


Appendix 3.2 – Social Impact Management Plan



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Social Impact Management Plan

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Preamble

In the spirit of reconciliation, Sun Cable acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Sun Cable's mission is to supply renewable electricity from resource abundant regions to growing load centres, at scale. To enact this vision, Sun Cable (the Proponent) is proposing to build a renewable energy transmission system called Australia-Asia PowerLink (AAPowerLink) (herein the 'Project'), which will include one of the world's largest solar farm and battery systems, from the Barkly Region in the Northern Territory (NT) to the Commonwealth marine area boundary. The Project will generate, store and transmit renewable electricity to Australian and Asian markets (Sun Cable, 2021).

Meaningful engagement with Traditional Owners, local communities and stakeholders in the NT will form a critical part of the methodology across the whole life cycle of the Project.

Based on community and stakeholder engagement to date, the key issues raised are understood to be:

- **Genuine Stakeholder Engagement:** Impacted communities and stakeholders seek proactive and transparent engagement about project opportunities and benefits and potential impacts across the whole project lifecycle – concept design, Front End Engineering Design (FEED), construction, commissioning, operations and decommissioning.
- **Genuine Regional Aboriginal Engagement:** Aboriginal People seek to have a voice in the development and implementation of the Project. Mechanisms to ensure opportunities for intergenerational benefits in Project activities are considered important.
- **Social Cohesion and Lifestyle:** Reduced community cohesion, resilience and changes in lifestyles may result in community tensions and a perception of decreased public safety and wellbeing.
- **Cultural Heritage and Sacred Sites:** Loss of sacred or culturally significant sites is a sensitive issue for Traditional Owners across the Project footprint. Concerns have been expressed about the importance of ensuring measures are in place to protect culturally significant sites.
- **Biodiversity, the Environment and Recycling and Reuse:** Degraded biodiversity and habitat in the Project footprint might compromise recreational activities and reduce aesthetic landscape values. Stakeholders have also been keen to understand the Proponent's approach to reuse and recycling of equipment and infrastructure.
- **Local Content:** There is a high expectation of local industry participation both at the government and local business levels.
- **Workforce Development:** Labour market challenges and national and regional skill shortages are issues across the Project footprint. The potential for the transformational skills development of Aboriginal people and pathways from disadvantage to jobs is considered the greatest potential community benefit of the Project. A key focus of stakeholder feedback was the importance of increasing opportunities and creating a positive legacy from the Project.
- **Energy Security and Innovation:** Consultation revealed a misunderstanding that the Project will deliver electricity to remote communities in the Project footprint. There is a positive perception that the Project will reduce carbon emissions across the NT.

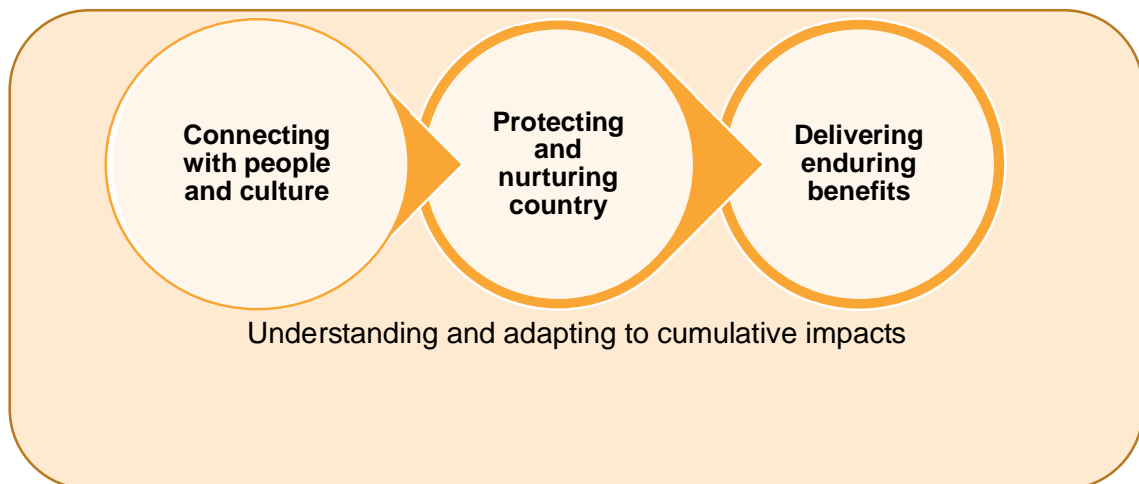
- **Infrastructure and Social Investment:** Demand for social housing, commercial rentals or purchases of property associated with Project activities particularly during the construction phase could place additional stress on the already saturated NT housing markets.
- **Understanding and Adapting to Cumulative Impacts:** Cumulative impacts from indirect industrial development and land use changes could be exacerbated, particularly during the construction stage of the Project.

In accordance with the NT’s legislative requirements, this Social Impact Management Plan (SIMP) details the impacts and opportunities and the actions to address the potential social impacts and leverage the opportunities to deliver enduring benefits for the NT.

Based on the issues identified above, three key themes have been developed:

- Connecting with people and culture
- Protecting and nurturing country
- Delivering enduring benefits.

As the Project progresses, our understanding of these key themes will continue to grow and further assist in strengthening our measures to manage the impacts and deliver enduring benefits.



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Abbreviations and Terminology

Abbreviation	Definition
AAPowerLink	Australia-Asia PowerLink
AEZ	Australian Exclusive Economic Zone
BESS	Battery Energy Storage System
CHMP	Cultural Heritage Management Plan
EIS	Environmental Impact Statement
HVAC	High Voltage Alternating Current
HVDC	High Voltage Direct Current
IAIA	International Association for Impact Assessment
IAP2	International Association for Public Participation
IFC	International Finance Corporation
ILUA	Indigenous Land Use Agreement
LSJ station	Land-sea Joint Station
NT	Northern Territory
NT EPA	Northern Territory Environment Protection Authority
OHTL	Overhead Transmission Line
RAP	Reconciliation Action Plan
SDG	United Nations Sustainable Development Goals
SEIS	Supplement to EIS
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
TBP	Territory Benefit Plan

Abbreviation	Definition
VSC	Voltage Source Converter

1 Introduction

1.1 The Purpose of the Social Impact Management Plan

The Social Impact Management Plan (SIMP) details the social impacts and opportunities of Australia-Asia PowerLink (AAPowerLink). The document outlines actions to leverage potential positive opportunities and to avoid, manage or mitigate identified social risks.

The action plans detail how the Proponent will work in collaboration with stakeholders to minimise and mitigate the social impacts and to support communities to realise the benefits. This SIMP is a working document that outlines the Proponent's monitoring, reporting and review mechanisms.

The actions in the SIMP, build on the Social Impact Assessment (SIA), prepared as a part of the Draft Environmental Impact Statement (EIS) submitted to the Northern Territory Environment Protection Authority (NT EPA) in March 2022.

The SIMP has been prepared in accordance with the NT legislative requirements and best practice international standards.

Jurisdictional Alignment

The SIMP has been prepared in accordance with the:

- NT EPA's guidelines on the Economic and Social Impact Management Plan (NT EPA, 2013)
- Section 6.5 of the NT EPA's Guidelines for the Preparation of an Economic and Social Impact Assessment (SIA) (NT EPA, 2013)
- NTEPA's Stakeholder Engagement and Consultation Guidance for proponents
- *Northern Territory Environment Protection Act 2019* (NT) and the Environment Protection Regulations 2020 (NT)
- *Northern Territory Aboriginal Sacred Sites Act 1989* (NT)
- *Aboriginal Land Rights (Northern Territory) Act 1976* (Cwth)
- *Native Title Act 1993* (Cwth)
- *Heritage Act 2021* (NT).

Within this report and throughout the SEIS, where reference is made to Traditional Owners, it may include Traditional Owners, Native Title Holders, Custodians or their representatives.

Traditional Owner, in relation to a person or group of people, means:

- A common law holder where an area is subject to a determination of native title, and otherwise a native title holder as defined in section 224 of the *Native Title Act 1993* (Cwth)
- A traditional Aboriginal owner as defined in section 3 of the *Aboriginal Land Rights (NT) Act 1976* (Cwth)
- A custodian of a Sacred Site or Sacred Object as defined in the *Northern Territory Aboriginal Sacred Sites Act 1989* (NT).

1.1.1 Alignment with Recognised Best Practice Social Licence Standards

The SIMP has also been informed by recognised best practice international and Australian social licence standards detailed below:

- New South Wales Guidelines for Social Impact Assessment of State Significant Projects (revised 2021), which is regarded as leading practice in Australia and included in the NT EPA Terms of Reference
- International Finance Corporation's (IFC) Performance Standards (2012) for Environmental and Social Sustainability (PS 1) informed engagement. The Proponent applied the Informed Consultation and Participation approach from PS 1 which involved meaningful engagement on impacts, mitigations and benefits with stakeholders and project affected communities
- International Association for Impact Assessment (IAIA) guidelines provided guidance on the identification and management of social issues emerging from the Project.
- United Nations Guiding Principles assisted to identify potential mitigation actions and enabled the development of indicators to measure the effectiveness of such actions in the social areas of influence, as follows:
 - United Nations Sustainable Development Goals (UN SDG)
 - United Nations Guiding Principles on Business and Human Rights
 - United Nations Declaration on the Rights of Indigenous Peoples
 - United Nations Framework Convention on Climate Change (UNFCCC).
- AS/NZS ISO 31000:2009 Risk Management assisted to refine the risk and opportunity matrix used in the SIA
- The Proponent applied the International Association for Public Participation (IAP2) Core Values, Spectrum of Participation and Quality Assurance Standard (2015) to guide the consultation process that determined key areas and SIMP action plans.

1.2 SIMP Updates

The Draft EIS included a preliminary SIMP that was finalised in March 2022. The preliminary SIMP outlined the impacts and opportunities for the Project as identified in the SIA. It included preliminary mitigation actions to address impacts and leverage opportunities.

The preliminary SIMP project footprint covered:

- Powell Creek Solar Precinct
- Overhead Transmission Line (OHTL) from Powell Creek to Murrumujuk at Gunn Point
- Cable Transition Facilities and Darwin Converter Site at Murrumujuk and those parts of the Subsea Cable System in Australian waters.

This document builds on the preliminary SIMP, consistent with the Supplement to the EIS (SEIS), feedback from stakeholders during the public exhibition period between 20 April and 15 July 2022

and broader consultation and the ongoing refinement of the Project's social area of influence, as follows:

- Chapter 3 Stakeholder and Community Engagement of the SEIS contains an assessment of the impacts of changes to the Project description since the SIA. The changes to the Project description were found to have limited influence on the social impacts already identified in the SIA.
- Appendix 3.1 Stakeholder Consultation Report outlines engagement undertaken during the draft EIS process to assist stakeholders to gain an understanding of the impacts of the proposal, the proposed mitigation measures and benefits and to have an opportunity to express their concerns, interests and aspirations.

This SIMP is a working document and will be actively monitored and reviewed to ensure currency with the social and regulatory requirements. To this end, it will be updated prior to the commencement of the construction phase and when there are material changes to project activities that require further consideration in the context of the SIMP.

2 Part I: Project Description, Social Areas of Influence and Methodology

2.1 Project Description and Setting

Sun Cable is an Australian, world-leading renewable energy company founded in 2018. AAPowerLink is Sun Cable's flagship project that features a high-capacity transmission system that will store and supply renewable electricity from the Barkly Region of the NT to Darwin and Singapore markets.

The Project comprises six key components:

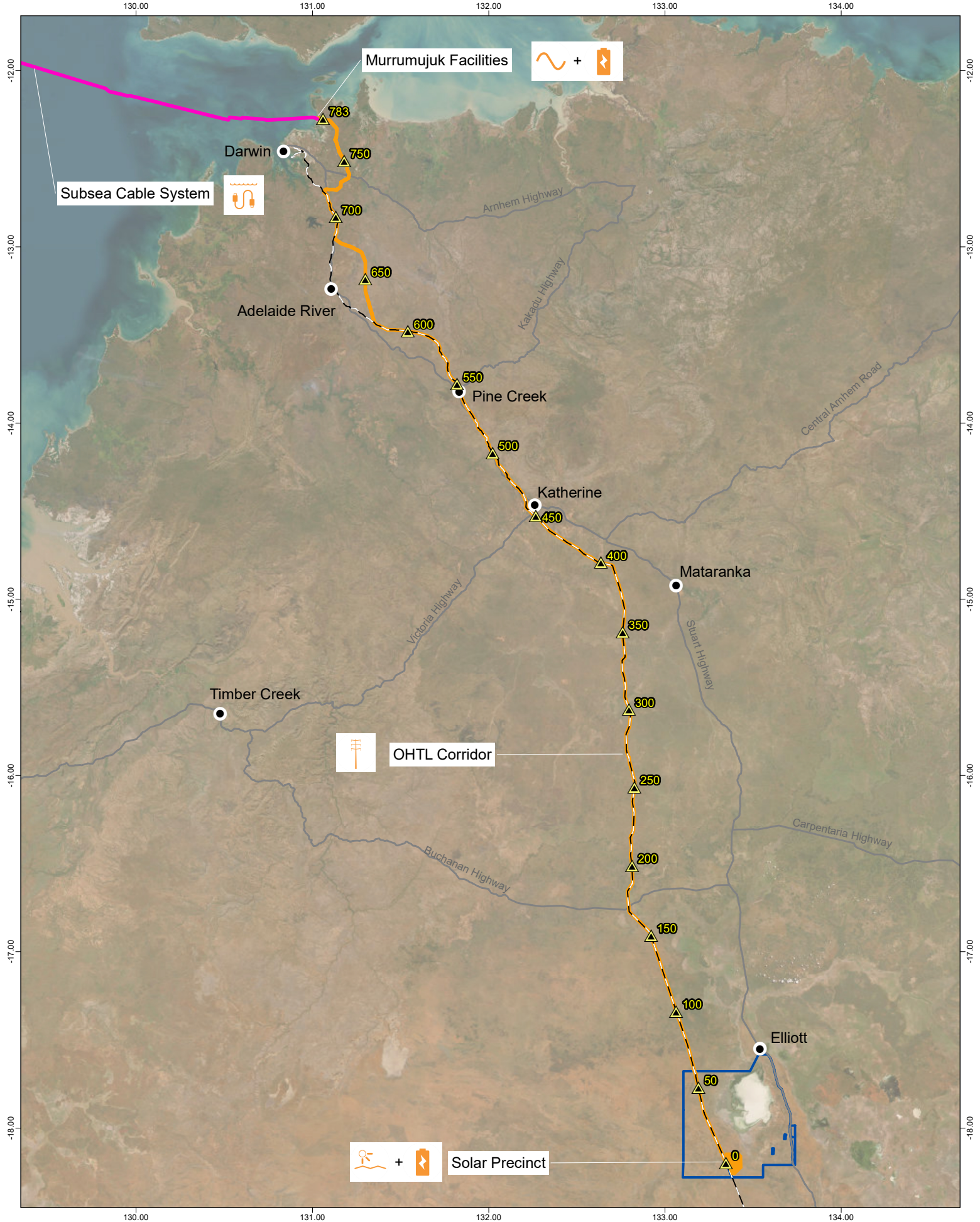
- Powell Creek Solar Precinct in the Barkly Region of the NT where electricity will be generated, stored and transmitted. The Solar Precinct will house various energy storage systems, converters, transmission lines, workforce accommodation, offices, carparks, access roads, an airfield, rail siding, fencing and other Ancillary Infrastructure.
- A High Voltage Direct Current (HVDC) Overhead Transmission Line (OHTL) will transmit electricity from the Powell Creek Solar Precinct to the Darwin Converter Site. The OHTL will generally follow the footprint of the Alice Springs to Darwin Rail 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 terminate at the Darwin Converter Site, which will convert electricity from 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 before being converted back to HVDC for transmission to industrial energy to Singapore.
- 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.
- A HVDC subsea cable system comprising three cables, will be installed to transmit electricity over 4 200 kilometres from Darwin to Singapore. Allowance for six cables in the Subsea Cable Corridor has been incorporated to provide for additional transmission capacity however, only three will be installed initially. This SIMP incorporates the impacts of the approximately 741-kilometre section of Subsea Cable System to be installed from the Shore

Crossing Site at Murrumujuk out to the edge of the AEEZ in the Timor Sea to the extent of the Commonwealth Marine Area boundary.

- Singapore Converter Station to receive electricity and connect to the Singapore electrical network.

The Project design life is 70 years and is forecast to directly employ approximately 1 750 workers over the construction phase and approximately 350 during operations. To help establish and mobilise the workforce for the Project, a Local Workforce Strategy will be developed that focuses on training and jobs for locals and to mitigate potential risks. The Local Workforce Strategy is scheduled to be implemented between Q1 2023 to Q4 2029.

This SIMP assesses those components of the Project impacting on Australian land and marine waters identified by the boundary of the Perth Treaty with Indonesia and that relate to the following components (Figure 2-1).



