GLADSTONE REGIONAL COUNCIL

NEW PROJECT GUIDELINES

Proudly Growing the Gladstone Region

GLADSTONE
REGIONAL COUNCIL

The Gladstone Region has always been Queensland's industrial powerhouse.

However, we live in a changing world with a new, emerging energy system.

At the launch of the Gladstone Region's Economic Transition 10-year Roadmap on 15 November 2022, I spoke about how we, as a Council, could either "lead or get left behind" and we chose to lead from the front.

This roadmap was our signal to the rest of Queensland and Australia that we wanted to achieve an energy transition that was done in a fair and just way.

We wanted to guide our region's economy from being reliant on fossil fuels to one that could thrive in a more sustainable and renewable energy environment.

We wanted to set our region up to grow and diversify, creating a resilient and sustainable place for residents and business to thrive in.

The roadmap was the product of two years' work and many forward-looking conversations with groups across the region.

Gladstone Regional Council is now focused on how new industry proponents can help to make this transition work.

These project guidelines outline clear principles that Council will use to guide this transition and what it will expect for and from everyone who participates – residents, communities, workers and the full range of business and industry.

From long time industries to new proponents of diversified manufacturing driven by renewable energy systems; from long-term, residents and First Nations people to newcomers – we must all be ready to work for the same outcome.

The guidelines are presented across five themes, and we also outline what success in these areas looks like for our region.

Our overriding goal is to achieve a diverse and fair economy that helps to build a thriving community for generations to come.

We are proud of our industrial heritage and wish to build on that for future generations.

Matt Burnett
Mayor Gladstone Regional Council

ACKNOWLEDGEMENT OF COUNTRY

Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

Gladstone Regional Council is committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.
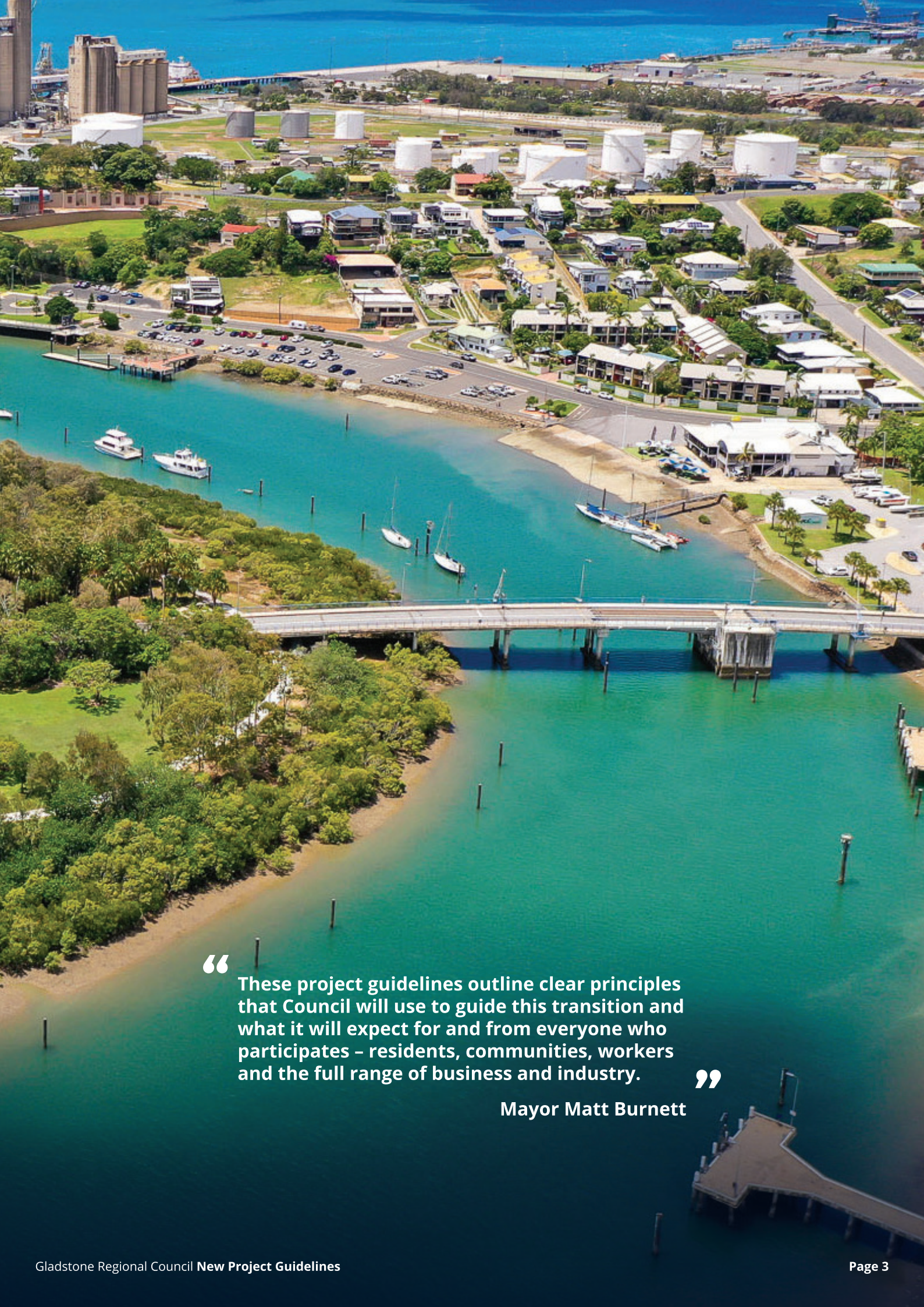
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>
> **Mayor Matt Burnett**

