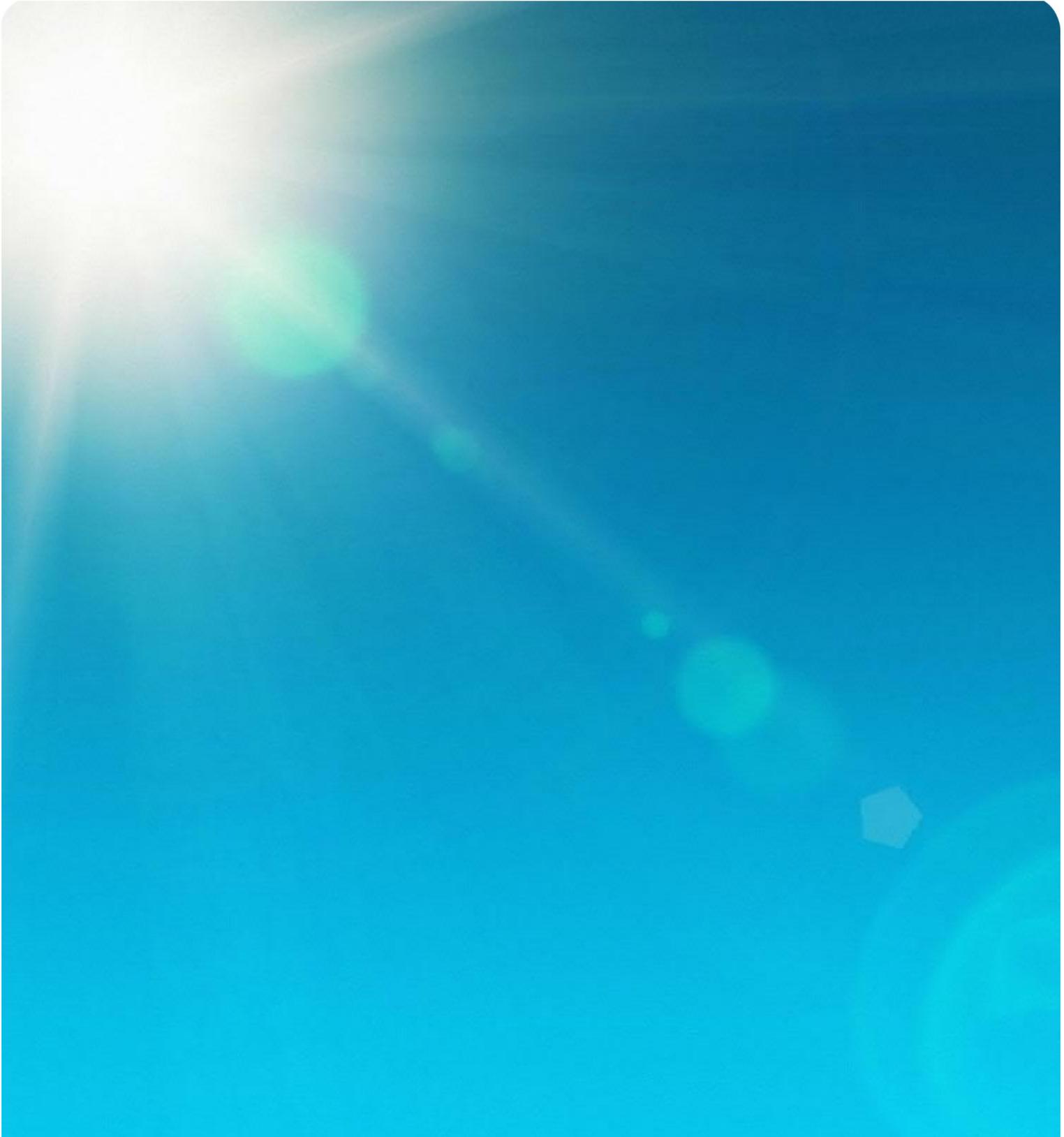


March 2022

Appendix J – Social Impact Management Plan

Australia-Asia PowerLink Environmental Impact Statement



Sun Cable

Preliminary Social Impact Management Plan

Australia-Asia PowerLink (AAPowerLink)

Prepared by True North Strategic Communication

March 2022

Version No.	Issue Date	Prepared by:	Approved by:	Approval Date
V1	6 December 2021	Jane Munday		
V2	31 January 2022	Jane Munday	Elena Madden	31 January 2022
V3	7 March 2022	Jane Munday	Joe Sheridan	
V4	10 March 2022	Jane Munday	Joe Sheridan	10 March 2022

Recipients are responsible for eliminating all superseded documents in their possession

Consultation statement

True North Strategic Communication is guided by the principles of good community engagement, based on people's level of interest and concern as outlined by the International Association for Public Participation (IAP2).

Our role is to provide stakeholders and the general public with objective information so they can provide informed feedback on consultation projects. We give people the opportunity to provide input that is balanced and reflective of the range of community views to independently provide the best possible guidance to decision makers.

Our practice reflects professional standards and ethical standards for human research including anonymity, confidentiality, record storage and keeping people informed.

Executive Summary

The Preliminary Social Impact Management Plan (SIMP) has been prepared by True North Strategic Communication and provides an outline of the key potential positive and negative impacts identified in the Social Impact Assessment (SIA) for Sun Cable’s Australia-Asia PowerLink (AAPowerLink). The SIA and SIMP form part of the Environmental Impact Statement (EIS) being coordinated by environmental consultancy EcOz on behalf of Sun Cable.

The SIA covers the planning, construction, operations and closure phases of Sun Cable’s proposed renewable energy system. The AAPowerLink incorporates a Solar Precinct on Powell Creek Station, Overhead Transmission Line from Powell Creek to Murrumujuk at Gunn Point, a land-sea connection and associated infrastructure at Gunn Point Beach and those parts of the sub-sea cable system in Australian waters.

This SIMP is intended as a stand-alone document that summarises the social, cultural and economic risks and opportunities of the Project, then outlines ways to enhance positive impacts and avoid, manage or mitigate negative impacts. The SIMP is described as ‘preliminary’ to support to collection of community feedback on the proposed mitigation measures in the coming months. Ongoing consultation activities are described in Section 7.

Scoping for the SIA identified potential positive and negative impacts for the AAPowerLink Project. The SIMP outlines each of these potential impacts, the trigger or change processes likely to lead to social, economic and cultural impacts, then recommends mitigation strategies for negative impacts and enhancement strategies for positive impacts. After considering these recommended management strategies, residual risk and opportunity ratings are determined. Of the 61 potential impacts, 20 are positive and 41 are negative (most of them low) (impact assessment typically highlights the negative impacts of change) as outlined in Table 1.

Table 1: Residual risk and opportunity ratings for social, economic and cultural impacts

Potential impacts identified			
Positive		Negative	
Transformational	4	Catastrophic	nil
Beneficial	5	High	3
Noticeable	9	Medium	15
Barely perceptible	2	Low	23
Total positive	20	Total negative	41

The risks and opportunities are outlined at Section 2.3, while the full risk and opportunities matrix is at Section 4, including suggested mitigation of adverse risks and enhancement of opportunities.

The SIMP includes commitments provided by Sun Cable regarding its social performance, engagement and communication throughout the Project life cycle. The SIMP sets up a framework for reporting against commitments.

Based on the findings of the Social Impact Assessment (SIA) and issues raised during consultation, Sun Cable proposes eight action plans that will address:

- housing affordability and availability, particularly in the Barkly, where most construction activity will take place
- the importance of training, capacity-building and employment for local people, particularly
 - ensuring equitable distribution of social and economic benefits, particularly given the high levels of socioeconomic disadvantage in the Barkly region
 - addressing high unemployment and poverty in the Barkly
 - addressing skills shortages, finding pathways to employment for Aboriginal people and disengaged youth
- social procurement, service and supply and Aboriginal inclusion
- protection of cultural heritage and values
- cumulative impacts on community and economy
- developing internal working policies to embody an inclusive environment
- providing renewable energy to support the Northern Territory's goal of net zero emissions by 2050
- bolstering the renewable energy sector and supporting communities in the Northern Territory to improve energy security.

These commitments and Sun Cable's ongoing community engagement approach is outlined in Sections 5 and 6.

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Abbreviations and terminology

AAPA	Aboriginal Areas Protection Authority
AAPowerLink	Australia-Asia PowerLink
AEEZ	Australian Exclusive Economic Zone
AFANT	Amateur Fishermen’s Association of the NT
BESS	Battery Energy Storage System
DCA	Development Consent Authority
CDP	Community Development Program
DCMC	Department of the Chief Minister and Cabinet
DHAC	Darwin Harbour Advisory Committee
DIPL	Department of Infrastructure, Planning and Logistics
DITT	Department of Industry, Tourism and Trade
ECNT	Environment Centre of the Northern Territory
EIS	Environmental Impact Statement
EPA	Environment Protection Authority
HMP	Heritage Management Plan
HVDC	High Voltage Direct Current
IAIA	International Association for Impact Assessment
IAP2	International Association for Public Participation
ICN	Industry Capability Network
JCAC	Julalikari Council Aboriginal Corporation
LDC	Larrakia Development Corporation
LDC	Land Development Corporation
LNAC	Larrakia Nation Aboriginal Corporation
MBANT	Master Builders Association of the Northern Territory
NLC	Northern Land Council
NT	Northern Territory
NTEPA	Northern Territory Environment Protection Authority
NTG	Northern Territory Government

NTIBN	Northern Territory Indigenous Business Network
OHTL	Overhead Transmission Line
Plan	Planning Action Network
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SSC	Sacred Sites Certificate (AAPA)
TBP	Territory Benefit Plan
TIA	Traffic Impact Assessment
TAFE	Technical and Further Education
ToR	Terms of Reference (issued by the NTEPA)
VET	Vocational Education and Training
VSC	Voltage Source Converter

1. Project description

Sun Cable is an Australian, world-leading renewable energy company founded in 2018. The Australia-Asia PowerLink (AAPowerLink) is Sun Cable's flagship project that features a high-capacity solar system that will store and transmit renewable electricity from the Barkly region of the Northern Territory to Darwin and Singapore markets. The Project involves six key components:

- Powell Creek Solar Precinct
- about 800 kilometres of a circa 6.4 GW capacity overhead transmission line (OHTL) from the Powell Creek Solar Precinct to the Darwin Converter Site at Murrumujuk
- Darwin Converter Site, including Voltage Source Converters (VSCs), energy storage and network connection supply
- Cable Transition Facilities to enable transition of power cables between land and sea
- a Subsea Cable System extending about 4200 kilometres from the Darwin Converter Site to Singapore
- Singapore Converter Site, including a VSC, network connection and energy storage.

The Social Impact Assessment (SIA) assesses only those components of the Project that are on Australian land and up to the extent of Commonwealth marine waters identified by the boundary of the Seabed Treaty with Indonesia.

Powell Creek Solar Precinct

Electricity will be generated at the 12,000-hectare Powell Creek Solar Precinct (the Solar Precinct), which will consist of multiple large-scale solar and storage fields. The precinct will house various energy storage systems, converters, transmission lines, workforce accommodation, offices, carparks, access roads, an airfield, rail siding, fencing and other supporting infrastructure.

Overhead Transmission Line (OHTL)

A new High Voltage Direct Current (HVDC) Overhead Transmission Line (OHTL) will transmit electricity from the Solar Precinct to the Darwin Converter Site. The OHTL will generally follow the footprint of the Alice Springs to Darwin Railway Corridor, from Powell Creek Station to Livingstone in the north, where it will divert to follow a designated utilities corridor to Murrumujuk on the Gunn Point Peninsula. The OHTL will comprise mostly steel poles from 44-56 metres high contained within a 60-metre easement and permanently cleared four-metre wide access track.

Darwin Converter Site

The OHTL will terminate at the Darwin Converter Site, which will convert electricity from high voltage direct current (HVDC) to high voltage alternating current (HVAC). The site will be the junction point between the onshore and offshore power networks and will enable connection to the local Darwin electrical network.

The Darwin Converter Site will include up to four voltage source converters (VSC), a battery energy storage system (BESS), substation and switchyard, an operations and maintenance facility and ancillary infrastructure including parking, laydown, warehousing, offices, a communications tower and ablutions. The facilities will be in a fenced compound with lighting and surveillance.

Cable Transition Facilities

The cable transition facilities at Murrumujuk will comprise three separate components to transfer power from onshore to offshore: an underground cable corridor, land-sea joint station (LSJ Station) and shore crossing site.

Power leaving the Darwin converter site enroute to Singapore will be transferred by underground cables to the LSJ Station via an underground cable corridor about 2.7 kilometres long and 35 metres wide.

The LSJ Station will be a fenced one-hectare site about 300 metres inland from the beach near the junction of access tracks to the Gunn Point Beach and Tree Point Conservation Reserve. The station site will include a construction area to accommodate excavators, generators, pumps, winches, surge arrestors, joint workshop, pipe storage, and ancillary infrastructure. It will include construction site offices, lighting, fuel storage and amenities.

The shore crossing site will consist of cables to be laid in temporary trenches about two metres wide and up to two metres deep from the LSJ Station across the shoreline and out to the low water mark. After construction, the land surface and seafloor will be reinstated, the site will be revegetated and normal access reinstated.

Subsea Cable System

A High Voltage Direct Current (HVDC) subsea cable system comprising six cables, will be installed to transfer electricity over 4200 kilometres from Darwin to Singapore. This SIA incorporates the impacts of the 741-kilometre section of subsea cable system to be installed from the shore crossing at Murrumujuk out to the edge of the AEEZ in the Timor Sea to the extent of the Commonwealth marine area.

Ancillary infrastructure

Two sites of ancillary infrastructure have already received planning approval and are not covered by the Environmental Impact Statement but are important contextual issues for consideration of workforce development and potential pressures on social infrastructure in Darwin. These are a battery facility on Middle Arm Peninsula, near Darwin, and a proposed Solar Array Assembly Facility near the railway line in the East Arm Business Park.