Legend

- Highway
- Existing railway line
- Kilometre points
- Subsea Cable System
- AAPowerLink Infrastructure
- Powell Creek Station

Source: NTG data - Parks and reserves. Australian Government data - Railway, roads, coastal waters and marine parks

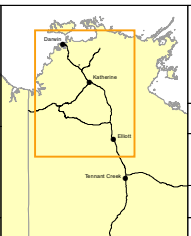


Figure 2-1: Map of Project

Project: **Australia-Asia PowerLink**

Reference #: AAPL_GNR_CTA_GEN_MAP_0083

Date: 06/11/2022 | Figure: 1 of 1 | Revision: B

Scale: 1:3,000,000 | Datum: GDA2020

Coordinate System: - | A4

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2.2 Social Areas of Influence

This section provides a demographic overview of the social areas of influence considered in the SIA and summarises the intersection with the Project components (Figure 2-1). These areas have been determined using Munday’s (2020) dimensions of social impacts for North Australia context (Figure 2-2) (Table 2-1).



Figure 2-2: Key dimensions of social impacts (Munday, 2020)

Table 2-1: Social area of influence: Descriptions of dimensions (Munday, 2020)

Dimension	Description
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.

Dimension	Description
Healthy country	Healthy land and seas cover 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.

The social areas of influence were identified in accordance with the administrative jurisdictions where they are located, namely: Barkly Regional Council, Katherine Town Council and Greater Darwin region comprising the Darwin, Palmerston and Litchfield Council jurisdictions and Alice Springs. Other jurisdictions such as the Coomalie Community Government Council (Adelaide River) and Victoria Daly Regional Council (Pine Creek) are acknowledged, and brief profiles of Adelaide River and Pine Creek are provided. Figure 2-1 above highlights the location of the social areas of influence. A community profile of selected social areas of influence is presented below. Table 2-2 shows key regional centres and the distance from the Powell Creek Solar Precinct.

Table 2-2: Key regional centres and distances from the Powell Creek Solar Precinct

Distance by road to key regional centres	Approximate distance from Solar Precinct
Kulumindini (Elliott) - closest town to Solar Precinct and closest service centre	68 km
Tennant Creek— likely source of workers, services and supplies	233 km
Katherine – likely source of services, supplies and possibly workers	478 km
Alice Springs – likely source of workers, services and supplies	706 km
Darwin – NT’s main population and business centre	802 km

2.2.1 Barkly Region Local Government Area

The Solar Precinct is in the Barkly Region—the second largest local government area in Australia by land area. The Barkly encompasses the social areas of influence of Elliott, Tennant Creek and

Powell Creek Station. Table 2-3 presents a community profile for the Barkly (as depicted in the SIA and supplementary data).

Table 2-3: Community Profile - Barkly Local Government Area

Profile	Data
Coverage	The Barkly Region is 325 514km ² and includes Elliott and Tennant Creek.
Demographic profile	<p>The latest census register revealed that the total population of the Barkly was 6 313 (ABS, 2021a). Out of the total population, 3 182 people were male and 3 131 were female (ABS, 2021a).</p> <p>Identify as Aboriginal people: 4 051.</p> <p>Communities: Ali Curung, Alpururulam, Ampilatwatja, Arlparra, Elliott, Tennant Creek, Wutunugurra.</p>
Employment and Income	<p>There were 2 519 people who reported being in the labour force in the week before Census night in the Barkly. Of these, 54.1% were employed full time, 15.5% were employed part-time and 24.9% were unemployed (ABS, 2021).</p> <p>In the Barkly, 22.0% of households had a weekly household income of less than \$650 and 9.5% of households had a weekly income of more than \$3 000 (ABS, 2021a).</p>
Socio-Economic Indexes for Areas (SEIFA Index)	The Barkly has a low SEIFA score at 679.0 compared to the Australian average 1 000 (2016 Index).
Education	<p>People attending an educational institution (ABS, 2021a):</p> <ul style="list-style-type: none"> • Preschool: 121 • Primary: 725 • Secondary: 321 • Tertiary: 170 • Other: 28.
Social infrastructure	<p>Health Services</p> <p>Tennant Creek Hospital, Government run clinics and the health centre. The latter is managed by three Aboriginal Health Workers. Health staff from Tennant Creek visit two days per week and are also on call for phone consultations.</p> <p>Police station</p> <p>Elliott Police Station, Tennant Creek Police Station, Ali Curung Police Station, Avon Downs Police Station.</p> <p>Schools</p> <p>A complete list of schools in urban and remote areas can be accessed in the NT Government Directory (NT, 2022).</p>

Profile	Data
	<p>Tertiary institutions</p> <p>Batchelor Institute of Indigenous Tertiary Education.</p> <p>Fire Services</p> <p>NT Fire and Rescue Service (Fire station), Bushfires NT.</p> <p>Library and Community Centre</p> <p>The Tennant Creek Public Library is a free service provided by the Barkly Regional Council.</p>

2.2.1.1 Elliott (Kulumindini)

Kulumindini or Elliott, is in the Kuwarrangu ward of the Barkly Regional Council. It is the second largest urban area in the Barkly and a key administrative centre. It is the closest residential community to the proposed Solar Precinct, which is located approximately 68 kilometres south-west of Elliott. The town lies on the Stuart Highway, halfway between Darwin and Alice Springs and halfway between the Western Australian and Queensland borders, on the edge of Newcastle Waters Station.

2.2.1.2 Tennant Creek

Tennant Creek is the fifth largest town in the NT and the main service centre in the Barkly, which extends along the Barkly Highway to the Queensland border. The Patta Warumungu people hold native title for Tennant Creek, and in 2008, signed an Indigenous Land Use Agreement (ILUA) that recognises the Patta Warumungu as native title holders for approximately 27 square kilometres of land (National Native Title Tribunal, 2007). Native title was surrendered in parts of the town to allow for future residential and commercial development.

2.2.1.3 Powell Creek Station

The proposed Solar Precinct is on Powell Creek Station and is about 68 kilometres south-west of Elliott and 30 kilometres west of the Stuart Highway. The pastoral lease is held by the Consolidated Pastoral Company and managed as part of Newcastle Waters Station. Just off the Stuart Highway is the Heritage-listed Powell Creek Telegraph Station, built between 1875 and 1884. Lake Woods, an area recognised for environmental significance, and the Longreach Conservation Area are to the northeast of the proposed Solar Precinct. Powell Creek Station and Lake Woods are culturally significant for Warlmanpa, Mudburra and Jingili peoples and used for hunting and activities that retain biocultural knowledge.

Native Title rights on Powell Creek Station were determined by the Federal Court in 2020 for six estate groups: the Bamayu (Wurwanawanji-Yarrayarra) estate group, the Bamayu (Titiriku)

estate group, the Marlinja estate group, the Ngapa Jangirulu estate group, the Walanypirri estate group and the Wilyuku estate group (Northern Land Council, 2021).

There are three neighbouring outstations near the Solar Precinct including: Jangirulu Community Living Area, Pamayu Community Living Area within the Powell Creek Station boundary and Marlinja which is near the Newcastle Waters township.

2.2.2 Katherine Town Council Local Government Area

Katherine is the fourth largest town in the NT. It is 320 km southeast of Darwin at the junction of the Stuart and Victoria Highways and is the regional headquarters for government departments servicing the Big Rivers region.

Katherine Town Council Local Government Area takes in Katherine town, Manbulloo, Florina, and the Binjari and Rockhole communities. The town also hosts the headquarters of the Victoria Daly Regional Council (which extends from Katherine to the West Australian border, including Pine Creek, Timber Creek, Kalkarinji/Dagaragu, Daly River ajond Yarralin) and the Roper Gulf Regional Council (which extends from north of Elliott to the Queensland border across 186 000 km², including Barunga, Manyallaluk, Jilkminggan, Minyerri) (Katherine Town Council, 2022).

Table 2-4: Community Profile - Katherine Town Council Local Government Area

Profile	Data
Coverage	Katherine covers 7 443 square kilometres and provides services to communities from the Western Australia border to the Gulf of Carpentaria.
Demographic profile	The latest census register revealed that the total population was 9 644. Out of the total population, 4 979 people were male and 4 665 were female (ABS, 2021b). Identify as Aboriginal People: 2 462. Communities: Binjari.
Employment and income	The main drivers of economic activity and jobs are defence, mineral production, and exploration. Major projects include the expansion of Tindal Air Base, which is expected to be completed in 2025 and has contributed to substantial population growth and economic activity since it opened in 1988. Other major projects include upgrades to the Bradshaw Field Training Area, a proposed cotton gin 20 kilometres north of the town, a flood mitigation program in Katherine East, a proposed \$35 million Katherine Logistics and Agribusiness Hub, and NT Road development and aquaculture projects. There were 2 747 people who reported being in the labour force in the week before Census night in Katherine. Of these 71.4% were employed full time, 16.9% were employed part-time and 4.5% were unemployed (ABS, 2021b).
SEIFA Index	The SEIFA index for Katherine is 991 compared to the national baseline of 1000 (2016 Index).
Education	People attending an educational institution (ABS, 2021b): <ul style="list-style-type: none"> • Preschool: 153 • Primary: 898 • Secondary: 484 • Tertiary: 417 • Other: 67.
Social infrastructure	Medical services/hospitals

Profile	Data
	<p>Katherine Hospital.</p> <p>Aboriginal community health organisations such as Sunrise Health, Katherine West Health Board.</p> <p>Police station</p> <p>Katherine Police Station.</p> <p>Schools</p> <p>A complete list of schools in urban and remote areas can be accessed in NT Government Directory (NT, 2022).</p> <p>Tertiary institutions</p> <p>Charles Darwin University Katherine Campus.</p> <p>Fires Services</p> <p>Katherine Fire Station, Bushfires NT.</p> <p>Library and Community Centre</p> <p>Katherine Public Library.</p>

2.2.3 Greater Darwin

Greater Darwin is home to the social areas of influence of Darwin, Palmerston and Litchfield local government areas including Murrumujuk and Darwin Harbour. A community profile (as depicted in the SIA and further data analysis) is presented in Table 2-5.

Table 2-5: Community Profile - Greater Darwin

Profile	Data
Coverage	The Greater Darwin region covers over 30 000 km ² .
Demographic profile	<p>The latest census register revealed that the total population of the Greater Darwin region was 139 900. Out of the total population 69 161 people were women and 70 739 were men (ABS, 2021c).</p> <p>Identify as Aboriginal People: 14 539.</p>
Employment and income	<p>There were 74 820 people who reported being in the labour force in the week before Census night in Greater Darwin. Of these 69.4% were employed full time, 19.8% were employed part-time and 4.6% were unemployed (ABS, 2021c).</p> <p>In Greater Darwin, 10.3% of households had a weekly household income of less than \$650 and 30.6% of households had a weekly income of more than \$3 000 (ABS, 2021c).</p>

Profile	Data
SEIFA Index	The 2016 is the latest version of this index. The index for Greater Darwin is 1 035 which is higher than the national average of 1 000 (2016 Index).
Education	<p>People attending an educational institution (ABS, 2021c):</p> <ul style="list-style-type: none"> • Preschool: 2 621 • Primary: 12 064 • Secondary: 8 648 • Tertiary: 10 440 • Other: 1 746.
Social infrastructure	<p>Health services</p> <ul style="list-style-type: none"> • Royal Darwin Hospital has 360 beds, offering a large range of services in all speciality areas. • Darwin Private Hospital is located adjacent to the Royal Darwin Public Hospital at Casuarina. • Palmerston Regional Hospital has 116 beds and offers a range of specialty services. <p>Police station</p> <p>Palmerston Station, Darwin City Police Station, Casuarina Police Station, Humpty Doo Police Station, Australian Federal Police, NT Water Police.</p> <p>Schools</p> <p>A complete list of schools in urban and remote areas can be accessed in NT Government Directory (NT, 2022).</p> <p>Tertiary institutions</p> <p>Charles Darwin University.</p> <p>Batchelor Institute of Indigenous Tertiary Education.</p> <p>Fire Services</p> <p>Bushfires NT headquarters in the Greater Darwin Region and there are several volunteer fire brigades in the Greater Darwin region.</p> <p>Berrimah Fire Station, Darwin Fire Station, Palmerston Fire Station, Humpty Doo Fire Station, Marrara Fire Station.</p> <p>Library and Community Centre</p> <p>Darwin City Public Library, Casuarina Library, Karama Library, Nightcliff Library, Palmerston Library.</p>

2.2.3.1 Livingstone to Murrumujuk Corridor

The Livingstone to Murrumujuk corridor is an area adjacent to the Project. The OHTL diverts from the Rail Corridor at Livingstone up to Murrumujuk. As per the latest census register, there are 452 people in the town of Livingstone. Out of the total population, 51.5% are male and 48.5% are female. Murrumujuk is a location adjacent to the social area of influence and a potential future development area. It is located 32 kilometres from the capital Darwin covering an area of 67 465 km². Any potential impacts to land access in Murrumujuk and Tree Point Community will be determined

by the outcomes of the Litchfield Sub-regional Land Use Plan (NT, 2022). Durduga Tree Point is a small aboriginal outstation southwest of the Darwin Converter Site.

2.2.3.2 Litchfield Local Government Area

Litchfield Council includes the rural suburbs beyond Darwin and Palmerston, covering 3 100 km² from Gunn Point in the north to Darwin River about 60 kilometres south of Darwin. Litchfield residents value their rural lifestyle. The municipality contains many scenic and conservation attractions, from Gunn Point beaches, popular with recreational fishers and campers, to the Berry Springs Nature Park, a significant tourism draw card. The municipality includes a range of rural residential, horticultural and agricultural activities, with rural residential blocks generally clustered around the four activity centres of Howard Springs, Humpty Doo, Berry Springs and Coolalinga (Northern Territory Planning Commission, 2022).

2.2.3.3 City of Darwin

Darwin is a diverse, multicultural, vibrant and cosmopolitan city. Darwin is the main service centre for the NT and caters to a wide range of industries such as mining, offshore oil and gas production, pastoralism, tourism and tropical horticulture.

2.2.4 Alice Springs Local Government Area

Alice Springs is a potential source of workers, services and supplies. It is located 706 km from the solar precinct. A community profile (as depicted in the SIA and further data analysis) is presented in Table 2-6.

Table 2-6: Community Profile – Alice Springs Local Government Area

Profile	Data
Coverage	Alice Springs Town Council Local Government Area covers 328.3 km ² and is 1 200 kilometres from the nearest ocean and 1 500 kilometres from the nearest major cities, Darwin and Adelaide. Mining and tourism are some of the most predominant industries in the area.
Demographic profile	The latest census register revealed that the total population was 25 907. Out of the total population, 12 598 people were male and 13 309 were female (ABS, 2021d). Identify as Aboriginal People: 5 343.
Employment and income	The key sectors are mining, tourism, and primary industries. There were 14 220 people who reported being in the labour force in the week before Census night in Alice Springs. Of these 68.9% were employed full time, 21.4% were employed part-time and 9.8% were unemployed (ABS, 2021d).
SEIFA Index	The SEIFA index for Katherine is 1 007 which is higher than the national baseline 1 000 (2016 Index).
Education	People attending an educational institution (ABS, 2021d): <ul style="list-style-type: none"> • Preschool: 485 • Primary: 2 404 • Secondary: 1 548 • Tertiary: 1 549 • Other: 1 821.

Profile	Data
Social infrastructure	<p>Medical services/hospitals Alice Springs Hospital.</p> <p>Police station Alice Springs Police Station.</p> <p>Schools A complete list of schools in urban and remote areas can be accessed in NT Government Directory (NT, 2022).</p> <p>Tertiary institutions Charles Darwin University. Batchelor Institute of Indigenous Tertiary Education.</p> <p>Fires Services Alice Springs Fire and Rescue Service, Bushfires NT.</p> <p>Library and Community Centre Alice Springs Public Library.</p>

2.2.5 Adelaide River

Adelaide River covers an area of 146.8km² and is a small and historically significant town located about 113km south of Darwin at the crossing of the Stuart Highway over the Adelaide River in the Northern Territory of Australia. The population of Adelaide River was 317 people in 2021 (ABS2021). Of these (165) 52.4% were male and (150) 47.6% were female, and Aboriginal and Aboriginal and/or Torres Strait Islander people made up 26.2% of the population (83).

The existing Rail Corridor passes through the centre of Adelaide River township. The Proponent is seeking approval for the OHTL corridor to leave the existing Rail Corridor and deviate around Adelaide River to address spatial constraints and minimise the amenity impacts on the town. Chapter 2 of SEIS discusses the OHTL Route through around Adelaide River in further detail.

2.2.6 Pine Creek

Pine Creek covers an area of about 402km² and is located 220 km south of Darwin and 90km north of Katherine at the junction of the Stuart and Kakadu Highways in the Northern Territory. The population of Pine Creek was 318 people in 2021 (ABS2021). Of these (170) 52.3% were male and (155) 47.7% were female, and Aboriginal and/or Torres Strait Islander people made up 44.7% (142).

The rail corridor passes to the west of Pine Creek township and is constrained by existing infrastructure and the narrowing of the corridor. The Proponent is working with relevant stakeholders and landowners to locate the OHTL corridor adjacent the Rail corridor and minimise impacts on

surrounding landowners and stakeholders. Chapter 2 of SEIS discusses the OHTL Route through Pine Creek in further detail.

2.3 SIMP Methodology

A SIA scoping study was undertaken in the first quarter of 2021 that identified existing knowledge and gaps and prioritised key areas for further assessment. The scoping study recommended a further in-depth assessment of the following factors:

- Footprint of the Project
- Stakeholder values and perspectives
- Pioneering nature of the Project
- Level of interest by impacted communities
- Cultural sensitivity
- Academic and stakeholder interest in the equitable distribution of project benefits and potential trade-offs.

