi accessibility on-site 		
Local business and industry procurement SAMP04 – LB&IP			
Visible change to local character, community or tourism values.	<ul style="list-style-type: none"> Integrated Housing Strategy, and Project Code: <i>Living and Working on the Borumba Project</i> Develop and implement a Regional Development Framework, including strategy for tourism industry development and impact management Monitoring of changes to visitor appeal and character through engagement with affected tourism operators 	High (-)	Medium (-)
Enhanced economic benefits for businesses in the Project Area and Regional Area due to increased procurement and supply opportunities.	<ul style="list-style-type: none"> Maximise supply opportunities for local businesses where comparative bids are assessed as commercially and technically equivalent, including actions to: <ul style="list-style-type: none"> Require contractors to adopt principles and processes identified in the Borumba Pumped Hydro Project Australian Industry Participation (AIP) Plan into contracts and contracting arrangements for major contracts only (over \$20m) Publish and advertise details of supply opportunities through a range of established channels including the Queensland Hydro website, and Queensland Government and Gateway by ICN supplier portals Collaborate with business groups in the Project Area and Regional Area to identify opportunities Develop and maintain relationships with Project Area and Regional Area businesses and provide advance notification of supply opportunities (ICN gateway and Chamber of Commerce) Deliver industry briefings and participate in business capability building workshops delivered by the Department of State Development, Infrastructure and Planning (DSDIP) 	Medium (+)	High (+)
Increase in trade and revenue for businesses in the Project Area, particularly nearby communities and First Nations businesses	<ul style="list-style-type: none"> Encourage workers to engage with businesses in nearby communities through the Project Workforce Code – <i>Living and Working on the Borumba Project</i> Develop a Supply Nation partnership to build local First Nations capacity 	Medium (+)	Medium (+)
Potential decrease in capacity and viability of businesses in the Project Area due to increase in labour draw and competition.	<ul style="list-style-type: none"> Identify and participate in local employment and workforce development working groups 	High (-)	Medium (-)

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
Potential business disruptions and operational challenges for forestry, grazing, and tourism-dependent businesses due to construction activities.	<ul style="list-style-type: none"> Maintain ongoing engagement with affected businesses (Agistees, HQ Plantations, Department of Primary Industries (DPI), Department of Environment, Tourism, Science and Innovation (DETSI), Lake Borumba Caravan and Camping Grounds, tourism operators including Lake Borumba Caravan and Camping Grounds, Stirling Equestrian) Provide advance notice of construction scheduling 	High (-)	Medium (-)
Potential decrease in business from tourists and visitors due to amenity changes around Lake Borumba generated by construction activities.	<ul style="list-style-type: none"> Where stakeholder feedback attributes declining tourism and visitation activity to Queensland Hydro's Exploratory Works activities, management measures will be agreed between Queensland Hydro and the affected business operator Factor peak tourist/visitor periods into construction scheduling and monitor Adaptive measures may include adjustments to traffic management measures including speed or timeframes, adjusted hours for specific Exploratory Works activities. Adaptive management measures will be agreed on a case-by-case basis, and outcomes will be reported as part of SAMP monitoring reports 	High (-)	Medium (-)
Health and community well-being SAMP05 – H&WB			
Community concerns around perceived decline in community cohesion, privacy, safety and security due to presence of construction workers and introduction of TWACs.	<ul style="list-style-type: none"> Implementation of a Project Workforce Code: <i>Living and Working on the Borumba Project</i> which outlines the standard of behaviour expected for all workers and consequences for non-conformance. This will entail contractor reactive maintenance that will be captured in the scope specifications Promotion of a community complaints, enquiries and feedback policy to support community members and stakeholders to submit complaints and feedback on workforce behaviour Queensland Hydro will monitor potential change to community cohesion, privacy, safety and security through a regular program of engagement with near neighbours and established reference groups. Where emerging impacts are identified, Queensland Hydro will seek input on appropriate mitigation measures 	High (-)	Medium (-)
Increase in risk of community stress and anxiety due to insufficient understanding of what is involved in construction staging and timeframes and how it impacts them personally.	<ul style="list-style-type: none"> Proactive communication and engagement with community through mechanisms identified in the Exploratory Works CSEP Advance notice of construction staging and timeframes and anticipated impacts at each stage <p>Provide psychological support services free of charge for affected stakeholders and members of the community</p>	High (-)	Medium (-)

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
Disruptions to living environment due to amenity changes generated by construction traffic (i.e. noise, dust, vibration).	<ul style="list-style-type: none"> Where appropriate, property-specific Management Plans agreed with impacted landholders and affected stakeholders Dedicated Relationship Managers appointed for impacted landholders and affected stakeholders Exploratory Works CSEP Advance notice of construction staging, timeframes and anticipated noise, dust, and vibration impacts Community enquiry and complaints process 	High (-)	Medium (-)
Potential disruption to recreational and tourism values due to changes in amenity.	<ul style="list-style-type: none"> Exploratory Works CSEP Advance notice of construction staging, timeframes and anticipated noise, dust, and vibration impacts Community enquiry and complaints process Deliver Project Code: <i>Living and working on the Borumba Project</i> to all workers and contractors Regular engagement with key stakeholders to monitor SAMP 	Medium (-)	Low (-)
Delays and congestion affect school bus routes and student connections.	<ul style="list-style-type: none"> Implement Road Use Management Plan (RMP) and contractor-specific Traffic Management Plans (TMPs) Engage with school bus operators to obtain information such as route, number of students, route use times, and potential impacts both perceived and actual Engage with schools including those in Gympie, Noosa and other parts of the Sunshine Coast, to obtain information such as route, number of students, route use times, and potential impacts both perceived and actual Collate information provided, map routes, and locations of local schools and provide information to safety and project team for safety analysis with stakeholder engagement recommendations Provide information to contractors for general planning purposes Develop specific directives for site requirements to contractors and QH people relating to this information. Heavy haulage will not be permitted during peak school bus operation hours, any variation from this will be subject to the outcomes of a risk assessment to be agreed with the relevant road authority and OCG prior to any implementation Review all routes for major deliveries to site against this data to ensure compliance or requirement for additional directive Periodically review the information, particularly at the beginning of the school year when student enrolments are most likely to change and impact routes Continue to monitor impacts on school bus operations in Imbil and around Jimna 	High (-)	Medium (-)

Social impacts	Proposed management or enhancement measures	Impact significance	
		Pre-managed	Post-managed
	through complaints management process and proactive engagement with schools, businesses, local community, and focus groups		
Increase in risk of traffic incidents and decline in road safety within the Project Area.	<ul style="list-style-type: none"> Traffic Impact Assessment (TIA) Road Use Management Plan including workforce commute arrangements Contractor TMPs 	High (-)	Medium (-)
Potential disruptions to the learning environment of Marrapatta Memorial Outdoor Education Centre and Mary Valley State College.	<ul style="list-style-type: none"> Dedicated Relationship Managers to resolve specific matters Exploratory Works CSEP Advance notice of construction staging, timeframes and anticipated noise, dust and vibration impacts Develop Relationship Management Plans and/or Property Management Plans to document and address concerns associated with Exploratory Works social impact management, and future project phases 	High (-)	Medium (-)
Increase in risk of community stress and anxiety due to insufficient understanding of what is involved in construction staging and timeframes and how it impacts them personally.	<ul style="list-style-type: none"> Exploratory Works CSEP Advance notice of construction staging, timeframes and anticipated noise, dust and vibration impacts 	High (-)	Medium (-)
Improved road conditions following completion of Exploratory Works.	<ul style="list-style-type: none"> Engagement with local councils and community to ensure road upgrades reflect local planning and community expectations 	High (+)	Very High (+)
Decrease in Aboriginal cultural heritage values due to disturbance of sites and changes to landscapes of significance.	<ul style="list-style-type: none"> Implement the requirements of the Early Works Agreement regarding management of Indigenous cultural heritage Ongoing engagement with the Kabi Kabi People, including updates on project progress, and advance notice of construction staging and timeframes 	High (-)	Medium (-)
Increased pedestrian safety risk in Imbil and Kilcoy.	<ul style="list-style-type: none"> Implement Road Use Management Plan and Contractor-specific TMPs Work with agencies to prioritise pedestrian crossing initiative as featured in Imbil Townships Upgrade Continue to monitor pedestrian safety risks in Imbil and Kilcoy 	High (-)	Medium (-)
Positive contributions to socio-economic well-being in the Project Area through the provision of community benefits and investment opportunities.	<ul style="list-style-type: none"> Community Benefits Fund Regional Development Framework which includes management of impacted community infrastructure 	High (+)	Very High (+)

Legend: (+) positive impact | (-) negative impact | pre-managed significance: the significance before impact management measures are applied | post-managed significance: the significance after management measures have been implemented.

1.3 Monitoring

The SAMP outlines the key commitments by Queensland Hydro to manage the identified social impacts and benefits. It also outlines how Queensland Hydro will monitor the implementation of management measures committed to within the SAMP, and what effect these measures have had within the social environment and for affected stakeholders.

Monitoring activities will be undertaken by Queensland Hydro, in collaboration with a range of key stakeholders, to inform quarterly reports to the Office of the Coordinator-General, which will also be published online.

2. Introduction

2.1 Purpose

The Social Assessment and Management Plan (SAMP) was prepared for Queensland Hydro's Borumba Pumped Hydro Energy Storage (PHES) Exploratory Works program.

In early 2024, Queensland Hydro identified a need to assess and manage the social impacts of Exploratory Works. Under a mutual agreement with the Queensland Government, a rapid social assessment and management plan would be developed and agreed with the Queensland Office of the Coordinator-General (OCG). There have been two documents drafted. The first document details the impacts and ratings (i.e. the Social Assessment (SA)) and the second sets out the proposed management measures and monitoring requirements (i.e. the SAMP). These documents will form part of the Queensland Government's requirements for Exploratory Works Assessments and Management Plans under the Project Works Regulation Report and address key matters within the Coordinator-General's SIA Guideline (DSDILGP, 2018).

2.2 Objectives

The objectives of this SAMP are as follows:

- Outline impact mitigation and benefit-enhancement measures (referred to as “management measures”) to address significant social impacts
- Provide a framework for Queensland Hydro and stakeholders to monitor, mitigate, and assess the effectiveness of these measures over time.

2.3 Consultation

This SAMP has been developed with consultation input from a range of key stakeholders, either directly by EMM as author of this SAMP, or through established relationship and engagement channels managed by Queensland Hydro. Stakeholder inputs informing the SAMP include:

- Queensland Hydro's Stakeholder Reference Group (SRG) - two sessions were held on 9 May 2024 and 25 November 2024 discussing social impact assessment and management measures reflected in the SAMP
- Queensland Office of the Coordinator-General (OCG) has provided feedback and requested further information about the matters contained in the SAMP, in August 2024 and January 2025
- Queensland Department of Housing and Public Works provided feedback regarding workforce accommodation in May 2024
- Queensland Department of Transport and Main Roads (as documented for Exploratory Works TIA)
- Gympie and Somerset Regional Councils (via EMM in August and September 2024, and ongoing for Queensland Hydro), on topics such as social impact management, traffic management, community benefits, regional development, housing, and tourism
- Impacted landholders and licence holders involved in direct negotiation with Queensland Hydro including HQ Plantations, Seqwater, Lake Borumba Caravan and Campground, Yabba Creek Rural Fire Brigade and Lake Borumba Fish Stocking Association
- Tourism operators, inclusive of impacted landholders and affected stakeholders, inclusive of such as Stirling's Equestrian
- Mary Valley, Gympie, and Somerset Chambers of Commerce, through September to November 2024, including select business member meetings
- Local real estate agents as well as short-term accommodation providers within 1.5-hour commute to the project site (undertaken in May 2024, for capacity analysis and proposed monitoring measures)
- Queensland Police and Emergency Services (Queensland Hydro-led traffic management consultation, on-site health and safety provisions and development of an Emergency Services working group).

2.4 Exploratory Works Regulation and management plans

The SAMP is a part of Queensland Hydro's broader management framework for Borumba PHES Exploratory Works. Recommended management measures are incorporated into the Construction Environment Management Plan (CEMP), also including RMP and the CSEP.