2. Social Impact Management Plan

This Preliminary Social Impact Management Plan (SIMP) is intended as a stand-alone document that summarises the social, cultural and economic risks and opportunities of Sun Cable's AAPowerLink Project. The SIMP is intended to be a practical, succinct and readable document that provides the flexibility to respond to emerging issues throughout the project life cycle.

The SIMP outlines commitments by Sun Cable (the proponent) and delivery partners' required management plans for construction and operations. In essence, the SIMP outlines risks and opportunities identified in the SIA from the perspective of affected communities who may experience the positive and negative effects of the Project. This includes the extent to which economic benefits of the project are equitably distributed. The SIMP then outlines how negative impacts will be avoided, mitigated or managed and positive impacts will be enhanced, both immediately and longer-term.

Sun Cable and its delivery partners for the AAPowerLink Project are committed to:

- ongoing communication and engagement during construction and operations
- capitalising on the Project's potential to deliver economic and social benefits
- ongoing measurement against key indicators so progress can be monitored
- regular reporting of outcomes against key indicators
- an annual review of the SIMP to assess progress and identify any necessary adjustments or improvements
- using adaptive management approaches to implement improvements to the SIMP as necessary.

2.1 Requirements of the Northern Territory Environment Protection Authority

This Preliminary Social Impact Management Plan (SIMP) has drawn on the Northern Territory Environment Protection Authority's (NT EPA) Terms of Reference for Australia-Asia PowerLink Project and Guidelines for Preparation of an Economic and Social Impact Assessment (2013). In line with these guidelines, the SIMP:

- includes a project summary
- illustrates how social impacts were identified, plans for mitigation or enhancement, and management commitments
- explains how engagement informed the SIMP, details the engagement strategy and future activities, and describes how these will inform monitoring and management
- provides measurable and defined targets and actions for monitoring, reporting, auditing and review progress, with clear numbering, wording and commitments to locations, timing, frequency, method, and responsibilities
- commits to measure results and report these findings via the Project website
- includes how shortfalls will be addressed – for example if a target is not being met or an impact is being inadequately managed, the SIMP should indicate steps to address and report on the shortfall.

2.2 Methodology

2.2.1 Scoping

The purpose of a scoping exercise is to guide research and analysis so social impact assessment is targeted and relevant to the material issues, including potential impacts, perceptions or issues of concern to people and communities. The scoping study aims to identify existing knowledge, highlight gaps and uncertainties in knowledge, prioritise key areas for study and ensure integration with other EIS studies.

A scoping exercise for this SIA in February 2021 suggested a comprehensive study was warranted, given the:

- large and extended footprint of the Project
- depth and breadth of likely stakeholder values and perspectives
- pioneering nature of the Project
- level of interest by affected communities
- cultural sensitivity of some impacts
- academic and stakeholder interest in the equitable distribution of project benefits and potential trade-offs.

The scoping study listed all potential issues that might be considered in a SIA. It applied a preliminary significance assessment, prioritised those impacts that required further analysis and screened out those likely to be inconsequential unless raised by stakeholders.

The scoping study was further refined to accommodate the Notice of Significant Variation referred to the NTEPA in August 2021, when key parts of the Project were moved to Murrumujuk on Gunn Point Peninsula. While the variation did not substantially change the issues considered, it did compound the complexities and significantly increased the number and diversity of affected people and communities.

Impacts assessed as likely to be inconsequential or imperceptible were screened out of further study unless raised by stakeholders. Some potential impacts have been retained in the matrix due to limited data or uncertainty (eg amenity issues such as air quality, noise, visual amenity).

For the SIMP, the preliminary risk and opportunity assessment was refined to incorporate the qualitative and quantitative results of the SIA. Using the ISO:3100 risk matrix structure, the risk and opportunity matrix considers the likelihood and consequences of potential positive and negative impacts, whether intended or unintended, direct or indirect.

Likelihood is an assessment of how likely it is that the impact (perceived or not) will actually happen. Consequence is the extent to which impacts are felt. Social risk and opportunity ratings may differ from those of other technical studies in that they are measuring perceptions of how change will be experienced (sensitivity to change). The following criteria (Munday, 2020) were used to determine consequence from the community's perspective:

1. **Extent:** how many people may experience the impacts
2. **Duration:** how long the impacts are expected to last
3. **Severity:** the scale of change from the current conditions
4. **Sensitivity:** based on the level of controversy, disturbance to values, people’s resilience and capacity to absorb change.

Likelihood descriptors (based on NSW Department of Planning, Industry and Environment 2021):

1. **Almost certain:** definite or almost definitely expected (eg has happened on similar projects)
2. **Likely:** high probability
3. **Possible:** medium probability
4. **Unlikely:** low probability
5. **Rare:** improbable or remote probability.

The tables below show the methodology and descriptors used to assess social risks and opportunities.

Table 2-1: Ratings for negative impacts (based on the ISO:31000 risk ratings but with an additional opportunity matrix)

		Negative consequence (for harms, disturbance)				
		1	2	3	4	5
Likelihood	Descriptor	Insignificant	Minor	Moderate	Major	Extreme
A	Almost certain	A1	A2	A3	A4	A5
B	Likely	B1	B2	B3	B4	B5
C	Possible	C1	C2	C3	C4	C5
D	Unlikely	D1	D2	D3	D4	D5
E	Rare	E1	E2	E3	E4	E5

Table 2-2: Descriptors for negative impacts

Catastrophic	Intolerable social, cultural and economic cumulative impacts that are unlikely to be amenable to management.
High	Intolerable cumulative impacts that might be accepted if managed to as low as reasonably practicable, taking account of community perceptions, values and resilience.
Medium	Tolerable (depending on the level of community acceptance) cumulative impacts if managed effectively, but requires close monitoring.
Low	Tolerable, barely perceptible negative impacts, but implement adaptive management approaches to ensure the threat level doesn’t increase and exacerbate emerging threats as development unfolds across the region.

Table 2-3: Ratings for positive impacts

		Importance consequences (for benefits, opportunities)				
		1	2	3	4	5
Likelihood	Descriptor	Insignificant	Minor	Important	Very Important	Extremely Important
A	Almost certain	A1	A2	A3	A4	A5
B	Likely	B1	B2	B3	B4	B5
C	Possible	C1	C2	C3	C4	C5
D	Unlikely	D1	D2	D3	D4	D5
E	Rare	E1	E2	E3	E4	E5

Table 2-4: Descriptors for positive impacts

Transformational	Transformational collective and socially, culturally and economically sustainable opportunities for the region, by building enduring capacity that benefits future generations.
Beneficial	Beneficial cumulative benefits across the region that may be of a smaller scale or incremental, but which may suit culturally appropriate sustainable development.
Noticeable	Benefits are noticeable but may be quickly absorbed.
Barely perceptible	Little change in the way of life, livelihoods and lifestyles of the region.

2.4 Categorising impacts

The potential key risks and opportunities were categorised using the dimensions of social impacts adapted for a North Australia context (Munday 2020). These categories are adapted from the International Association for Impact Assessment (IAIA) Principles (Vanclay 2003) and Guidelines (Vanclay et al. 2015) and are illustrated in Figure 1.4 below.

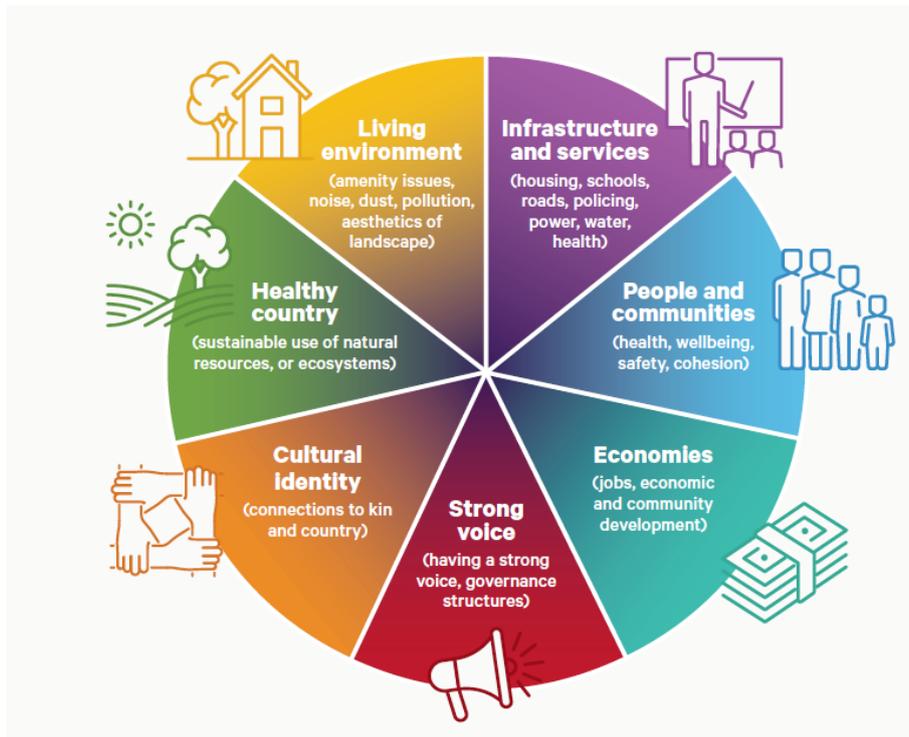


Figure 2-5: Dimensions of social impacts adapted for a North Australia context (Munday 2020)

What is covered by the key dimensions	
People and communities	Health, wellbeing, safety, community cohesion, our sense of connectedness, ability to feel safe, shared values and capacity to absorb newcomers into the community.
Social infrastructure and services	The quality, accessibility and affordability of social infrastructure and services, such as housing, health, education, transport, emergency services, utilities.
Economies and jobs	Jobs, economic opportunities and community development, including the employment and training of Aboriginal people, local procurement and equitable distribution of economic benefits and harms.
Cultural identity	Covers connections to country, cultural authority and respect for Aboriginal worldviews and cultural values. Cultural identity can be affected by reduced access to land and traditional livelihoods, damage to sacred or important cultural sites, threats to traditional leadership or dilution of shared values. This dimension also covers the shared culture and values of communities.
Healthy country	Healthy land and seas covers values associated with the use and enjoyment of the natural environment. This is sometimes described as socioecological systems or ‘ecosystem services’, which are the commercial, cultural, recreational and aesthetic benefits, goods and services we derive from the use of our land, clean air and water.
Living environment	Our living environment incorporates what is often described as ‘surroundings’ and includes the community’s experience or perceptions of factors that cause annoyance or disturbance to the amenity of places where people and families live, work and play. This includes disturbance from industrial noise, dust, lights, heat, vibrations, traffic congestion, destruction of landscapes or pollution that detracts from the quality of our environs. Technical studies might assess the likelihood and consequences of impacts on receptors. A social perspective explores who these ‘receptors’ might be, their values and their sensitivity to disturbance.
Strong voice	A strong voice means having influence over decisions and contributing to our own governance. Communities may feel ineffectual if their voice is not heard.

3. Stakeholder and community engagement

A requirement to consult is a key aspect of the statement of reasons and Terms of Reference for Sun Cable’s AAPowerLink Project.

The objects of the Northern Territory *Environment Protection Act 2019* (sections 3(d) and 3(e) expressively:

- provide for “broad community involvement during the process of environmental impact assessment and environmental approval
- recognise “the role that Aboriginal people have as stewards of their country as conferred under their traditions and recognised in law, and the importance of participation by Aboriginal people and communities in environmental decision making process”.

The Northern Territory EPA’s Stakeholder Engagement and Consultation Guidance for proponents (updated January 2021) recognises that stakeholder consultation is an important component of social, cultural and health impact assessments, over and above formal opportunities for feedback on documents placed on public exhibition.

The guidance note stipulates that a purpose of impact assessment in the Northern Territory is to involve the community in planning and to ensure the community has an opportunity to inform decisions on proposed actions. This requires a proactive approach to early stakeholder engagement, in order to identify and address issues “before key decisions are made and when alternatives are still an option” (p.8):

“The NTEPA considers that both proponents and the community benefit from respectful decisions, deeper dialogue, and collaborative decisions that result from ongoing stakeholder engagement rather than being limited to specific consultation activities.”

The guidance note recommends that proponents adopt the International Association for Public Participation (IAP2) core values as principles for best practice stakeholder engagement.

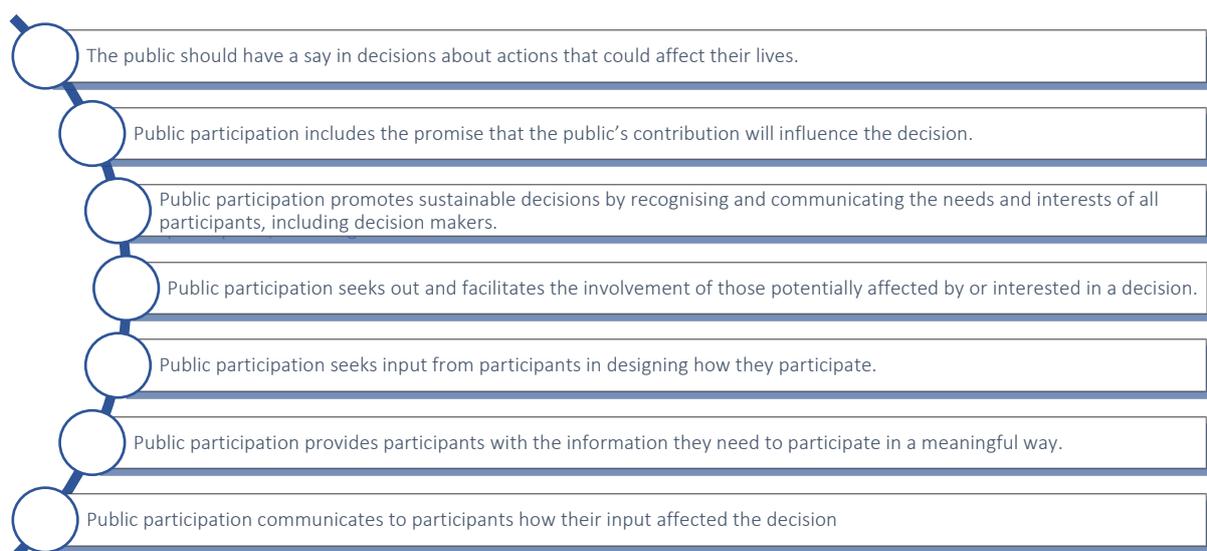


Figure 3-1: IAP2 Core values

3.2 Engagement objectives

Early and meaningful engagement is an authentic process of involving people in solutions and decisions, listening to understand their perspectives, providing an honest account of people's input and taking seriously the lived experience of communities (Munday 2020).