The SIA scoping study prioritised impacts that required further assessment and screened out those likely to be inconsequential unless raised by stakeholders.

A Notice of Significant Variation was submitted in August 2021 to the NT EPA regarding changes in the project footprint where key parts of the Project were moved to Murrumujuk on Gunn Point Peninsula. This scoping study also assessed this variation in the Project footprint. The assessment found an increased number and diversity of affected people and communities.

The SIA methodology included a literature review and an analysis of secondary social, economic, and cultural data, plus consultation with impacted communities and stakeholders. This approach enabled the development of the community profiles and an assessment and prioritisation of positive and negative impacts (IAIA, 2015).

As part of developing the SIMP, the preliminary risk and opportunity assessment was further refined to incorporate the qualitative and quantitative assessment in the SIA. The ISO:3100 risk matrix structure was utilised as part of the risk assessment see Table 2-7, Table 2-9, Table 2-10 and Table 2-10.

The Risk and Opportunity Matrix is detailed in Appendix 1 which outlines the detailed assessment of impacts, mitigation measures and opportunities.

Table 2-7: ISO 31000 Matrix - Ratings to assess negative impacts

		Consequence (for harms, disturbance)				
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood	Almost Certain	High	High	Catastrophic	Catastrophic	Catastrophic
	Likely	Medium	High	High	Catastrophic	Catastrophic
	Possible	Low	Medium	High	Catastrophic	Catastrophic
	Unlikely	Low	Low	Medium	High	High
	Rare	Low	Low	Medium	High	High

Table 2-8: Descriptors for negative social impact ratings

Negative Rating (-)	Descriptor
Catastrophic	Intolerable social, cultural, and economic impacts that are unlikely to be amenable to management.
High	Intolerable 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) if managed effectively but requires close monitoring.
Low	Tolerable, barely perceived negative impacts but adaptive management approaches should be implemented to ensure the threat level doesn't increase.

Table 2-9: ISO 31000 Matrix - Ratings to assess positive impacts

		Consequence (for benefits, opportunities)				
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood	Almo st Certa in	Beneficial	Beneficial	Transformational	Transformational	Transformational
	Likely	Noticeable	Beneficial	Beneficial	Transformational	Transformational
	Possi ble	Low	Noticeable	Beneficial	Transformational	Transformational
	Unlik ely	Barely Perceptible	Barely Perceptible	Noticeable	Beneficial	Beneficial
	Rare	Barely Perceptible	Barely Perceptible	Noticeable	Beneficial	Beneficial

Table 2-10: Descriptors for positive social impact ratings

Positive Rating (+)	Descriptor
Transformational	Transformational and socially, culturally, and economically sustainable opportunities that build enduring capacity that lasts for generations.
Beneficial	Beneficial impacts that may be of a smaller scale or incremental, but which deliver sustainable social, cultural and economic outcomes.
Noticeable	Benefits are noticeable but may be quickly absorbed.
Barely susceptible	Little change in the way of life, livelihoods and lifestyles of the region.

The following action plans section builds on the SIA and risk and opportunity assessment – it details how impacts could be avoided, managed, or mitigated and opportunities leveraged.

3 Part II: Commitments Register and SIMP Action Plans

3.1 Commitments Register and SIMP Action Plans

The action plans align with the impact categories across three main themes (Figure 3-1). Additional stakeholder consultation findings and responses have been integrated into SEIS Chapter 3 Stakeholder and Community Engagement and Appendix 3.1 Stakeholder Consultation Report.

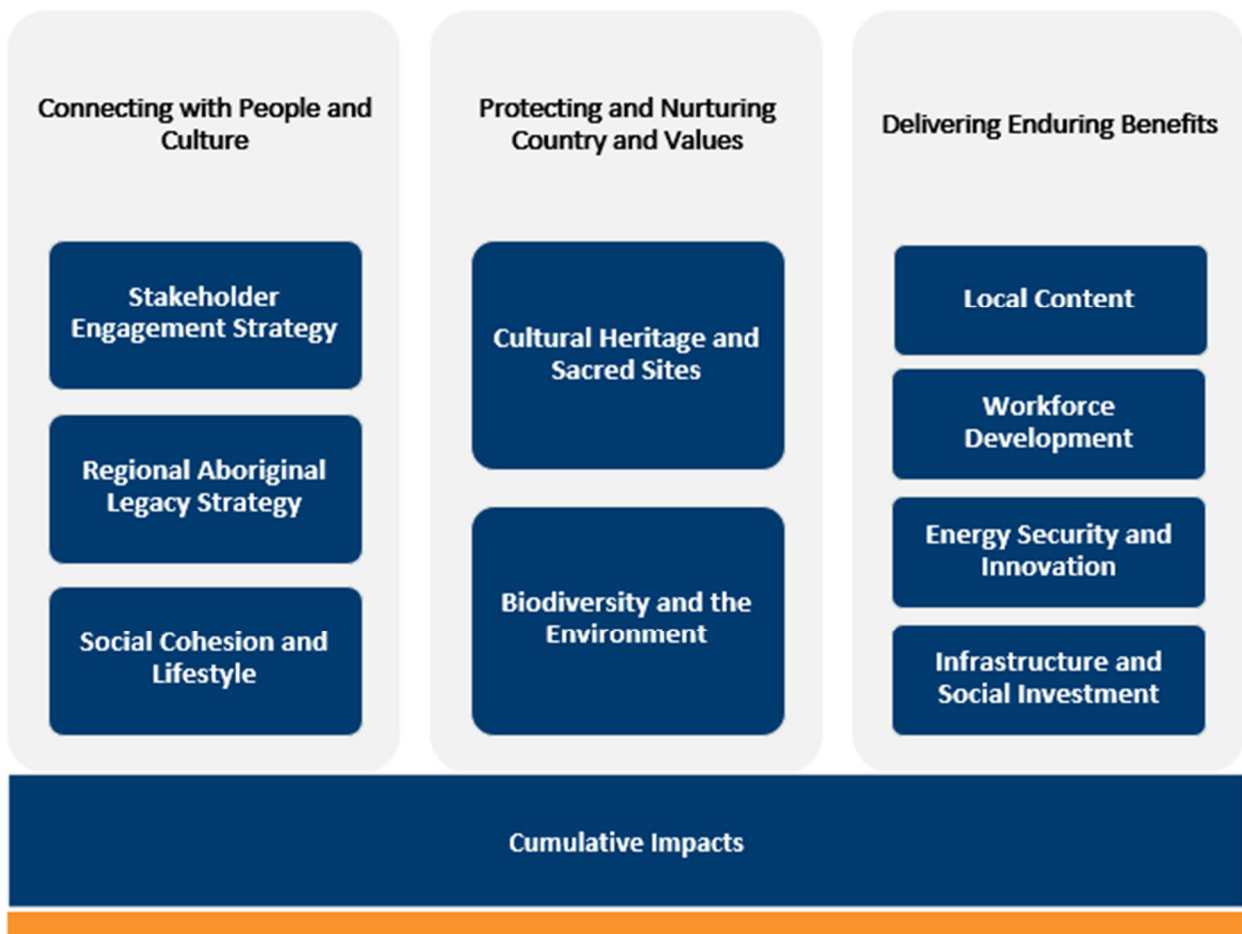


Figure 3-1: Key themes and action plans

3.2 Connecting with People and Culture

The Proponent commits to meet communities and Aboriginal people where they are, with the values that they hold and to partner with them and organisations to support their development goals.

The SIA and the engagement conducted to date, has found that NT communities across the Project footprint maintain a strong cultural identity and want to see their values and ways of living and doing respected. One of the Proponent's core values is to respect the communities in which the company operates.

Meaningful engagement with Traditional Owners, local communities and stakeholders in the NT will form a critical part of the methodology across the 70-year life of the Project.

While a 70-year Project life provides time for communities and the Proponent to build these relationships, it is important that the foundations of this longer-term approach are in place well before the commencement of construction. Proactive engagement with stakeholders and communities, as well as the ongoing monitoring of trends and data can assist to manage and/or mitigate against potential social risks. This section examines the implications of the Project for connecting with people and culture, underpinning three key subthemes, namely: stakeholder engagement strategy, Regional Aboriginal Legacy Strategy and social cohesion and lifestyle.

3.2.1 Stakeholder Engagement Strategy

The Proponent will develop and execute a Stakeholder Engagement Strategy for the construction and operation phase of the project aligned with IFC and IAP2 standards across the whole project life cycle. It will maintain a flexible engagement approach with the ability to continuously adapt its methods to allow stakeholders the opportunity to influence project decisions with the most relevant information.

Appendix 3.1 Stakeholder Consultation Report provides information on the stakeholders engaged and consultation issues raised during the EIS and broader engagement process across the reporting period of February to October 2022. A more detailed list of risks and mitigations is detailed in Table 3-2. The objectives of the strategy will include:

- Fostering transparent ongoing dialogue and maintaining stakeholder relationships through tailored language, transparency and mutual respect.
- Utilising multi-method, adaptive and culturally appropriate communication methods that enable stakeholders to provide input into decision-making and to understand the level of influence they have had in the final decision
- Addressing and managing stakeholders' expectations and concerns early and closing feedback loops to ensure stakeholders get accurate responses in a timely manner
- Respecting cultural authority and community aspirations and working in partnership with stakeholders to deliver sustainable intergenerational benefits
- Building and maintaining a social license to operate – legitimacy, credibility and trust.

The engagement strategy will include ongoing stakeholder identification over the life of the Project (Figure 3-2). This identification will further enable meaningful engagement and strengthen

relationships with regular reporting back to stakeholders about how their feedback has informed and influenced decision-making.



Figure 3-2: Stakeholder identification

Like all projects of this scale, the construction phase will have the highest impacts and most opportunities. Subsequently, the action plans in the SIMP will be updated as part of the Proponent’s ongoing consultation and monitoring methodology. The IAP2 Public Participation Spectrum (Table 3-1 framework will be utilised to identify impacts and opportunities.

Table 3-1 IAP2 (2015) Spectrum of Participation

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, and alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place the final decision-making in the hands of the public.
Promise to the public	'We will keep you informed'.	'We will listen to you and acknowledge your concerns'.	'We will work with you to ensure your concerns and aspirations are directly reflected in the decision made'.	'We will look to you for advice and innovation and incorporate this in decisions as much as possible'.	'We will work with you to implement what you decide'.

As the Project transitions from the design and FEED phases in preparation for construction, the stakeholder engagement strategy will transition through the following actions:

- Align communication and engagement activities with regulatory approvals
- Provide regular information to affected, potentially affected and interested stakeholders
- Ongoing identification, assessment and mitigation of impacts
- Targeted, transparent and timely engagement with stakeholders who may experience specific potential impacts and opportunities
- Benefits planning including local content, workforce development, capacity building and training
- Deeper engagement on risks, impacts and benefits and designing approaches to address incidents and complaints
- Develop a Community Investment Strategy
- Ongoing reporting to regulators, communities, investors and lenders
- Monitor implementation of commitments.

The strategy will include the preference and frequency of communication with stakeholders. Methods of engagement will be dependent on the nature and complexity of the matter and may include:

- Regular stakeholder briefings and meetings
- Traditional Owner meetings facilitated by land councils
- Industry and business briefings
- Public information sessions
- Presentations to regional councils and local authorities
- Regular working group meetings with NT Government agencies
- Site visits with Traditional Owners and landholders
- Participation in relevant community engagement events.

Communications and engagement material will be targeted to stakeholder needs:

- Materials for culturally diverse communities taking into consideration different levels of literacy and numeracy
- Utilising a customised Stakeholder Management System, a tool to manage and track interactions to better understand issues, and thus enhance responsiveness and to help make informed strategic decisions
- Development of industry briefs in collaboration with industry bodies, such as the NT Chamber of Commerce and NT Indigenous Business Network
- Development of grievance and dispute mechanisms to drive matters to resolution in a timely manner.

Some early consultation constraints to date have included:

- Restrictions because of the COVID-19 pandemic
- A Notice of Significant Variation submitted in August 2021 to the NT EPA to relocate key proposed infrastructure from Middle Arm to Murrumujuk at Gunn Point at the advice of the NT Government.

Both these constraints were managed utilising the Proponent's proactive flexible engagement approach by adapting the engagement methods to ensure impacted stakeholders were able to provide input to allow thorough risk and opportunity assessment.

Table 3-2: Strong Voice: Stakeholder Engagement Strategy

Strong Voice: Stakeholder Engagement Strategy	
Issue/Opportunity	Proactive and transparent engagement with impacted communities and stakeholders in Project planning and risk mitigation across the whole project lifecycle – design, FEED, construction, commissioning, operations and closure.
Objective	Meaningful engagement with Traditional Owners, local communities and stakeholders in the NT will form a critical part of the methodology across the whole lifecycle of the Project to build and maintain a social licence to operate.
Stakeholders	<p>Internal Stakeholders</p> <p>Development Planning Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Government Authorities, civil society organisations and those external stakeholders to be included in consultation processes.</p>
Scope	All social areas of influence, specifically impacted areas - Elliott, the Barkly Region, Litchfield and Darwin.

Strong Voice: Stakeholder Engagement Strategy					
Key Risks and Opportunities					
Impacts	Nature	Phase	Extent	Untreated Rating	Residual Rating
Communities and stakeholders reluctant to engage due to consultation fatigue.	Negative	Construction and Maintenance	All Social Areas of Influence	High	Medium
Empowered communities, in project planning across the project lifecycle and decision making.	Positive	Construction and Maintenance	All Social Areas of Influence	Noticeable	Noticeable
Mitigation Action Plans and Commitments					
Action	Responsibility		Timeframe		
Continue to review and improve a Stakeholder Engagement Strategy.	Internal Stakeholders		Prior to construction		
Implement consultation forums, regular stakeholder briefings, meetings and public information sessions, as appropriate.	Internal Stakeholders		Prior to construction and ongoing		
Develop engagement materials for culturally diverse communities taking into consideration different levels of literacy and numeracy. Potential communications using First Nations languages and targeted channels.	Internal Stakeholders		Prior to construction and ongoing		

Strong Voice: Stakeholder Engagement Strategy		
Continue and increase communications and site visits with communities across the Project footprint to support stakeholder and community input to planning, risk mitigation and community benefit.	Internal Stakeholders	Ongoing
Utilise a customised Stakeholder Management System to manage and track interactions to better understand issues, enhance responsiveness and inform strategic decisions.	Internal Stakeholders	Prior to construction and ongoing
Develop a Community Investment Strategy that delivers enduring benefits to host communities.	Internal Stakeholders	Prior to construction
Proactively engage with stakeholders and community in accordance with local policies.	Internal Stakeholders	Prior to construction
Continue to work closely with NT and Australian government agencies during project planning and implementation.	Internal Stakeholders	Prior to construction
Engage with local schools, community organisations and language centres to provide local communities with education, knowledge and awareness of solar power.	Internal Stakeholders Civil society organisations	Prior to construction
Undertake industry and business briefings.	Internal Stakeholders Industry associations	Prior to construction and ongoing
Develop a Grievance and Dispute Policy to ensure internal and external stakeholders have access to mechanisms to resolve escalated issues during the life of the Project. The policy will enable:	Internal Stakeholders	Prior to construction and ongoing

Strong Voice: Stakeholder Engagement Strategy		
<ul style="list-style-type: none"> • Acknowledgement, investigation and document all complaints and grievances • Drive matters to resolution through consensus • Advise complainants of the remedial action promptly and document outcomes. 		
Develop a Local Workforce Strategy to further engage locals in project development.	Internal Stakeholders ISACNT	Prior to construction and ongoing
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Aboriginal communities have an opportunity to learn about the Project in a culturally appropriate way • Target: Number of resources produced in language, number of meetings and events held in communities • KPI: Financial assistance for community investment • Target: Dollar value of financial assistance (e.g., community investment opportunities) • KPI: Commitments and industry briefings with other economic sectors • Target: Number of industry briefings • KPI: Resolved conflicts and disputes • Target: Number of resolved conflicts and disputes. 	

Strong Voice: Stakeholder Engagement Strategy

Review Mechanism

- Refine quantitative targets (with a timeframe) to monitor mitigations
- Monitoring mechanisms to track the benefits of the Community Investment Strategy
- Collaboration between internal and external stakeholders to track stakeholder engagement indicators and report on progress
- Establish a structure for reporting and communicating changes in the Stakeholder Engagement Strategy
- Develop an adaptative management framework to capture emerging stakeholder engagement risks
- Integrate learnings from complaints and grievances process to enhance engagement.

3.2.2 Regional Aboriginal Legacy Strategy

A key feedback theme from communities and stakeholders to date has been the importance of increasing opportunities and creating a positive legacy from the Project, particularly for Aboriginal communities. In response, the Proponent intends to generate social value for Aboriginal Peoples, above and beyond the value of the goods, services or construction being procured, resulting in a Regional Aboriginal Legacy Strategy that increases local industry participation, including Aboriginal-owned enterprises.

The Proponent's Regional Aboriginal Legacy Strategy will seek to engage, empower and partner with Aboriginal Peoples to support their development goals and to contribute towards the protection and preservation of cultural identity and values. The five key pillars of the Regional Aboriginal Legacy Strategy are:

- Engagement and informed decisions
- Cultural recognition
- Maximising economic opportunities
- Community partnerships and social benefits
- Voluntary land use and benefits agreements.