The SAMP's implementation will be reviewed alongside the CEMP's environmental controls and CSEP's engagement outcomes. A quarterly report on the SAMP's progress will be submitted to the Office of the Coordinator-General and made publicly available.

A detailed Social and Health Impact Assessment (SHIA) will be conducted as part of the Borumba PHES Main Works Project EIS. The Main Works assessment will be directly informed by the results of the Exploratory Works SAMP implementation and quarterly monitoring reports.

3. Method

This SAMP has been developed and presented across the five key assessment matters required by the Queensland Government's SIA Guideline (DSDILGP 2018):

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

The SAMP presents the required management measures to address the identified impacts in the SA and also includes an implementation and monitoring plan to support adaptive management. This plan aims to ensure the proposed management measures remain effective and commensurate to social impacts experienced by key stakeholders and communities.

The management measures outlined in this SAMP are designed to integrate into Queensland Hydro's internal systems, processes, and procedures. A description of Queensland Hydro's key initiatives and processes has been included in this SAMP.

The integration of SAMP commitments with Queensland Hydro's existing processes and initiatives ensures effective implementation and monitoring throughout the Exploratory Works' lifecycle and, if approved, the subsequent Main Works Project. The monitoring framework identifies the desired social outcomes to be achieved, following implementation of all mitigation and enhancement measures detailed in Section 5, and describes how these outcomes will be monitored to inform adaptive management practices by Queensland Hydro where required.

3.1 Assumptions and Limitations

This SAMP is based on assumptions and limitations set out in the SA (Section 2.3 and 2.4).

4. Exploratory Works

4.1 Background on the Borumba PHES Project

Queensland Hydro is the proponent of the Borumba Pumped Hydro Energy Storage (PHES) Project (the Borumba PHES Project), a 2,000 megawatt (MW), 48,000-megawatt hour (MWh), hydroelectric scheme to store, generate, and supply energy through a pumped hydroelectric structure linked to the existing Borumba Dam (Lake Borumba). It is located approximately 13 kilometres (km) southwest of the township of Imbil, 48 km southwest of Gympie, and 180 km northwest of Brisbane, within the Yabba Creek sub catchment of the Mary River Basin.

Queensland Hydro owns/manages approximately 2,360 ha of land southwest of Lake Borumba, secured in the 1980s for a potential future PHES site. As such, most of the properties impacted by the Borumba PHES Project are either held by Queensland Government departments or Queensland Government-owned corporations.

The Borumba PHES Project includes two phases:

- Exploratory Works – geological investigations to inform the development of the Borumba PHES Project and supporting infrastructure and activities required to support these investigations
- Main works – the PHES Project, including the power infrastructure (powerhouse, water and access tunnels), an upper reservoir, and a lower reservoir (Lake Borumba).

4.2 Exploratory Works components

The purpose of the Exploratory Works is to undertake and facilitate critical geological technical investigations to confirm the suitability of the Borumba PHES Project location and design. Investigations are particularly required in areas where key subsurface Borumba PHES Project infrastructure will be constructed due to the limited technical geological information currently available, posing considerable project risk. A more detailed description of the proposed Exploratory Works used to conduct the assessment is provided in Section 3.2 of the SA.

5. Management measures

5.1 Management measures

Assessment of the social environment, and potential social impacts and/or benefits associated with the Exploratory Works Project are presented according to the Queensland Government SIA Guideline's five (5) key matters:

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

5.1.1 Community and stakeholder engagement

Management measures are proposed for each identified negative and positive impact. Table 4.1 below outlines proposed community and stakeholder management measures for the Exploratory Works as well as existing community and stakeholder measures implemented by Queensland Hydro.

Table 4.1 Proposed Community and stakeholder management measures (SAMP01- CSEP)

Impact	Management Measure	Relevant Stakeholder Group	Timeframe for Implementation	Responsibility for Implementation	Initiative, Strategy, Program
Stakeholder confidence and trust may decline due to perceived information gaps on project stages, timeframes, and social impact management commitments.	<ul style="list-style-type: none"> Timely provision of project information in accessible format, with clear timeframes Exploratory Works notification process including prior notification of noise, dust and vibration impacts as well as notice of construction scheduling Publication and promotion of SAMP commitments. 	Affected community and impacted landholders	Q4 2024 (for the duration of Exploratory Works)	Stakeholder Engagement & Social Performance Team	CSEP
Consultation fatigue or confusion due to cumulative project planning processes (Exploratory and Main Works, Queensland Hydro and Council Projects, and Powerlink planning).	<ul style="list-style-type: none"> Develop and publish a coordinated Exploratory Works Community and Stakeholder Engagement Plan (CSEP), including community sessions, face-to-face and SRG meetings Assign dedicated Relationship Managers to stakeholders experiencing multiple engagement interfaces Coordinate with other proponents and local operating entities (e.g. Powerlink, Seqwater, Councils) to streamline engagement objectives and activities 	Interested stakeholders Community receptors	Q4 2024 (for the duration of Exploratory Works)	Stakeholder Engagement & Social Performance Team	Community receptor framework Stakeholder mapping framework

Impact	Management Measure	Relevant Stakeholder Group	Timeframe for Implementation	Responsibility for Implementation	Initiative, Strategy, Program
Local stakeholders may feel their input has limited influence on project planning.	<ul style="list-style-type: none"> Implement multiple communication channels for stakeholder feedback in a format that is accessible to stakeholders and vulnerable groups (including SRG, Focus Groups, local Project office or pop-up offices, 1800 enquiry line, email, and website engagement) Promotion of a community complaints, enquiries and feedback policy to support community members and stakeholders to submit complaints and feedback on workforce behaviour Quarterly reporting on SAMP to demonstrate inclusive and transparent monitoring of commitments and to provide feedback mechanism on how stakeholder input has informed decision-making 	Affected community and impacted landholders Key stakeholders Business stakeholders	Q3 2025	Stakeholder Engagement & Social Performance Team	Regional Development Framework Stakeholder mapping framework CSEP

5.2 Workforce management

Management measures are proposed for each identified negative and positive impact. Table 5.2 below outlines proposed workforce management measures for the Exploratory Works as well as existing workforce management measures implemented by Queensland Hydro.

Table 5.2 Management measures, workforce management – SAMP02 - WM

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Increased access to employment for skilled and unskilled people.	<ul style="list-style-type: none"> Develop and implement a workforce development and local industry participation framework. Work with stakeholders, including Industry Skills and Jobs Advisors, Regional Jobs Committees, and education and training providers to identify skills gaps in the Project Area and tap into development opportunities. Identify and participate in local employment and workforce development working groups Stipulate local employment targets in procurement. Work with contractors on scope specific local employment and diversity targets and report outcomes as part of SAMP reporting Advertise job opportunities locally 	Unemployed people and jobseekers in Gympie and Somerset LGAs	Q2 2026 (for the duration of Exploratory Works)	Queensland Hydro	Queensland Hydro Jobs, Skills and Industry Participation Framework and Strategy

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
	<ul style="list-style-type: none"> Exploratory Works Report on workforce diversity (women, youth, First Nations representation) for contracts over \$20m. Oversee contractor commitments to workforce diversity and development 	Underrepresented workforce groups	Q2 2026 (for the duration of Exploratory Works)	Queensland Hydro	Queensland Hydro Jobs, Skills and Industry Participation Framework Queensland Hydro First Nations Participation Policy Queensland Hydro Diversity and Inclusion Policy
Visible change to local character, community or tourism values.	<ul style="list-style-type: none"> Monitoring of changes to visitor appeal and character through engagement with affected tourism operators 	Gympie and Somerset regional councils Gympie and Somerset Chambers of Commerce	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Increased access to skill development and training opportunities through procurement, supplier commitments and business capability development.	<ul style="list-style-type: none"> Oversee contractor commitments to workforce diversity and development Promote training opportunities targeting underrepresented groups 	Project Area and Regional training providers State Government agencies (i.e. Department of Trade, Employment and Training (DTET))	Q2 2026 (for the duration of Exploratory Works)	Queensland Hydro/Contractors	Queensland Hydro Jobs, Skills and Industry Participation Framework Exploratory Works CSEP (CSEP Section 9)

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Increase in workforce health, safety and well-being risks (i.e. fatigue, mental health, stress, and worksite accidents).	<ul style="list-style-type: none"> Manage workforce health and safety by creating a Health and Safety Contractor Specification and selecting qualified and experienced Contractors to be appointed as Principal Contractors Queensland Hydro will implement an ongoing governance program to monitor and ensure the health and safety performance of these Contractors. Within TWACs, provide access to guest well-being support including a gymnasium and WiFi capability. The well-being service manager/camp manager will be a shared role Onsite provision of medical service (paramedic and access to doctor via telehealth) Boost local telecommunications and Wi-Fi accessibility on-site 	Exploratory Works workforce	Q4 2025 (for the duration of Exploratory Works)	Queensland Hydro Principal Contractors'	Queensland Hydro Health and Safety Specification for Principal Contractors

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
	<ul style="list-style-type: none"> Provide advance notice to emergency and health service providers in the Project Area on Exploratory Works staging/timeframes and workforce mobilisation for the Exploratory Works Ongoing participation in the local disaster management groups of Gympie and Somerset LGAs Provision of on-site medical services (paramedic, nurse, and telehealth access to a doctor to reduce reliance on local social infrastructure and emergency services where possible) 	Emergency and health service providers in Project Area	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)

5.3 Housing and accommodation

Management measures are proposed for identified negative and positive impacts. Table 5.3 below outlines the proposed housing and accommodation management measures including monitoring and reporting requirements.

Table 5.3 Management measures, housing and accommodation – SAMP03 – H&A

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Potential for increased demand for housing and permanent rental accommodation in the local and regional area to accommodate workers.	<ul style="list-style-type: none"> Develop a policy framework for Queensland Hydro employees. Contractors will stay in camp and will be required to seek permission from QH for any out of camp accommodation Ongoing engagement with accommodation suppliers to understand capacity, and recommendation of certain suitable suppliers to short-term visiting contractors, during peak demand periods Restrict workforce use of rental properties in areas with vacancies below 2.5% Ensure there are dedicated on-site workforce accommodation solutions (RDCs, TWACs) Maintain engagement with accommodation providers to balance demand Expand short-term accommodation catchment and prioritise weekday bookings where possible Ongoing engagement with key stakeholders, including councils, local social services, and accommodation 	Exploratory workforce Affected stakeholders	Q2 2026 (for the duration of Exploratory Works)	Accommodation service suppliers Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
	<p>providers to monitor effectiveness of management measures (quarterly SAMP Reports)</p> <ul style="list-style-type: none"> • Implement dedicated stakeholder relationship plans • Require non-local site workforce to be accommodated in dedicated accommodation solutions (RDCs, TWACs) 				
Increased demand for short-term accommodation supplementing dedicated on-site accommodation solutions.	<ul style="list-style-type: none"> • Dedicated on-site workforce accommodation solutions (RDCs, TWACs) 	Vulnerable groups Project workforce Vulnerable groups	Q4 2025 (for the duration of Exploratory Works)	Accommodation service suppliers Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Provision of high-quality accommodation on site supports worker health and well-being.	<ul style="list-style-type: none"> • Develop minimum specification for camp facilities • Selection of an accommodation management supplier with demonstrated best-practice approach • Onsite provision of medical service (paramedic and access to doctor via telehealth) • Ongoing engagement with workforce to gain feedback on housing outcomes 	Project workforce	Q4 2025 (for the duration of Exploratory Works)	On-site accommodation service suppliers Queensland Hydro	Queensland Hydro Workforce Accommodation and Housing Strategy

5.4 Local business and industry procurement

Management measures are proposed for identified negative and positive impacts. Table 5.4 below outlines the proposed local business and industry procurement management measures, including monitoring and reporting requirements.