The objectives of consultation for the Sun Cable Environmental Impact Study and Social Impact Assessment were to:

- provide all community and other stakeholders with timely, accurate and relevant information
- tailor consultation methods and communication materials to the needs of diverse stakeholders
- inform scoping and project planning, through the life of the Project
- provide Sun Cable and regulators with confidence that the communities' attitudes, beliefs, values and concerns are well-understood
- inform balanced decision-making by giving equal weight to community knowledge and technical studies
- provide feedback to stakeholders on how their input influenced regulatory and project decisions.

The communication objectives were to:

- build awareness of the Project
- provide a tailored approach to communicating with different stakeholder groups
- build understanding, trust and relationships with individuals or groups likely to be positively or negatively impacted by the Project.

4. Social impacts

4.1 Findings

The following summarises the potentially positive and negative impacts that are explained in more detail in the risk and opportunity matrix at Section 4.

Table 4-1: Residual risk and opportunity ratings for social, economic and cultural impacts

Potential impacts identified			
Positive		Negative	
Transformational	4	Catastrophic	nil
Beneficial	5	High	3
Noticeable	9	Medium	15
Barely perceptible	2	Low	23
Total positive	20	Total negative	41

4.1.2 Potentially positive

Transformational:

- Stronger and more sustainable regional economy (longer-term) through contracts, wages and economic diversification (EJ-3)
- Access to affordable, reliable power provides long-term social and economic benefits in the Northern Territory and sustains new economic sectors (EJ-7)
- Aboriginal jobs, training and legacy skills development as a result of the Project and community benefits packages (EJ-9)
- Contribution to Territory and global reduction in greenhouse gas emissions (HC-6)

Beneficial:

- Stronger and more sustainable Territory economy through boosting manufacturing, industry, population growth and taxes (EJ-2)
- Local businesses benefit from winning work and enhanced capabilities, including Aboriginal businesses and pastoralists (EJ-6)
- Enhanced human capital and skills as a result of jobs and training over the lifetime of the Project (EJ-8)
- Enhanced cultural identity by using ranger groups and cultural services (CI-4)
- Cumulative opportunities to invest benefits and build capacity from multiple projects (CU-3)

Noticeable:

- Enhanced community vitality, through investment in social and community infrastructure, social enterprises, community activities (PC-4)
- Improved transport infrastructure (SI-4)
- Improved access to utilities, such as power, water and telecommunications for remote communities (SI-8)

- Improved quality and range of community infrastructure due to project investments (SI-9)
- Stronger Australian economy through contracts, stronger renewable energy sector, export income and taxes (EJ-1)
- Enhanced opportunities to care for country (HC-7)
- Enhanced labour force and skills from the relocation of spouses and partners of the construction workforce and management team (EJ-14)
- Enhanced agency in project planning and empowered decision-making (SV-1)
- Cumulative opportunities for development of human capital and business capacity (CU-4)

Barely perceptible:

- Enhanced public health, through higher wages and improved socioeconomic status, reduced substance abuse (PC-8)
- Enhanced access to schools and childcare (SI-5)

4.1.3 Potentially negative

Catastrophic

Nil

High

- Reduced affordability and availability of public and private accommodation, particularly in Tennant Creek, Elliott and Katherine as workers or families seek local housing (SI-1)
- Loss of cultural heritage due to damage, or reduced access, including fears and anxieties of damage to sites or custodians' responsibilities (CI-1)
- Cumulative impacts of other developments, including oil and gas, mining, horticultural developments, other renewable energy projects and pipelines in the region (CU-2)

Medium

- Reduced sense of public safety and wellbeing as a result of project-induced substance abuse and alcohol-related crime (CP-1)
- Reduced sense of wellbeing and safety from influx of workers and project activities (CP-2)
- Reduced community cohesion and resilience, through changed demographics, community conflict and jealousies over the perceived distribution of benefits (CP-3)
- Higher levels of road trauma on the Stuart Highway and access routes (CP-5)
- Reduced mental health and wellbeing of workforce leads to loneliness or family pressures, increased drug and alcohol use, self-harm and suicide (CP-9)
- Reduced quality of municipal services, particularly in Elliott and Tennant Creek, due to loss of staff, pressures on budget and staff time (SI-10)
- Frustration by businesses who fail to win tenders (EJ-4)
- Failure to deliver on expectations of local jobs, due to lack of interest, skills shortages, poor work readiness (EJ-10)
- Reduced capabilities and productivity of other economic sectors because of loss of workers to Sun Cable (EJ-12)

- Reduced values, cultural and spiritual connections to land and seas through reduced access or physical changes (CI-2)
- Degraded biodiversity and habitat in the Project footprint (HC-1)
- Reduced aesthetic values of the landscape through land clearance, industrialisation (LI-4)
- Reduced sense of place through changes to the landscape, land use, negative worker behaviour, changed values (LI-5)
- Disempowerment of Aboriginal and other community groups who feel they have not been afforded an influential voice in decision-making (SV-1)
- Communities and stakeholders reluctant to engage due to consultation fatigue (CU-5)

Low

- Reduced safety along the railway and high voltage transmission line corridor (PC-6)
- Reduced public health, through noise, dust, human exposure to electromagnetic fields, biting insects, waste and contamination (PC-8)
- Reduced welfare of girls and young women due to exploitation by workers, sexual liaisons, sexually transmitted diseases and unwanted pregnancies (PC-10)
- Deaths, injuries or disruptions to recreational traffic on the harbour during trenching and cabling (PC-11)
- Reduced affordability and access to health services (SI-2)
- Reduced access, affordability or quality of transport infrastructure, including road and rail (SI-3)
- Pressure on quality and availability of childcare and educational services in the Barkly (SI-6)
- Pressure on emergency services, necessitating increased staffing and enhanced infrastructure (SI-7)
- Businesses become overly dependent on the project or renewables sector and over-invest due to unrealistic expectations of benefits during the construction phase (EJ-5)
- Reduced pastoral productivity around the project site: grazing and mustering, through noise, dust, introduction of weeds, reduced access to bores and productive grazing land, erosion, leaving gates open (EJ-11)
- Crowding out or reduced productivity of other economic sectors, such as tourism, pastoral and horticulture (EJ-13)
- Inflationary effects on other businesses and economic sectors (EJ-15)
- Reduced ability to engage in traditional hunting, fishing, camping, foraging, gathering art materials, bush medicines or other livelihood activities (CI-3)
- Reduced ability to pass on culture, traditional knowledge, undermining of cultural authority due to loss of cultural heritage or access (CI-5)
- Loss or damage to declared or valued European heritage sites disturbed by project activities (CI-6)
- Damage to features with cultural significance, such as waterholes, access to groundwater for livelihoods, or loss of water-dependent species (HC-2)
- Reduced quality of fish health, marine biodiversity, foraging habitat and iconic species such as turtles, dolphins and dugong (HC-3)
- Contribution to greenhouse gas emissions from land clearing, transport and other construction activities (HC-4)
- Reduced access to recreational activities (LI-1)

- Reduced amenity due to project noise, particularly at night, dust, heat and noise pollution (LI-2)
- Reduced amenity from congestion and pinch points creating traffic delays with project traffic (LI-3)
- Reduced enjoyment of human rights, in particular the right of vulnerable Aboriginal people and communities to Free Prior and Informed Consent, gendered impacts, breaches of labour laws, racism in the workplace (SV-2)
- Reduced social, cultural, recreational and ecological values of the harbour due to large-scale changes to land and sea use (SV-1)

4.1.4 Risk and opportunities

The following risk and opportunities matrix identifies potential positive and negative impacts. An initial rating is followed by potential actions Sun Cable can take to avoid, mitigate or manage negative or enhance positive impacts. The final column provides predicted residual ratings should these measures be adopted.

Section 5 then summarises the suggested mitigation and enhancement measures and Sun Cable's commitments.

This Preliminary SIMP aligns with and supports other environmental management plans for the Project.

It should be read in conjunction with the Consultation Report for the SIA, which outlines the issues raised by various specialist and community stakeholders during consultation for the EIS and SIA.

4.2 Risk and opportunity matrix

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
People and communities, including impacts on social fabric, health and wellbeing, vulnerable community segments (Section 6 of SIA)								
Alcohol and crime	PC-1: Reduced sense of public safety and wellbeing as a result of Project-induced substance abuse and alcohol-related crime	Mobilisation of workforce and higher disposable incomes spent on drugs and alcohol; Distribution of benefits as cash royalties.	Likely	Mod	An issue of sensitivity in the Barkly is alcohol abuse and its related impacts on crime (from vandalism to drink-driving and domestic violence), antisocial behaviour, disengaged youth, foetal alcohol spectrum disorders, and chronic diseases. FIFO workers drinking at local establishments, higher disposable incomes, grog-running and royalty payments can compound alcohol abuse. NT Police advise that a ‘wet mess’ is preferable: it should reduce grog running and make it easier for site managers to control behaviour. Comments during consultation for AAPowerLink echoed those of earlier studies, with police and community leaders’ reservations about the distribution of cash royalties from projects.	High (-)	Adherence to policies and procedures covering worker behaviour; Zero tolerance policies for drug and alcohol abuse in the workplace; Strictly controlled wet mess; Minimise cash payments; Support local alcohol management plans.	Medium (-)
Community wellbeing	PC-2: Reduced sense of wellbeing and safety from influx of workers	Mobilisation of construction workforce, influx of workers and their	Poss	Mod	The presence of external workers in Elliott and Tennant Creek may reduce the community’s sense of safety and wellbeing, or there is an influx of new families changing regional towns’ demographic	High (-)	Establish a workers camp to minimise interaction with	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	and project activities	families during construction and operations			composition or values. The visibility of workers at Murrumujuk could be challenging to people who value Gunn Point Beach for camping, fishing and recreational purposes.		nearby communities; Adherence to policies and procedures covering worker behaviour.	
Cohesion and resilience	PC-3: Reduced community cohesion and resilience, through changed demographics, community conflict and jealousies over perceived distribution of benefits	Announcement of key project activities, negotiation meetings as part of agreement-making, benefits packages, jobs and contracts fuel jealousy or rumours and reduce community cohesion	Poss	Mod	The literature suggests that an influx of young, single males can reduce community cohesion, eg sense of shared values, sense of purpose, belonging, inclusion, social ties and level of participation in community activities. Volunteering can be reduced if local people are absent from family and communities while on shift. Interviewees suggested there has been a decline of community cohesion and volunteering in Tennant Creek in the past two or three decades. Negotiation of benefits may generate conflict between families or exacerbate any existing divisions (including groups missing out on royalties, jobs or other benefits). Community divisions may be exacerbated by debate over onshore gas development (affecting many of the same TOs on land to the east) vs renewable energy.	High (-)	Workers' accommodation village; Adherence to policies and procedures covering worker behaviour; Equitable distribution of benefits; Territory Benefit Plan	Medium (risk)
Community vitality	PC-4: Enhanced community vitality through investment	Community investments,	Poss	Insig	Project jobs and benefits may enhance community competence, strength of social and economic	Barely percept (+)	Community investments,	Noticeable (op)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	in social and community infrastructure and enhanced economic activity	enhanced economic activity			institutions, agency and the ability of people to get things done. Communities such as Elliott and Tennant Creek have suffered a decline in community vitality over the past 30 years, lost population and experienced a decline in volunteering. The scale of change may be incremental and relatively small scale, particularly given other economic activities in the region. Success will require collaboration and could be threatened by community frictions, loss of cultural authority or long-term residents active in communities such as Elliott.		Territory Benefit Plan; Collaborative approaches to community planning	
Road safety	PC-5: Higher levels of road trauma on the Stuart Highway, Gunn Point Road and access routes	Mobilisation of workforces and start of construction; Road transport of poles, cables, machinery and workers to Powell Creek and Gunn Point;	Poss	Mod	Mobilisation and transport of machinery, equipment and workers to worksites in the Barkly and on Gunn Point Peninsula will increase industrial traffic and consequently risks to other traffic, including the risks of collisions with drink-drivers and grog-runners and reducing feelings of safety for other road users, including tourists. This may compound the impact of increased industrial traffic for onshore oil and gas exploration in the Beetaloo. Pastoralists are concerned at the safety implications of vehicles using station roads. Increased traffic could include contractors and workers travelling to worksites, particularly if fatigued, although Sun Cable plans to transport	High (-)	Traffic management plans; Aerial and bus transport of workers; railway transport of equipment; Work Health Safety and Plans and fatigue management	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					regional workers either by air or from 'park and ride' facilities.			
Rail corridor safety	PC-6: Reduced feelings of safety along the railway and OHTL corridor	Mobilisation of construction crews increases activity along the railway corridor, particularly at road and railway crossings.	Unlikely	Minor	The likely level of activity during OHTL construction is relatively small and should be easily managed with appropriate controls.	Low (-)	Traffic management plans; Communication with rail operators and landholders	Low (risk)
Public health	PC-7: Enhanced public health, through higher wages and improved socioeconomic status, reduced substance abuse	Negotiation of benefits and start of construction leads to higher wages and investments in delivery of health programs	Unlikely	Minor	Health is "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (World Health Organisation). While the project may contribute to improved social determinants of health, it would be difficult to demonstrate measurable causal links to project activity.	Barely perceptible (+)	Workplace health and wellbeing programs; Drug and alcohol programs for workers	Barely perceptible (+)
	PC-8: Reduced public health, though noise, dust, human exposure to electromagnetic fields, biting insects, waste and contamination	Land clearing and construction activities; Operation of the OHTL	Poss	Insig	While EMFs and radiation from the OHTL were raised by stakeholders, technical studies suggest risk to nearby households is highly unlikely. Workers face some risk from mosquitoes and sandflies at the Darwin Converter Site at Gunn Point. Air quality and noise impacts are discussed below as amenity impacts (see Living Environment)	Low (-)	Environmental management plans; Meeting medical entomology guidelines for biting insects	Low (risk)
Mental health and wellbeing	PC-9: Reduced mental health and wellbeing of	Mobilisation of FIFO workforce and establishment;	Likely	Mod	The literature suggests that mental health is a key issue for FIFO workers living away from families, social support and sense of belonging to a	High (-)	Strong HR support and mentoring;	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	workforce from loneliness or family pressures, increased drug and alcohol use, self-harm and suicide.	rosters and establishment of accommodation villages during construction			community. This may be exacerbated by pre-existing personal and family issues. Racism and absence from families can be particularly problematic for Aboriginal workers.		Cultural awareness training.	
Welfare of women and girls	PC-10: Reduced welfare of girls and young women due to exploitation by workers, sexual liaisons, sexually transmitted diseases and unwanted pregnancies	Mobilisation of construction workforce	Poss	Minor	The literature on mining projects highlights these risks may be associated with short-term liaisons between workers and local women or prostitution for drugs and alcohol. Communities often prefer workers to have no contact with local people as a preventative measure.	Medium (-)	Adherence to policies and procedures covering worker behaviour; Establish accommodation village on-site with protocols for workers leaving the site.	Low (risk)
Marine safety	PC-11: Deaths, injuries or disruptions to recreational traffic on the harbour during trenching of cables	Collisions with vessels doing seismic surveys, trenching and laying of cables, particularly in nearshore areas or shipping channels	Poss	Mod	Previous dredging operations have resulted in collisions by recreational boating traffic with dredging equipment (eg 2012), leading to a marine safety campaign by INPEX. The risk is compounded if recreational fishers are affected by alcohol and by poor visibility at night.	Medium (-)	Strong safety standards, including lights on survey or cable-laying vessels; Harbour Master's Notice to Mariners; Liaison with AFANT and	Low