During the Project development phase, engagement with Aboriginal Peoples has been paramount. This engagement has been conducted following the guidance of the Northern Land Council (NLC) and Aboriginal Areas Protection Authority (AAPA), in accordance with Commonwealth and NT legislative frameworks.

This engagement has focused on delivering information briefings to Traditional Owners of the lands and seas within the Project footprint, as well as local communities. This meaningful engagement with Traditional Owners has strengthened relationships and connections. As the Project progresses, the pace of broadening these connections will be guided by the Traditional Owners from the lands and seas in which the Project will operate.

Through the strategy, the Proponent will respect Traditional Owners and seek to build and mature our relationship and connections by:

- Ongoing dialogue to further understand Aboriginal Peoples' connection to country beliefs and practices
- Identifying learning pathways to assist with developing a culturally aware, respectful and inclusive workplace
- Developing a Reconciliation Action Plan
- Developing a Cultural Heritage Management Plan to protect and preserve Sacred Sites and cultural values while helping the workforce to understand the cultural significance and meaning associated with sacred sites, ceremonies, language, kinship, totems and dreaming.
- Developing culturally appropriate, innovative and inclusive engagement, employment and development pathways and reflecting these in Project commitments.
- Nurturing authentic and responsive relationships and partnerships to support development and growth
- Identifying ways to honour Aboriginal culture in the design and implementation of the Project
- Developing culturally appropriate communication materials for the community
- Transparently sharing information on the development of the Project, social impacts and mitigations as well as correcting any misinformation.

Table 3-3: Strong Voice: Regional Aboriginal Legacy Strategy

Strong Voice: Regional Aboriginal Legacy Strategy	
Issue/Opportunity	<p>Aboriginal groups feel disempowered, or that they have not been afforded voice in decision-making and/or participation in the Project.</p> <p>To leave intergeneration benefits for Aboriginal communities across the project footprint.</p>
Objective	To engage and partner with Traditional Owners and groups to support their development goals and to contribute towards the protection and preservation of their cultural identity and values.
Stakeholders	<p>Internal Stakeholders</p> <p>Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Aboriginal people, communities and peak bodies and other stakeholders including native title holders, Traditional Owners, NLC, Tiwi Land Council, Central Land Council, AAPA, Local Decision Making organisations, Local Councils and Local Authorities, National Indigenous Australians Agency, Larrakia Nation Aboriginal Corporation (LNAC), Larrakia Development Corporation, Gwala Daraniki Association Incorporated, Mantiyupwi Association, Tree Point Durduga Aboriginal Association, Julalikari Council Aboriginal Corporation, Jawoyn Aboriginal Corporation, First Nations Clean Energy Network, Original Power, NT Indigenous Business Network, Papulu Apparr-Kari Aboriginal Corporation, Patta Aboriginal Corporation RNTBC, Kulumindini Aboriginal Corporation, Kalano Community Association, Saltbush Social Enterprises, APONT, schools and those external stakeholders to be included over consultation processes.</p>
Scope	All Aboriginal groups and communities and representative organisations within the project footprint.

Strong Voice: Regional Aboriginal Legacy Strategy

Key Risks and Opportunities

Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Aboriginal and other community groups feel disempowered, or that they have not been afforded an influential voice in decision-making and/or Project participation.	Negative	Construction and operations	All Areas of Influence	High	Medium

Strong Voice: Regional Aboriginal Legacy Strategy		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
Develop the Regional Aboriginal Legacy Strategy in partnership with Aboriginal people, communities and organisations so that Aboriginal people can meaningfully participate in sustainable community development.	Internal stakeholders Traditional Owners and Aboriginal people	Prior to construction
Negotiate ILUAs with Traditional Owner groups holding native title within the project footprint.	Internal Stakeholders NLC and Traditional Owners	Prior to Construction
Obtain AAPA Sacred Site Authority Certificates to cover the entire project footprint	Internal stakeholders AAPA and Traditional Owners	
Develop engagement materials for culturally diverse communities taking into consideration different levels of literacy and numeracy. Potential communications using First Nations radio and other channels will be considered and in native Indigenous languages.	Internal stakeholders Traditional Owners and Aboriginal people	Prior to construction
Open a regional office and employ people from the project footprint as cultural advisors.	Internal stakeholders Traditional Owners and Aboriginal People	Prior to construction
Develop a Reconciliation Action Plan (RAP).	Internal stakeholders	Prior to construction

Strong Voice: Regional Aboriginal Legacy Strategy		
Develop a cultural learning framework to ensure all staff and contractors are aware of Aboriginal cultures within the project footprint.	Internal stakeholders Traditional Owners and Aboriginal People	Prior to construction
Potential Key Performance Indicators	<ul style="list-style-type: none"> KPI: Obtain AAPA Sacred Site Authority Certificates for the Project footprint Target: percentage of project footprint covered by an Authority Certificate KPI: Traditional Owner consent secured for entire project footprint Target: percentage of project footprint covered by ILUA or similar agreement KPI: Completion of the cultural awareness training modules Target: Proportion of contractors and employees who have successfully completed the cultural awareness training modules KPI: Aboriginal communities have an opportunity to learn about the Project in a culturally appropriate way Target: Number of resources produced in language, number of meetings and events held in communities 	

Strong Voice: Regional Aboriginal Legacy Strategy

Review Mechanism

- Refine quantitative targets (with a timeframe) to monitor mitigations
- Contractors' terms and conditions mandating regular reporting around key social performance indicators that measure progress on the Regional Aboriginal Legacy Strategy
- Review mechanisms to track workforce performance against the cultural awareness framework and Reconciliation Action Plan
- Collaboration between internal and external stakeholders to track indicators under the Regional Aboriginal Legacy Strategy and report on progress
- Monitoring and tracking mechanisms in place to verify that ILUA agreements are fulfilled
- Monitoring and tracking mechanism in place to verify compliance with AAPA Authority Certificates and conditions
- Establish a structure for reporting and communicating about changes in the Regional Aboriginal Legacy Strategy
- Develop an adaptative management framework to capture emerging risks to Aboriginal engagement
- Use a stakeholder engagement system to identify key internal stakeholders' roles and responsibilities in the development of the Regional Aboriginal Legacy Strategy (Integrated Project Development Team contractors, sub-contractors and consultants)

3.2.3 Social Cohesion and Lifestyle

The Proponent acknowledges that a project of this scale, while bringing significant economic and social benefits can also compound or lead to community tensions and concerns around visual amenity, a decrease in social cohesion and safety. The Proponent seeks to comprehensively address wellbeing, safety, and overall lifestyle issues, with the priority on preventive measures.

As part of the engagement with stakeholders on the Project - the Proponent presented the dimensions of the proposed infrastructure and used computer-generated images of the OHTL to show what it may look like in the landscape from certain distances, based on current engineering designs. Some stakeholders expressed concerns regarding the OHTL infrastructure, specifically the height of the poles and asked whether they could be undergrounded.

Stakeholders also expressed concerns that the Project could potentially contribute to a decrease in social cohesion in the form of wellbeing, diminished sense of shared values and purpose, belonging, inclusion, social ties and level of participation in community activities.

Firstly, the Proponent acknowledges these concerns and secondly, will proactively engage with impacted stakeholders and host communities to monitor and where appropriate, address these issues.

A specific social cohesion risk identified for the Barkly Region was alcohol abuse and resulting crime (from vandalism to drink-driving and domestic violence), antisocial behaviour, disengaged youth, foetal alcohol spectrum disorders and chronic diseases. Concerns were raised of fly-in fly-out (FIFO) workers drinking at local establishments, having higher disposable incomes and grog-running with royalty payments having the potential to compound alcohol abuse. To support the mitigation of alcohol abuse risk the Proponent will maintain onsite accommodation and a 'wet mess'.

The Proponent will take a multi-faceted approach to manage the intersection of local communities with the FIFO workforce – which will include:

- Proactively monitoring the perceptions and potential pressure points
- Health, safety and environment training will be in place as well as contracts incorporating modern day slavery requirements to protect the wellbeing of community members and along the supply chain.

Increased heavy vehicle and general traffic was also raised as a concern which has the potential to reduce safety particularly along the Stuart Highway. Residents were concerned about a potential increase in road injuries and deaths. From a social cohesion perspective, community members were concerned about disruptions to recreational traffic, ultimately impacting on recreational values and the ability of residents to engage in traditional livelihood and recreational activities.

Safety of the community and workers is paramount – subsequently the Proponent will introduce:

- Traffic Management Plans - focusing on the specific route and circumstances of an individual movement
- Aerial and bus transport for workers to minimise traffic movements
- Railway transport of equipment to minimise the number of heavy vehicle movements.
- Work health and safety plans
- Fatigue management policies and protocols
- Workforce Code of Conduct.

Table 3-4: People and Communities: Social Cohesion and Lifestyle

People and Communities: Social Cohesion and Lifestyle					
Issue/Opportunity	Reduced community cohesion, resilience and changes in lifestyles may result in community tensions and a perception of reduced public safety and wellbeing.				
Objective	Engage with Aboriginal and host communities to increase community cohesion and wellbeing.				
Stakeholders	<p>Internal Stakeholders</p> <p>Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Northern Territory Government, local communities, Aboriginal Communities, Harbour Master, Local Councils, Traditional Owners, Land Councils, AAPA and those external stakeholders to be included over consultation processes.</p>				
Scope	All Social Areas of Influence however, Barkly Region is the most at-risk during construction and operations.				
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Reduced community cohesion and resilience, through changed demographics, community conflict over perceived distribution of benefits. Heightened in the lead up to, and during, construction while benefits are being negotiated and plans finalised.	Negative	Construction and Operations	Elliott and OHTL route	High	Medium

People and Communities: Social Cohesion and Lifestyle					
Reduced sense of public safety and wellbeing because of project induced substance abuse and alcohol related crime.	Negative	Construction and Operations	Barkly	High	Medium
Higher levels of road trauma on Stuart Highway, Gunn Point Road and Access Roads.	Negative	Construction and Operations	All Social Areas of Influence	High	Medium
Reduced public health, through noise, dust, human exposure to electromagnetic fields, biting insects, waste and contamination.	Negative	Construction and operations	All Social Areas of Influence	Low	Low
Reduced amenity and disturbance from dust, noise, light, heat, emissions and other pollution.	Negative	Construction	All Social Areas of Influence	Low	Low
Reduced feelings of safety by residents along the Rail and OHTL Corridor.	Negative	Construction	All Social Areas of Influence	Low	Low
Reduced welfare of girls and young women due to exploitation by workers, sexual liaisons, sexually transmitted diseases and unwanted pregnancies.	Negative	Construction	All Social Areas of Influence	Medium	Low
Deaths, injuries, or disruptions to recreational traffic on the harbour during trenching of cables.	Negative	Construction	Darwin	High	Medium
Reduced amenity from visual impacts, congestion on the roads and delays with project traffic.	Negative	Construction	All Social Areas of Influence	Low	Low

People and Communities: Social Cohesion and Lifestyle					
Reduced social, cultural, recreational, and ecological values of the harbour due to large-scale changes to land and sea use.	Negative	Construction	Darwin	High	Low
Reduced sense of place through industrialisation of the landscape and changed land use.	Negative	Construction	Litchfield	High	Medium
Reduced ability to engage in traditional hunting, fishing, camping, foraging, gathering art materials, bush medicines or other livelihood activities.	Negative	Construction	All Social Areas of Influence	Medium	Low
Mitigation Action Plans and Commitments					
Action	Responsibility		Timeframe		
Build Temporary Construction Accommodation with amenities including a 'wet mess', with alcohol limits in place, to mitigate the potential impact for alcohol issues in remote areas from project activities.	Internal Stakeholders, Traditional Owners Aboriginal and host communities		Construction		
Develop and ensure compliance with the workforce code of conduct to help mitigate impacts on recreational values in social areas of influence.	Internal stakeholders Contractors		Construction		

People and Communities: Social Cohesion and Lifestyle		
Develop traffic management plans, transport workers by place and bus to reduce light-vehicle trips, transport equipment by rail where possible to reduce heavy vehicle traffic and develop and implement work health and safety plans and fatigue management to mitigate the risk of traffic congestion and road trauma.	Internal Stakeholders Residents in the social areas of influence	Prior to construction
Communicate potential impacts and mitigation measures associated with noise, light, heat, emissions and other contaminants.	Internal Stakeholders Residents in the social areas of influence	Prior to construction and ongoing
Include information in Health, safety, and environment training to protect the wellbeing of people in communities, particularly women and girls.	Internal stakeholders Contractors	Prior to construction and ongoing
Ongoing communication with the Darwin Harbour Master and relevant stakeholders, under the stakeholder engagement and communications strategy to monitor the potential impact on recreational waterways.	Internal Stakeholders Harbour Master	Prior to construction and ongoing
Ongoing engagement with relevant Councils, community groups, residents, and users to communicate about temporary access restrictions, impacts on landscape and changed land use and rehabilitation of recreational areas.	Local Councils Internal Stakeholders Northern Territory Government	Prior to construction and ongoing
Develop a Workforce Code of Conduct to foster employees' good behaviour and respect to local residents.	Internal Stakeholders	Prior to construction and ongoing
Develop and implement a Construction Environmental Management Plan.	Internal stakeholders Contractors	Prior to construction and ongoing

People and Communities: Social Cohesion and Lifestyle		
Develop and implement a Construction Sustainability Plan.	Internal stakeholders Contractors	Prior to construction
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Financial assistance for community investment • Target: Dollar value of financial assistance (e.g., community investment opportunities) • KPI: Completion of the Health, Safety and Environment (HSE) and cultural awareness training modules • Target: Number and/or proportion of contractors and employees who have successfully completed Health, Safety and Environment (HSE) and cultural awareness training modules • KPI: Compliance with safety and wellbeing requirements • Target: Number of communications, events and consultation meetings in compliance with safety and wellbeing requirements • KPI: Partnerships with other stakeholders towards the development of social cohesion and lifestyle activities (e.g., local government authorities) • Target: Number of tangible agreements from partnerships (e.g., local government authorities) 	
Review Mechanism	<ul style="list-style-type: none"> • Refine quantitative targets (with a timeframe) to monitor mitigations • Tracking and review mechanisms of financial resources committed to community investment, particularly those in collaboration with external stakeholders • The implementation of the Construction Sustainability Plan will have reporting associated with it for contractors to provide regular data/updates • Monitoring mechanisms to track undesired behaviour of the workforce (e.g., number of workers with knowledge about the code of conduct) • Contractors' terms and conditions mandating regular reporting around key social performance indicators that measure the progress on social cohesion and lifestyle • Collaboration between internal and external stakeholders to track indicators on social cohesion and lifestyle and report on progress • Develop an adaptative management framework to capture emerging risks on social cohesion and lifestyle and necessary consultation mechanisms • Identify and inform the public on key roles and responsibilities of the Integrated Project Development Team contractors, sub-contractors and consultants around social cohesion and lifestyle issues. 	

3.3 Protecting and Nurturing Country and Values

The Proponent acknowledges the cultural uniqueness of the communities where it operates and that connection to country and values are shaped by rich Aboriginal cultures and languages, a vast remote landscape and highly diverse and dispersed populations. The Proponent commits to respect and celebrate this diversity.

Aboriginal Peoples, communities, recreational users and stakeholders universally expect their cultural and spiritual connections to land, seas and sacred sites to be respected, protected and preserved. The Proponent acknowledges this expectation and will meet legislative requirements towards the protection of Sacred Sites and heritage and the wellbeing of Aboriginal Peoples.

Protocols and formal policies will be implemented and the Proponent will seek to support cultural events, protect Cultural Heritage and the Territory's diverse communities as well as biodiversity and environmental values more broadly. In so doing, the Proponent is taking action to foster respect, trust and good faith relationships for the protection of cultural areas, world views and practices with a focus on two key subthemes, namely, cultural heritage and biodiversity and the environment.

3.3.1 Cultural Heritage and Sacred Sites

For Aboriginal People, cultural values go beyond archaeological and heritage protection and include intangible cultural values such as oral traditions, social practices, rituals, festive events and the knowledge and skills to produce traditional crafts. Land clearing could impact on both cultural practices and ecological values and species valued by both Aboriginal and host communities. For instance, hunting for goanna, kangaroo and other species is a common and important activity for Traditional Owners in the vicinity of the proposed Solar Precinct who will be concerned if access to country, in particular hunting areas, was reduced, both during construction and operations.

Although Aboriginal Sacred Sites and cultural heritage sites have legislative protections in the NT, there have been cases in the NT of inadvertent damage to cultural sites, particularly, those associated with surface water features such as creeks and waterholes. The cultural values of Lake Woods and nearby homelands and living areas contribute to the strength of culture and ability to pass on knowledge and cultural activities. Larrakia and Tiwi people maintain strong cultural values to Darwin Harbour and its surrounds. Larrakia, Tiwi and Wulna people share customary connections to Gunn point.

There are also important European heritage features requiring protection and preservation within the Project footprint. For example, sites within the vicinity of the Solar Precinct reflect European heritage, including the Overland Telegraph Line and Telegraph Stations, early stock routes, sites along the Stuart Highway, World War II logistics, and the route of the Old Ghan. There are old pastoral homesteads and communities near the precinct, including the Powell Creek Telegraph Station and Newcastle Waters Historic Township.