Table 5.4 Management measures, local business and industry procurement – SAMP04 – LB&IP

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Enhanced economic benefits for businesses in the Project Area and Regional Area due to increased procurement and supply opportunities.	<ul style="list-style-type: none"> • Provide full, fair and reasonable opportunity for capable Project Area and Regional Area businesses to bid to supply to the Project, including actions to: <ul style="list-style-type: none"> – Implement the Borumba Pumped Hydro Project Australian Industry Participation (AIP) Plan with industry participation and procurement principles and processes aligning with the <i>Australian Jobs Act 2013</i> and Queensland Procurement Policy 2023 – Require contractors (major contracts > \$20m) to adopt the principles and processes of the Borumba Pumped Hydro Project AIP Plan into procurement processes and contracts – Publish and advertise details of supply opportunities through a range of established channels including Queensland Government tender platform (vendor Panel) and Gateway by ICN supplier portals or similar – Develop and maintain relationships with Project Area and Regional Area businesses and provide advance notification of supply opportunities – Deliver industry briefings and participate in business capability building workshops delivered by the Department of State Development, Infrastructure and Planning 	Project Area and Regional Area businesses Business and industry groups (i.e. Mary Valley Chamber of Commerce, Gympie Chamber of Commerce, Somerset Business Chamber)	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro Contractors	Borumba Pumped Hydro Project Australian Industry Participation Plan Exploratory Works CSEP (CSEP Section 9)

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
	<ul style="list-style-type: none"> – Ensure supply opportunities for Project Area and Regional Area businesses are maximised where comparative bids are assessed as commercial and technically equivalent 				
Increase in trade and revenue for businesses in the Project Area, particularly nearby communities and First Nations businesses.	<ul style="list-style-type: none"> • Maximise supply opportunities for First Nations owned and/or managed businesses (throughout this document and where appropriate, this means preferentially Kabi Kabi associated businesses), underpinned by a First Nations Participation Policy including actions to develop and maintain a supply nation partnership 	First Nations owned and/or managed businesses	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro Principal Contractors	Queensland Hydro First Nations Participation Policy Exploratory Works CSEP (CSEP Section 9)
Potential business disruptions and operational challenges for forestry, grazing, and tourism-dependent businesses due to construction activities.	<ul style="list-style-type: none"> • Maintain ongoing engagement with affected businesses (forestry, tourism, grazing) 	Agistees HQ Plantations Department of Primary Industries Department of Environment, Tourism, Science and Innovation Lake Borumba Caravan and Camping Grounds Tourism operators including Lake Borumba Caravan and Camping Grounds, Stirling Equestrian	Q2 2025 (for the duration of Exploratory Works) Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro Principal Contractors	Exploratory Works CSEP (CSEP Section 9) Health and community well-being management measures

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
<p>Potential decrease in business from tourists and visitors due to amenity changes around Lake Borumba generated by construction activities.</p>	<ul style="list-style-type: none"> Where stakeholder feedback attributes declining tourism and visitation activity to Queensland Hydro's Exploratory Works activities, management measures will be agreed between Queensland Hydro and the affected business operator Adaptive measures may include adjustments to traffic management measures including speed or timeframes, and adjusted hours for specific Exploratory Works activities. Adaptive management measures will be agreed on a case-by-case basis, and outcomes will be reported as part of SAMP monitoring reports 	<p>Tourism and recreation businesses in nearby communities</p> <p>Business and industry groups (i.e. Mary Valley Chamber of Commerce, Gympie Chamber of Commerce, Somerset Business Chamber)</p>	<p>Q3 2026 (for the duration of Exploratory Works)</p>	<p>Queensland Hydro</p>	<p>Exploratory Works CSEP (CSEP Section 9 a)</p>

5.5 Health and community well-being

Management measures are proposed for each identified negative and positive impact. Table 5.5 below outlines the proposed management measures for health and community well-being.

Table 5.5 Management measures, health and community well-being SAMP05 – H&CWB

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Community concerns around perceived decline in community cohesion, privacy, safety and security due to presence of construction workers and introduction TWACs.	<ul style="list-style-type: none"> Implementation of a Project Code: <i>Living and Working on the Borumba Project</i> which outlines the standard of behaviour expected for all workers and consequences for non-conformance that includes contractor reactive road maintenance 	Exploratory Works workforce	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro Contractors	Project Code
	<ul style="list-style-type: none"> Promotion of a community complaints, enquiries and feedback policy to support community members and stakeholders to submit complaints and feedback on workforce behaviour 	Communities in Gympie and Somerset LGA	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Complaints Management Process
	<ul style="list-style-type: none"> Provide advance notice to emergency service providers in the Project Area on construction staging and timeframes as well as workforce mobilisation 	QH Focus Groups Queensland Police Service in key communities	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Increase in demand for hospital and health services by the construction workforce resulting in increased burden for service providers and reduced level of service for existing residents.	<ul style="list-style-type: none"> Provision of on-site first aid facilities to attend to workforce health issues 	Hospital and health services in Gympie LGA	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Employee and Contractor Health and Safety Programs
	<ul style="list-style-type: none"> Work with Queensland Health and other stakeholders to identify opportunities to support the increase of health and medical capacity in nearby communities 	Queensland Health	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Increase in the negative environmental risk factors to health due to increased dust deposition, diesel generator emissions, reduced air quality and storage of hazardous material.	<ul style="list-style-type: none"> Implement the Project's Construction Environment Management Plan which details specific actions, monitoring requirements, and controls to manage environmental health risk factors 	Nearby receptors to worksites and along site access and haulage route Visitors, tourists and recreational users of Lake Borumba	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	CEMP
Increase in community concerns and stress regarding the loss of locally/regionally significant environmental values.	<ul style="list-style-type: none"> Implementation of management measures outlined in the Construction Environment Management Plan and supporting environmental management plans Exploratory Works CSEP, including monitoring through SRG and Focus Groups 	Nearby communities	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	CEMP (management measures) Exploratory Works CSEP (CSEP Section 9)
Impacts to Aboriginal cultural heritage values due to ground disturbance and landscape changes.	<ul style="list-style-type: none"> Managing potential impacts to cultural heritage in accordance with the requirements of the Queensland Hydro / Kabi Kabi Early Works Agreement Ongoing engagement with the Kabi Kabi People, including updates on project progress, and advance notice of construction staging and timeframes 	Traditional Owners - Project footprint	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	CEMP (Section 5.5.5ii) Exploratory Works CSEP (CSEP Section 9)
Improved road conditions following completion of Exploratory Works.	<ul style="list-style-type: none"> Engagement with local councils and community to ensure road upgrades reflect local planning and community expectations. This will be stipulated in contractor reactive maintenance scopes with regular monitoring undertaken 	Local road network users	Q2 2026 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Increase in risk of traffic incidents and decline in	<ul style="list-style-type: none"> Develop and implement traffic management measures and commitments outlined in the Road Use Management Plan and Contractor-specific TMPs for: 	Gympie and Somerset regional council	Q2 2025 (for the duration of	Queensland Hydro Contractors	RMP

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
road safety within the Project Area.	<ul style="list-style-type: none"> – Implementation of radio call procedures (e.g. UHF call signage) on construction site access roads to enable two-way communication between, and ensure safe passing of, project associated vehicles and – Provision of advance notice of changes to road access, potential hazards, and expected traffic volumes and delays through various communication channels, including social media – Heavy Vehicle Code of Conduct for employees and contractors – Traffic awareness will be undertaken with Imbil Focus Group, and Kilcoy, Jimna & Surrounds Focus Group – Oversight of Contractor workforce commute arrangements – Infrastructure upgrades and management measures to address the findings of the TIA 	Road users	Exploratory Works)		
Delays and congestion affect school bus routes and student connections.	<ul style="list-style-type: none"> • Implement Road Use Management Plan and Contractor-specific TMPs • Engage with school bus operators to obtain information such as route, number of students, route use times, and potential impacts both perceived and actual • Engage with schools including those in Gympie, Noosa and other parts of the Sunshine Coast, to obtain information such as route, number of students, route use times, and potential impacts both perceived and actual • Collate information provided, map routes, and locations of local schools and provide information to safety and project team for safety 	Lorraine Creevey Karrabee Bus Service Polleys Coaches Christensens Bus Service Gympie and Somerset regional council Mary Valley State College	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	RMP

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
	<p>analysis with stakeholder engagement recommendations</p> <ul style="list-style-type: none"> Provide information to contractors for general planning purposes Develop specific directives and policies relating to this information as site requirements, both QH and contractor operations. Heavy haulage will not be permitted during peak school bus operation hours, any variation from this will be subject to the outcomes of a risk assessment to be agreed with the relevant road authority and OCG prior to any implementation Review all routes for major deliveries to site against this data to ensure compliance or requirement for additional directive Periodically review the information, particularly at the beginning of the school year when student enrolments are most likely to change and impact routes Continue to monitor impacts (via a risk-based approach) on school bus operations in Imbil and around Jimna through complaints management process and proactive engagement with schools, businesses, local community and focus groups 				
Increased pedestrian safety risk in Imbil and Kilcoy.	<ul style="list-style-type: none"> Work with agencies to prioritise pedestrian crossing initiative as featured in Imbil township upgrades Continue to monitor pedestrian safety risks in Imbil and Kilcoy via the IVMS/near miss system together with the feedback from external complaints 	Gympie and Somerset regional council Transport and Main Roads	Q3 2025 (for the duration of Exploratory Works)	Queensland Hydro	RMP

Impact	Management measure	Relevant stakeholder groups	Timeframe for implementation	Responsibility for implementation	Initiative, strategy, program
Disruptions to living environment due to amenity changes generated by construction traffic (i.e. noise, dust, vibration).	<ul style="list-style-type: none"> Where appropriate, property-specific Management Plans agreed with impacted landholders and affected stakeholders. Known constraints for affected stakeholders are documented for contractors to capture in scope specific communication and engagement plans Exploratory Works CSEP Advance notice of construction, staging, timeframes, and anticipated noise, dust, and vibration impacts Community enquiry and complaints process 	Residents and businesses along identified site access and haulage route	Q2 2026 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Potential disruptions to the learning environment of Marrapatta Memorial Outdoor Education Centre and Mary Valley State College.	<ul style="list-style-type: none"> Dedicated Relationship Managers to resolve specific matters Exploratory Works CSEP Advance notice of construction staging, timeframes and anticipated noise, dust, and vibration impacts Develop relationship management plan to document and address concerns associated with Exploratory Works social impact management, and future project phases 	Mary Valley State College BGGS Marrapatta Outdoor Learning Centre	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Exploratory Works CSEP (CSEP Section 9)
Positive contributions to socio-economic wellbeing in the Project Area through the provision of community benefits and investment opportunities.	<ul style="list-style-type: none"> Community Benefits Fund – that will invest in initiatives that reflect strategic priorities including Tourism and economy, Health and wellbeing, Environment and sustainability, and Community connection Current programs include community grants, community event sponsorship, and funding of Council-led projects 	Residents in Project Area	Q2 2025 (for the duration of Exploratory Works)	Queensland Hydro	Community Benefits Framework and Regional Development Framework

6. Management initiatives, policies and programs

6.1 Community & Stakeholder Engagement (SAMP01 – CSEP)

6.1.1 Coordinate engagement to reduce community and stakeholder fatigue

Queensland Hydro maintains a comprehensive engagement program supporting Exploratory Works activities that includes, but is not limited to:

- detailed Queensland Government agency and Local Government briefings
- engagement with Kabi Kabi representatives
- impacted landholder meetings and liaison focused on Exploratory Works program
- community information sessions
- key stakeholder meetings (local business, Chambers of Commerce, recreation, tourism, environment),
- established Project office, 1800 enquiry line, email, and website engagement mechanisms
- a community readiness program, undertaking a range of activities ahead of Exploratory Works such as community meetings, pop-up events, door-knocking, and key stakeholder meetings or attendance at stakeholder-scheduled activities.

Queensland Hydro acknowledges concurrent work programs for the Exploratory Works together with environmental and social impact assessments underway for the Borumba PHES Main Works. To manage consultation fatigue, Queensland Hydro maintains a coordinated and integrated program of engagement across Project engagement, Exploratory Works, and Main works (EIS) initiatives.

This integrated approach is illustrated in **Error! Reference source not found.** and demonstrates strength in continuity across engagement programs to better identify emerging impacts.