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
							posters at boat ramps.	
Social infrastructure and services (housing, schools, roads, policing, health, utilities, community centres) (SECTION 7 OF SIA)								
Housing and short-term accommodation	SI-1: Reduced affordability and availability of public and private accommodation, particularly in Tennant Creek, Elliott and Katherine as workers or families seek local housing.	Mobilisation of construction workforce and families increases local populations; workers require rental or short-term accommodation in regional or Darwin markets.	Poss	Extreme	Any demand for social housing, commercial rentals or purchases of property would add stresses to already saturated housing markets in all regions. This could occur if some construction workers seek local accommodation or managers move to Tennant Creek and Elliott during operations seeking to commute to site rather than FIFO. There could be short-term demands for accommodation if peak construction needs exceed the capacity of accommodation camps. Another trigger would be the ‘honey pot’ effect if local people return to the region seeking work or if there is an influx of people from other regions in anticipation of jobs. Katherine contractors reported reliance on hotels, due to a lack of rental properties. In Tennant Creek and Elliott, a dearth of housing and high rents has created major barriers to recruitment and high vacancy rates. There are public waiting lists of six to eight years in Tennant Creek. Overcrowded housing is a key barrier to Aboriginal worker recruitment and retention. The housing situation is already acute, with no resilience to absorb increased demand. Any loss of existing accommodation or higher prices would	Catastrophic (-)	Accommodation plan to track where workers come from and what accommodation is being used; Mandate use of workers’ village; Minimise use of private market; Fly camps for OHTL route unless there is adequate local capacity; Any increased demand for housing should be matched by providing new stock.	High (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					create downward pressures on social and government employee housing.			
Health services	SI-2: Reduced affordability and access to health services	Mobilisation of construction workforce puts pressure on health services	Unlikely	Mod	Health services in the Barkly are reportedly running at capacity and with reduced staff, particularly due to COVID travel restrictions and demands. While the Tennant Creek and Elliott health services operate from modern facilities, staffing in the region is under strain and often dependent on locum health staff. There would be minimal capacity to absorb increased demand, such as attending to worker injuries, workforce testing or increased road trauma.	Medium (-)	Sun Cable to provide its own first aid and emergency medical facilities; COVID plan	Low (risk)
Transport	SI-3: Reduced access, affordability or quality of transport infrastructure, including road and rail	Mobilisation generates industrial traffic on local roads and rail	Poss	Minor	Deterioration or pressure on roads would be of concern to government, local government, tourism operators and pastoralists. Transport of workers on commercial flights could lead to crowding out and higher prices for tourism and service providers in Katherine and Tennant Creek. Councils would be concerned at higher costs of maintaining council roads.	Medium (-)	Sun Cable to build access roads	Low (risk)
	SI-4: Improved transport infrastructure	Project investment in new or upgraded roads and rail crossings	Poss	Insig	Poor transport and logistics infrastructure is a key issue for travel between communities, to access services and for cultural activities, such as hunting. If Sun Cable creates new access roads and improved transport infrastructure, locals may get the benefits, eg access tracks might open up	Barely percept (+)	Upgrades to infrastructure used by the Project	Noticeable (op)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					hunting areas, the idea of an electric train from Tennant Creek to a project siding for workers.			
Schools and childcare	ESI-5: Enhanced access to schools and childcare	Mobilisation of local workforce and workforce development plan	Poss	Insig	It is possible that the project might stimulate school attendance. The construction workforce is unlikely to impact on local schools or childcare in the short-term. Longer-term, any population increases or increased workforce participation by local women would likely increase the demand for childcare cases, which could be a positive or negative impact depending on how well supply and demand are managed.	Barely percept (+)	Workforce development planning focuses on career pathways	Barely percept (op)
	SI-6: Pressure on quality and availability of childcare and educational services	As above	Unlikely	Insig	Higher demand may put pressure on local educational infrastructure and services. Access to childcare in the Barkly is already problematic. However, this pressure is unlikely to occur during construction and should be readily absorbed during operations in both Darwin and the Barkly.	Low (-)	Workforce development planning to identify any shortfalls	Low (risk)
Emergency services	SI-7: Pressure on emergency services, necessitating increased staffing and enhanced infrastructure	Increased workload due to crime rates, anti-social behaviour, bushfires or higher rates of road trauma	Poss	Minor	Given existing activity in the region, any additional workload is likely to be short-term. Sun Cable would be expected to be self-sufficient and not put further strain on limited firefighting resources (two permanent staff in Tennant Creek, volunteers and pastoral workers). Any incidents at the Powell Creek site would have a long response time from Elliott or Tennant Creek. The health clinic has limited spare capacity to provide health and ambulance services.	Medium (-)	Emergency response plan and team on site	Low (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
Utilities	SI-8: Improved access to utilities, such as power, water and telecommunications	Project construction and operations leads to upgrade of utilities that benefits communities	Poss	Imp	While technical and cost barriers preclude Sun Cable providing electricity from the Solar Precinct to nearby towns and communities, there are expectations the Project will contribute to energy security for towns and homelands. This was one of the most frequently raised issues during consultation, given high prices, unreliability and high level of disadvantage in nearby communities. An issue is to extent to which Sun Cable’s contribution simply displaces government spending, which would reduce the residual rating. Sun Cable’s presence could lead to enhanced telecommunications in the area. Note that Renner Springs has only Optus access.	Beneficial (+)	Installation of Project infrastructure, such as telecommunications; Territory Benefit Plan and Regional (Aboriginal) Legacy Strategy investments	Noticeable (op)
	SI-9: Improved quality and range of community infrastructure due to project investments	Negotiation of agreements or community investment	Poss	Insig	Investment in community infrastructure, such as sporting facilities, meeting places, art and culture, may evolve through community investments, negotiated benefits or co-investment as a result of increased populations in regional towns.	Barely percept (+)	Territory Benefit Plan; ILUA negotiations; Regional (Aboriginal) Legacy Strategy	Noticeable (op)
Municipal services	SI-10: Reduced quality of municipal services in Elliott and Tennant Creek due to loss of staff, pressures on	Mobilisation puts pressure on council assets and service delivery, including roads, childcare, waste management	Poss	Minor	Both Aboriginal and non-Aboriginal staff may seek jobs with AAPowerLink, either for higher wages or new opportunities. Barkly Regional Council is a major employer of local Aboriginal people and has trouble attracting staff as it is. This is a difficult impact to mitigate against.	Medium (-)	Cooperation with Barkly Regional Council on workforce development	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	budget and staff time							
Economic (jobs, industry participation, livelihoods, economic development) (SECTION 8 OF THE SIA)								
Australian economy	EJ-1: Stronger Australian economy through contracts, stronger renewable energy sector, export income and taxes	Construction, operations and start of exports	Poss	Insig	Australian Government seeking economic growth while addressing societal expectations of reduced greenhouse gas emissions. While the project is a strategic fit with key policies, such as the Infrastructure Australia Priority Infrastructure List, key initial impacts will come from exports, jobs and procurement. More substantial benefits would accrue should Sun Cable later expand its renewable energy activities to connect to energy grids in the Eastern states.	Barely percept (+)	Australian procurement	Noticeable (op)
Territory economy	EJ-2: Stronger and more diversified Territory economy by boosting manufacturing, industry, population, taxes	Project stimulates economic activity by providing reliable and affordable energy at commercial scale	Poss	Minor	Construction and operations of the AAPower Link Project will generate substantial economic activity, in the form of jobs, procurement and manufacturing. Additional benefits would flow from population growth, taxes and unlocking new manufacturing sectors based on renewable energy (see below).	Noticeable (+)	Territory Benefit Plan; Contribution to renewable energy policies and planning; Negotiation of commercial agreements.	Beneficial (op)
Regional economies	EJ-3: Stronger and more sustainable regional economy through contracts, wages and economic diversification	Mobilisation and operations: construction wages, contract payments, boost to regional populations and	Poss	Imp	The Project is likely to contribute to Barkly region economic development initiatives, particularly through workforce development and proactive procurement policies that build human capital and Aboriginal service and supply opportunities.	Beneficial (+)	Territory Benefit Plan; Information sessions with ICN, NTIBN and Chamber of Commerce;	Transformational(+)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
		community benefits projects			A key issue will be distributive equity: the extent to which benefits flow and are retained in the regions affected by project activity. Capability mapping by the ICN against 145 scopes of work found 1507 businesses have the potential capability to fulfil one or more of the identified scopes. Aboriginal enterprise capability was found across all categories to some degree, however construction, civil, professional services, and vehicle industries were the best matched categories.		Regional (Aboriginal) Legacy Strategy; Collaboration with the Barkly Regional Deal's workforce and economic working parties; Proactive procurement measures	
Benefits don't materialise	EJ-4: Frustration by businesses who fail to win tenders	Planning, the start of procurement and ongoing operations	Poss	Mod	There are high expectations of the Project, but also some cynicism based on negative experiences with other projects where Tier One contractors favoured existing supply relationships. Interviewees suggested local businesses may have the capabilities but not necessarily the capacity to deliver; may have no desire to grow or may not be able to meet the standards required of large projects. In Katherine, stakeholders advised that local businesses were fully committed with the many projects on the drawing board and had limited capacity to take on more work.	High (-)	Territory Benefit Plan; Early communication of opportunities through ICN Gateway; Business mentoring; Proactive packaging of tenders to suit local capabilities	Medium (risk)
Project dependency (boom bust)	EJ-5: Businesses become overly dependent on the	Construction and procurement lead to large, but	Poss	Minor	Businesses may over-invest in new equipment or business growth without the capacity to maintain financial commitments after the short-term	Medium (-)	Good communication and	Low (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	Project or renewables sector and over-invest due to unrealistic expectations of benefits during the construction phase	potentially short-term, opportunities			<p>construction period. This is a sensitive issue because of the INPEX experience and rhetoric of the 'INPEX cliff'.</p> <p>Case studies from Queensland CSG boom suggest businesses, including accommodation providers, over-invested in anticipation of winning work or as the construction cycle declined.</p> <p>This can lead to business failures, negative sentiment towards the Project and reduced economic vitality.</p> <p>The long-term nature of the AAPowerLink Project and potential pipeline of work from other projects would help mitigate against this, as well as careful procurement to ensure businesses have appropriate financials and business planning to make sound decisions.</p>		procurement practice; Business support programs	
Business benefits	EJ-6: Local businesses benefit from winning work and enhanced capabilities, including Aboriginal businesses and pastoralists	Planning, construction and implementation of the Project	Poss	Imp	<p>As above, will be a key expectation of government and regional business groups.</p> <p>Some cynicism about the benefits to be delivered and level of local, Indigenous procurement.</p> <p>Benefits are most likely at the construction stage.</p> <p>There is potential to build local Aboriginal enterprises to provide services and supplies.</p>	Noticeable (+)	Territory Benefit Plan; Good communication; Proactive procurement	Beneficial (op)
Renewable energy	EJ-7: Access to affordable, reliable power provides long-term social and economic	Availability of 800 MW of renewable energy to enhance current services and enable 'green	Likely	Mod	The proposed 800 MW of renewable electricity available to the Darwin market would decarbonise existing networks and industry activity, attract industrial growth in sectors such as green manufacturing, hydrogen and data centres.	Beneficial (+)	Work with NTG to ensure benefits are realised; commercial	Transformational (op)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	benefits in the Territory, sustains new economic sectors	manufacturing' and new economic sectors.			More reliable and affordable renewable energy will help the NTG meet its target of net zero emissions by 2050, while maintaining household, community and industry access to reliable, affordable energy.		offtake agreements.	
Jobs and training	EJ-8: Enhanced human capital and skills as a result of jobs and training over the lifetime of the Project.	Jobs and professional development that become available as a result of the Project and ancillary activities	Unlikely	Imp	The project is likely to contribute to long-term human capital in the Territory's renewable energy sector. There will be acute sensitivity to delivering local jobs and training given the Barkly's high levels of disadvantage and unemployment. Interviewees commented on the lack of longevity from Jemena's Northern Gas Pipeline Project, despite the best of intent. Enabling policies and activities include the Barkly Regional Deal's Jobs Strategy, many positive educational and business development activities and strong interest by Aboriginal groups in the Barkly and Darwin in contracts and business development.	Noticeable (+)	Local Workforce Strategy; Collaboration with the Barkly Regional Deal; Negotiated and voluntary benefits with Aboriginal groups; binding and enforceable commitments required of contractors	Beneficial (op)
Aboriginal jobs and training	EJ-9: Aboriginal jobs, training and legacy skills development as a result of the Project and community benefits packages	Planning, construction and implementation of the Project	Unlikely	Imp	The potential for transformative skills development of Aboriginal people and pathways from disadvantage to jobs and ultimately senior positions is the greatest potential benefit of the Project but also the most challenging to achieve. There is a high level of interest in jobs on country, such as ranger groups, as well as trades. The immediate wins are likely to be small and initial expectations must be realistic.	Noticeable (+)	Territory Benefit Plan; Regional (Aboriginal) Legacy Strategy; Local Workforce Strategy; ILUA	Transformational (op)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					The greatest benefits are likely to accrue incrementally and will require initial small steps, mentoring and support. Jobs may be created indirectly throughout the supply chain, such as enterprises providing services to Sun Cable.			
Jobs not realised	EJ-10: Failure to deliver on expectations of local jobs, due to lack of interest, skills shortages, poor work readiness	Mobilisation of construction workforce fails to employ locals	Poss	Mod	There are likely to be unrealistic expectations of jobs, due to a lack of work-ready staff, limited understanding of what jobs entail and the many cultural and social barriers to work. It will be important to work collaboratively with service providers, communities and families to enhance good outcomes, create realistic expectations and find community-driven solutions.	High (-)	Local Workforce Strategy	Medium (risk)
Pastoral productivity	EJ-11: Reduced pastoral productivity around project site: grazing and mustering, through noise, dust, introduction of weeds, reduced access to bores and productive grazing land, erosion, leaving gates open.	Mobilisation of construction workforces, land clearing, construction and operations disrupts pastoral operations	Poss	Minor	Pastoralists will be sensitive to disruption from the Project, including to mustering activities. Newcastle Waters suggests key risks include the introduction of 'seeds and weeds', any disruption to grazing and mustering, disrupted access tracks, project vehicles leaving formal access routes and the time taken to liaise with Sun Cable and its contractors. Newcastle Waters employs some local Aboriginal staff but recruits most staff from interstate and doesn't expect to lose pastoral workers to the Project.	Medium (-)	Engagement regarding site location, protocols, good relations, Weed Management Plan strictly adhered to	Low (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
Loss of local capacity	EJ-12: Reduced capabilities and productivity of other economic sectors because of loss of workers to Sun Cable	Mobilisation of construction draws workers (including Aboriginal workers) away from pastoral, government and local government for jobs with the Project or creates pressure on wages.	Likely	Mod	It is already hard to recruit to positions. Many businesses in the Barkly rely on FIFO and backpackers. There is likely to be competition for scarce workers given Barkly Regional Deal initiatives, local roads, oil and gas and potentially mining, particularly at the construction stage. Scarcity is likely to be compounded by national skills shortages and difficulties recruiting people to the Barkly. Workforce pressures are likely to be more readily absorbed in Darwin, but interviewees suggest skills shortages across all industries. Workforce pressures can lead to inflationary pressures and reduce the capacity of existing businesses to provide services.	High (-)	Collaboration with other sectors, such as through the Barkly Regional Deal; Local Workforce Strategy; Collaboration with ISACNT to identify competencies and skills shortages	Medium (risk)
Crowding out	EJ-13: Crowding out or reduced productivity of other economic sectors, such as tourism, pastoral and horticulture	Mobilisation of construction draws labour from other employers, takes up flights and short-term accommodation or leads to land use conflict (eg corridor)	Poss	Minor	The Barkly is likely to be particularly sensitive to any impacts on short-term accommodation, labour and regional air services. This could be a cumulative impact, particularly if several projects go through the construction phase simultaneously (eg onshore oil and gas exploration and production and mining). The pressures would be more readily absorbed in Darwin, however, large numbers of FIFO workers can put pressure on the cost of accommodation and interstate flights, which in turn crowds out tourism.	Medium (-)	Accommodation and logistics planning to minimise disruption	Low (risk)
Enhanced skills	EJ-14: Enhanced labour force and	Mobilisation of workforce leads to	Poss	Minor	A common theme in SIA interviews was that people filling positions in the Barkly and Greater	Barely percept(+)	Collaboration with NTG,	Noticeable (+)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	skills from the relocation of spouses and partners of construction workforce and management team.	families relocating to the Greater Darwin or Barkly Region.			Darwin area have come to the Northern Territory as spouses or partners of other workers, including skilled migrants settling in regional areas. Thus, the relocation of families would likely address other skills shortages. As outlined above, however, a major barrier to population growth is housing scarcity.		Barkly Regional Deal, Chamber of Commerce to attract families to live in the NT and address barriers, such as housing	
Inflationary effects	EJ-15: Inflationary effects on other businesses and economic sectors	Construction and implementation creating scarcity or higher costs and overheads (labour, trades, goods and services, accommodation)	Poss	Minor	Inflationary effects are most likely at the construction phase of projects, when scarcity can drive up wages and the cost of goods. The individual contribution of the Project may be less significant than cumulative impacts from the range of projects proposed for the Greater Darwin and Barkly Regions.	Medium (-)	Collaborative planning	Low (risk)
Cultural identity (cultural heritage and Larrakia cultural ties to the land and seas) (COVERED IN SECTION 9 OF SIA)								
Sacred and sites of cultural significance	CI-1: Loss of cultural heritage due to damage, or reduced access, including fears and anxieties of damage to sites or custodians' responsibilities.	Construction activities and access roads in the Barkly, transmission line or trenching for subsea cable. Unauthorised access to cultural sites and living areas by workers	Poss	Extreme	This is a highly sensitive issue for Traditional Owners in the entire project footprint, with fears expressed in several meetings about damage to sacred sites. Any damage would be permanent and deeply felt, as occurred at the nearby Bootu Creek Mine. Cultural sites are often associated with surface water features such as creeks and waterholes. Although sacred and heritage sites have legislative protection, there have been cases in the NT of inadvertent damage to cultural sites.	Catastrophic (-)	AAPA sacred sites clearance certificates; Cultural Heritage Management Plan; Cultural monitors and liaison officers; ILUA;	High (risk) See also HIA