To mitigate the above, the Proponent commits to work with the relevant Traditional Owners, land councils and statutory authorities to ensure all works are carried out responsibly and respectfully in accordance with cultural advice and guidance of the relevant authorities. The Proponent has also been working with AAPA to obtain Sacred Sites Authority Certificates to cover the entire project footprint, further demonstrating a commitment to best practice. The authority certificates will set out the conditions for using or carrying out works proposed by the Proponent on an area of land and/or

sea. These conditions relate to protection of sacred sites in the area or in the vicinity of the proposed works.

To date, cultural heritage surveys and impact assessments have been undertaken and AAPA is leading a Sacred Site clearance process, which has provided an opportunity to document and protect existing cultural knowledge over culturally significant areas. Other actions aimed to protect Aboriginal Sacred Sites and cultural heritage include: a Cultural Heritage Management Plan and a Cultural Learning Framework.

Informed by cultural heritage surveys and the cultural heritage risk assessment, the Cultural Heritage Management Plan will prescribe site protection and management measures required for each significant site. It will outline detailed procedures for construction and operations, including 'stop work' procedures for burials, human remains and sites of significance. The plan will also contain agreed impact avoidance measures to ensure that heritage features and/or Sacred Sites are not deliberately or inadvertently removed by employees. Employees will also be trained on the requirements of the Cultural Learning Framework and related protocols which will include workshops, information and resources on local cultural heritage.

Table 3-5: Cultural Identity: Cultural Heritage and Sacred Sites

Cultural Identity: Cultural Heritage and Sacred Sites	
Issue/Opportunity	Loss of sacred or culturally significant sites is a sensitive issue for Traditional Owners in the entire Project footprint, with concerns expressed about the importance of not harming sacred sites during construction and operations. Any damage would be permanent and deeply felt.
Objective	Ensure Sacred Sites and areas of cultural significance are protected and that cultural values and traditions are respected.
Stakeholders	<p>Internal Stakeholders</p> <p>Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>NLC which has statutory obligation to represent native title holders and region, AAPA and its nominated site custodians, Mates of Murrarji, Darwin Region Traditional Owners, Adelaide River, Pine Creek, Elliott, Tennant Creek and other external stakeholders to be included in consultation processes.</p>
Scope	All social areas of influence particularly those with significant, values, traditions and sacred sites.

Cultural Identity: Cultural Heritage and Sacred Sites					
Key Risks					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Loss of cultural heritage due to damage, or reduced access, including fears and anxieties of damage to sites or custodians' responsibilities.	Negative	Construction	All Social Areas of Influence	Catastrophic	High
Reduced values, cultural and spiritual connections to land and seas through reduced access or physical changes.	Negative	Construction and Maintenance	All Social Areas of Influence	High	High
Loss or damage to declared or valued European heritage.	Negative	Construction	All social Areas of Influence	Medium	Low
Reduced ability to pass on cultural, traditional knowledge, undermining of cultural authority due to loss of cultural heritage or access.	Negative	Construction	All social Areas of Influence	Low	Low
Damage to features with cultural significance, such as waterholes, access to groundwater for livelihoods, or loss of water dependent species.	Negative	Construction	All social Areas of Influence	High	Medium
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.	Negative	Construction and Maintenance	All Social Areas of Influence	Medium	Low

Cultural Identity: Cultural Heritage and Sacred Sites		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
Develop a Reconciliation Action Plan.	Internal stakeholders	Prior to operations
Secure AAPA Sacred Site Authority Certificates covering the entire project footprint and abide by any conditions outlined in the certificates.	Internal stakeholders Local Authorities Traditional Owners	Prior to construction
Develop a Cultural Heritage Management Plan, including protocols for discovering artefacts and engaging Cultural Managers.	Internal stakeholders Contractors	Prior to construction
Develop and implement a Cultural Learning Framework for all staff and contractors.	Internal stakeholders Traditional Owners	Prior to construction
Explore opportunities to support and promote cultural heritage projects at Powell Creek Telegraph Station and at Newcastle Waters Historic Township.	Internal Stakeholders	Prior to construction

Cultural Identity: Cultural Heritage and Sacred Sites	
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: No unauthorised disturbances or breaches • Target: Number of Cultural Heritage unauthorised disturbances or breaches • KPI: Compliance with the Cultural Heritage Management Plan • Target: Number of commitments met in alignment with the Cultural Heritage Management Plan • KPI: Locations with AAPA Certificates in place • Target: Number of locations with AAPA certificates • KPI: Completion of the cultural awareness training modules • Target: Number and proportion of contractors and employees who have successfully completed the cultural awareness training modules • KPI: Engagement and knowledge about the cultural heritage approach among stakeholders • Target: Number of engagements and consultations with Aboriginal People and other interested parties to inform the cultural heritage approach.
Review Mechanism	<ul style="list-style-type: none"> • Refine quantitative targets (with a timeframe) to monitor cultural heritage • As per legislative requirements, at key project changes, in response to updated policies and procedures and at least annually • Review mechanisms to track how engagement and consultation with Aboriginal people will inform the cultural heritage approach.

3.3.2 Biodiversity and the Environment

The Proponent aims to reduce adverse impacts on biodiversity and habitat. Negative effects on the environment can also compromise recreational activities and reduce aesthetic and landscape values. The Project will have in place an Environmental Management Plan and a detailed system to monitor and protect biodiversity and the environment. It is important that the Project includes mechanisms to capture community views and for these insights to inform communications, biodiversity programs and decision-making.

Land clearing in the Project footprint could impact on biodiversity and ecological values and species. Hunting for goanna, kangaroo and other species is a common and important activity for local Aboriginal communities who would be concerned if access to country was reduced. Community consultation also highlights the marine values for Aboriginal people at Gunn Point and their concerns for impacts on marine life. These issues may exacerbate if degraded biodiversity and habitat in the Project footprint increases, compromising recreational fishing and shellfish due to poor fish health, particularly at Gunn Point Peninsula. There is also a perception that the Project has the potential to reduce aesthetic values, particularly for The Ghan passengers. A similar concern for the visual impact of the OHTL was raised during consultation by some stakeholders. It has been argued that emerging visual impacts might also be detrimental to property values.

There is an opportunity to engage with stakeholders to examine the abovementioned issues and find ways that biodiversity and visual impacts can be mitigated. Stronger stakeholder engagement can also be complemented with the strengthening of relationships with existing environmental, community and ranger groups. Aboriginal people and community groups retain an enduring interest in caring for their land and seas. There is a high level of interest in community opportunities on country, such as ranger programs and groups, as well as trades, particularly in environmental management, commercial services, landscaping, rehabilitation, ecological surveys, seed collection and ongoing environmental monitoring at the Solar Precinct. Realising these opportunities would have many ecological benefits, ultimately protecting and nurturing country and values.

Table 3-6: Healthy Country: Biodiversity and the Environment

Healthy Country: Biodiversity and the Environment	
Issue/Opportunity	Degraded biodiversity and habitat in the Project footprint might compromise recreational activities and reduce aesthetic, landscape values.
Objective	To protect biodiversity and habitat in the Project footprint.
Stakeholders	<p>Internal Stakeholders</p> <p>Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer, Consolidated Pastoral Company.</p> <p>External Stakeholders</p> <p>Local Councils, Native title parties and/or Traditional Owners, environmental community groups, Barkly Landcare and Conservation Association), Bushfires NT, Local Fire Brigades, Desert Knowledge Australia, Environment Centre NT, Mates of Muranji, NT Field and Game Association, Protect Country Alliance, Territory National Resource Management, and those external stakeholders to be included in consultation processes.</p>
Scope	All social areas of influence.

Healthy Country: Biodiversity and the Environment					
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Degraded biodiversity and habitat in the Project footprint.	Negative	Construction	All Social Areas of Influence	High	Medium
Opportunities for ranger groups to provide cultural and environmental services.	Positive	Construction	All Social Areas of Influence	Noticeable	Beneficial
Reduced recreational opportunities due to impacts on fish and shellfish habitat and health.	Negative	Construction	Litchfield Darwin	Medium	Low
Reduced aesthetic values of the landscape.	Negative	Construction	All Social Areas of Influence	Medium	Low
Contribute to greenhouse gas emissions from transport and clearing.	Negative	Construction	All social areas of influence	Medium	Low

Healthy Country: Biodiversity and the Environment		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
Collaborate with relevant government, ranger and civil society groups on the rehabilitation and planting of degraded areas and biodiversity within the project footprint.	Internal stakeholders Private landowners	Prior to construction and ongoing
Develop and implement Environmental Management Plans (refer to Chapter 17 of the Draft EIS and Chapter 17 of this SEIS).	Internal stakeholders	Prior to construction and ongoing
Strengthen community groups in areas such as land management, ranger groups and commercial services with landscaping, rehabilitation, ecological surveys, seed collection and ongoing environmental monitoring.	Internal stakeholders Environmental community groups Residents in social areas of influence	Prior to construction and ongoing
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Financial and technical support for rehabilitation of degraded areas and biodiversity • Target: Dollar value of financial and technical support for rehabilitation of degraded areas and biodiversity • KPI: Agreements and partnerships with civil society groups • Target: Number of tangible commitments and agreements with civil society groups • KPI: ILUAs • Target: Number of ILUAs • Target: Dollar value of financial support as agreed in ILUAs. 	

Healthy Country: Biodiversity and the Environment

Review Mechanism

- Refine quantitative targets (with a timeframe) to monitor mitigations
- Using stakeholder management software to track interactions with civil society groups impacted by the Project
- Implementation of the Construction Sustainability Plan.

3.4 Delivering Enduring Benefits

The Project has the potential to deliver enduring and transformational economic and social benefits for the Project footprint and social areas of interest.

The Project is likely to deliver enduring benefits for local communities in the social areas of influence. This section briefly examines the implications of existing commitments underpinning four strategies:

- Local procurement
- Workforce development
- Energy solutions and security
- Infrastructure and social investment.

3.4.1 Local Content

The Proponent intends to increase the opportunity for local businesses to be actively involved during construction and operations. Consultation has confirmed that local businesses are excited about the prospect of participating in the Project. Some communities and business raised concerns about reduced productivity of other economic sectors due to competition over available workforce and limited capacity of local providers. The long-term nature of the Project and potential pipeline of work from other projects will help mitigate against this, as well as careful procurement to ensure businesses have appropriate financial management systems, governance, and business planning to make sound decisions. The Proponent will implement a Territory Benefit Plan to focus on efforts to increase employment, training and building capacity for local and Aboriginal peoples.

While the Project is a strategic fit with key NT policies, the most significant positive impacts will come from exports, jobs and procurement generated from the construction and operation stages. Additional benefits would flow from population growth, economic development and collaboration with other industry sectors. The Project is likely to contribute more significantly to Barkly Region economic development initiatives, particularly through workforce development, proactive procurement policies and human capital development, with a particular focus on Aboriginal service and supply opportunities.

The SIA highlighted the past experiences of local businesses struggling to win tenders and access economic opportunities on major projects. This situation is a cumulative impact that has gradually created wariness from some at the local level about the benefits of major projects in the region, particularly in Tennant Creek and Katherine. Whilst there was a sense of optimism that local businesses can benefit by winning tenders from the Project, there was also a sense of realism about current skills shortages and the need for realistic lead-in times for businesses to properly scale up to maximise their participation.

Interviewees for the SIA suggested local businesses may have the capabilities but not necessarily the capacity to deliver; businesses may also have no desire to grow or may not be able to meet the standards required of large projects. In Katherine, for example, 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. Additionally, construction and procurement may lead to large, but potentially short-term opportunities.

Establishment of a Territory Benefit Plan is the Proponent's major commitment to address some of the identified risks. The plan seeks to increase the contribution of major projects to the NT and

document the strategies to be used to increase local content. The Territory Benefit Plan's primary focus will be to provide full, fair and reasonable opportunity for local industry involvement.

Additionally, the Proponent intends to build industry capability, develop a local workforce for the construction and operation phases and increase and support Aboriginal participation. While a plan is mandated by the NT Government, the Proponent is leveraging the requirement to leave a lasting positive economic and social impact within the social areas of influence through community capacity-building for local businesses and contractors.

Community capacity-building is one of the core livelihood assets and an opportunity presented by the Project. This approach has the potential to foster community resilience and, therefore, increase the possibilities to provide sustainable and gainful employment and business opportunities for selected local businesses and contractors (Franco, 2014; Franco and Minnery, 2020). This perspective positions Aboriginal and other groups as active participants in the Project with a positive contribution to make to sustainable community development.

Table 3-7: Economies and Jobs: Local Content

Economies and Jobs: Local Content					
Issue/Opportunity	There is a high expectation of local industry participation both at the government and local business levels.				
Objective	Maximise opportunities for local business to be involved in the project.				
Stakeholders	<p>Internal stakeholders</p> <p>Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Northern Territory Government, Local Councils, Australian Industry Participation Authority, Industry Capability Network NT (ICN NT), Chamber of Commerce NT, Industry Skills Advisory Council (ISACNT), Northern Territory Indigenous Business Network (NTIBN), Supply Nation, Registered Training Organisations (RTOs) and those external stakeholders to be included over consultation processes.</p>				
Scope	All social areas of influence and particularly the Barkly.				
Key Risks					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Reduced access to workforce and affordable services, quality and productivity of other economic sectors, such as tourism.	Negative	Construction and maintenance	Barkly	High	Medium
Reduced capacity of local business and frustration at failing to win tenders.	Negative	Construction	All Social Areas of Influence	Medium	Low

Economies and Jobs: Local Content					
Business become overly dependent on the Project or renewables sector and over-invest due to unrealistic expectations of benefits during the construction phase.	Negative	Construction	All Social Areas of Influence	Medium	Low
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.	Negative	Construction	Barkly	Medium	Low
Reduced capabilities and productivity of other economic sectors because of loss of workers to the Project.	Negative	Construction	Barkly	High	Medium
Inflationary effects on other businesses and economic sector.	Negative	Construction	Barkly	High	Medium
Enhanced public health through higher wages and improved socioeconomic status, reduced substance abuse.	Positive	Construction	Barkly	Barely Perceptible	Barely Perceptible
Stronger NT (Barkly) economy, through local contracts, increased wages, income and economic diversification opportunities and revenues (e.g., manufacturing industry).	Positive	Construction	Barkly	Beneficial	Transformational
Local businesses benefit from winning work and enhanced capabilities, including Aboriginal businesses and pastoralists.	Positive	Construction	All Social Areas of Influence	Noticeable	Beneficial

Economies and Jobs: Local Content		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
Develop and implement a Territory Benefit Plan.	Internal stakeholders Industry bodies	Prior to construction and ongoing
Deliver industry and business briefings to promote opportunities and manage expectations for local industry involvement.	Internal stakeholders Industry bodies	Prior construction and ongoing
Conduct NT capability mapping to determine NT industry capabilities to support the Project and highlight areas of capability and capacity development.	Internal stakeholders ICN NT	Prior to construction
Develop a Local Workforce Strategy.	Internal stakeholders Industry bodies (e.g., ISACNT) RTOs and support programs	Prior to construction
Develop capability improvement programs for local industry in partnership with external stakeholders	Internal stakeholders NT Government Industry bodies	Prior to construction
Participate in NT Government initiatives such as economic sector round tables	Internal stakeholders NT Government	Prior to construction and ongoing

Economies and Jobs: Local Content	
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Participation of local (Aboriginal and non-Aboriginal) business and suppliers in project initiatives • Target: Number of local (Aboriginal and non-Aboriginal) businesses and suppliers attending capability improvement programs • Target: Number of capability improvement programs held in the NT • KPI: Participation of local (Aboriginal and non-Aboriginal) employees in the Project • Target: Number of local (Aboriginal and non-Aboriginal) employees participating in the Project • KPI: Contracts awarded to local businesses and suppliers (Aboriginal and non-Aboriginal) • Target: Number and value of contracts awarded to local businesses and suppliers • Target: Number and value of Local Aboriginal business contracts awarded • KPI: Proponent attendance in NT Government led economic initiatives • Target: Number of NT Government initiatives Proponent invited to participate in • Target: Number of Proponent attendees at NT Government led initiatives
Review Mechanism	<ul style="list-style-type: none"> • Refine quantitative targets (with a timeframe) to monitor mitigations • Regular review of technical assistance programs (for local businesses) in alignment with areas relevant to the local economy. • Annual Territory Benefit Plan review

3.4.2 Workforce Development

The Proponent intends to attract an appropriately skilled workforce and to increase opportunities for local employment, resulting in a long-term human capital contribution to the NT's industry. The SIA highlighted that it is important to be realistic about the systemic labour market challenges and national and regional skills shortages faced across the Project footprint which require community capacity-building in areas relevant to the Project and local economy.

There will be acute sensitivity to delivering local jobs and training given the high levels of disadvantage and unemployment across many communities in the social areas of influence. This could be exacerbated due to unrealistic expectations of jobs resulting from a lack of work-ready individuals, a limited understanding of what jobs entail and 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 to find community-driven solutions to face emerging workforce challenges.

Although challenging to achieve, pathways from disadvantage through transformative skills development to employment are the greatest potential benefits of the Project, particularly among Aboriginal people. To meet workforce needs and mitigate potential risks, the Proponent is working towards a Local Workforce Strategy, to be implemented between Q1 2023 and Q4 2029. The strategy aims to increase local participation across the Project.