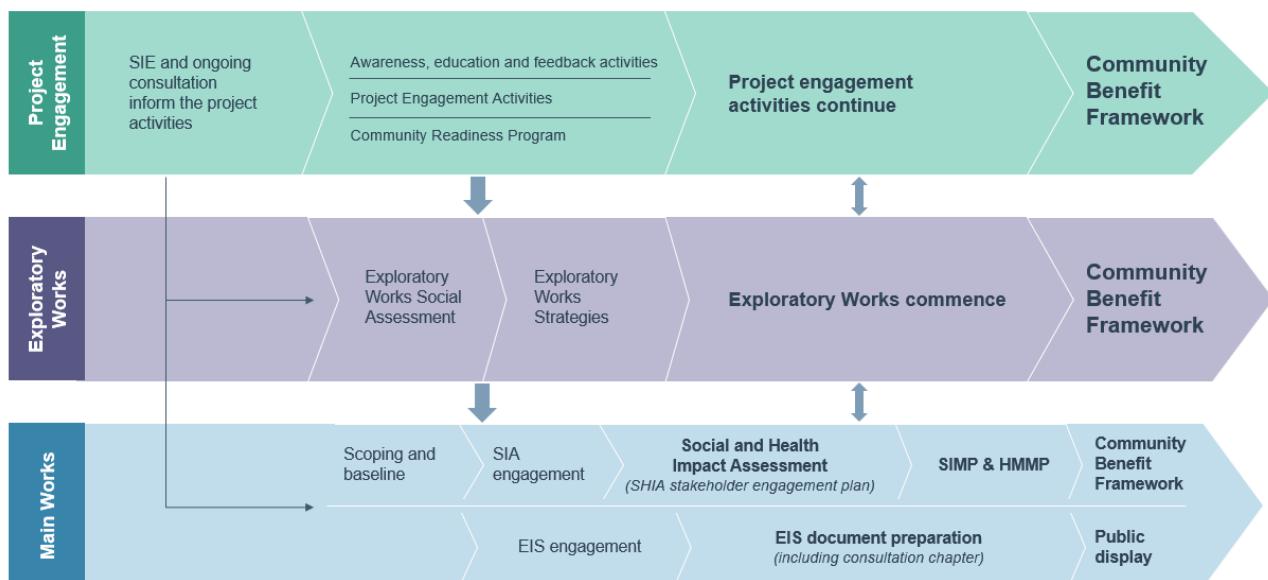


Figure 6.1 Queensland Hydro integrated engagement program

6.1.2 Dedicated stakeholder management

Queensland Hydro is working with impacted landholders and affected stakeholders on the extent of impact and associated compensation and management measures required for the duration of Exploratory Works phase. These agreements include:

- **Property-specific, relationship management plans for impacted landholders and lessees:** Queensland Hydro is developing property-specific access and management measures for impacted landholders. Engagement with these stakeholders is ongoing and arrangements are negotiated individually, focusing on managing changes to property use and access
- **Seqwater and agreement holders:** Queensland Hydro is working closely with Seqwater, providing regular updates on anticipated impacts and management arrangements, including for agreement holders and occupants of Seqwater-owned land
- **Traditional Owners:** Queensland Hydro has prepared consultation sub-plans for ongoing engagement with both the Kabi Kabi and Butchulla People (engagement with Kabi Kabi is through KKPAC, and engagement with Butchulla is through BAC and BNTAC). Queensland Hydro has also executed an Early Works Agreement with Kabi Kabi which provides for the management of cultural heritage matters during Exploratory Works, including processes for dealing with disagreements or disputes.
- **Lake Borumba Caravan Park and Campground** serves as a major recreational and tourism hub near Lake Borumba and continues to operate under a Management Agreement between the operator, Tribal Communities Inc., and Seqwater. Queensland Hydro meets at least quarterly with Seqwater and has engaged with the campground operator to ensure operational certainty and to discuss specific operational risks and mitigation measures during Exploratory Works. The Management Agreement has been extended until May 2026. Agreed notification periods have been established for upcoming activities, and key management measures include:
 - limiting work hours and vehicle movements through Lake Borumba during peak visitation times (and in consultation with the operators), where possible
 - using water trucks for dust suppression
 - connecting to mains power to reduce generator noise where possible
 - revegetating disturbed areas to mitigate visual impacts.
- **Lake Borumba Fish Stocking Association Inc.:** This volunteer organisation, operating since 1968, enhances fish populations in Lake Borumba by releasing native species such as Australian Bass, Golden Perch, Silver Perch, and the endangered Mary River Cod. The Association operates under a License Agreement with Seqwater for occupation and equipment storage. Queensland Hydro maintains regular contact with the Association as an affected stakeholder and member of the Queensland Hydro Stakeholder Reference Group. Notification periods have been agreed upon for upcoming Exploratory Works and any changes to access. Mitigation measures outlined for works surrounding the Fish Stocking Association are consistent with those proposed for the Lake Borumba Caravan Park and Campground to maintain local access and amenity
- **Yabba Creek Rural Fire Service (RFS):** Staffed by dedicated volunteers, the RFS provides essential firefighting, hazard mitigation, disaster management, and community education services. The facility operates under a Community Licence Agreement between the State of Queensland (Public Safety Business Agency) and Seqwater. Queensland Hydro maintains regular communication with the RFS to ensure continued operational certainty and access. Unrestricted access to the facility will be maintained at all times for RFS members and in emergencies. RFS members are also part of the Queensland Hydro Stakeholder Reference Group
- **BGGS Marrapatta Outdoor Education Centre:** Exploratory Works may impact student and staff access and disrupt the learning environment at the Marrapatta Memorial Outdoor Education Centre. BGGS has identified a particular concern with increased traffic and student safety. Consultations with Marrapatta Memorial Outdoor Centre has highlighted the need for a standardised understanding and agreement between BGGS, Marrapatta, and Queensland Hydro regarding the proposed program of works, anticipated impacts, timeframes and management measures. This will be formalised by Queensland Hydro as part of a relationship management plan and agreed with Marrapatta Outdoor Education Centre

- **Mary Valley State College and school bus operators:** Moderate traffic and learning environment disruptions are expected at Mary Valley State College, and for school bus operators accessing Bella Creek Road, Mary Valley State College, and Yabba Creek Road. Queensland Hydro has appointed a dedicated Relationship Manager for Mary Valley State College and will maintain a regular program of engagement with the school and school bus operators throughout Exploratory Works to monitor and manage anticipated impacts
- **HQ Plantations:** Ongoing engagement between Queensland Hydro and the plantation licence holder / HQ Plantations will inform identified impacts to their operations and proposed management measures and any feedback or requirements in future updates of relevant Exploratory Works management plans (and outcomes reported through the SAMP monitoring report).

6.1.3 Exploratory Works engagement activities (including SAMP engagement)

Queensland Hydro has developed a dedicated CSEP for the Exploratory Works program. The CSEP is published separately and outlines the key activities that will raise awareness, inform, consult, and collaborate with stakeholders as relevant to the proposed scope of works.

Table 6.1 details exploratory works consultation activities supporting SAMP implementation will be undertaken in a way that is integrated and aligned where possible to other Queensland Hydro engagement progressing concurrently.

Table 6.1 SAMP engagement plan

Action	Stakeholder group
Enquiry and complaint management: Ensure the updated Stakeholder Enquiry, Feedback and Complaints Policy is widely promoted once adopted, and that stakeholder enquiries and complaints are addressed promptly and resolved appropriately in accordance with the updated policy.	All stakeholders
Vulnerable communities: Engage representatives from vulnerable or hard-to-reach communities about social impacts and benefits of the Exploratory Works program. This may include outreach engagement activities, engagement with peak bodies and community organisations supporting vulnerable residents, combined with hosting engagement at accessible venues, and publishing project information in accessible formats.	Project Area residents (vulnerable group representatives); Local community services
Property-specific and/or location-specific Management Plans and dedicated relationship management: Develop and agree property-specific management plans where relevant to document landholder expectations, address predicted impacts at individual properties and agree appropriate management measures. Provide advance notice to affected stakeholders regarding predicted impacts.	Stakeholders identified as impacted landholders or affected stakeholders either reflected in individual property-specific plans or plans that collectively address affected stakeholders based on location or impact type
Traditional Owner engagement plans and dedicated relationship management: Maintain regular ongoing engagement with Traditional Owner groups and implement actions as documented in any specific agreements and the relevant Consultation Sub-Plan. Maintain ongoing engagement with the Kabi Kabi People and Butchulla groups as set out in the Consultation Sub-Plans.	Kabi Kabi People's Aboriginal Corporation Butchulla Native Title Aboriginal Corporation and Butchulla Aboriginal Corporation.

Action	Stakeholder group
Organisation-specific dedicated relationship management: Establish ongoing engagement in accordance with relationship management plans, stakeholder agreements or MOU's. Maintain a regular program of engagement, communicate predicted impacts for each stakeholder and agree appropriate mitigation measures.	HQ Plantations, Department of Primary Industries Seqwater Lake Borumba Caravan and Camping Grounds Yabba Creek Rural Fire Service (RFS) Lake Borumba Fish Stocking Association Marrapatta Memorial Outdoor Education Centre (Brisbane Girls Grammar School) Mary Valley State College Gympie Regional Council Somerset Regional Council Specific government departments not mentioned in other sections of this table, e.g. Department of Local Government, Water and Volunteers Other organisations as identified throughout the implementation of Exploratory Works consistent with adaptive management
Road and traffic updates: Provide advance notice of road access changes, potential hazards, and expected traffic volumes/delays through signage and established communication channels such as direct mail, email, website, and monthly project updates.	Gympie Regional Council, Somerset Regional Councils; Project area residents and road users
TIA and RMP: Queensland Hydro to hold traffic and haulage specific community drop-in sessions in Imbil, Kilcoy, and Jimna, in addition to direct engagement with key stakeholders, including affected tourism operators.	Affected stakeholders, including tourism operators Department of Transport and Main Roads Gympie and Somerset Regional Council Chambers of Commerce
Emergency and health services: Inform emergency and health services in the Project Area about construction stages, timeframes, and workforce mobilisation.	Emergency and health service providers in Project Area; Gympie and Somerset Disaster Management Groups
Consult on Project Code: Regularly engage with Queensland Police Service to address disruptive workforce behavior in key communities.	Police and Emergency Service Working Group
Health service capacity and monitoring: Work with Country to Coast Queensland (CCQ) Primary Health Network, Imbil Medical Centre, and local businesses and other stakeholders to identify ways to positively contribute to medical service capacity in nearby communities.	Queensland Health (for Imbil / Jimna)

Action	Stakeholder group
Local business engagement: Maintain engagement with businesses in the Project Area, providing updates on project progress and advance notice of construction stages.	Members of the Mary Valley Chamber of Commerce Somerset Business Chamber, Gympie Chamber of Commerce and other local business network associations
	Tourism and recreation businesses in nearby communities
Supplier engagement: Maintain relationships with local suppliers and provide advance notice of tender opportunities.	Businesses in the Project Area and Regional Area Business and industry groups
Business capability support: Work with business groups in the Project Area and surrounding regions to promote business development and tender readiness.	Businesses in the Project Area and Region
	Government agencies in the Project Area and Regional Area
	Business and industry groups in the Project Area and Regional Area
First Nations business support: Collaborate with DWATSIPM to support First Nations business growth in Queensland.	Kabi Kabi People
	Butchulla People #2
	Butchulla People Land & Sea Claim #2
	DWATSIPM
Housing capacity and monitoring: Engage Gympie Council and local real estate agencies to assess housing capacity and strategic delivery objectives.	Gympie and Somerset Regional Council
Community benefits and regional development: During Exploratory Works, engage stakeholders to inform the regional development framework and enduring benefits planning.	Gympie and Somerset Regional Council
	Chambers of Commerce
	QH SRG & Focus Groups
Accommodation management: Work with accommodation suppliers and affected tourism operators to monitor capacity and recommend suitable options for short-term contractors outside peak periods.	Gympie and Somerset Regional Council; Short term accommodation providers; Chambers of Commerce, Real Estate
SAMP Monitoring: Quarterly engagement with stakeholders to monitor SAMP implementation and effectiveness.	QH SRG & Focus Groups
	Key SAMP stakeholders

6.1.4 Exploratory Works notification process

For Exploratory Works, Queensland Hydro will provide advance notice to impacted landholders and affected stakeholders prior to works occurring.