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					Cultural monitors referred to art in the Ashburton Ranges. There are many Larrakia and Tiwi cultural sites around Darwin Harbour and on Gunn Point.		Cultural protocols worker inductions	
Cultural values	CI-2: Reduced values, cultural and spiritual connections to land and seas through reduced access or physical changes	Construction, mobilisation of workers, access tracks, clearing, changed land use, parts of the Project site closed to external access	Poss	Mod	Cultural values go beyond archaeological and heritage protection and include intangible cultural values. Culturally valued species may be different to scientifically valued or threatened species, eg goanna for hunting, medicinal plants. The cultural values of Lake Woods and nearby homelands and living areas contribute to the strength of culture and ability to pass on knowledge, cultural activities. Larrakia and Tiwi people maintain strong cultural values to Darwin Harbour and its surrounds (see 2003 report). Gunn Point is Larrakia land to which Tiwi and Wulna people share customary connections. Wulna people have strong connections to the Black Jungle Conservation Reserve on Gunn Point Peninsula.	High (-)	Respect for cultural values and traditional knowledge; Cultural inductions; Cultural monitors and mentors; Good engagement.	Medium (risk)
Cultural activities	CI-3: Reduced ability to engage in traditional hunting, fishing, camping, foraging, gathering art materials, bush medicines or other livelihood activities	Construction and security restricting access, contamination of food sources	Poss	Minor	Hunting for goanna, kangaroo and other species is a common and important activity for local Traditional Owners who would be concerned if access to country, in particular hunting areas, was reduced, both during construction and operations.	Medium (-)	Good communication; Access protocols	Low (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
Cultural services	CI-4: Opportunities for ranger groups to provide cultural and environmental services	Environmental studies and ongoing monitoring	Poss	Minor	Opportunities to provide services to Sun Cable may have the added bonus of enhanced cultural activities and values, such as seed collection, a nursery and ranger group involvement in land management and rehabilitation. Interviewees suggested that jobs working on country in land management were the easiest to fill. These services would support community development projects or local enterprise development, with working hours more likely to match cultural obligations.	Noticeable (+)	Proactive efforts to involve rangers, develop programs; Regional (Aboriginal) Legacy Strategy	Beneficial (op)
Strength of culture	CI-5: Reduced ability to pass on culture, traditional knowledge, undermining of cultural authority due to loss of cultural heritage or access.	Loss of cultural sites or access, reduced access to cultural activities because of time in the workplace	Unlikely	Minor	There are many ways culture can be impacted, including adjusting to dominant external workplace culture, less time for family and ceremony, less ability to pass on cultural knowledge and shared learning, new forms of leadership undermining cultural authority. However, the Project may also find ways to strengthen culture, eg working with the Language Centre on communication materials for the Project.	Low (-)	Cultural awareness training; Community investments that enhance culture	Low (risk)
European heritage	CI-6: Loss or damage to declared or valued European heritage sites disturbed by project activities	Land clearing, dredging in the harbour	Poss	Minor	The Solar Precinct and transport route follow the path taken by early settlement and transport, so reflect substantial European heritage: the Overland Telegraph line and telegraph stations, early stock routes, the Stuart Highway, World War II logistics, the route of the Old Ghan, AustralAsia and the Amadeus Gas Pipeline. There are old pastoral homesteads and communities near the Precinct,	Medium (-)	High awareness of heritage sites; Worker codes of behaviour	Low (risk) Link to cultural heritage study

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					including the Powell Creek telegraph station and ‘ghost town’ at Newcastle Waters. Heritage sites could be negatively impacted by increased visitor activity, accidental damage during ground disturbing work for the Project or misbehaviour by workers.			
Healthy land and seas (see under cumulative impacts) (SECTION 10 OF THE SIA)								
Reduced biodiversity and habitat	HC-1: Degraded biodiversity and habitat in the Project footprint	Land clearing for Solar Precinct, workers’ accommodation or access roads	Likely	Mod	Clearing of more than 12,000 hectares for the solar site could impact on ecological values and species valued by people, both Aboriginal and non-Aboriginal. Environmental groups are concerned at the level of land-clearing and the implications. NT Field and Game is concerned that the Project may cause bird strike (on the overhead transmission line) and disrupt the magpie geese hunting season.	High (-)	Environmental Management Plans; Minimise clearing; Rehabilitation and replanting	Medium (risk)
Ground and surface water	HC-2: Damage to features with cultural significance, such as waterholes, access to groundwater for livelihoods, or loss of water-dependent species	Land clearing changing important landforms, disturbance by workers or drawdown of groundwater for project activities	Poss	Minor	Groundwater features often have cultural significance. These could be affected by project’s need for potable water or if roads disturb water courses. Also a risk if workers trespass on important sites while off work.	Medium (-)	Groundwater monitoring; Codes of conduct; AAPA Authority Certificates	Low (risk) HIA