The strategy will be built upon a robust governance structure and transparent recruitment practices that encompass the policies, procedures and protocols to establish and maintain inclusive work practices across the Project. It will uphold workplace health and safety principles to mitigate against the risk of discrimination and ensure respect for local cultural protocols across its workforce through a cultural learning framework and an Employee Relations Management Plan. Through the strategy, the Proponent commits to establishing and enforcing zero tolerance policies to drug and alcohol abuse and incidences of discrimination such as racism, bullying, harassment, sexism and homophobia in the workplace.

Mitigations, as described above, will support pathways for disadvantaged groups to transition to gainful employment opportunities.

Table 3-8: Economies and Jobs: Workforce Development

Economies and Jobs: Workforce Development	
Issue/Opportunity	Labour market challenges and national and regional skills shortages are an issue across the Project footprint. The potential for the transformational skills development of Aboriginal people and pathways from disadvantage to jobs is the greatest potential benefit of the Project. A key focus of stakeholder feedback was the importance of increasing opportunities and creating a positive legacy from the Project.
Objective	Attracting and retaining an appropriately skilled workforce and supporting Aboriginal people and local Territorians to find gainful employment opportunities in the Project and elsewhere.
Stakeholders	<p>Internal stakeholders</p> <p>Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Department of Industry Tourism and Trade (DITT), National Indigenous Australians Agency, Larrakia Development Corporation, Barkly Regional Deal Backbone Team, Saltbush Social Enterprise Pty Ltd, Ironbark Aboriginal Corporation, RN Employment Services Pty Ltd, Phillips Earthmoving; NBL Hire; T&J Contractors, Darrin’s Rubbish Removal, TSS Security Service; RISE Ventures, NT Education Registered Training Org, Chamber of Commerce NT, Palmerston Youth Skills Centre, WISE Employment, MAX Employment Services, ISACNT, Major contractors, and local suppliers. Clontarf Foundation, Charles Darwin University, LNAC, Tennant Creek, High School Juno Centre, the Kalano Community Association, Katherine High School, Charles Darwin University Katherine Campus, Salvation Army Employment Plus and those external stakeholders to be included over consultation processes.</p>
Scope	Covers all employees, contractors, suppliers, third-party workers and visitors to the Project sites, particularly those employed from the social areas of influence.

Economies and Jobs: Workforce Development					
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Reduced quality of local services in Elliott and Tennant Creek due to loss of staff, pressures on budget and staff time.	Negative	Construction and maintenance	Barkly	High	Medium
Enhanced human capital and skills because of jobs and training over the lifetime of the Project.	Positive	Construction and maintenance	All social areas of influence	Noticeable	Beneficial
Reduced sense of wellbeing and safety from the influx of workers and project activities.	Negative	Construction	Barkly and Darwin	High	Medium
Enhanced labour force and skills from the relocation of spouses and partners of construction workforce and management team.	Positive	Construction	Barkly and Darwin	Barely Perceptible	Noticeable
Reduced mental health and wellbeing of workforce from loneliness or family pressures, increased drug, and alcohol use, self-harm and suicide.	Negative	Construction	All Social Areas of Influence	High	Medium
Failure to deliver on expectations of local jobs due to lack of interest, skills shortages, poor work readiness.	Negative	Construction	All Social Areas of Influence	Medium	Low

Economies and Jobs: Workforce Development					
Aboriginal jobs, training and legacy skills development because of the Project.	Positive	Construction	All Social Areas of Influence	Beneficial	Transformational
Mitigation Action Plans and Commitments					
Action	Responsibility		Timeframe		
Develop a Local Workforce Strategy.	Internal stakeholders Industry bodies (e.g., ISACNT) RTOs and support programs		Prior to construction		
Collaborate with industry, government and business sectors to implement training and education programs that support the Project's needs.	Internal stakeholders Industry bodies (e.g., ISACNT) NT Government		Prior to construction		
Develop an Employee Relations Management Plan.	Internal stakeholders		Prior to construction		
Develop and implement a Cultural Learning Framework for all employees, contractors, subcontractors and consultants.	Internal stakeholders		Prior to construction		
Construct a Temporary Construction Accommodation and Operational Accommodation at Powell Creek inclusive of a wet mess, health services, recreation facilities, offices and accommodation.	Internal stakeholders Contractors		Prior to construction		

Economies and Jobs: Workforce Development

Potential Key Performance Indicators

- KPI: Workforce development activities contributed to, and undertaken
- Target: Number and value of financial and technical support for workforce development
- Target: Value of financial assistance for purpose-aligned initiatives on workforce development
- Target: Number of workforce development initiatives developed and implemented
- Target: Number of local (Aboriginal and non-Aboriginal) people participating in workforce development initiatives
- Target: Number of local (Aboriginal and non-Aboriginal) people completing workforce development initiatives
- KPI: Workforce compliance and retention
- Target: Number of employees retained across the life of the Project.
- Target: Number of employees completing Cultural Learning training
- KPI: Workforce utilisation of constructed facilities
- Target: Number of workforce residing in community
- Target: Number of workforce relocated to reside in community
- KPI: Participation of local (Aboriginal and non-Aboriginal) employees in the Project
- Target: Number of local (Aboriginal and non-Aboriginal) employees participating in the Project
- Target: Number of local (Aboriginal and non-Aboriginal) employees in senior or supervisory positions

Economies and Jobs: Workforce Development

Review Mechanism

- Refine quantitative targets (with a timeframe) to monitor mitigations
- Regular review of recruitment and retention mechanisms to ensure that information on how to register for employment, prequalify and apply for positions is clear and transparent and accessible to communities and Aboriginal people, including for remote communities who may have a low level of digital inclusion (accessibility, affordability and ability to use technology).

3.4.3 Energy Security and Innovation

The Proponent aims to leverage its skills, experience and connections to benefit communities in renewable energy research and development. Consultation revealed electricity is considered expensive and often unreliable across the NT, with many smaller communities depending on costly diesel generators. Communities have reacted positively to news that the project will supply power to Darwin for industrial use.

The Proponent will engage in industry-research partnerships to harness skills, technology and industry capacity knowledge. Commitments in this area include the development of a Northern Territory Renewable Centre of Excellence. This Centre of Excellence will work towards the pursuit of world-class collaboration and knowledge sharing. The Proponent seeks to collaborate with stakeholders already making contributions in this space to foster knowledge transfer amongst government, community and non-government organisations. Opportunities to partner with lower scale projects delivering solar energy solutions to support local-led opportunities will also be explored.

Promoting industry-research collaboration can result in research as well as practical frameworks that empower local communities towards the development of renewable energy solutions. Theoretically, industry-partnerships present key interlinkages with educational approaches to understanding renewable energy solutions. In practice, communities and the Project itself will benefit greatly from research-industry collaboration. Such collaborations can contribute greatly to the NT Government's goal of net zero emissions by 2050 (Northern Territory Government, 2020) whilst supporting locals to explore energy security solutions through information exchange, knowledge transfer and broader community capacity-building.

Table 3-9: Economies and Jobs: Energy Security and Innovation

Economies and Jobs: Energy Security and Innovation					
Issue/Opportunity	Consultation revealed expectations that the Project will deliver electricity to communities in the Project footprint. There is a perception that the Project would reduce carbon emissions across the NT.				
Objective	Leverage the Proponent’s expertise to support communities to develop their own energy solutions.				
Stakeholders	<p>Internal stakeholders</p> <p>Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Alice Springs Future Grid Committee, Ekistica, Centre for Appropriate Technology, Environment Centre NT, Arid Lands Environment Centre, Charles Darwin University, Batchelor Institute for Indigenous Tertiary Education, Desert Knowledge Australia, First Nations Clean Energy Network, NT Government, Original Power, lower scale projects delivering renewable energy solutions and those external stakeholders to be included in consultation processes.</p>				
Scope	All social areas of influence.				
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Leverage the Proponent’s renewable energy expertise.	Positive	Construction and maintenance	All social areas of influence	Beneficial	Transformational

Economies and Jobs: Energy Security and Innovation					
Contribute to the NT and global greenhouse gas emissions reduction.	Positive	Construction and maintenance	All social areas of influence	Noticeable	Beneficial
Mitigation Action Plans and Commitments					
Action	Responsibility		Timeframe		
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.	Internal stakeholders		Prior to commercial operations		
Partner with key stakeholder groups or select entities to explore renewable energy solutions within the project footprint to support local-led opportunities.	Internal stakeholders Lower scale projects delivering renewable energy solutions		Prior to commercial operations		
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Established a NT Renewable Centre of Excellence • Target: NT Renewable Centre of Excellence operational prior to commercial operations • Target: Number of partnerships enacted with the NT Renewable Centre of Excellence • Target: Number of research streams underway or under development 				

Economies and Jobs: Energy Security and Innovation

Review Mechanism

- Refine quantitative targets (with a timeframe) to monitor mitigations
- Tracked performance against the Greenhouse Gas Management Plan and Greenhouse Gas Offsets Strategy
- Tracked quality and effectiveness of capacity-building initiatives on renewable energy.

3.4.4 Infrastructure and Social Investment

The Proponent seeks to not exacerbate a strained regional housing market and instead, design a more strategic approach to limit the impact on social infrastructure, housing shortages and affordability, potentially intensified by an influx of an external workforce. Any demand for social housing, commercial rentals, or purchases of property because of the Project could stress already saturated housing markets across the social areas of influence. There are already shortages of public, government and private housing rental stock, and overcrowded housing across the Project footprint and the NT. In addition to this, there could be short-term demands for accommodation if peak construction needs exceed the capacity of accommodation camps. Any loss of existing accommodation or higher prices would increase pressure on social and government employee housing and rental rates. In Tennant Creek and Elliott, for example, a lack of housing and high rents has created major barriers to recruitment and high job vacancy rates.

Consultation revealed that providing housing for local Aboriginal employees from Elliott and the Barkly may encourage Aboriginal recruitment and retention. It also referenced the existing challenge in remote Aboriginal communities. Housing stock is limited in these remote regions and expensive to build and often jobs for local Aboriginal workers do not come with housing entitlements as it is implied that they are local and have a place to live. However, it is critical to ensure all workers have access to suitable housing, so that they can show up to work prepared to carry out their duties safely. Data on rental costs per week is presented in Table 3-10.

Table 3-10: Rental accommodation (NT Treasury, 2022)

Location	Median weekly house rent	Median weekly unit rent
Darwin	\$569.00	\$450.00
Katherine	\$463.00	\$400.00
Tennant Creek	N/A	N/A
Alice Springs	\$535.00	\$415.00

For some sectors, considerable disparity can exist between workforce housing policies and employment conditions. Conflict can occur between company employees who may have subsidised, or company provided accommodation, and contractors who may not have housing benefits. Other people in the community employed in other industry sectors can feel aggrieved at the quality of their living arrangements compared to that of company employees and perceive high degrees of inequality across and within communities. This situation can compound perceived inequalities or disputes about benefits and the equivalency of conditions.

FIFO workers will be accommodated in Temporary Construction Accommodation. This approach is designed to minimise the risk of fatigue and avoid exacerbating housing pressures. Temporary Construction Accommodation can also enable local employment development by boosting Aboriginal workforce numbers from regional centres and communities. A study by Haslam McKenzie and Hoath (2016) which focused on the Geraldton and Midwest regions of Western Australia, found that the implementation of a FIFO model with direct commuter transportation by a mining company to regional centres substantially improved Aboriginal participation in the workforce.

To mitigate the pressures on housing and affordable accommodation, the Proponent will build Temporary Construction Accommodation and maintain a FIFO workforce during the construction phase which is the peak employment period. This will help to minimise the risk of speculative housing

investments where investors buy up housing stock to capitalise on a boom. This situation can inadvertently drive-up rents and further compound housing market pressures and community inequality. The Temporary Construction Accommodation at the Solar Precinct will include a 'wet mess', health services, recreation, office and accommodation facilities. Construction of the OHTL will operate from six temporary site camps or mobile 'fly camps. Existing town accommodation and services will be used where available and where minimal community impact will result. The housing needs of management staff and contractors in the social areas of influence will be carefully managed and solutions explored to mitigate against resultant pressures on housing markets and social infrastructure more broadly.

There is also increasing pressure on social infrastructure facilities. In alignment with the Territory Benefit Plan, social investment may focus on community and recreation infrastructure, such as sporting facilities, meeting places and arts and culture and alternative access roads including capability and capacity considerations at the Port and Railway.

Table 3-11: Infrastructure and Services : Infrastructure and Social Investment

Infrastructure and Services: Infrastructure and Social Investment					
Issue/Opportunity	Any demand for social housing, commercial rentals or purchases of property would stress already saturated housing markets in the social areas of influence.				
Objective	Not to exacerbate housing market, particularly in the social areas of influence.				
Stakeholders	<p>Internal stakeholders Development Team, Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders Department of Infrastructure, Transport, Regional Development and Communications, Department of Infrastructure, Planning and Logistics, Department of Environment, Parks and Water Security, Department of Territory Families, Housing and Communities, Local Councils of social areas of influence (Barkly, City of Darwin, Katherine), NT Road Transport Association, Darwin Port, Property Council, Master Builders NT, Darwin Harbour Advisory Committee, Katherine – Community and Regional Services, Tennant Creek – Community and Regional Services, and those external stakeholders to be included over consultation processes.</p>				
Scope	All social areas of influence.				
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Reduced affordability and availability of public and private accommodation, particularly in Tennant Creek, Elliott and Katherine as workers or families seek local housing.	Negative	Construction	Barkly Katherine	Catastrophic	High

Infrastructure and Services: Infrastructure and Social Investment					
Pressure on emergency services, necessitating increased staffing and enhanced infrastructure.	Negative	Construction	Barkly	Medium	Low
Reduced access to schools and childcare.	Negative	Construction	Barkly and Darwin	Low	Low
Reduced access, affordability, or quality of transport.	Negative	Construction	Katherine	Medium	Low
Enhanced community vitality through investment in social and community infrastructure and enhanced economic activity.	Positive	Construction	All Social Areas of Influence	Barely Perceptible	Noticeable
Reduced access to recreational activities as a result of construction restrictions.	Negative	Construction	Litchfield	Medium	Low
Improved transport infrastructure, including road and rail.	Positive	Construction	All Social Areas of Influence	Barely Perceptible	Noticeable
Reduced access to health services.	Negative	Construction	Barkly	Medium	Low

Infrastructure and Services: Infrastructure and Social Investment		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
Construct a Temporary Construction Accommodation and Operational Accommodation at Powell Creek inclusive of a wet mess, health services, recreation facilities, offices and accommodation.	Internal stakeholders	Prior to construction
Establish temporary 'fly camps' for the construction of the OHTL.	Internal stakeholders	Prior to construction
Develop and implement a Construction Sustainability Plan.	Internal stakeholders	Prior to construction
Develop and implement a Territory Benefit Plan.	Internal stakeholders	Prior to construction
Development of a Community Investment Strategy based on a principle-based approach manage sponsorship and support funding requests that align with the Proponent's purpose and values.	Internal Stakeholders	Prior to Construction
Engage with local authorities to mitigate emerging staff housing risks.	Internal stakeholders Local authorities Industry bodies	Prior to construction
Develop and implement an Emergency Response Plan.	Internal stakeholders	Prior to construction

Infrastructure and Services: Infrastructure and Social Investment		
Potential Key Performance Indicators		<ul style="list-style-type: none"> • KPI: Workforce utilisation of constructed facilities • Target: Number of workforce residing in community • Target: Number of workforce residing in Project facilities • Target: Number of workforce residing in short-term accommodation which are not Project facilities • KPI: Community Investment Strategy contributes to community and social infrastructure • Target: Value of financial investment via the Community Investment Strategy
Review Mechanism		<ul style="list-style-type: none"> • Tracked financial resources invested in housing, social and transport infrastructure, delivered in collaboration with local authorities • Tracked workforce in the workers' camp and short-term accommodation elsewhere • Refine quantitative targets (with a timeframe) to monitor mitigations on infrastructure and social investment.

3.5 Understanding and Adapting to Cumulative Impacts

The Proponent aims to minimise cumulative negative impacts through collaborative planning with stakeholders and communities in the social areas of influence. The Australian and NT governments have a focus on economic development in selected social areas of influence, including regional approaches to investing benefits and enabling infrastructure. This is more likely to deliver a sustained or enduring legacy but also significant impacts in Barkly, Katherine and Darwin regions.

The Barkly Region is likely to be particularly sensitive to any impacts on short-term accommodation, labour and regional air services. This could be a cumulative impact if several projects in proximity go through the construction phase simultaneously (e.g., 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 to, Darwin, which in turn can negatively impact the availability of accommodation for other projects and sectors such as tourism.

In addition, there is a risk of reduced affordability and in some cases, no availability of public and private accommodation, as discussed above, particularly in Tennant Creek, Elliott and Katherine as workers or families seek local housing. Data on rental accommodation is presented above in Table 3-10. Contractors in Katherine, for example, reported reliance on hotels, due to a lack of rental properties. Additionally, transport of workers on commercial flights from Tennant Creek could lead to crowding out and higher prices for tourism and service providers in the area. To mitigate against this issue, the Proponent will establish its own Transport Plan including the use of charter flights - some from major capital cities direct to the Solar Precinct, others from Darwin to the Solar Precinct.