Works may include the construction of the TWACs, geotechnical drill rig activities or road upgrades. Queensland Hydro is developing a matrix to identify the level of impact and notification timeframes for specific activities. This matrix will detail notification timeframes, with an average of 10 business days prior notice of general construction works, including traffic changes. Where work is identified as lower impact, notifications may have a shorter timeframe, whereas works identified as high impact may have a longer timeframe (i.e. three weeks in advance).

Works notifications may be delivered via email, letter box drop, phone calls, web, and social media alerts. While every effort will be made to provide timely and adequate notice for upcoming works, the works and dates may be subject to change due to circumstances outside of Queensland Hydro's control (i.e. weather or construction conditions impacting works schedules).

Notifications to impacted landholders and affected stakeholders where work is likely to affect properties and existing operations will be managed on a case-by-case basis, and dependent on the individual's notification preferences and access agreement with Queensland Hydro.

6.1.5 Complaints management process

Queensland Hydro is committed to keeping stakeholders and community well-informed throughout the project delivery. The Queensland Hydro Complaints, Enquiries and Feedback Policy (available on the Project website) outlines the principles and guidelines employees and contractors will follow and informs stakeholders about the process for submitting a complaint or providing feedback. Guidance has been taken from complaint management processes of similar organisations and from standards including the AS ISO 10002:2022 (Customer satisfaction—Guidelines for complaints handling in organisations); ISO 10002:2018(E) (Quality management—Customer satisfaction—Guidelines for complaints handling in organisations); International Hydropower Association's Sustainability Standard.

Stakeholders can use a range of communication channels to lodge a complaint or enquiry:

- **phone:** toll-free Borumba project hotline on 1800 433 939 Exploratory Works
- **email:** borumba@qldhydro.com.au)
- **website:** Complaints can be logged via <https://qldhydro.boreal-is.com/portal/qldhydro>
- **in writing:** address complaint or enquiry to Stakeholder Engagement Manager, Queensland Hydro, PO Box 12278, George Street, Queensland 4003
- **in person:** face-to-face interaction with Queensland Hydro representatives or contractors (e.g. at Imbil project office, community drop-in session or meeting).

Supporting the policy is the Complaints, Enquiries and Feedback Management Procedure (internal Queensland Hydro document) that outlines a consistent, accountable, and transparent approach to address complaints and enquiries regarding Queensland Hydro projects, services, employees, and/or operations. It follows these sequential steps:

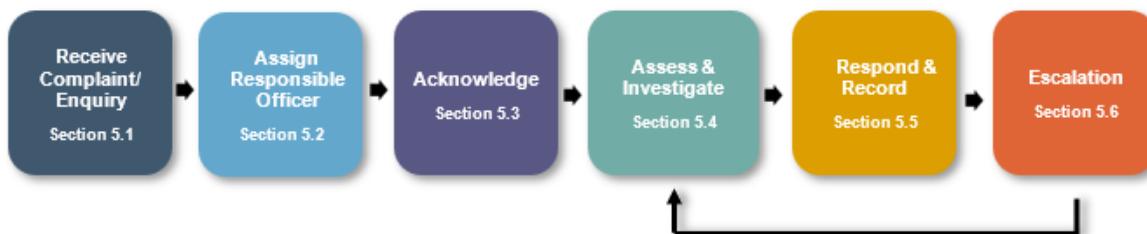


Figure 6.2 Enquiry and complaints management steps

The procedure is a guide for all employees and contractors to effectively handle and resolve complaints and enquiries, ensure clear understanding of different roles and responsibilities in the complaint and enquiries management process, and provide appropriate escalation channels. Table 5.2 provides a summary of the process and timeframes for managing complaints and enquiries.

Table 6.2 Complaint and enquiry management process

Stage	Action	Timeframe
Receive	On receipt, we will register and record the complaint or enquiry.	On receipt
Assign & Acknowledge	Assign QH employee to the complaint/ enquiry. If the complaint or enquiry is submitted via phone, email or our website and provides their contact information, they will receive an acknowledgement of receipt within two working days. Complaints or enquiries received by mail may be subject to longer timeframes where a contact phone or email address is not provided.	2 working days
Investigate	<p>Queensland Hydro aims to resolve complaints and answer enquiries appropriately and promptly. The complaint or enquiry will be logged into our complaint management system and assigned to a team member to manage and coordinate a resolution</p> <p>We will keep them informed of our progress and may also contact them to clarify any details relating to the complaint or enquiry and outline the next steps to resolve the complaint or enquiry. They can also contact us for updates or to provide any new information that may be relevant to their complaint or enquiry</p> <p>Not all complaints will be able to be resolved within the suggested timeframe, particularly for complex complaints or matters requiring detailed investigation. In these instances, Queensland Hydro will explain the reasons for the change in timeframe and a new estimated timeframe provided as well as the next steps to resolve the matter and explore available options.</p>	1 to 10 working days
Respond	We will make contact once their complaint or enquiry has been investigated and provide the outcome. This may include what we have or will do to resolve the complaint, the next steps in the process, or the answer to the enquiry. If a resolution is not possible within 10 working days, we will contact you to explain the reasons for the delay. We will provide you with a new timeframe and outline the next steps to resolve the matter and explore available options.	10 working days
Close	We consider a complaint or enquiry closed when we have provided the response. If they are not satisfied with the resolution, they have the right to request a review.	After response has been provided to stakeholder
Escalate	Stakeholders may request an escalation of the complaint to a higher level within Queensland Hydro. If the stakeholder is not satisfied with the resolution post-internal review, the complainant is advised of the opportunity to escalate the issue through external organisations acting as intermediaries, such as DETSI, TMR or local council.	If issue is not resolved or requires further escalation

6.1.6 Stakeholder management system

Queensland Hydro uses a stakeholder management system to record all engagement activities between Queensland Hydro and stakeholders, including complaints and enquiries received.

The stakeholder management system has a portal which enables feedback and complaints to be recorded, escalated, responded to and reported on in a timely manner, and a trackable process within this management system. The software includes reporting functionality which enables Queensland Hydro to readily interrogate data to continuously evaluate and adapt the engagement program to meet key stakeholder and community needs and expectations and as required to identify risks and trends and to monitor community sentiment.

Queensland Hydro's management system interfaces with the contractor management software system.

All communications are recorded in accordance with Queensland Hydro's Guidelines, with all personal information stored managed in accordance with the Queensland Hydro Privacy Policy. The stakeholder management system is a secure system which complies with the ISO standard of data protection and sovereignty.

6.2 Workforce management

Workforce management measures identified and recommended within this SAMP will be integrated into the existing initiatives, policies, procedures, and programs of Queensland Hydro.

6.2.1 Jobs, Skills and Industry Participation Framework

Queensland Hydro is developing a Jobs, Skills and Industry Participation Framework, aimed at maximising local benefit across project phases. Key components of this framework currently under development include:

- Queensland Hydro Jobs, Skills and Industry Participation (JSIP) Strategy
- Queensland Hydro First Nations Participation Policy
- Queensland Hydro Diversity and Inclusion Policy
- Borumba Pumped Hydro Project Australian Industry Participation (AIP) Plan.

The JSIP Strategy is built upon five strategic pillars – these being:

- Local industry and workforce participation
- Workforce development
- Diversity, equity and inclusion
- Future talent and capacity development
- Collaboration and industry partnerships.

Principal Contractors for Exploratory Works packages will be contractually required to prepare, and submit to Queensland Hydro, quantitative and qualitative reports that demonstrate performance against a range of workforce composition measures including:

- proportion of the total workforce that are residents of the Project Area, Regional Area, and elsewhere in Queensland
- proportion of the total workforce who identify as First Nations persons and are residents of the Project Area, Regional Area, and elsewhere in Queensland
- proportion of the total workforce who identify as female
- proportion of the total workforce comprising of young people under the age of 25
- proportion of the total workforce comprising apprentices and trainees
- proportion of the total workforce participating in workforce training.

Collective findings from contractor reports will be added to Queensland Hydro's numbers for reporting

Extensive engagement with Government (Local, State and Commonwealth) and industry has, and will continue to occur, to ensure this framework and strategies address the needs of the project. Queensland Hydro engagement has occurred with:

- Education and Training Providers (TAFE Queensland, University of Sunshine Coast, secondary schools, APM Employment, MEGT)
- Industry Bodies (Construction Skills Queensland, Energy Skills Queensland, Manufacturing Skills Queensland, Clean Energy Council)
- Local and Regional Jobs Committees (Gympie, Somerset, Sunshine Coast, and Wide Bay)
- Jobs Skills Councils (BuildSkills Australia, Powering Skills Organisation)
- Chambers of Commerce (Gympie, Somerset, Mary Valley, Caloundra, Nambour)
- Government (Department of Trade, Employment and Training, Department of Employment and Workplace Relations, Regional Development Australia, Workforce Australia).

Queensland Hydro will include evaluation criteria for Local Benefits in all Exploratory Works procurement packages. Accordingly, Proponents bidding for Exploratory Works packages (significant procurement) will identify the actions and initiatives they will implement, and targets they will achieve, to maximise local employment and training and skills development during the execution of their contract.

6.2.2 Employee and Contractor Health and Safety Programs

The safety of all workers and members of the public affected by the works is Queensland Hydro's priority during the design, planning, construction, and operation of the Borumba Pumped Hydro Project. The Project shall be completed with safety as a paramount consideration. To ensure the highest level of safety performance, the Project must demonstrably be aligned with Queensland Hydro's safety promise "Safe Today and Everyday" and be constructed following the applicable health and safety laws, regulations, and codes of practice.

For Queensland Hydro to fulfil its duties to ensure the health and safety of Contractors, Subcontractors and employees of Contractors and Subcontractors engaged for the Project, the following needs to occur:

- Queensland Hydro to engage and authorise a Principal Contractor for each package of work. When deciding to award these contracts, Queensland Hydro must be assured that the Contractor's safety management system complies with all applicable health and safety laws, regulations, and codes of practice and the requirements outlined in the Health and Safety Contractor Specification for the Borumba Pumped Hydro Project. Prior to contract award, Queensland Hydro will also seek assurance regarding the effectiveness of the Contractor's safety culture and past health and safety performance
- An ongoing process for the assessment and management of health and safety risks to be established, with the outcomes of the same to be documented in the Project Risk Register
- The engaged Principal Contractor(s) to develop a Project Health and Safety Management Plan, inclusive of a Project Emergency Response Plan, which considers the outcomes of the above risk assessment process; the health and safety regulatory framework and the health and safety management system requirements (as detailed the Health and Safety Contractor Specification for the Borumba Pumped Hydro Project)
- The Project Health and Safety Management Plans be reviewed by Queensland Hydro, to assure the Plans meet or exceed both the regulatory and health and safety management system requirements
- For the duration of the Exploratory Works, Queensland Hydro is to verify, through a comprehensive assurance program of inspections and audits, that the Principal Contractor(s) take the necessary and appropriate steps to manage the health and safety of all personnel on the Project and are compliant with the requirements of the Project Health and Safety Management Plan.

Queensland Hydro has an Employee Assistance Program, which provides mental health support to employees working on the Borumba Project. It is expected that the Principal Contractors will also provide mental health support for their personnel via an Employee Assistance Program. Within the TWACs, guests will have access to a gymnasium and a personal trainer. A Well-being Services Co-Ordinator will implement a well-being program at each camp as appropriate, which include activities to enrich camp life such as trivia nights, movie screenings, and competitions.

6.2.3 Project Code: Living and Working on the Borumba Project

Queensland Hydro will develop and enforce a Project Code: *Living and Working on the Borumba Project* which outlines the standard of behaviour expected by all persons working for, or on behalf of Queensland Hydro. This includes all employees, contractors, consultants, and suppliers.

Compliance with the Project Code is required for all workers when at work, undertaking work-related activities (at worksites, offices, and in the community), accommodated in the TWACs, and traveling to and from work. Matters to cover in the Project Code include:

- general conduct onsite and in camp
- health, safety, and well-being
- conduct in the community
- respect for local culture and values
- safe and courteous driving

- caring for the environment
- security and visitors to site.

Queensland Hydro will also explore opportunities that encourage the structured participation of contractors in the local economy of surrounding towns. These initiatives will be determined by Queensland Hydro in consultation with the Gympie and Somerset Regional Councils, and local Chambers of Commerce.