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
Marine biodiversity	HC-3: Reduced recreational fishing and shellfish due to poor fish health	Dredging and trenching through the harbour, destruction of mangroves, turbidity, loss of seagrass	Poss	Minor	This risk has been lessened by the change of project location, with trenching likely to avoid high value fishing areas, mangroves and seagrass. This was not raised as a major concern in interviews.	Low (-)	Environmental Management Plans; Communication with AFANT	Low (risk) Link to marine studies
Greenhouse gases	HC-5: Contribution to greenhouse gas emissions from transport and clearing	Clearing of Solar Precinct site, land and sea transport, plant and equipment	Poss	Minor	Environmental groups in particular were concerned at the level of land-clearing for the Project and its potential contribution to greenhouse gas emissions. The Project's Greenhouse Gas Abatement Plan suggests most project-related emissions will be generated by sea transport and loss of soil carbon from land use change over the life of the project.	Medium (-)	Use of low-emissions machinery; Revegetation and rehabilitation of cleared land	Low (risk) GHG Abatement Plan
	HC-6: Contribution to Territory and global reduction in greenhouse gas emissions.	Move to renewable energy electricity	Almost certain	Extremely imp	Environmental groups in particular welcomed the project's contribution to renewable energy targets. The Project's Greenhouse Gas Abatement Plan finds the project is net carbon positive, with net avoided emissions in the NT of 110 MT over the life of the Project, including decommissioning. The project will supply about 10 per cent of the Territory's total energy needs when fully operational and represents an opportunity for a 1 per cent reduction in the Territory's emissions.	High(+)	Greenhouse Gas Abatement Plan; Contribution to renewable energy targets	Transformational (+)
Caring for country	HC-7: Enhanced opportunities to care for country	Surveys, land rehabilitation, offset projects, community	Poss	Insig	Aboriginal people retain an enduring interest in caring for their land and seas. Opportunities arising from the project include land management, ranger groups and commercial services with landscaping,	Barely perceptible (+)		Noticeable (op)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
		investments provide jobs for ranger groups and other Aboriginal people			rehabilitation, ecological surveys, seed gathering and ongoing environmental monitoring on Powell Creek. Realising these opportunities would have many social, economic, cultural and ecological benefits.			
Living environment (often described as ‘amenity’ impacts or pleasantness of a place (SECTION 11 OF THE SIA))								
Recreational amenity	LI-1: Reduced access to recreational activities	Construction and operations reduce access to conservation or recreational areas	Poss	Minor	Recreational values can be reduced if the presence of workers (eg on days off) makes other users feel less safe in public places. At the Solar Precinct, control of worker behaviour will be important to maintain the natural and recreational values of the area, including tourism at Lake Woods. In Darwin, recreational values could be impacted by exclusion zones during trenching and disturbance to Gunn Point Beach, however this would be short-term.	Medium (-)	Code of Conduct; Rehabilitation plans	Low (risk)
Noise, dust, light, heat, pollution	LI-2: Reduced amenity and disturbance from dust, noise, light, heat, emissions and other pollution	Construction activities, including traffic, generating noise in generally isolated surrounds	Unlikely	Minor	Construction noise will be some distance from any homesteads or living areas and hasn’t been raised as an issue to date. Dust from clearing and access roads could affect residential areas, grazing activities and cultural sites, but should be managed with dust suppression measures. The Air Quality Report (Appendix S) found that dust and diesel exhaust were not expected to have adverse impacts given low levels and distance from sensitive receptions.	Low (-)	Environmental Management Plans and monitoring; Revegetation near solar panels; Communication of Project risks	Low (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					Lights from night-time construction could impact on amenity, particularly at Murrumujuk. Technical studies suggest that heat emissions from the solar panels are unlikely to have more than a localised effect. These impacts are likely to be low-level and of short duration.			
Traffic congestion	LI-3: Reduced amenity from congestion and traffic delays with project traffic	Increased industrial traffic and worker vehicles, particularly during construction	Unlikely	Minor	Increased industrial traffic on the Stuart Highway (the only highway running north-south) and Gunn Point Road is likely, particularly at ‘pinch points’ along the route during transport of the OHTL poles, machinery and equipment. This is likely to lead to traffic congestion and reduced amenity for other road users, including tourists.	Medium (-)	Traffic Management Plan	Low (risk)
Visual	LI-4: Reduced aesthetic values of the landscape	Land clearance, industrialisation, height of overhead transmission line poles	Poss	Minor	The scale of clearing and changed land use could be of concern to Traditional Owners and other visitors to Powell Creek. The Solar Precinct will not be visible to road traffic but will be visible <i>Ghan</i> passengers. OHTL towers will also be visible in places from the railway. Several stakeholders raised the visual impact of the overhead transmission lines and asked why they couldn’t be undergrounded (for both safety and visual reasons). The poles will be 48 to 58 metres high, at least twice the height of existing power lines.	Medium (-)	Difficult to mitigate	Medium (risk)
Sense of place	LI-5: Reduced sense of place through industrialisation of	Construction and operations brings a large workforce to	Likely	Minor	Some stakeholders raised concern about the impact of industrial development on landscapes,	High (-)	Largely outside Sun Cable’s control;	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	the landscape and changed land use	the region, brings industrial activity to relatively undisturbed landscapes, changes predominant land use			progressive development on Gunn Point Peninsula and the scale of development in Darwin Harbour. While not overly concerned about the AAPowerLink Project, Consolidated Pastoral did raise the impact of changed land use should other renewable projects proceed. Some stakeholders suggested oil and gas, mining and large renewable projects could erode the pastoral lifestyle in the Barkly.			
Strong Voice (consultation incorporates people’s views into decision-making, good governance structures) (SECTION 12 OF SIA)								
Enhanced agency	SV-1: Enhanced agency in project planning and empowered decision-making	Input to planning, agreement making and investments	Poss	Minor	Opportunities from the Project might include enhanced agency in decision-making, influential input into project planning and empowered decision-making over benefits sharing.	Noticeable (+)	Regional (Aboriginal) Legacy Strategy; Reconciliation Action Plan; Ongoing engagement	Noticeable (op)
Early and meaningful engagement	SV-2: Aboriginal and other community groups feel disempowered, or that they have not been afforded an influential voice in decision-making	Decision-making on Project planning, regulatory approvals and project implementation	Poss	Minor	Due to delays with the start of broad engagement and change from an earlier site in the CLC’s region, some negative feedback was received about delayed consultation. Some traditional owners felt they hadn’t been consulted or challenged the NLC’s role in identifying those with rights. Sun Cable recognises the risks of constrained timelines and delays starting consultation, potential disagreement over who is connected to country and community divisions.	High (-)	Expansion of a dedicated team of community engagement staff; Good liaison with the NLC; Ongoing engagement strategy (see detail in Exec Summary)	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
Human rights	SV-3: Reduced enjoyment of human rights, in particular the right of vulnerable Aboriginal people and communities to Free Prior and Informed Consent (FPIC), gendered impacts, breaches of labour laws, racism in the workplace.	From start of negotiations to construction and operations	Unlikely	Minor	International covenants and IFC performance guidelines place a growing emphasis on human rights. Breaches are likely to be inadvertent, such as gendered impacts (jobs go to men, women bear the brunt of having to look after families, at greater risk of worker behaviour); racism in the workplace (both overt and through work practices). A particularly important right is genuine FPIC (a statutory responsibility of land council).	Low (-)	Respect for TO connection to land and seas; Appropriate protocols and management plans; Code of Conduct; Human Resource Strategy	Low (risk)
Cumulative impacts (incremental long-term or collective impact of many projects) (SECTION 13 OF SIA)								
Values of the harbour	CU-1: Reduced social, cultural, recreational and ecological values of the harbour due to large-scale changes to land and sea use	Trenching for subsea cables, marine traffic, industrial activities and population growth	Likely	Mod	In Darwin, there is sensitivity to cumulative impacts on the harbour's diverse values from incremental industrialisation and population pressures over the past 20 years. The harbour is integral to the Territory's unique lifestyle. Industrial development touches strongly held values so there is high sensitivity to disturbance. However, changes to the Project footprint have reduced the likely extent and sensitivity of disturbance. Terrestrial ecology reports suggest that any impacts should be localised, short-term and easily remediated.	Medium (-)	Darwin Harbour Strategy, Marine Environmental Management Plan	Low (risk)
Industrialisation	CU-2: Cumulative impacts of	Multiple projects on the	Likely	Mod	Cumulative impacts are a gradual ecological or socio-ecological degradation of a region that	High (-)	Collaboration with economic	High (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
	industrialisation with onshore oil and gas developments, pipelines, agribusiness, renewable energy, mining and associated infrastructure	development pathway changing predominant land uses and values			<p>changes the character and values of a place or region.</p> <p>This is particularly relevant when a number of industrial activities are in the pipeline in areas such as the Solar Precinct site which has little experience of industrial development and major projects (eg mining, onshore gas exploration, horticultural expansion, other renewable projects). In Tennant Creek, cumulative impacts could come from many Barkly Regional Deal initiatives and recent government announcements about enhanced road infrastructure to support onshore gas exploration.</p> <p>While economic development brings many benefits, multiple large projects would compound pressures listed above, eg recruitment and training of workers, pressures on housing and land use change.</p> <p>Along the railway corridor, cumulative uses should be absorbed.</p> <p>On Gunn Point Peninsula, the OHTL in the NTG utilities corridor will contribute to a greater scale of change as Sun Cable will be the first ground-disturbing works in the corridor.</p> <p>At Murrumujuk, there are concerns that the AAPowerLink and Seafarms' activities expenditure industrial development on the Gunn Point Peninsula and the proposed township of Murrumujuk. While there are economic benefits,</p>		development and regional planning structures; However, it will be largely outside Sun Cable's control to mitigate (therefore need to demonstrate benefits as an acceptable trade-off)	

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					this was described as a threat to tightly held rural and environmental values by several stakeholders.			
Benefits	CU-3: Cumulative opportunities to invest benefits and build capacity from multiple projects	Project construction and negotiation of benefits	Poss	Minor	The Australian and NT Governments have a focus on economic development in the Barkly and Beetaloo, including regional approaches to investing benefits and enabling infrastructure. There will be many opportunities for regional capacity-building and collaborative investment of benefits by Traditional Owners (see Tremblay, Boyle and Munday 2021). The capacity to fully capitalise on the opportunities may grow incrementally and would require appropriate governance structures and empowerment (see SV-1).	Noticeable (+)	Collaborate with regional planning initiatives and Land Council	Beneficial (op)
	CU-4: Cumulative opportunities for development of human capital and business capacity		Poss	Minor	A pipeline of projects across a region builds critical mass and provides businesses with greater confidence to invest in business growth and developing skills that are transferable between industry sectors. This is more likely to deliver a sustained, or enduring legacy.	Noticeable (+)		Noticeable (op)
Consultation fatigue	CU-5: Communities and stakeholders reluctant to engage due to consultation fatigue	Repeated and often tokenistic or poor consultation with the same stakeholders across projects	Likely	Mod	Consultation of itself can be an impact, by making demands on people's time and energies. Community leaders, pastoralists and industry associations have many competing priorities. Consultation fatigue is the result not just of repeated consultation but also poor consultation, including where people feel their views were ignored.	High (-)	Adopt best practice engagement to build ongoing trust and relationships; Territory Benefit Plan;	Medium (risk)

Topic and category (based on Munday 2020)	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic or cultural change processes	Significance assessment				Mitigate (-), enhance (+)	Residual rating
			Likelihood	Consequence	Explanation (issues raised, expert judgement, what previous studies found)	Untreated rating – (+, -)	Measures	Risk (-) Op (+)
					<p>Consultation in the Barkly has included the Inquiry into Hydraulic Fracturing in the NT, a Strategic Regional Environmental Baseline Assessment, individual oil and gas projects, mining and agricultural developments, government policies and projects, Barkly Regional Deal planning and now for Sun Cable.</p> <p>Disengagement may be compounded by a lack of trust in private or regulatory institutions or perceived power imbalances.</p> <p>There was some evidence of this during consultation for the AAPowerLink, however, in general stakeholders welcomed the chance to hear about the project and discuss business opportunities and benefits.</p> <p>Some stakeholders commented on previous proponents not keeping commitments made during consultation.</p>		Regional (Aboriginal) Engagement Strategy	

5. Sun Cable commitments

Sun Cable respects the communities, Traditional Owners, and custodians of the lands and waters where the proposed AAPowerLink will operate, from Barkly to the Timor Sea, and all the country in between. Sun Cable commits to:

- maintain ongoing communication and engagement during construction and operations
- capitalise on the AAPowerLink's potential to deliver economic and social benefits
- continue to measure against key indicators so progress can be monitored
- administer regular reporting of social outcomes against key indicators
- provide an annual review of the SIMP to assess progress and identify any necessary adjustments or improvements
- use adaptive management approaches to implement improvements to the SIMP, as necessary

The SIMP will be adopted as a subset of Sun Cable's broader Environmental Management System (EMS) ISO14001, which is an organisational management tool to manage environmental and social risks and opportunities. The EMS specifies leadership commitments, roles and responsibilities, communication protocols, required training and awareness programs, incident and compliance management, auditing and reporting functions that AAPowerLink will implement across its life cycle.

A summary of Sun Cable's commitments associated with high and medium risk adverse impacts is presented below.

5.1 Issue: Housing affordability and availability	
Aspiration	Issue
Limit the impact on housing shortages and affordability, potentially exacerbated by an influx of workers for the AAPowerLink	Any demand for social housing, commercial rentals or purchases of property would stress already saturated housing markets in all regions (Darwin, Katherine, Alice Springs and the Barkly). Housing and skills shortages - often interlinked – were two key issues raised during consultation for the SIA.
Mitigation Action Plans and commitments	
<p>Sun Cable recognises there is a chronic shortage of public, government, and private housing rental stock, and overcrowded and sub-standard public housing across the AAPowerLink footprint and Northern Territory more broadly.</p> <p>To reduce potential pressures on regional housing stock across the AAPowerLink footprint, Sun Cable will accommodate the construction and operations workforce at a purpose-built onsite camp at Powell Creek with capacity for approximately 1,000 people, reducing to about 100-200 during operations. The camp will include a mess, recreation, office, and accommodation facilities.</p> <p>Construction of the OHTL will operate from about six temporary site camps or mobile 'fly camps', about 100 kilometers apart. Existing town accommodation and services will be used where available. In more remote sections of the OHTL, the fly camp location will be negotiated with landholders and centered around existing rail corridor access points. Remote fly camps will provide transportable caravan and mobile shed style accommodation and amenities for up to 20 people. Camps are expected to be in use at each location for up to six months. Sun Cable will closely manage the housing needs of management staff and contractors in the Barkly and Greater Darwin Region and explore solutions to mitigate against resultant pressures on housing markets.</p>	
Indicators to track	
<ul style="list-style-type: none"> • number of workers in accommodation village • proportion of FIFO workers • number and proportion of workers recruited from regional towns and communities • number of families who relocate to the Territory • number and type of rental properties occupied by project workers and contractors • number and type of short-term accommodation rooms used by workers and contractors either in transit or at sites 	

5.2 Issue: Training, capacity-building, and employment for local and Aboriginal groups

Aspiration	Issue
<p>Deliver pathways to meaningful employment of Territorians across the construction and operating phases of the AAPowerLink and create pathways from endemic unemployment and poverty to jobs. Sun Cable understands that businesses need access to a skilled workforce in order to successfully compete for contracts with the AAPowerLink, rather than these contracts being filled by businesses from outside the region.</p>	<p>Labour market challenges and national and regional skills shortages is an issue. The potential for transformational skills development of Aboriginal people and pathways from disadvantage to jobs and ultimately management positions is the greatest potential benefit of the AAPowerLink, but the most challenging to achieve. A key focus of stakeholder feedback was the importance of maximising opportunities and creating a positive legacy from the project. This is addressed in the Local Workforce Strategy and Territory Benefit Plan.</p>

Mitigation Action Plans and commitments

Sun Cable is developing the following plans to maximise local workforce participation and facilitate sustainable workforce initiatives that build local capacity and deliver social outcomes to Territorians: a Territory Benefit Plan, ICN Capability Mapping and Local Workforce Strategy.