In Darwin, there is sensitivity to cumulative impacts on Darwin Harbour from incremental industrialisation and population pressures over the past 20 years. The harbour is integral to the Territory's unique lifestyle and there is high sensitivity to disturbance.,

There will be many opportunities for regional capacity-building and collaborative investment towards mitigating cumulative impacts. The ability to fully capitalise on the opportunities may grow incrementally and would require appropriate governance structures and stronger stakeholder collaboration, ultimately reducing cumulative impacts. The Project's social monitoring program will include monitoring of cumulative impacts so that they are considered in ongoing decision-making.

Table 3-12: All Themes: Understanding and Adapting to Cumulative Impacts

All Themes: Understanding and Adapting to Cumulative Impacts	
Issue/Opportunity	Cumulative impacts from industrial development and changed land use could exacerbate, particularly during the construction stage of the Project.
Objective	Minimise the Project’s contribution to cumulative negative impacts and increase the opportunities of positive cumulative impacts through collaborative planning.
Stakeholders	<p>Internal stakeholders</p> <p>Delivery Planning Team, Procurement Team (and other related teams), Territory Benefits Coordinator, Community Engagement Manager, Territory Stakeholder Manager, Indigenous Engagement Manager/Officer.</p> <p>External Stakeholders</p> <p>Department of Industry, Tourism and Trade, NLC, Katherine Pastoral, Regional Development Australia, Barkly Regional Deal, NT Government Agencies, Darwin Port, Railway Operator, Councils, Northern Territory Chamber of Commerce, Tourism Central Australia, Tourism Top End, Careflight, Royal Flying Doctor Service, Newcastle Waters (Pastoralist), and those external stakeholders to be included in consultation processes.</p>
Scope	Social areas of influence.

All Themes: Understanding and Adapting to Cumulative Impacts					
Key Risks and Opportunities					
Impact	Nature	Phase	Extent	Untreated Rating	Residual Rating
Cumulative opportunities to invest benefits and build capacity from multiple projects.	Positive	Construction	Barkly and social areas of influence	Noticeable	Beneficial
Cumulative impacts of industrialisation with onshore oil and gas developments, pipelines, agribusiness, renewable energy, mining and associated infrastructure.	Negative	Construction and operations	Barkly and social areas of influence	High	High
Cumulative opportunities for development of human capital and business capacity.	Positive	Construction	Barkly and social areas of influence	Noticeable	Beneficial
Reduced amenity and increased road trauma due to increased activity on public roads.	Negative	Construction	All social areas of influence	High	Low

All Themes: Understanding and Adapting to Cumulative Impacts		
Mitigation Action Plans and Commitments		
Action	Responsibility	Timeframe
The Project has implemented an ‘avoid, minimise and mitigation hierarchy’ to prioritise the reduction of negative impacts and will collaborate with regional economic development groups to enhance the potential for available opportunities.	Internal stakeholders Local authorities Barkly Regional Deal	Prior to construction
Work in collaboration with relevant Councils to understand how the Project's workforce impacts existing community capacity constraints.	Internal stakeholders	Prior to construction
Emergency Management Plan for the provision of services for local emergency response.	Internal stakeholders Tourism providers Emergency/health service organisations	Construction
Implement Charter flights - some from major capital cities direct to the Solar Precinct, others from Darwin to the Solar Precinct to reduce traffic congestion and the risk of road trauma.	Internal stakeholders Tourism providers	Prior to construction
Participate in government engagement forums with other major projects, particularly in the Barkly Region and social areas of influence to seek community feedback and develop mitigation strategies to ensure the potential for cumulative impacts are identified and planned accordingly.	Internal stakeholders Barkly Regional Deal NT Government Land Councils	Prior to construction
Conduct a Traffic Impact Assessment and develop a Traffic Management Plan inclusive of road safety awareness	Internal stakeholders NT Government	Prior to construction

All Themes: Understanding and Adapting to Cumulative Impacts		
Work collaboratively with external stakeholders to increase capacity of alternate transportation methods	Internal stakeholders NT Government Darwin Port Railway Operator	Prior to construction
Potential Key Performance Indicators	<ul style="list-style-type: none"> • KPI: Engagements with local government authorities, towards mitigation of cumulative impacts • Target: Number of tangible outputs from collaborations and commercial agreements with local authorities • Target: Financial support for management of cumulative impacts and enhancement of opportunities • KPI: Use of charter flights to site for staff and contractors during construction • Target: Percentage of staff and contractors using charter flights to site compared to Regular Passenger Transit services. • KPI: Proponent attendance in NT Government led economic initiatives • Target: Number of NT Government initiatives Proponent invited to participate in • Target: Number of Proponent attendees at NT Government led initiatives • KPI: Cargo transportation methods • Target: Percentage of cargo transported on railway • Target: Percentage of cargo transported on roadways 	
Review Mechanism	<ul style="list-style-type: none"> • Tracking of interactions with other sectors, using a stakeholder engagement system • Refine quantitative targets (with a timeframe) to monitor mitigations. 	

3.6 Monitoring, Reporting and Review

A monitoring and reporting framework will be implemented to set monitoring timeframes, measure the success of mitigations and enhancement actions, track changes against indicators and communicate results to Project proponents, stakeholders, and the public. The SIMP will be updated periodically to:

- Align with regulatory changes and approvals
- Refine indicators and goals, with specific timeframes, against which to track and report on progress
- Establish a structure for reporting and communicating to stakeholders
- Add an adaptative management framework to capture emerging issues
- Refine contractors' terms and mandated conditions
- Identify key roles and responsibilities relating to the SIMP, including for the Integrated Project Development Team contractors, sub-contractors, and consultants.

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Appendix 1 – Risk and Opportunity Matrix

Theme	Action	Area of Influence	Duration	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic, or cultural change or processes	Likelihood	Consequence	Assessment (issues raised expert judgement, what previous studies found)	Untreated rating (+, -)	Mitigate (-) / Enhance (+)	Residual Rating Risk (-) / Op (+)
1. Connecting with people and culture	A) Regional Aboriginal engagement strategy	7. All	Construction	Aboriginal and other community groups feel disempowered, or that they have not been afforded an influential voice in decision-making and/or project participation.	Inability to inform and participate in project decision-making on project planning, regulatory approvals and project implementation erodes the ability to benefit from the project.	Possible	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 initially 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	Cultural Awareness Framework. Aboriginal Engagement Strategy and Stakeholder Engagement Strategy.	Medium
1. Connecting with people and culture	A) Regional Aboriginal engagement strategy	7. All	Construction	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.	Human rights negatively impacted from start of negotiations to construction and operations.	Unlikely	Moderate	United Nations Declaration on the Rights of Indigenous Peoples and International Finance Corporation (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).	Medium	Cultural Awareness Framework. Actions aligned with the United Nations Declaration on the Rights of Indigenous Peoples and oriented to the protection of intangible of cultural values and species, traditional knowledge, and cultural heritage. Workforce diversity policies.	Low
1. Connecting with people and culture	A) Regional Aboriginal engagement strategy	7. All	Construction and maintenance	Reduced ability to pass on cultural, 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, e.g., working with the Language Centre on communication materials for the Project.	Low	Cultural Awareness Framework. Development of a Reconciliation Action Plan (RAP). Workforce cultural awareness policies and celebrations.	Low

Theme	Action	Area of Influence	Duration	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic, or cultural change or processes	Likelihood	Consequence	Assessment (issues raised expert judgement, what previous studies found)	Untreated rating (+, -)	Mitigate (-) / Enhance (+)	Residual Rating Risk (-) / Op (+)
1. Connecting with people and culture	B) Stakeholder engagement strategy	7. All	Construction and maintenance	Enhanced agency of impacted communities, in project planning, risk mitigation and collaborative and empowered decision making.	Input to planning, risk mitigation, agreement making and investments.	Possible	Moderate	Opportunities from the Project might include enhanced agency in decision-making, influential input into project planning and empowered decision-making over benefits sharing.	Noticeable	A stakeholder engagement and communication strategies grounded on collaborative planning and decision-making. Regional (Aboriginal) Legacy Strategy; Reconciliation Action Plan.	Noticeable
1. Connecting with people and culture	C) Social cohesion and lifestyle	1. Elliott	Construction	Reduced community cohesion and resilience, through changed demographics, community conflict and jealousies over perceived distribution of benefits. Heightened in the lead up to and during construction while benefits are being negotiated and plans finalised.	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.	Possible	Moderate	The literature suggests that an influx of young, single males can reduce community cohesion, e.g., 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. 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 the debate over onshore gas development (affecting many of the same TOs on land to the east) vs renewable energy.	High	Stakeholder Engagement Strategy, Aboriginal Engagement Strategy, Social Cohesion and Lifestyle monitoring program, Communications Plan	Medium
1. Connecting with people and culture	C) Social cohesion and lifestyle	2. Barkly	Construction	Reduced sense of public safety and wellbeing because of project induced substance abuse and alcohol related crime.	Mobilisation of workforce and higher disposable income spent on drugs and alcohol; Distribution of benefits as cash royalties.	Likely	Minor	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 as it should reduce grog running and make it easier for site managers to control behaviour. Comments during consultation for the project echoed those of earlier studies, with police and community leaders expressing reservations about the	High	The project plans to build a 'wet mess' with alcohol limits in place. Social safeguards proposed to be built into the ILUA agreement making process to mitigate royalty risks Workforce Code of conduct	Medium

Theme	Action	Area of Influence	Duration	Potential positive and negative impacts (measurable consequences of change)	Trigger; impact pathway; social, economic, or cultural change or processes	Likelihood	Consequence	Assessment (issues raised expert judgement, what previous studies found)	Untreated rating (+, -)	Mitigate (-) / Enhance (+)	Residual Rating Risk (-) / Op (+)
								distribution of cash royalties from projects.			
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	3. Litchfield	Construction	Reduced access to recreational activities.	Construction and operations activities reduce access to conservation or recreational areas.	Possible	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	Collaboration with Councils towards the rehabilitation of selected areas (e.g., recreational areas) and ongoing engagement under the stakeholder engagement strategy	Low
2. Protecting and nurturing country and values	D) Cultural heritage	4. Darwin	Construction and Maintenance	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.	Possible	Moderate	Cultural values go beyond archaeological and heritage protection and include intangible cultural values. Culturally valued species may be different to scientifically value or threatened species, e.g., 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	Cultural Heritage and Management Framework Aboriginal Areas Protection Authority - AAPA Certificates Cultural Awareness Framework Engagement of cultural monitors	Medium
2. Protecting and nurturing country and values	D) Cultural heritage	7. All	Construction	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.	Possible	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	Catastrophic	Cultural Heritage and Management Framework Aboriginal Areas Protection Authority - AAPA Certificates Cultural Awareness Framework Engagement of cultural monitors	High

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								been cases in the NT of inadvertent damage to cultural sites. Cultural monitors referred to art in the Ashburton Ranges. There are many Larrakia, Tiwi and Wulna cultural sites around Darwin Harbour and on Gunn Point.			
2. Protecting and nurturing country and values	D) Cultural heritage	7. All	Construction	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.	Possible	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	Aboriginal Areas Protection Authority - AAPA CertificatesEngagement of cultural monitors	Low
2. Protecting and nurturing country and values	D) Cultural heritage	7. All	Construction and Maintenance	Loss or damage to declared or valued European heritage.	Land clearing, dredging in the harbour and intersection with historical pastoralist sites.	Possible	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, 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.	Medium	Provide an opportunity to showcase or revitalise European heritage through: Cultural Heritage and Management Plan, Cultural Awareness Framework and Tourism Plan, Social Cohesion and Lifestyle Monitoring.	Low
2. Protecting and nurturing country and values	E) Biodiversity and the environment	7. All	Construction	Reduced amenity and disturbance from dust, noise, light, heat, emissions, and other pollution. Litchfield and Barkly.	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. It has been found that dust and diesel exhaust were not expected to have adverse impacts given low levels and distance from sensitive receptions.	Low	Development of a stakeholder engagement and communication strategy aimed to inform impacted stakeholders on the project's risks Construction Environmental Management Plan	Low

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								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.			
2. Protecting and nurturing country and values	E) Biodiversity and the environment	7. All	Construction	Reduced aesthetic values of the landscape.	Land clearance, industrialisation, height of overhead transmission line poles.	Possible	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 Ghan 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 underground (for both safety and visual reasons). The poles will be 48 to 58m high, at least twice the height of existing power lines.	Medium	Collaboration with Councils towards the rehabilitation of selected areas (e.g recreational areas), landscape. ILUAs. Stakeholder Engagement Strategy. Aboriginal Engagement Strategy.	Low
2. Protecting and nurturing country and values	E) Biodiversity and the environment	7. All	Construction	Reduced feelings of safety by residents 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	The stakeholder engagement and communication strategy will include regular updates and communications on traffic management plans; communication with rail operators and landholders.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	3. Litchfield	Construction	Reduced sense of place through industrialisation of the landscape and changed land use.	Construction and operations bring a large workforce to the region, brings industrial activity to relatively undisturbed landscapes, changes predominant land use.	Likely	Minor	Some stakeholders raised concern about the impact of industrial development on landscapes, 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.	High	Engagement and agreements with respective Councils on landscape and changed land use. Social cohesion and lifestyle monitoring.	Medium

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2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	3. Litchfield	Construction	Reduced public health, through noise, dust, human exposure to electromagnetic fields, biting insects, waste and contamination at Gunn Point.	Land clearing and construction activities; operations of the OHTL.	Possible	Insignificant	While EMF 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.	Low	Workplace health and wellbeing programs under the 'Local Workforce Strategy'.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	3. Litchfield	Construction	Reduced recreational fishing and shellfish due to poor fish health	Dredging and trenching through the harbour, destruction of mangroves, turbidity, loss of seagrass.	Possible	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.	Medium	Sun Cable is developing a stakeholder engagement and communication strategy that encompasses to engage with stakeholders in the recreational space (e.g., Amateur Fishermen's Association) and throughout the life cycle of the project.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction	Degraded biodiversity and habitat in the project footprint.	Land and clearing for Solar Precinct, workers' accommodation or access roads.	Likely	Moderate	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	Collaboration with Councils towards rehabilitation and replanting of degraded areas and biodiversity. Construction environmental management plan	Medium
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction	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.	Possible	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	Medium	Ongoing engagement with the pastoral sector under the stakeholder engagement and communication strategy.	Low

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								lose pastoral workers to the Project.			
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction	Contribution to greenhouse gas emissions from transport and clearing.	Clearing of Solar Precinct site, land and sea transport, plant and equipment.	Possible	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	Research-industry partnerships on initiatives aimed at reducing greenhouse emissions. Support knowledge exchange with tertiary education institutions 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.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction	Reduced recreational fishing and shellfish due to poor fish health.	Dredging and trenching through the harbour, destruction of mangroves, turbidity, loss of seagrass.	Possible	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.	Medium	Ongoing communication with AFNAT (Amateur Fishermen's Association) under the stakeholder engagement and communication strategy.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction and maintenance	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.	Possible	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	Close communication with key stakeholders engaged in traditional livelihood activities, under the Aboriginal Engagement Strategy and Stakeholder Engagement Strategy.	Low
2. Protecting and nurturing country and values	E) Biodiversity, the environment and recycling/reuse	7. All	Construction and maintenance	Contribution to Territory and global reduction in greenhouse gas emissions.	Clearing of Solar Precinct site, land and sea transport, plant and equipment.	Almost Uncertain	Important	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.	Noticeable	Development and implementation of a GHG Management Plan aligning with the NT long-term net zero emissions goal by 2050.	Beneficial

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3. Delivering enduring benefits	G) Local content	2. Barkly	Construction and maintenance	Stronger NT (Barkly) economy, through local contracts, increased wages, income and economic diversification opportunities and revenues (e.g., manufacturing industry).	Mobilisation and operations: construction wages, contract payments, boost to regional populations.	Possible	Moderate	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 and NT Capability mapping; collaboration with local authorities for revenue allocation and increased benefits for local communities	Transformational
3. Delivering enduring benefits	G) Local content	7. All	Construction	Reduced capacity of local business and frustration at failing to win tenders.	Planning, the start of procurement and ongoing operations.	Possible	Moderate	Although frustration at failing to win tenders is an issue across the Territory, the most prominent impact has to do with the fact that local business may have the capabilities but not necessarily the capacity to deliver; may have no desire to grow and may not be able to meet the standards required of large projects. In addition, the types of contracts may also have an impact, since some will be tailored to maximise local opportunities whilst others would be too large for NT companies to bid for as they do not have the capacity. A case in point is Katherine where 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	Capacity building for contractors and local businesses. Contract process awareness sessions and a pre-qualification process; contractor management and reporting framework to track participation outcomes. Local content and employment expectations in contracts with scopes of work aligned with local capacity and capabilities. Workforce diversity initiatives. Tender feedback and referral system. Working groups with NT ICN and NTIBN to manage community expectations on benefits for local businesses	Medium