6.2.4 Contractor social performance

As noted in the management measures throughout this SAMP, Queensland Hydro will apply the following principles in the coordination of contractor obligations during Exploratory Works:

- Queensland Hydro will oversee the development and implementation of contractor traffic management plans to reduce community disruption and promote shared workforce commute arrangements
- Queensland Hydro will enforce workforce behavioural expectations through its Project Code: *Living and Working on the Borumba Project* and promote respect for local community values
- Queensland Hydro will establish clear communication protocols for contractors for the referral of community enquiries, ensuring contractors engage respectfully with the community and participate in resolving issues based on feedback
- Queensland Hydro will monitor contractor compliance with all reporting requirements related to social performance, using a number of agreed tracking systems, accommodation monitoring, and recording of community interactions.
- Queensland Hydro will enforce corrective action when contractor activities are not in accordance with agreed social performance principles, maintaining accountability through regular reviews of contractor performance regarding social impact and engagement.

6.3 Housing and accommodation

The management measures included in the SAMP are to be integrated into existing initiatives, policies, procedures, and programs.

6.3.1 Rapid Deployment Camp and Temporary Workforce Accommodation Camp Management

The objective of mobilising on-site accommodation solutions is to:

- limit the impact on regional housing availability and affordability during construction
- prevent project workers from significantly reducing the capacity of available short-term accommodation
- offer local procurement and employment opportunities for local providers for the construction and servicing of on-site accommodation facilities
- maintain the current social fabric of communities, including security and traffic, through on-site accommodation management
- offer a positive health and well-being experience for workers on-site to potentially offer legacy benefits to the community by repurposing facilities post-construction.

6.3.2 TWAC design

The TWACs feature prefabricated demountable units with four-bed configurations, each with self-contained bedrooms and bathrooms. A small number of two-person executive modules may also be installed. Located at both the Lower and Upper Reservoir, the TWACs will provide a combined capacity of 672 beds when built and managed by an experienced operator working closely with Queensland Hydro.

The TWACs will be fully serviced to ensure workers' living needs can be met onsite. This will reduce the need for workers to travel to town for basic commodities, recreation, or health services which will reduce the significance of local social impacts.

On-site services will include:

- catering
- housekeeping
- provision of alcohol (in a dedicated wet mess)
- provision of a small general store
- recreational facilities (gymnasium)
- security

- medical (through onsite paramedics, nurses and telehealth access to doctors)
- emergency response team (ERT), to provide first response to emergencies such as structural fire, bushfire, spill of hazardous materials
- ground maintenance
- water, waste and fuel management
- skilled tradesman services.

Catering and meals will be provided daily and adjusted to meet dietary needs. Alcohol will be served in a controlled environment (a dedicated wet mess) with limits on purchase quantities and types. Workers must register zero drug and alcohol readings before work shifts, with daily testing in place.

Security personnel will be on-site 24/7, monitoring access, managing incidents, and supporting emergency response. A dedicated medical facility staffed by paramedics, with telehealth access to doctors, will reduce reliance on local health services. Agreements will be made with local pharmacies to ensure medication supply without disrupting local access.

Queensland Hydro will work with local councils to identify ways to minimise reliance on regional waste, water, and sewage systems.

6.4 Local business and industry procurement

The management measures included in the Local Business and Industry Procurement Plan are to be integrated into various new and existing initiatives, policies, procedures, and programs of Queensland Hydro.

6.4.1 Industry Participation Policy

Queensland Hydro is committed to ensure that Local, Queensland and Australian businesses are provided full, fair and reasonable opportunity to bid for supply opportunities on the Borumba PHES Project (Exploratory and Main Works) where feasible.

The Australian Jobs Act requires that proponents of major projects (\$500 million and above) in Australia to develop and implement an Australian Industry Participation (AIP) plan. The primary objective of the Jobs Act is to provide full, fair, and reasonable opportunity for Australian entities to participate in major Australian projects.

The Queensland Procurement Policy values the participation of local, regional, social, and First Nations businesses in procurement opportunities. The six procurement principles underpinning the Queensland Procurement Policy 2023 include:

- achieve 'value for money' (including application of the Local Benefits Test and Best practice principles)
- apply a 'responsible public procurement' approach
- behave ethically, and embed integrity, probity and accountability
- be a leader in procurement practice
- collaborate for more effective outcomes
- support strong governance and planning.

6.4.2 Promotion strategies

Queensland Hydro promotes all opportunities associated with the Exploratory Works across a range of communication platforms including:

- Queensland Hydro website – suppliers webpage
- Queensland Hydro-led Supplier Briefings held in Brisbane, Caloundra and Gympie in July 2023
- Queensland Government Supplier Portal (previously QTenders) – Forward Procurement Notifications communicated in advance of procurement activity
- Queensland Government-led briefing and networking events to communicate information about the Exploratory Works phase, and what businesses need to do to get involved. These events include:
 - 2023 Fraser Coast and Gympie Regional Projects Briefing | 11 October 2023

- Supplying into Major Projects Workshop | 19 October 2023
- Growing Queensland Business Roadshow 2023 | 22 November 2023
- Darling Downs Industry Briefing | 1 May 2024
- 2024 Fraser Coast and Gympie Regional Projects Briefing | 11 July 2024
- Small Business Procurement – Big Build Opportunities Nambour | 18 September 2024
- Cherbourg Aboriginal Business Briefing and Networking Event | 15 October 2024
- social media – LinkedIn notifications advising prospective suppliers where to register for upcoming supply opportunities and to advise that procurement processes have commenced
- market engagement and capability development initiatives including:
 - Workshop - Tendering for Business | 8 August 2023, 21 November 2023, 20 May 2024,
 - Workshop - Capability Statement | 13 March 2024, 20 March 2024
 - Workshop - Gateway by ICN Profile Improvement and EOI | 5 March 2024, 18 June 2024, 19 June 2024.

Queensland Hydro established a supplier portal on the Gateway by ICN platform in July 2023 to increase awareness of the Project and enable businesses to register their interest in upcoming supply opportunities (available at <https://borumbapumpedhydro.icn.org.au>).

Registration of Interest opportunities include:

- General ROI
- Borumba Exploratory Works ROI.

Queensland Hydro subsequently engaged the Industry Capability Network (in April 2024) to provide supply chain services including:

- assessing work package contestability and performing market research to identify Project Area, Regional Area, Queensland, and Australian businesses, and First Nations businesses with the capability and capacity to support the Exploratory Works, Main Support Main Works, and Main Works phases of the Project. This will be revised as part of our adaptive management plans
- ad-hoc business matching to identify capable Project Area, Regional Area, and First Nations businesses for project supply opportunities
- preparing Local, First Nations, and Social Enterprise business directories (compiling data sourced from Gateway by ICN, Supply Nation, Social Traders, QSEC, and ad-hoc information provided by First Nations businesses and Social Enterprises).

All businesses who have registered interest and/or been identified via Business Matching, have been advised of Exploratory Works supply opportunities as they were communicated on QTenders.

Queensland Hydro is also committed to enhancing opportunities for First Nations businesses and is in the process of developing a framework to facilitate this. Queensland Hydro will continue to actively engage with Traditional Owner groups (including KKPAC, BAC and BNTAC) and will participate in relevant First Nations business forums.

Queensland Hydro continues to promote and participate in a range of supplier development workshops and educational sessions (including Capability Statement and Tendering for Business workshops and sessions on supplying to major projects) facilitated by DSDIP. Queensland Hydro's involvement in these sessions is focused on communicating information about the Borumba PHP, Exploratory Works phase, and what businesses need to do to get involved.

6.5 Health and community wellbeing

6.5.1 Traffic Impact Assessment and Road Use Management Plan

Queensland Hydro will ensure periodic review and updates to the Exploratory Works TIA and RMP as required, incorporating agreed workforce accommodation locations, contractor requirements, workforce commute routes, and stakeholder engagement outcomes. These updates will ensure alignment with evolving project needs and any regulatory changes.

A Road Safety Audit (RSA) was conducted as part of the Exploratory Works TIA, identifying safety concerns for drivers, pedestrians, and cyclists related to the road and roadside environment. The Yabba Creek Road segment (between Brooloo Road and Bella Creek Road) was prioritised for assessment as it is expected to experience the highest increase in traffic, with all other major routes converging here. Management measures have been developed and integrated into the TIA and RMP to address these risks.

A summary of work stages and associated work tasks that generate traffic addressed in the TIA are as follows:

- Works undertaken by a road authority (funded by Queensland Hydro), or works within a road corridor under a local government permit
 - Bella Creek Road upgrades and maintenance.
- Works undertaken under the Works Regulation
 - Yielo Road interim access upgrades
 - RDCs and TWACs at Walkers Top and Borgan Road
 - Borgan Road improvements
 - Access control facilities at Borgan Road and Yielo Road
 - Seqwater compound site facilities and laydown.
- Works undertaken under the EPBC Approval
 - Temporary water infrastructure
 - Civil construction compound
 - Kingaham Creek bypass, Kingaham Creek spoil disposal area and access track
 - Access tracks for geotechnical investigations
 - Portal access track and portal pad staging area
 - Explosives store, explosives storage pad, and access track
 - Tunnelling works and tunnel spoil disposal area.

The Road-use Management Plan (RMP) outlines how Queensland Hydro will manage and mitigate the potential traffic impacts resulting from the increase in vehicle movements during the Exploratory Works phase. Key measures include:

- works approval requirements for construction-related traffic management
- route selection for Project-related heavy vehicles, based on an assessment in the TIA
- traffic management including:
 - UHF call point signage installed along Bella Creek Road to enable two-way communication between project team vehicles and other road users
 - UHF Radio Channel 24 available for residents and road users to monitor approaching heavy vehicles and communicate with project teams as needed
 - bus transport from Imbil and Kilcoy to temporary workforce camps at Borgan and Walkers Top, reducing private vehicle movements and congestion.

The Principal Contractor(s) for Exploratory Works will be required to prepare and implement TMPs specific to each works package. These TMPs will comply with Queensland Guide to Traffic Management (QGTM 2021), Austroads Guide to Traffic Management, and regulations set by the Department of Transport and Main Roads (TMR) and relevant local councils. Queensland Hydro will oversee contractor compliance with traffic management strategies and facilitate discussions, reviews, and approvals with relevant road authorities before implementation.

Additionally, Queensland Hydro is committed to ongoing stakeholder engagement, ensuring that traffic-related social and environmental impacts are managed proactively. This includes:

- quarterly monitoring of service impacts on local school bus routes and community transport systems
- applying planning principles for future Park & Ride locations, incorporated into the RMP to support social impact management and workforce commute strategies.

6.5.2 Construction Environment Management Plan

The purpose of the CEMP is to describe how Queensland Hydro will manage and/or reduce potential impacts to environmental values from the Exploratory Works. It outlines how Queensland Hydro will achieve environmental outcomes for Exploratory Works by providing a structured approach to ensure appropriate mitigation measures and controls are implemented.

The CEMP will be informed by Noise, Air Quality, Social, Traffic, Ecology, Waste, and Water Assessments. The CEMP and supporting plans will incorporate conditions associated with all approvals, licenses and permits obtained for the Exploratory Works once received.

6.5.3 Bushfire and biosecurity management

The Exploratory Works CEMP includes bushfire and biosecurity management provisions. Queensland Hydro's bushfire management measures include:

- a site-wide bushfire management plan that details Queensland Hydro's actions to prevent the project works starting a fire; what the Project will do to protect people and assets in the event of a fire and clear evacuation plans
- vegetation management, commenced as part of early and Phase 1 Exploratory Works (defined in Section 4.2), and will continue to reduce fuel loads
- ongoing maintenance of internal tracks to provide access to emergency vehicles in event of a fire
- an established site-based emergency response team from mid-2025 who will have the requisite personnel and equipment to manage a bushfire that the project may inadvertently start and provide an interim response, whilst awaiting professional emergency response agencies
- Queensland Hydro representation and active participation in Somerset and Gympie Local Disaster Management groups, together with ongoing liaison with local RFS and other emergency agencies
- Queensland Hydro's Biosecurity Management Plan outlines the measures in place on site, and travelling to and from site, to minimise the spread of biosecurity threats including fire ants. Management measures include requiring hygiene certification for materials brought into site and purchase of materials from fire ant free zones.