ENABLING FUTURE DEVELOPMENTS

The Gladstone Region is Queensland's industrial powerhouse. It is now working through a major economic transition driven by changes in our global energy system. The coastal city's competitive advantages place the region in a powerful position to drive Australia towards net zero emissions. A dynamic economy, with a strong interest in solar and renewables, the region boasts a combination of an existing industrial base, strong supply chains, a skilled workforce and access to lucrative Asian markets through Queensland's largest, premier multi-commodity port. This all makes the region a hub for a range of new industrial developments.

The Gladstone Region, located in Central Queensland, is just over 500 kilometres north of Brisbane. It covers 10,489 square kilometres with a population of 65,000 people.

Gladstone is the gateway to the Great Barrier Reef and the renowned coral cay, Heron Island. It is situated on one of Australia's largest and safest deepwater harbours. The region boasts two of the world's largest alumina refineries, an aluminium smelter, a power station, cement and chemical manufacturers and Liquified Natural Gas plants. This industry sits alongside national parks, state forests, pristine coastlines, beaches and islands.

These guidelines are evidence based on the back of an extensive community engagement process that was undertaken to inform the award-winning Gladstone Region 10-Year Economic Transition Roadmap. They provide clear principles for project proponents who want to do business here and align with Local Government and community expectations.

Gladstone Regional Council encourages proponents to operate to the standard expected by the community, to support the region's economic transition and role as a driver of economic growth and promote a healthy cycle of investment and expenditure in the local economy.

Council's vision to **Connect. Innovate. Diversify** is the driving force behind ensuring all new developments play their part in supporting our region's future success. Such an outcome will be built on economic diversification and growth based on developing advanced manufacturing and low-carbon industries. A connected and proud community built on a resilient economy will be a place where people want to live, work, play and stay in.

There are five social impact themes giving project proponents a clear understanding of what local communities want and aspire to. They include how new developments can support a diverse and equitable economy and contribute to the communities they operate in, to achieve long term resilience and regional prosperity.