Additional efforts to maximise employment, training, and capacity-building include:

- identifying and addressing labour force skills and qualification gaps to attract and retain local workers, including promoting specific benefits for Aboriginal employment
- use of standard provisions in procurement contracts requiring businesses contracted to the AAPowerLink to maximise use of local workforce where the necessary labour skillset and capability exists
- delivering on-the-job training and support to encourage local Aboriginal people employed in entry level jobs during construction to move into higher skilled trades, technical and managerial roles during operation
- providing culturally safe and wrap-around support to workers to access further training, education, and upskilling
- developing traineeship and cadetship programs to create pathways into permanent operations roles
- identifying ways to encourage and support young women at secondary school to pursue career opportunities at Sun Cable which can include women’s Science, Technology, Engineering and Mathematics (STEM) initiatives, supporting more women to enter traditional trade roles and promote other flexible workforce entry points in the AAPowerLink
- identifying job opportunities in dedicated roles for cultural awareness training, land management (vegetation clearing, weed control), environmental management and cultural heritage protection, which could be filled by local Aboriginal people and

<p>Traditional Owners. These job opportunities should eventually transition to ongoing operational roles in the AAPowerLink</p> <ul style="list-style-type: none"> • developing partnerships between schools and tertiary education providers, to engage secondary students to consider STEM careers • co-designing initiatives with the above for VET courses, work exposure and work experience activities, career information and education programs that can potentially be sponsored by Sun Cable • engaging with schools and universities to sponsor Internships, cadetships, and graduate programs, to support students looking to pursue career pathways to tertiary qualified jobs • engaging at-risk young people through collaboration with local training providers to design supportive training programs and career pathways that could eventually lead to employment with Sun Cable • developing and building the Centre for Renewable Excellence, to be complete when the AAPowerLink is operational.
Indicators to track
<ul style="list-style-type: none"> • total actual workforce during stages of project planning, construction, and operations • proportion and number of local workers through a local workforce assessment • proportion and number of Aboriginal workers • proportion and number of women employed • retention rates for external, local, and Aboriginal workers • educational attainment for current workforce • training courses and professional development outcomes in-progress and completed.

5.3 Issue: Social procurement, service, supply, and Aboriginal inclusion	
Aspiration	Issue
Optimise participation of Northern Territory businesses in the AAPowerLink	Local industry participation will be a key expectation of government and businesses from the Greater Darwin Region to the Barkly. This could include winning long-term contracts, business and workforce development, and upskilling to support local training. There is potential to build local Aboriginal enterprises to provide services and supplies.
Mitigation Action Plans and commitments	
<p>Social procurement is when organisations use their buying power to generate social value above and beyond the value of the goods, services or construction being procured.</p> <p>Sun Cable is developing a Territory Benefit Plan and Regional (Aboriginal) Legacy Strategy to maximise local industry participation, including Aboriginal-owned enterprises. The approach includes:</p>	

<ul style="list-style-type: none"> • capability mapping and gap analysis by the Industry Capability Network NT (ICN NT) to determine Territory industry capabilities to support the AAPowerLink • providing useful feedback to unsuccessful bidders • maintaining the Sun Cable Gateway page on the ICN website as a source of information on procurement updates and contract opportunities • providing AAPowerLink information sessions, supplier briefings and updates to government industry and Northern Territory businesses to ensure awareness of key contracting opportunities and pre-qualification processes • becoming a member of key industry bodies and taking part in key networking events • developing a contractor management and reporting framework to ensure contractors provide timely updates on participation outcomes and navigating barriers to Aboriginal supplier engagement can be addressed • including participation expectations in contracts, with scopes that align with identified capabilities and capacity • producing timely and relevant reports against key indicators, including annual reporting against the Territory Benefit Plan • developing an Aboriginal Engagement Strategy to increase participation across the AAPowerLink, identify Aboriginal enterprise opportunities, connect contractors with Aboriginal businesses, and meet aspirations of key stakeholder groups • develop gender-balanced initiatives to support female owned businesses inclusion in contract awards.
Indicators to track
<ul style="list-style-type: none"> • total project spend • proportion spent with local businesses • total Northern Territory Aboriginal business spend • total contracts awarded • proportion of contracts awarded to local businesses • number and value of local Aboriginal contracts awarded • number and value of non-local Aboriginal business contracts awarded • number of meetings with local businesses • number of meetings with Aboriginal businesses.

5.4 Issue: Protection of cultural heritage and values	
Aspiration	Issue
Ensure sacred sites and areas of cultural significance are protected and that cultural values and traditions are respected	Loss of sacred or culturally significant sites is a sensitive issue for Traditional Owners and custodians in the entire AAPowerLink footprint, with concerns expressed in several meetings about the importance of not harming sacred sites during construction and operations. Any damage would be permanent and deeply felt.

Mitigation Action Plans and commitments

- obtain AAPA Authority Certificates
- work with Traditional Owners, site custodians and their representatives to develop a Cultural Heritage Management Plan (CHMP) that will prescribe the site protection and management measures required for each significant site. The CHMP will outline detailed procedures for construction and operations, including 'stop works' procedure for burials, human remains and sites of significance
- hire cultural managers (monitors) and liaison officers to ensure all cultural commitments are respected and met
- 'Cultural Heritage Risk Areas' identified in the parts of the AAPowerLink footprint that are yet to be defined, will be surveyed prior to the start of works. Site protection measures will be included in the CHMP
- the CHMP will contain agreed impact avoidance and mitigation measures and measures to ensure that heritage features and/or sacred sites are not deliberately or inadvertently removed by AAPowerLink staff or contractors
- confirm Sun Cable's commitment to respecting cultural values and access for traditional activities across the AAPowerLink footprint
- ensure that all contractors and staff complete cultural awareness training
- implement site inductions to provide AAPowerLink staff and contractors with a Code of Conduct that addresses respect for cultural and heritage values before starting work on-site.

Indicators to track

- commitments in the Cultural Heritage Management Plan are met
- number of 'stop works' procedures during construction and operations
- the number and proportion of contractors and employees who have successfully completed the cultural awareness training modules
- number of complaints of racism or discrimination.

5.5 Issue: Cumulative impacts on community and economy

Aspiration	Issue
<p>Minimise Sun Cable's contribution to cumulative negative impacts and maximise positive cumulative impacts through collaborative planning</p>	<p>Consideration must be given to the cumulative impacts from industrial development and changed land use in the region, including:</p> <ul style="list-style-type: none"> • in the Barkly, cumulative impacts could include a gradual ecological or socio-ecological degradation of a region that changes the character and values of a place or region • in Tennant Creek, cumulative risks and opportunities could arise from many Barkly Regional Deal initiatives, recent government announcements about enhanced road infrastructure to support onshore gas

	<p>exploration, oil and gas, mining and agricultural development</p> <ul style="list-style-type: none"> • along the railway corridor, where the OHTL will be constructed, cumulative uses should be absorbed as there is limited additional disturbance • construction activity for the OHTL in the NTG utilities corridor will contribute to a greater scale of change as it will likely be the first infrastructure established within its footprint. Consideration of the neighbouring Seafarms' planned construction schedule is needed.
<p>Mitigation Action Plans and commitments</p>	
<p>Sun Cable has implemented an 'avoid, minimise and mitigation hierarchy' to prioritise the reduction of negative impacts. Sun Cable will collaborate with regional economic development groups to enhance the potential for positive cumulative impacts.</p> <p>Sun Cable engage with other major projects occurring in the NT, particularly the Barkly region, seek community feedback and develop mitigation strategies to ensure the potential for cumulative impacts are identified and planned for accordingly.</p>	
<p>Indicators to track</p>	
<ul style="list-style-type: none"> • number of project re-designs to avoid potential for cumulative impacts • attendance at regional economic development planning committee meetings • participation in community activities and community development initiatives across the Territory • number of local contractors engaged across key NT regions • levels of community satisfaction (surveys). 	

5.6 Issue: Develop internal policies to embody an inclusive work environment	
Aspiration	Issue
Create and maintain an inclusive work environment that is aligned with Sun Cable’s values, policies, procedures, and protocols	Workers are expected to adhere to Sun Cable’s policies, procedures and protocols to mitigate against the risk of discrimination and ensure respect for local cultural protocols across the workforce.
Mitigation Action Plans and commitments	
<p>Sun Cable recognises the importance of developing policies, procedures, and protocols to establish and maintain inclusive work practices across the AAPowerLink. Sun Cable will uphold workplace health and safety principles to mitigate against the risk of discrimination and ensure respect for local cultural protocols across its workforce, which include the following:</p> <ul style="list-style-type: none"> • establishing and enforcing zero tolerance policies to handle drug and alcohol abuse, and incidences of discrimination such as racism, bullying, harassment, sexism, and homophobia in the workplace • strong mentoring and support in the workplace, including provision of culturally safe and wrap around support for workers to receive training, education, and upskilling • developing a comprehensive induction process for all newly hired Sun Cable staff and contractors to embed cultural protocols into all ways of working across the AAPowerLink. Cultural Awareness Training will be mandated for all new staff and contractors at a local and regional level • develop a Reconciliation Action Plan (RAP) to articulate Sun Cable’s commitments and actions to engage with and create meaningful opportunities for Aboriginal and Torres Strait Islander people. The RAP is envisaged to include workshops, information, and resources to educate the workforce on aspects of local cultural heritage within the catchments of the AAPowerLink • engage senior executives, managers, staff, and HR practitioners to develop governance and oversight arrangements, policies, procedures, and educational materials that can promote the benefits of diversity and support culturally safe, inclusive and respectful workplaces 	
Indicators to track	
<ul style="list-style-type: none"> • number and type of complaints relating to diversity and inclusion in the workplace • community satisfaction (surveys) • number and proportion of workers completing cultural awareness courses • number and type of breaches of Code of Conduct • number and type of safety breaches • number of employees and contractors completing cultural awareness training 	

5.7 Issue: Energy solutions for Northern Territory communities and businesses	
Aspiration	Issue
Make a real contribution to the Northern Territory's goal of net zero emissions by 2050	Consultation revealed high expectations for renewable energy solutions that would reduce carbon emissions and contribute to Northern Territory Government climate objectives, while maintaining household, community, and industry access to reliable, affordable energy.
Mitigation Action Plans and commitments	
<ul style="list-style-type: none"> • supply reliable, dispatchable renewable electricity 24/7 to the Northern Territory market • develop and implement a GHG Management Plan aligning with the NT long-term net zero emissions goal by 2050 • develop and implement a GHG Offsets Strategy which addresses the requirements of the NT Greenhouse Gas Emissions Offsets Policy • explore the opportunity to adopt electric vehicles during construction and operations to reduce emission • track the progress on emission intensity that charts to the goals of the Northern Territory Government. 	
Indicators to track	
<ul style="list-style-type: none"> • track performance against the Greenhouse Gas Management Plan and Greenhouse Gas Offsets Strategy • electric vehicle uptake. 	

5.8 Issue: Bolster the renewable energy sector and support communities in the Northern Territory to improve energy security	
Aspiration	Issue
Support communities to explore energy security solutions through information exchange and knowledge transfer	Consultation revealed electricity is seen as expensive and often unreliable in remote Northern Territory communities, with many smaller communities depending on costly diesel generators.
Mitigation Action Plans and commitments	
<ul style="list-style-type: none"> • understand the energy security challenges of communities and possible energy solutions during the next phase of community consultation • support community members with the skills necessary to harness their own energy resources and/or improve home energy efficiency • support knowledge exchange at Charles Darwin University and through the Desert Knowledge Precinct in Alice Springs, NT 	

- establish a Northern Territory Renewable Centre of Excellence to foster world-class collaboration in research and development activities and knowledge transfer across the renewable energy industry.

Indicators to track

- value or impact of training from the partnerships initiated, including developing the Renewable Centre of Excellence
- number of renewable energy opportunities developed as a result of the knowledge transferred to community.

6. Monitoring, reporting and review program

6.1 Monitoring and review requirements

Monitoring and reporting are necessary to measure success of mitigation and enhancement measures, track change against indicators and communicate results to project proponents, stakeholders and the public. The SIMP will be further developed by Sun Cable to:

- collaborate with the public to refine indicators against which to track and report on progress
- develop and refine Key Performance Indicators (KPIs)
- establish a structure for reporting and communicating to stakeholders
- an adaptive management framework to capture emerging issues
- identify key roles and responsibilities, including Integrated Project Development Team, contractors, sub-contractors and consultants.

7. Northern Territory Community and Stakeholder Engagement Plan

7.1 Introduction

Over the past 12 months, Sun Cable established an office in Darwin, Northern Territory and recruited and trained 10 Territorians with a comprehensive understanding of the complex, multi-faceted, and unique operational and engagement landscape of AAPowerLink. The Darwin team is responsible for NT development activities, including implementing and managing the SIMP, Territory Benefit Plan and NT consultation activities. Sun Cable's investment in resourcing a local team demonstrates its commitment to respond to stakeholder concerns raised during the Environmental Impact Statement (EIS) and the SIA process, including proactively managing relationships into the future.

7.2 Overview of the plan

Sun Cable will foster transparent dialogue with stakeholders, from planning to post-closure. The Northern Territory is home to diverse peoples and cultures, which underpins Sun Cable's commitment to understand and respect diverse cultures AND stakeholder values and to contribute to an overarching Northern Territory Community and Stakeholder Engagement Plan. As a successful plan is developed, it is critical that Sun Cable is able to navigate complex and intersecting regional challenges, such as: geographic distances between communities, communicating with different language and cultural groups, legacies of colonisation, intergenerational poverty and unemployment, historical under-investment from government, energy insecurity in some remote regions, consultation fatigue, and historically fraught relationships between project proponents and communities due to an inequitable distribution of benefits.