6.5.4 Community Benefits Framework

Queensland Hydro's goal is to deliver the best outcomes for local communities and all Queenslanders, now and for generations to come. While the Borumba Pumped Hydro Project will bring significant long-term economic, environmental, and social benefits, it is acknowledged that there will be disruption for local communities during investigation and construction.

Queensland Hydro has designed its Community Benefits Framework to enable support for the enhancement of the lifestyle and well-being of communities within the footprint of the project, specifically within the Gympie and Somerset local government areas.

The Community Benefits Framework guides this work, ensuring fair and equitable distribution of funding, strategic investment, alignment with community needs, and accountability. The Framework was developed with input from more than 460 community members through surveys and workshops across the project area.

Queensland Hydro invests in initiatives that reflect its strategic priorities:

- Tourism and economy
- Health and wellbeing
- Environment and sustainability
- Community connection.

Multiple programs will be rolled out over time deliver meaningful benefits to local communities. Current programs include community grants, community event sponsorship, and funding of Council-led projects.

The Framework serves the following pivotal functions:

- Fair and equitable distribution of funding: It ensures that funding is distributed fairly and equitably, addressing the specific needs and priorities of the communities in which Queensland Hydro operates. It

will ensure the needs of marginalised communities are considered and that funding is directed to those areas with impacts

- Guiding strategic investments: It provides clear guidance and structure for how Queensland Hydro will engage with and benefit host communities. It outlines the vision, values and strategic priorities that underpin the approach to identifying initiatives
- Accountability: It establishes a set of strategic focus areas and outcomes, ensuring Queensland Hydro can be held accountable for our commitments and progress in delivering community benefits
- Alignment to community needs: It demonstrates an understanding of the communities in which Queensland Hydro operates, recognising different values, priorities and cultural requirements, and ensures any community projects are leaving a positive legacy.

Extensive community engagement on the draft Framework was undertaken between February and April 2024. This included a detailed online survey with over 500 responses and a series of community workshops to deep dive into strategic priorities and potential initiatives.

Community feedback informed the final Community Benefits Framework, which was published in August 2024. It outlines the vision, values and four strategic priority areas for community benefits investment:

- Tourism and economy
- Environment and sustainability
- Health and well-being
- Culture and connection.

Key consultation findings included:

- establishment of a Community Benefits Panel to enable grant funding decisions made for the community by the community
- appointment of an independent external assessor to ensure eligibility and key criteria is met
- provisions for community group support in planning, preparing and submitting grant applications
- development of a community plan to capture the vision and priority principles of the local community to ensure the town's history and culture is preserved.

The Community Benefits Framework also outlines a consistent approach to evaluating potential funding allocations, which are assessed against three key criteria:

- Strategic fit
 - Does the initiative align with the community benefits values?
 - Does the initiative align with at least one of the strategic priority areas?
 - Does the initiative meet specific needs in the community?
- Community value
 - Does the initiative have direct and meaningful benefit to the local community?
 - Which parts of the community will the initiative reach?
- Deliverability
 - Does the initiative have an effective delivery approach (clear objectives, accountabilities, timelines and budget)?

Multiple programs will be rolled out over time deliver meaningful benefits to local communities. Current programs include community grants, community event sponsorship and funding of Council-led projects.

Robust governance is in place to ensure transparency and rigour around the management of the community benefits fund. Monitoring measures are also in place to ensure adequate reporting of funds invested and genuine benefits are experienced by our project communities.

6.5.5 Regional Development Framework including Impacted Community Infrastructure

During the Exploratory Works phase, in preparation for Main Works, Queensland Hydro will develop a Regional Development Framework in consultation with the Gympie and Somerset Regional Councils, Gympie, Somerset and Mary Valley Chambers of Commerce, and Queensland Hydro's SRG and Focus Groups. The Framework will identify enduring legacy opportunities associated with the Project that support the progression of Council and government economic, infrastructure and social priorities outlined in regional and local strategies. The framework will also outline Queensland Hydro's plans to address, manage or mitigate impacts on community infrastructure in a manner that ensures:

- improved liveability
- economic and industry development
- a positive project legacy
- alignment with community priorities.

As Project requirements evolve, so too will the Regional Development Framework. A first iteration will be developed with input from stakeholders by late 2026.

7. SAMP implementation and monitoring

7.1 Purpose

The purpose of monitoring is to:

- collect data on the effectiveness of mitigation and benefit enhancement measures
- support identification of corrective actions to improve the effectiveness of management measures.

Each management section of this SAMP (Section 5) includes a proposed monitoring framework, describing:

- management measure
- desired outcome
- indicator(s) that will be used to monitor change
- key performance indicators that will be used to monitor progress towards achieving the desired outcome
- frequency of monitoring
- person(s) responsible for monitoring
- how monitoring outcomes will be reported in the public domain.

Monitoring activities will be undertaken by Queensland Hydro to inform adaptive management as required.

Substantive updates to identified impacts or proposed management measures will be shared in correspondence to the Office of the Coordinator-General on a quarterly basis.

The Exploratory Works SAMP will be reviewed and updated where required on an annual basis.

7.2 Monitoring and reporting

Implementation and monitoring of the SAMP will involve a range of key stakeholders. Regular feedback will be sought from the Project Area's local councils, Kabi Kabi representatives, impacted landholders and affected stakeholders, and the SRG on key matters identified in the SAMP.

Table 7.1 outlines the SAMP monitoring framework, including:

- desired outcomes from the management measures
- key indicators including KPIs and monitoring indicators
- frequency of monitoring, either quarterly, every six months or annually
- responsibility for collecting and reporting data (Queensland Hydro and/or Project contractors).

A report will be prepared by Queensland Hydro, based on the monitoring framework and shared in correspondence to the Office of the Coordinator-General on a quarterly basis.

Queensland Hydro will:

- maintain transparent and inclusive community and stakeholder engagement to facilitate development and implementation of proposed management measures and monitoring of potential social impacts during the Exploratory Works
- ensure there is accurate and plain English information about the Project available to stakeholders and the wider community
- achieve high levels of stakeholder and community participation in the Project, to build awareness and understanding
- ensure stakeholder and community issues and concerns are proactively identified, monitored, and addressed in timely, consistent, and transparent ways
- ensure the communication and engagement approach and methods are continuously evaluated and adapted to meet the key stakeholder and community needs and expectations, as required.

Table 7.1 SAMP monitoring framework

Desired outcome	Key performance indicator/s	Monitoring metric	Frequency of monitoring	Monitoring responsibility
Community and stakeholder engagement SAMP01 - CSEP				
A transparent and inclusive communication and engagement program.	Maintaining a level of engagement increases as Exploratory Works commences, including: <ul style="list-style-type: none"> • number of communication channels employed • number of agency and community briefings • number of face-to-face stakeholder interactions 	Key engagement activities, as recorded in consultation database.	Quarterly	Queensland Hydro
Stakeholder and community enquiries and complaints are addressed in a timely way.	All enquiries and complaints are: <ul style="list-style-type: none"> • acknowledged within two days • resolved, responded to, or escalated within ten business days 	Enquiries and complaints are resolved in accordance with the Complaints, Enquiries and Feedback Management Procedure.	Quarterly	Queensland Hydro and Contractors
High levels of stakeholder and community participation is achieved in Exploratory Works delivery and monitoring.	All key stakeholders and impacted landholders are consulted by the project team during Exploratory Works	Records of contact in consultation database.	Quarterly	Queensland Hydro
Stakeholders have adequate notification of Project works.	Impacted landholders and affected stakeholders are notified of potentially disruptive work, at least 5 working days prior to work commencing	Work notification records.	Quarterly	Queensland Hydro
Workforce management - SAMP02 - WM				
Increase the number of Local residents in the Project workforce (includes Contractors and QH employees working on Borumba Project site and in the Brisbane, Nambour).	Aim for more than 10% of the workforce being Local Residents (i.e. Residents of an LGA within 125km of Project Site). Local workforce participation targets will be developed with contractors specific to individual scopes of work and reported in a cumulative form on a quarterly basis	Proportion of workforce that live within 125 km of the Project site.	Quarterly	Queensland Hydro Contractors
Increase the proportion of under-represented groups in the Project workforce (includes	Aim for more than 11% of the workforce to identify as female. Workforce diversity targets will be developed with contractors specific to	Proportion of Project workforce that identify as female.	Quarterly	Queensland Hydro Contractors

Desired outcome	Key performance indicator/s	Monitoring metric	Frequency of monitoring	Monitoring responsibility
Contractors and QH employees working on Borumba Project, site and in the Brisbane, Nambour).	individual scopes of work and reported in a cumulative form on a quarterly basis Aim for more than 10% of the workforce to be comprised of young people (24 years and under). Workforce diversity targets will be developed with contractors specific to individual scopes of work and reported in a cumulative form on a quarterly basis Aim for more than 4% of the workforce to identify as First Nations people. Workforce diversity targets will be developed with contractors specific to individual scopes of work and reported in a cumulative form on a quarterly basis	Proportion of Project workforce are aged under 25 years. Proportion of Project workforce that identify as First Nations People.	Quarterly	Queensland Hydro Contractors
Emergency services provision levels in the Project area are not adversely affected by Exploratory Works.	Positive feedback from emergency services stakeholders Participation in the local disaster management groups of Gympie and Somerset LGAs	Ongoing engagement with and feedback from Project Area service providers. Ongoing engagement and feedback from Project Area.	Quarterly	Queensland Hydro
Housing and accommodation – SAMP03 – H&A				
Project responds to changing community accommodation needs to reduce the risk of adversely affecting tourism suppliers in the region	Within the region (1.5 hours' drive), track short-term accommodation used by Project workforce given position to house workforce in camps.	Demand for workforce accommodation does not exceed supply, with no negative feedback from key tourism stakeholders, accommodation suppliers and Councils.	Quarterly	Queensland Hydro
Local business and industry procurement – SAMP04 – LB&IP				
Enhanced economic prosperity for Project Area and Regional Area businesses.	At least 15% recorded expenditure with Project Area businesses. Industry Participation and Workforce Management Plan and reporting captures a limited number of contractors, goods, services or works values at AUD > \$20K	Recorded expenditure on Project area and regional area businesses.	Quarterly	Queensland Hydro Contractors

Desired outcome	Key performance indicator/s	Monitoring metric	Frequency of monitoring	Monitoring responsibility
	<p>At least 30% recorded expenditure with Project Area and Regional businesses (combined). Industry Participation and Workforce Management Plan and reporting captures a limited number of contractors, goods, services or works values at AUD >\$20K</p>			
Enhanced economic prosperity for First Nations owned and/or managed businesses.	<p>At least 3% recorded expenditure on First Nations owned/or managed businesses. Industry Participation and Workforce Management Plan and reporting captures a limited number of contractors, goods, services or works values at AUD \$20K or greater</p>	Recorded expenditure on First Nations owned / or managed businesses.	Quarterly	Queensland Hydro Contractors
Enhance patronage at local businesses in nearby communities through Workforce Code – Living and working on the Borumba Project.	<p>Positive feedback received from small businesses in nearby communities in relation to the Exploratory Works workforce patronage and behaviour</p> <p>Local business information and contact details are made readily accessible for workforce</p>	Engagement activities to gather feedback from local businesses in nearby communities.	Quarterly	Queensland Hydro
Maintain positive relationships with key businesses indirectly impacted by the Project and factor peak visitor periods into construction schedule.	Strategies to avoid impacts on businesses and tourism are developed collaboratively	Feedback from tourism and recreation facilities in nearby communities.	Quarterly	Queensland Hydro
Health and community well-being SAMP05 – H&WB				
Project workforce exhibit good behaviour while on site and in the community.	<p>Implement a workforce Project Code: <i>Living and working on the Borumba Project</i>, which outlines the standard of behaviour expected for project workforce and consequences for non-conformance</p> <p>Community concerns received regarding project workforce behaviour are addressed appropriately and resolved quickly</p>	<p>Complaints regarding project workforce behaviour recorded in the reporting period and how complaints are addressed with the workforce.</p> <p>Proactive engagement with Queensland Police Service to address any disruptive project workforce behaviour in the community</p>	Quarterly	Queensland Hydro