Local Content　　**Connecting Communities**　　**Sustainable Workforces**　　**Quality Infrastructure**　　**Collective Impact**

LOCAL CONTENT

Social Impact Objective

To enable inclusive growth in the capacity, diversity and capability of our local economies.

Local content is the principle of acquiring goods and services from within the Gladstone Region. It means dealing with local companies or developing the goods or services locally to help grow and strengthen our economic base. In turn, this can lead to new opportunities for business diversification and employment opportunities.

- Local content is maximised in all areas including materials, employees and contractors, goods and services.
- Opportunities for investment from outside the region are maximised, while local services and supply chains are supported.
- Local suppliers (including social enterprises and charities) are supported and encouraged to bid for work.
- Local training providers are prioritised.

What does success look like?

- Small and medium sized businesses are identified through the Gladstone Chamber of Commerce and Industry and engaged for development needs, including on site, conferences, workshops, training and events.

- Working collaboratively with the Queensland Local Content Leaders Network to understand and deliver potential social and commercial dividends from engaging with local businesses.

- Engaging local businesses to enable full, fair and reasonable opportunities for participation in all aspects of the local supply chain.

- Establishing Indigenous-owned businesses.

- Establishing local procurement policies for the company/project such as considering a target percentage of local spend in the budget.

- Developing a register (e.g., online) where local contractors and suppliers can receive updates on upcoming contract opportunities. This could be facilitated through the Gladstone Engineering Alliance (GEA).

- Employee assistance and benefits programs are established in partnership with local small and medium sized businesses.

CONNECTING COMMUNITIES

Social Impact Objective

To integrate new developments in the community that contribute to the future success and vitality of the region.

Social impact activities sustain and enhance community assets and address community needs.

- Benefit sharing is appropriate, flexible, transparent, mutually beneficial and strategic.

- New developments are open to community involvement, influence and negotiation.

- Funding is targeted to infrastructure detailed in Gladstone Regional Council's Social Infrastructure Strategic Plan and prioritised in line with Council's current Strategic Priorities.

- Communities are understood, with programs and services designed to strengthen our region and address local inequalities.

What does success look like?

- Ensuring social inclusion in employment and procurement opportunities by building the capacity of local enterprises and coordinating regional access to large project contracts.

- Resources and investment target critical social issues like housing, health and wellbeing, aged care and childcare.

- Local health care providers are supported to expand staff and services, such as telehealth, allowing faster patient access and reducing stress on GPs.

- Developing affordable and accessible housing to meet residents' long-term needs. Examples include high quality modular homes, 'rent to own' programs and small mobile homes for transient workers.

- Achieving financial benefits for the region in a strategic, transparent and equitable way through social infrastructure planning and industry-based community benefit funds.

- Facilitating financial support for public libraries, schools, universities and health care services.

- Making value chain products that can be managed by a local community enterprise or community group.

- Local community groups and organisations are aware of benefits, resources and opportunities available to them. Access is optimised, transparent and co-ordinated for maximum benefit.

- Resources focus on activities with organisations, partners and community assets that are addressing critical social and environmental issues.

SUSTAINABLE WORKFORCES

Social Impact Objective

To support industry, education and training providers in developing the region's skills base and providing future focused jobs that advance local enterprises.

Supporting skills, education and personal development activities improves access to sustainable incomes.

- Career choices, contracts, job vacancies and training are promoted and accessible for local job seekers and students.
- Ensure workforce cultural diversity and equity.

What does success look like?

- New personal development approaches and initiatives are established to support employees, job seekers and students to secure a long-term income.
- Partnering with Central Queensland University's School of Manufacturing to establish future skills' needs for renewable energy and advanced manufacturing industries.
- Investment in incubator programs and business development for First Nations people, including the expansion of Indigenous training organisations to support youth and other First Nations people's participation in existing and new industries.
- Changes in work environments, business practices and potential opportunities are clearly communicated to relevant stakeholders and job seekers.
- Established school-based programs are supported through investment in local education and training providers to foster self-management skills and resilience in youth.