Sun Cable recognises there were several constraints to implementing the EIS consultation, particularly due to the restrictions of the COVID-19 pandemic, delays in NLC-organised meetings due to COVID-19 restrictions, the death of a senior Traditional Owner and Sun Cable's decision to relocate key proposed infrastructure from Middle Arm to Murrumujuk at Gunn Point at the advice of the Northern Territory Government.

The Sun Cable engagement approach is flexible, with the ability to continuously adapt its methods and ensure that stakeholders have an opportunity to make informed decisions with the most relevant information. As such, Sun Cable recognises this NT Community and Stakeholder Engagement Plan is a living document. Sun Cable welcomes the opportunity to fill any consultation gaps, provide feedback on the results of the EIS, and report on the ways that specific stakeholder concerns have been addressed in both the EIS and in our commitments across the wider AAPowerLink.

Sun Cable has prepared an ongoing stakeholder and community engagement plan to guide planning and implementation of the AAPowerLink. This NT Community and Stakeholder Engagement Plan covers:

- stakeholder engagement objectives
- stakeholder identification

- engagement methods
- communication materials
- next steps for engagement.

7.2 Stakeholder engagement objectives

The objectives underpinning this plan are to:

- foster ongoing dialogue and maintain stakeholder relationships through plain English, transparency and mutual respect
- use multi-method, adaptive and culturally appropriate communication methods that enable stakeholders to make informed input to decision-making and understand their influence on decision-making
- address and manage stakeholders’ expectations and concerns early and provide feedback on how community input was addressed
- respect cultural authority and community aspirations, and work in partnership with stakeholders to deliver sustainable, intergenerational benefits.

7.3 Stakeholder identification

In 2021, True North Strategic Communication prepared a stakeholder engagement strategy for Sun Cable outlining consultation methods and key stakeholders likely to be impacted by AAPowerLink, influential on decision-making or interested in the progress and outcomes of the project.

Table 7-1 provides a summary of the stakeholder groups identified from this stakeholder mapping exercise. This is not intended to represent a complete list, but rather provides a snapshot of the breadth of stakeholders.

Table 7-1: Identified Stakeholder Groups

Stakeholder group	Stakeholder
Commonwealth Government	The Australian Institute for Marine Science (AIMS) Department of Agriculture, Water, and the Environment (DAWE) Department of Defence Department of Industry, Science, Energy and Resources (DISER) Indigenous Land and Sea Corporation (ILSC) National Indigenous Australians Agency (NIAA) Parks Australia
NT Government and Statutory Authorities	AAPowerLink Project Control Group Aboriginal Areas Protection Authority (AAPA) AustralAsia Railway Corporation (AARC) Barkly Regional Deal Backbone Team (Tennant Creek) Conservation Land Corporation Department of the Chief Minister and Cabinet (DCMC) Government Coordination Group (Barkly) NT Department of Attorney-General and Justice (DAGJ)

	<p>NT Department of Education (DoE) NT Department of Environment, Parks and Water Security (DEPWS) NT Department of Families, Housing and Communities NT Department of Industry, Tourism and Trade (DITT) NT Department of Infrastructure, Planning and Logistics (DIPL) NT Department of Treasury and Finance NT Environmental Protection Authority (NT EPA) NT Heritage Branch NT Land Corporation (NTLC) NT Parks and Wildlife Commission Power and Water Corporation Territory Generation Top End Health Service MLAs in the AAPowerLink footprint</p>
Local Government Authorities	<p>Alice Springs Town Council Barkly Regional Council Barkly – Elliott Local Authority City of Darwin Council City of Palmerston Council Coomalie Community Government Council Katherine Town Council Litchfield Council Roper Gulf Regional Council Victoria Daly Regional Council</p>
Land Councils	<p>Central Land Council (CLC) Northern Land Council (NLC) Tiwi Land Council (TLC)</p>
Aboriginal Organisations, People and Communities	<p>A range of Traditional Owners, Native Title Holders, Custodians and Elders from across the AAPowerLink footprint, including:</p> <p>Durduga Tree Point Aboriginal Association The Indigenous Desert Alliance (IDA) Larrakia Nation Aboriginal Corporation (LNAC) Larrakia Development Corporation (LDC) Julalikari Council Aboriginal Corporation (JCAC) Kalano Community Association Mantiyupwi Association North Australian Indigenous Land and Sea Management Alliance (NAILSMA) NT Indigenous Business Network (IBN) Papulu Apparr-Kari Aboriginal Corporation Patta Aboriginal Corporation</p>
Environmental, Renewable Energy and Community Groups	<p>Amateur Fishermen's Association of the NT (AFANT) Alice Springs Future Grid Committee ANU Centre for Aboriginal Economic Policy Research (CAEPR) Anyinginyi Health Aboriginal Corporation Arid Lands Environment Centre (ALEC) Barkly Landcare and Conservation Association</p>

	<p>Charles Darwin University (CDU) Darwin Harbour Advisory Committee (DHAC) Desert Knowledge Australia (DKA) Ekistica Environment Centre NT (ECNT) First Nations Clean Energy Network Keep Top End Coasts Healthy Alliance Mates of Muranji NT Field and Game Association Original Power The Planning Action Network Inc (PLAN) Protect Country Alliance Territory Natural Resource Management (TNRM)</p>
Industry Representative Bodies and Groups	<p>Chamber of Commerce NT Darwin Major Business Group Energy Club NT Extractives Industry Association NT Industry Capability Network NT (ICN-NT) Manufacturer's Council NT NT Cattlemen's Association (NTCA) NT Energy Group NT Road Transport Association NT Seafood Council Palmerston Regional Business Association Real Estate Institute of the NT (REINT) Territory Resources Services Association (TRSA) Tourism Top End (TTE) Utilities Commission NT</p>
Business and Industry Groups	<p>AUS Projects NT Darrin's Rubbish Removal Centre for Appropriate Technology (CFAT) Darwin Port (The Landbridge Group) Empire Energy INPEX Jacana Jemena Land Development Corporation (LDC) NARMCO Enterprise Development OneRail Phillips Earthmoving Renner Springs Desert Inn Santos Seafarms Group Territory Gas T&J Contractors Triple P Contracting</p>
Training and Employment Providers	<p>Batchelor Institute of Indigenous Tertiary Education (BIITE) Charles Darwin University (CDU) Industry Skills Council of the NT (ISACNT)</p>

	<p>Ironbark Aboriginal Corporation Juno Training Centre MAX Solutions Palmerston Youth Skills Centre RISE Ventures RN Employment Services Saltbush Social Enterprises Salvation Army JobActive WISE Employment Local high schools within the AAPowerLink footprint with VET courses</p>
Residents in the AAPowerLink footprint	A range of Traditional Owners, Native Title Holders, Custodians, Elders, Landowners, and residents of communities and homelands across the AAPowerLink footprint

7.4 Engagement methods

Sun Cable will adapt and use diverse communication methods to engage with stakeholders throughout the life cycle of the AAPowerLink. The preference and frequency of communication will be refined with feedback from stakeholders. Some methods could include:

- regular stakeholder briefings and meetings
- quarterly AAPowerLink Project Control Group meetings with NTG or as requested by either party
- dedicated meetings facilitated by the Northern Land Council (NLC) to inform Indigenous Land Use Agreement (ILUA) negotiations
- Native Title Holder meetings facilitated by land councils
- industry briefings (through the Chamber of Commerce, Energy Club, ICN)
- public information sessions
- presentations to regional councils and local authorities
- collaborating with existing governance structures (such as the Barkly Regional Deal, local decision-making structures, community planning)
- workshops on key stakeholder issues
- presenting at conferences (such as Katherine and Barkly Major Projects Conference, May 2022)
- individual meetings
- site visits with Traditional Owners, site custodians, and landowners
- supporting NLC Community Planning and Development team-led workshops to map community aspirations
- maintaining a stakeholder database
- maintaining a grievance register (see Section 8 below).

7.5 Communication materials

Sun Cable will develop a suite of culturally appropriate, visual resources such as:

- plain English pamphlets, fact sheets and materials in local languages
- maps and drawings
- newsletters
- tailored PowerPoint presentations
- videos and animations
- social media posts
- emails with project updates
- Sun Cable website updates
- ICN Project Gateway updates
- flyers to promote meetings
- newspaper advertisements
- 3D printed replicas of AAPowerLink infrastructure
- QR codes on flyers linking to further information on the Sun Cable website.

7.6 Next steps

Sun Cable is growing its Northern Territory-based engagement team to harness meaningful opportunities for engagement with stakeholders. The team is guided by an EIS Consultation Campaign which is an internal document outlining communication materials, stakeholders to be briefed before the EIS is lodged and a stakeholder register to provide advice to all stakeholders on lodgement of the EIS and how to provide feedback.

A plain English summary of the EIS will be prepared, with maps and infographics. This document will outline the key issues identified during the SIA consultation process, provide Sun Cable's response to these issues and outline where they are addressed in the EIS. The summary will be available at every EIS drop-off point, online and during Sun Cable engagement activities.

Stakeholders will be emailed a link to the NT EPA website when the EIS is live, along with the accompanying plain English summary. Sun Cable will adhere to the consultation requirements as stipulated in the NT EPA Terms of Reference.

Sun Cable will continue to work closely with the NLC to ensure that inclusive and culturally appropriate communication continues, in line with confidential ILUA discussions.

8. Grievance and Dispute Resolution Policy

Grievance procedures are used to identify and resolve stakeholders' concerns, questions, and complaints by providing accessible avenues for submission and discussion. It enables issues to be addressed in a consistent, timely, documented and equitable manner. The Sun Cable team can be contacted via a general community email inbox, info.nt@suncable.sg where inquiries will be directed appropriately. The email and phone contact details will be visible on all public communication materials.

As the proposed AAPowerLink progresses, the project team will monitor and respond to incoming emails and phone queries to ensure that questions and concerns are documented and responded to in a timely and consistent manner. Figure 8-1 describes the complaints and grievance process. Both streams are defined as:

- Concerns: Any communication to Sun Cable or its contractors by a member of the local community or businesses where a minor issue arises
- Complaints: Notification made to Sun Cable or its contractors by a member of the local community or businesses related to an alleged impact on that stakeholder. Impacts could be environmental, social or safety related.

See Figure 8-1 below for an outline of the grievance process.

8.1 Grievance process

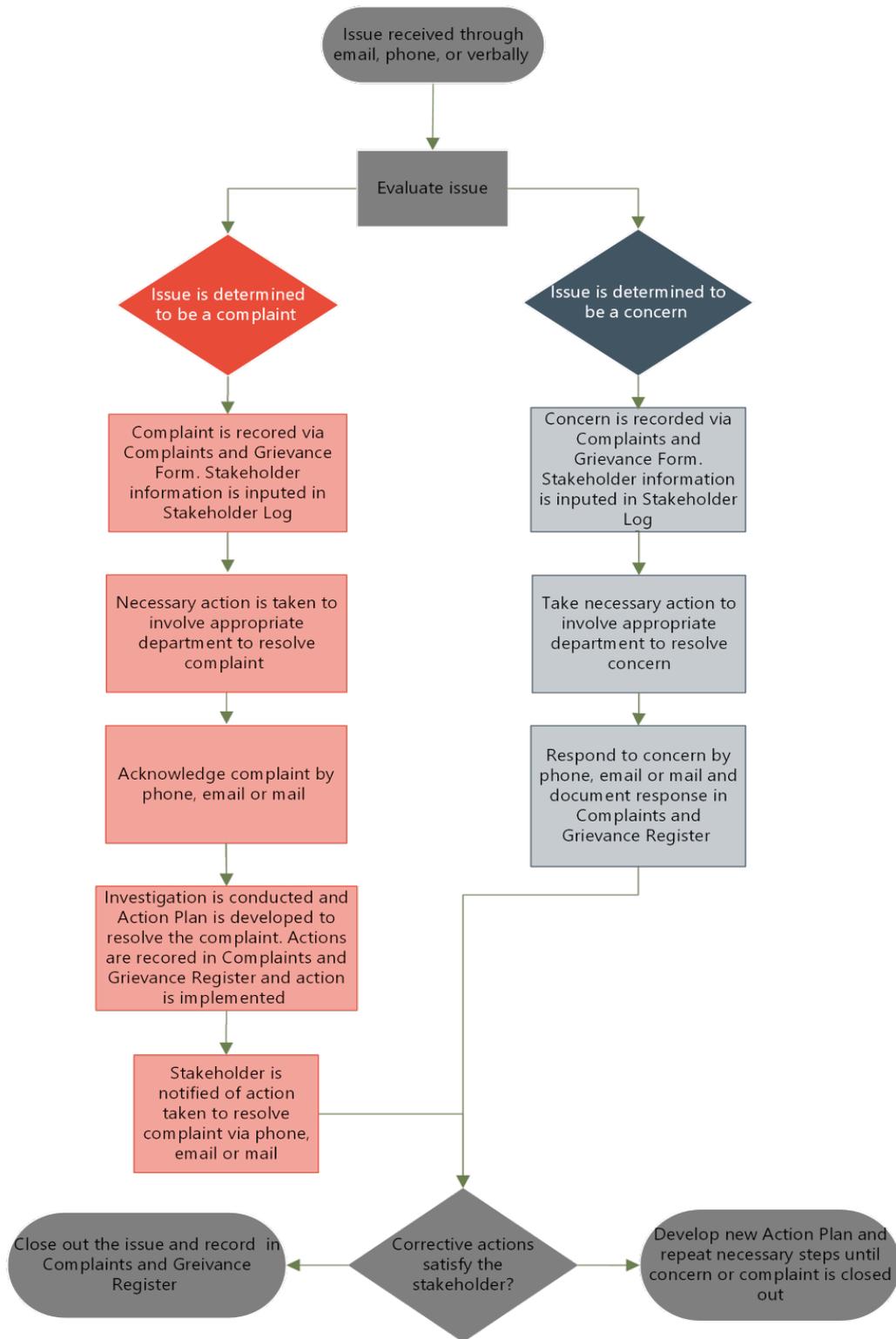


Figure 8-1: Grievance process