Desired outcome	Key performance indicator/s	Monitoring metric	Frequency of monitoring	Monitoring responsibility
		Monitor community feedback regarding project workforce behaviour and adapt management processes accordingly.		
Minimise Project demand on emergency services from nearby communities.	Capacity of emergency services not adversely affected as a result of the Project Positive feedback from emergency services provider in relation to Project demand Initiatives to support and upgrade emergency response capability e.g. radio network upgrades, provision of on-site ERT to respond to emergency situations and accidents	Feedback from engagement with emergency services stakeholders.	Quarterly	Queensland Hydro
Minimise Project demand on health and medical services in nearby communities.	Provision and management of adequate first aid treatment on-site, and medical facilities (paramedic and access to telehealth doctor) at the accommodation facility to treat non-resident workforce	Number of on-site incidents requiring attendance at medical facilities in nearby communities.	Quarterly	Queensland Hydro Contractors
Support initiatives to enhance health and medical capacity in nearby communities.	Provision of Imbil medical centre facilities and associated support to reestablish the service	Feedback from Queensland Health regarding health and medical capacity.	Quarterly	Queensland Hydro
Minimise environmental health risk factors.	Implementation of measures outlined in the Construction Environment Management Plan and supporting management plans	Exploratory Works CEMP monitoring data.	Quarterly	Queensland Hydro Contractors
Minimise project associated disruptions to cultural heritage values.	Any concerns around cultural heritage are investigated and addressed in a timely manner in accordance with the protocols in the Early Works Agreement	Feedback from Kabi Kabi representatives.	Quarterly	Queensland Hydro
Appropriate traffic management measures and project associated traffic impacts minimised.	Any community complaints around traffic are addressed as per the complaints and enquiries policy Early engagement with stakeholders affected by construction traffic or wait times	Number and management of community complaints about traffic.	Quarterly	Queensland Hydro Contractors

Desired outcome	Key performance indicator/s	Monitoring metric	Frequency of monitoring	Monitoring responsibility
Avoid or minimise construction amenity impacts on all sensitive receptors. learning environment of education facilities.	Implementation of any agreed management measures as required to stakeholder satisfaction	Number of positive engagements and management of community complaints about noise or other construction impacts.	Quarterly	Queensland Hydro
Enhanced community benefits and investments in the Project Area.	Commitment to ongoing delivery of community benefits	<p>Number of investments since last reporting period</p> <p>Reportable outcomes from grants administered – based on available Completion Forms addressing 3 key criteria from the community benefits framework:</p> <p>alignment with strategic priorities (tourism and economy; health and wellbeing; environment and sustainability; community connection)</p> <p>community value (community reach, benefits realised)</p> <p>deliverability (confirmation of funding spent in accordance with agreement).</p>	Quarterly	Queensland Hydro

References

ABC News. (2024, May 7). *Why further interest rate hikes by the Reserve Bank won't fix Australia's inflation problem*. Retrieved from ABC News: <https://www.abc.net.au/news/2024-05-07/interest-rate-hikes-wont-fix-our-inflation-problem/103809160>

ABS. (2023). *Australian Statistical Geography Standard (ASGS)*. Retrieved from Australian Bureau of Statistics: <https://www.abs.gov.au/statistics/statistical-geography/australian-statistical-geography-standard-asgs>

ABS. (2023). *Counts of Australian Businesses, including Entries and Exits*. Retrieved from Australian Bureau of Statistics: <https://www.abs.gov.au/statistics/economy/business-indicators/counts-australian-businesses-including-entries-and-exits/latest-release#data-downloads>

ABS. (2024). *Selected Living Cost Indexes, Australia*. Retrieved from Australian Bureau of Statistics: <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/selected-living-cost-indexes-australia/latest-release#key-statistics>

AirDNA. (2024, May 15). *Market Performance: Gympie*. Retrieved from AirDNA: <https://app.airdna.co/data/au/84998?welcome=true&tab=performance>

Black Business Finder. (2024). *Search Businesses*. Retrieved from Black Business Finder: <https://www.bbf.org.au/Search.asp?keywords=&Industries=&sub-region=19&lga=102>

Bolton, M. (2023, July). Retrieved from ABC News: <https://www.abc.net.au/news/2023-07-04/gympies-flood-ravaged-mary-street-gets-new-life/102545394>

DSDILGP. (2018). *Social Impact Assessment Guideline March 2018*. Brisbane: Queensland Government.

DSDILGP. (2025). *Social Impact Assessment Guideline June 2025*.

economy.id. (2024). *Gympie Regional Council*. Retrieved from id.community demographic resources: <https://economy.id.com.au/gympie?sEndYear=2022>

economy.id. (2024). *Somerset Regional Council*. Retrieved from .idcommunity demographic resources: <https://economy.id.com.au/comseq?WebID=190&sEndYear=2022>

Edwards, R. (2012). Gympie's country music Muster: Creating a cultural economy from a local tradition. *Journal of Rural Studies*, 28(4), 517-527. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S074301671200068X>

Everingham, J. B. (2018). *Factors linked to the well-being of Fly-in-fly-out (FIFO) workers*. Brisbane: University of Queensland. Retrieved from The University of Queensland: https://www.csrm.uq.edu.au/publications?task=download&file=publication_file_2&id=426

Gibson, D. (2016). *Gympie Chamber of Commerce*. Retrieved from <https://gympiechamber.com.au/wrap-up-the-muster-tourism-and-your-business/>

Gympie Regional Council. (2011, August). *Gympie Region Community Plan 2030*. Retrieved from Gympie Regional Council: <https://www.gympie.qld.gov.au/downloads/file/3613/community-plan-2030>

Gympie Regional Council. (2019). *Gympie Region Tourism Strategy*. Retrieved from Gympie Regional Council: <https://www.gympie.qld.gov.au/downloads/file/3792/tourism-strategy-2019-2024>

Gympie Regional Council. (2024). *Tourism*. Retrieved from Gympie Regional Council: <https://www.gympie.qld.gov.au/tourism-1>

Howells, M. (2009). *ABC News*. Retrieved from <https://www.abc.net.au/news/2009-11-11/traveston-crossing-dam-a-controversial-history/1138134>

Jobs and Skills Australia. (2024). *Small Area Labour Markets September Quarter 2024*. Canberra: Jobs and Skills Australia.

Mary Valley Chamber of Commerce Inc. (2023). *Mary Valley Map*. Retrieved from Mary Valley Country: <https://www.maryvalleycountry.au/mary-valley-country-map.html>

Mary Valley Renewal Team. (2010, May). *Mary Valley Community and Economic Action Plan*. Retrieved from Kenilworth - Heart of the Mary Valley: <http://www.kenilworth.qld.au/documents/MVactionplan01.pdf>

MotorSport.org. (2023). Retrieved from <https://motorsport.org.au/media/news/detail/2023/06/09/rally-queensland-entries-open>

Muster, G. (n.d). Retrieved from <https://www.muster.com.au/about-us/>

QGSO. (2024). *Estimated resident population taable, urban centre and locality, Queensland 2001 to 2023p*. Brisbane: Queensland Treasury.

QGSO. (2024). *Queensland Regional Profiles - Custom region*. Brisbane: Queensland Treasury.

Queensland Government. (1952). *Workers' Accommodation Act*. Retrieved from Business Queensland: <https://www.business.qld.gov.au/running-business/employing/legal-obligations/workers-accommodation-act>

Queensland Hydro. (2023, November 28). *Help us develop the Accommodation Strategy for our Borumba Pumped Hydro Project*. Retrieved from Queensland Hydro: <https://qldhydro.com.au/roi-accommodation-solutions-for-borumba-pumped-hydro-project/>

Queensland Reconstruction Authority. (2020). *Mary Regional Resilience Strategy*. Retrieved from Queensland Government: <https://mrccc.org.au/about-the-mary-river-catchment/>

REIQ. (2023). *Understanding rental market vacancy rates*. Retrieved from REIQ: <https://www.reiq.com/articles/property-management/understanding-rental-market-vacancy-rates>

Rijke, K. d. (2012). The Symbolic Politics of Belonging and Community in Peri-urban Environmental Disputes. *Oceania*, 82, 278-293.

SEQ Water. (2024, May). *BBQ's and picnics at Lake Borumba*. Retrieved from SEQ Water - Things to do: <https://www.seqwater.com.au/things-to-do/picnics-and-bbqs/bbqs-and-picnics-lake-borumba>

SQM. (2024, January). *Property Indexes*. Retrieved from SQM: https://sqmresearch.com.au/index_property.php

SQM. (2025, January). *Property Indexes*. Retrieved from SQM: https://sqmresearch.com.au/index_property.php

State of Queensland. (2022). *Queensland Energy and Jobs Plan*. Brisbane: Queensland Government.

State of Queensland. (2023). *Queensland Procurement Policy 2023*. Brisbane: Department of Energy and Public Works.

Tourism & Events Queensland. (2024, 5 16). *Queensland Accommodation Report March 2024*. Retrieved from Tourism & Events Queensland: <https://teq.queensland.com/content/dam/teq/corporate/corporate-searchable-assets/industry/research/special-reports/Queensland%20Accommodation%20Report%20March%202024.pdf>

Tuck, J. T. (2013). Wellbeing of fly-in/fly-out and drive-in/drive-out employees: Evidence from Australia. *6th International Conference on Sustainable Development in the Minerals Industry*. Milos island, Greece.

Appendix A Impact evaluation

A.1 Impact evaluation

The impact evaluation determines significance of the identified positive and negative impact using the interaction between the likelihood of the impact occurring and the magnitude of the potential impact on different stakeholder groups. The levels of likelihood and magnitude are outlined in Table A.1.1, with the dimensions of social impact magnitude further outlined in

Table A.1.2.

Table A.1.1 Description of likelihood and magnitude criteria

Level	Description
Likelihood	
Almost certain	Definite or almost definitely expected (e.g. has happened on similar projects)
Likely	High probability
Possible	Medium probability
Unlikely	Low probability
Very unlikely	Improbable or remote probability.
Magnitude	
Transformational	Substantial change experienced in community wellbeing, livelihood, infrastructure, services, health, and/or heritage values; permanent displacement or addition of at least 20% of a community
Major	Substantial deterioration/improvement to something that people value highly, either lasting for an indefinite time, or affecting many people in a widespread area
Moderate	Noticeable deterioration/improvement to something that people value highly, either lasting for an extensive time, or affecting a group of people
Minor	Mild deterioration/improvement, for a reasonably short time, for a small number of people who are generally adaptable and not vulnerable
Minimal	Little noticeable change experienced by people in the locality.

Table A.1.2 Dimensions of social impact magnitude

Dimensions	Details
Extent	Who specifically is expected to be affected (directly, indirectly, and/or cumulatively), including any vulnerable people? Which location(s) and people are affected? (e.g. near neighbours, local, regional, future generations)
Duration	When is the social impact expected to occur? Will it be time-limited (e.g. over particular project phases) or permanent?
Intensity or scale	What is the likely scale or degree of change? (e.g. mild, moderate, severe)
Sensitivity or importance	How sensitive/vulnerable (or how adaptable/resilient) are affected people to the impact, or (for positive impacts) how important is it to them? This might depend on the value they attach to the matter; whether it is rare/unique or replaceable; the extent to which it is tied to their identity; and their capacity to cope with or adapt to change

Level of concern/interest	How concerned/interested are people? Sometimes, concerns may be disproportionate to findings from technical assessments of likelihood, duration and/or intensity.				
---------------------------	---	--	--	--	--

An assessment of likelihood and magnitude is undertaken by applying the matrix to the identified social impacts (Figure A.1.1).

		Magnitude level				
		1	2	3	4	5
Likelihood level		Minimal	Minor	Moderate	Major	Transformational
A	Almost certain	Low	Medium	High	Very High	Very High
B	Likely	Low	Medium	High	High	Very High
C	Possible	Low	Medium	Medium	High	High
D	Unlikely	Low	Low	Medium	Medium	High
E	Very unlikely	Low	Low	Low	Medium	Medium

Source: SIA Guideline Technical Supplement, Social impact significance matrix (DPIE 2023)

Figure A.1.1 Social impact significance matrix (likelihood and magnitude)

Get in touch

1800 433 939

PO Box 12278 George St
Brisbane QLD 400

info@qldhydro.com.au

qldhydro.com.au

ABN 81 661 444 515