- Consider setting up a traineeship/apprenticeship/scholarship program to align with the project development timeline.
- Partnering with local education and training providers to develop education opportunities for skill development, apprenticeships and employment pathways.
- Workers transitioning out of fossil fuel-based industries are redeployed to renewable energy operations and retrained for new careers.
- Providing adult apprenticeship opportunities and considering establishing cross-generation mentoring programs at workplaces to empower workers of all ages.
- Establishing school visits to new projects to see how technologies operate and learn the development's history, lessons learnt and how it contributes to the local community.

QUALITY INFRASTRUCTURE

Social Impact Objective

To strategically support the organisation, arrangement, guidance and control of large loads and mass transportations.

High quality and well maintained road infrastructure is essential for the Gladstone Region. We must have safe, efficient and reliable roads able to withstand the impact of industrial expansion.

- Sustainable practices are adopted to allow the region's road network and infrastructure be held to a high quality standard amid increased traffic created by new developments.

- Collaboration between industries to enable strategic management of transportation of employees and goods.

- Safety controls are put in place to mitigate road risks.

What does success look like?

- Coordinated transportation between workforce accommodation and project sites to mitigate traffic congestion and impact.

- Reinvesting economic windfalls, funding and augmentation of local trunk infrastructure to address road impact management and sustain the safety and quality of roads.

- Effective coordination of temporary roadblocks and communication with all relevant stakeholders and impacted residents.

- Strategic planning with nearby industries/developments using the same road network to create schedules/policies that reduce the impact of traffic and heavy loads.

- Walking and cycling are encouraged to reduce road congestion.

- Resources and investments are targeted to align with the region's transport infrastructure priorities detailed in Gladstone Regional Council's Transport Strategy 2022.

- Collaboration between project proponents, all levels of government and road owners with a focus on road network improvements and upgrades.

COLLECTIVE IMPACT

Social Impact Objective

All community and development stakeholders should work together to achieve maximum benefit for the Gladstone Region.

- Together we recognise the additional value and benefit of collaboration and partnership.

- The optimisation of collective impact to deliver the objectives within these guidelines is facilitated through effective partnerships and collaborations.

What does success look like?

- Building partnerships and alliances with local businesses, government agencies, industry groups and other stakeholders to deliver good outcomes.

- Consulting with First Nations people about social issues and needs.

- Setting up cross industry groups to achieve common objectives/goals more easily.

- Working with Gladstone Engineering Alliance (GEA) – a local organisation linking business with opportunity – to achieve sustainable growth, regional economic diversity and strong supply chains.

- Combined investment should address urgent social issues like housing, social services, infrastructure, health/wellbeing, aged care and childcare for the community to thrive.

- Investing in Gladstone Area Promotion and Development Ltd (GAPDL) to help local tourism flourish.

CONNECT.
INNOVATE.
DIVERSIFY.

Social Impact Objective

To support the vibrancy, diversity, resilience and sustainability of the Gladstone Region.

- All objectives outlined here are implemented to drive a healthy economy for people and business based on population retention/growth and business retention/expansion.

- Residents should be consulted at all stages of proposed new developments with Council to assist coordination.

What does success look like?

- Supporting the region's visitor economy through sponsorship of festivals, sporting events, markets and other forums.

- Creating tourism opportunities for people to visit new industries, see how they operate and the story behind them, including their community role.

- Resources/funding are directed to local groups or businesses that work to assist local aquatic and terrestrial ecosystems.

- Events promoting a cohesive community that also entice tourism. They may be part of a yearly schedule in partnership with local business or industry groups.

- Expansion of initiatives like coastal/reef restoration and land/sea ranger programs for First Nations people.

- Support to grow innovative micro and small businesses.

- Using community engagement and media to inform people about global energy changes, their benefits and the need to support business/ industry through economic transition.