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3. Delivering enduring benefits	G) Local content	7. All	Construction	Business become overly dependent on the project or renewables sector and over-invest due to unrealistic expectations of benefits during the construction phase.	Construction and procurement lead to large, but potentially short-term opportunities.	Possible	Minor	Businesses may over-invest in new equipment or business growth without the capacity to maintain financial commitments after the short-term construction period. This is a sensitive issue because of the INPEX experience and rhetoric of the 'INPEX cliff'. Case studies from Queensland CSG boom suggest accommodation providers, over-invested in anticipation of winning work or as the construction cycle declined. This can lead to business failures, negative sentiment towards the Project and reduced economic vitality. 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.	Medium	Regular communication and engagement with local businesses as part of the Stakeholder Engagement and Communication Strategy. Capacity-building for contractors and local businesses as part of local procurement approach. Territory Benefit Plan Working groups with NT ICN and NTIBN to manage community expectations on benefits for local businesses	Low
3. Delivering enduring benefits	H) Workforce development	2. Barkly	Construction	Reduced affordability of health services.	Mobilisation of construction workforce puts pressure on health services.	Unlikely	Moderate	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	Purpose-built onsite camp at Powell Creek with capacity for approximately 1,000 people, reducing to about 100-200 during operations. Camp will include health services.	Low
3. Delivering enduring benefits	H) Workforce development	5. Barkly and Darwin	Construction	Enhanced labour force and skills from the relocation of spouses and partners of construction workforce and management team.	Mobilisation of workforce leads to families relocating to the Greater Darwin or Barkly Region.	Possible	Minor	A common theme in SIA interviews was that people filling positions in the Barkly and Greater 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	Barely perceptible	Bulk of workforce will be FIFO, however, close collaboration with NT Government and Chamber of Commerce, through the Barkly Regional Deal, will contribute to attract families to live in the NT.	Noticeable

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								major barrier to population growth is housing scarcity.			
3. Delivering enduring benefits	H) Workforce development	7. All	Construction	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.	Possible	Moderate	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. NT Capability Mapping and gap analysis, Territory Benefit Plan, Training and Development Plan.	Medium
3. Delivering enduring benefits	H) Workforce development	7. All	Construction	Reduced mental health and wellbeing of workforce from loneliness or family pressures, increased drug and alcohol use, self-harm and suicide.	Mobilisation of FIFO workforce and establishment; rosters and establishment of accommodation villages during construction.	Likely	Moderate	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 community. This may be exacerbated by pre-existing personal and family issues. Racism and absence from families can be particularly problematic for Aboriginal workers.	High	Local Workforce Strategy which encompasses policies aimed to mitigate potential abusive behaviour, alcohol and drugs resulting in enhanced wellbeing and safety for surrounding communities.	Medium
3. Delivering enduring benefits	H) Workforce development	7. All	Construction	Higher levels of road trauma on 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.	Possible	Moderate	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 reducing feelings of safety for other road users, including tourists. Pastoralists re concerned at the safety implications of vehicles using station roads. Increased traffic could include contractors and workers travelling to worksites, particularly if fatigues, although Sun Cable plans to transport regional workers either by air or from 'park and ride' facilities.	High	As part of the Local Workforce Strategy, several actions are in place to increase road safety awareness, resulting in lower levels of road trauma for both, internal and external stakeholders, such as, traffic management plans, aerial and bus transport of workers; railway transport of equipment; work health and safety and plans as well as fatigue management.	Medium

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3. Delivering enduring benefits	H) Workforce development	7. All	Construction and Maintenance	Enhanced human capital and skills because 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	Insignificant	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. NT Capability mapping and gap analysis.	Beneficial
3. Delivering enduring benefits	I) Energy solutions and security	2. Barkly	Construction and maintenance	Improved access to utilities, such as power, water and telecommunications.	Project construction and operations leads to upgrade of utilities that benefits communities.	Possible	Insignificant	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	Territory Benefit Plan. ILUAs.	Noticeable

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3. Delivering enduring benefits	I) Energy solutions and security	7. All	Construction and maintenance	Leverage Sun Cable's expertise on renewable energy.	Community expectations on energy supply across the Territory.	Possible	Important	There is an expectation at the community level that the project will eventually supply energy for the Territory broadly.	Beneficial	<p>NT Renewable Centre of Excellence to foster world-class collaboration in research and development activities and knowledge transfer across the renewable energy industry.</p> <p>In alignment with the UNFCCC and IPCC targets, mitigations will support local communities to build the skills necessary to manage and harness their own energy resources and/or improve home energy efficiency,</p> <p>Project will deliver supply of reliable, dispatchable renewable electricity 24/7 to the Northern Territory market.</p>	Transformational
3. Delivering enduring benefits	J) Social infrastructure and services	2. Barkly	Construction	Reduced affordability and availability of public and private accommodation, particularly in Tennant Creek, Elliott and Katherine as workers or families seek local housing and childcare facilities.	Mobilisation of construction workforce and families increases local populations; workers require rental or short-term accommodation in regional or Darwin markets.	Possible	Extreme	<p>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.</p> <p>Katherine contractors reported reliance on hotels, due to a lack of rental properties.</p> <p>In Tennant Creek and Elliott, a dearth of housing and high rents has create major barriers to recruitment and high vacancy rates.</p> <p>The housing situation is already</p>	Catastrophic	Purpose-built onsite camp at Powell Creek to house the construction and maintenance workforces.	High

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								acute, with no resilience to absorb increased demand. Any loss of existing accommodation or higher prices would create downward pressures on social and government employee housing.			
3. Delivering enduring benefits	J) Social infrastructure and services	2. Barkly	Construction	Reduced quality of municipal services in Elliott and Tennant Creek due to loss of staff, pressures on budget and staff time.	Mobilisation puts pressure on council assets and service delivery, including roads, childcare, waste management.	Possible	Minor	There are skills shortages and challenges with job retention across the project's areas of influence. Both Aboriginal and non-Aboriginal staff may seek jobs with the project, either for higher wages or new opportunities.	High	Local Workforce Strategy. Workforce village to mitigate existing pressures on municipal facilities as it contains several facilities to cover basic public services. NT Capability mapping and gap analysis by the Industry Capability Network NT (ICN NT) is in place to determine Northern Territory industry capabilities to support the project.	Medium
3. Delivering enduring benefits	J) Social infrastructure and services	2. Barkly	Construction and Maintenance	Reduced access to workforce and affordable services, quality and productivity of other economic sectors, such as tourism.	Mobilisation of construction draws labour from other employers, takes up flights and short-term accommodation or leads to land use conflict (e.g., corridor).	Likely	Moderate	The Barkly (in particular in and around Elliott) is likely to be sensitive to short-term impacts on affordable accommodation and access to labour and regional air services. This could be a cumulative impact, particularly if several projects go through the construction phase simultaneously (e.g., 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.	High	NT Capability mapping and gap analysis by the Industry Capability Network NT. Social Cohesion and Lifestyle monitoring program.	Medium
3. Delivering enduring benefits	J) Social infrastructure and services	2. Barkly	Construction	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.	Possible	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	Medium	Powell Creek sits outside the Police, Fire and Emergency Response boundary for responses. Memorandum of Understanding/private agreements will be in place to provide services at site and to the workforce. Emergency response plan	Low

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								limited spare capacity to provide health and ambulance services.			
3. Delivering enduring benefits	J) Social infrastructure and services	5. Barkly and Darwin	Construction	Reduced sense of wellbeing and safety from influx of workers and projects activities.	Mobilisation of construction workforce, influx of workers and their families during construction and operations.	Possible	Moderate	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 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.	High	Local Workforce Strategy to maximise local workforce participation and facilitate sustainable workforce initiatives that build local capacity and deliver social outcomes at the local level. Company policies and procedures to mitigate against issues such as drug and alcohol abuse in the workplace, resulting in a sense of wellbeing and safety for workers.	Medium
3. Delivering enduring benefits	J) Social infrastructure and services	5. Barkly and Darwin	Construction	Reduced access to schools and childcare.	Mobilisation of local workforce puts pressure on childcare for local employees.	Unlikely	Insignificant	Higher demand may put pressure on local educational infrastructure and services, such as childcare. Access to childcare in the Barkly is already problematic and increased workforce participation by local women would likely increase the demand for childcare case, which could be a positive or negative impact depending on how well supply and demand are managed.	Low	This pressure is unlikely to occur during construction and actions are and should be readily absorbed during operations in both, Darwin and the Barkly.	Low
3. Delivering enduring benefits	J) Social infrastructure and services	6. Katherine	Construction	Reduced access, affordability or quality of transport infrastructure, including road and rail.	Mobilisation generates industrial traffic on local roads and rail crossings.	Possible	Minor	Transport of workers on commercial flights could lead crowding out and higher prices for tourism and service providers in Katherine and Tennant Creek.	Medium	The workforce will use charter flights to the site. Rail transport is likely to be improved overtime.	Low
3. Delivering enduring benefits	K) Aboriginal regional legacy strategy	7. All	Construction	Aboriginal jobs, training, and legacy skills development as a result of the project and community benefit packages.	Planning, construction, and implementation of the Project.	Unlikely	Moderate	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.	Beneficial	Territory Benefit Plan. Regional Aboriginal Legacy Strategy. Local Workforce Strategy. Aboriginal Engagement Strategy.	Transformational

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3. Delivering enduring benefits	K) Aboriginal regional legacy strategy	7. All	Construction	Local businesses benefit from winning work and enhanced capabilities, including Aboriginal business and pastoralists.	Planning, construction and implementation of the Project.	Possible	Moderate	Some cynicism about the benefits to be delivered and level of local, Indigenous procurement. Benefits are most likely at the construction stage. There is potential to build local Aboriginal enterprises to provide services and supplies.	Noticeable	Territory Benefit Plan. Stakeholder engagement and communication strategy to inform about the benefits derived from the project.	Beneficial
3. Delivering enduring benefits	K) Aboriginal regional legacy strategy	7. All	Construction	Opportunities for ranger groups to provide cultural and environmental services.	Environmental studies and ongoing monitoring.	Possible	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	Cultural Awareness Framework ILUAs and specifics around Aboriginal employment Aboriginal Regional Legacy Strategy.	Beneficial
4. Cumulative impacts	C) Social cohesion and lifestyle	7. All	Construction	Reduced amenity from congestion on the roads and delays with project traffic.	Increased industrial traffic and worker vehicles, particularly during construction.	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	Low	Traffic Management Plan to be developed based on transport route. Traffic Impact Assessment Study.	Low
4. Cumulative impacts	B) Stakeholder engagement strategy	7. All	Construction and maintenance	Communities and stakeholders reluctant to engage due to consultation fatigue.	Repeated and often tokenistic or poor consultation with the same stakeholders across projects.	Likely	Moderate	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	A stakeholder engagement and communication strategy aligned with best practices and aimed to build trust amongst involved stakeholders.	Medium
4. Cumulative impacts	E) Biodiversity and the environment	7. All	Construction	Reduced welfare of girls and young women due to exploitation by workers, sexual liaisons, sexually transmitted diseases and unwanted pregnancies.	Mobilisation of construction workforce	Possible	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	HSE training and induction packages. Community engagement activities through the stakeholder engagement strategy. Contracts incorporating Modern Day Slavery	Low

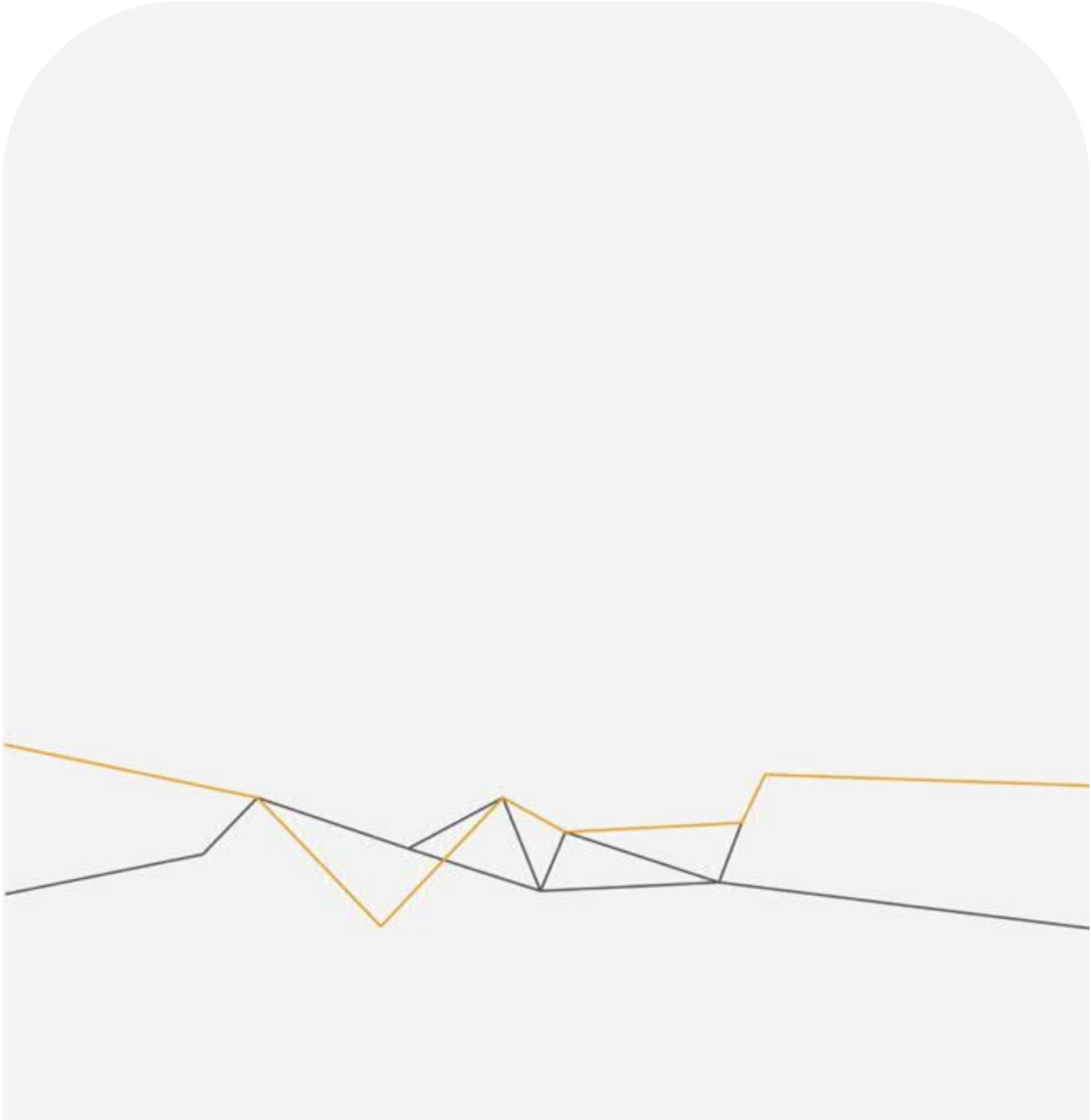
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										requirements under the local workforce strategy.	
4. Cumulative impacts	E) Biodiversity and the environment	7. All	Construction	Deaths, injuries or disruptions to recreational traffic on the harbour during trenching of cables.	Collisions with vessels doing seismic surveys, trenching and laying of cables, particularly in nearshore areas or shipping channels.	Possible	Moderate	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.	High	Regular communication with Harbour Master and other stakeholders under the Stakeholder Engagement and Communication Strategy .	Medium
4. Cumulative impacts	E) Biodiversity, the environment and recycling/reuse	7. All	Construction	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	Moderate	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.	High	Environmental Management Plan.	Medium
4. Cumulative impacts	G) Local content	7. All	Construction	Inflationary effects on other businesses. and economic sectors.	Construction and implementation creating scarcity or higher costs and overheads (labour, trades, goods and services, accommodation).	Possible	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 actions with economic sectors on initiatives relating inflationary effects on other businesses.	Low
4. Cumulative impacts	H) Workforce development	2. Barkly	Construction	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	Moderate	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	High	Collaboration with other sectors, through the Barkly Regional Deal. Local Workforce Strategy. NT Capability mapping.	Medium

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								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.			
4. Cumulative impacts	J) Social infrastructure and services	7. All	Construction	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).	Possible	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	Collaboration with other sectors through the Barkly Regional Deal. Social Cohesion and Lifestyle Monitoring.	Low
4. Cumulative impacts	F) Human health and the living environment	2. Barkly	Construction	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	Territory Benefit Plan Local Workforce Strategy ILUAs	Barely Perceptible
4. Cumulative impacts	G) Local content	7. All	Construction	Cumulative opportunities to invest benefits and build capacity from multiple projects	Project construction and negotiation of benefits	Possible	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	Noticeable	Cross-sectoral collaboration and actions to address cumulative impacts and/or build upon existing opportunities are also in place	Beneficial

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								may grow incrementally and would require appropriate governance structures and empowerment (see SV-1).			
4. Cumulative impacts	G) Local content	2. Barkly	Construction and operations	Cumulative impacts of industrialisation with onshore oil and gas developments, pipelines, agribusiness, renewable energy, mining and associated infrastructure	Mutiple Projects on the development pathway changing predominant land uses and values	Likely	Moderate	<p>Cumulative impacts are a gradual ecological or socio-ecological degradation of a region that region. 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. 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. Along the railway corridor, cumulative uses should be absorbed. 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. At Murrumujuk, there are concerns that the AAPowerLink and Seafarms' activities expenditure industrial development on the Gunn Point Peninsula and the proposed</p>	High	The Project will engage with other major projects/sectors occurring in the NT, particularly the Barkly region and social areas of influence to seek community feedback and develop mitigation strategies to ensure the potential for cumulative impacts are identified and planned accordingly	High

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								township of Murrumujuk. While there are economic benefits, this was described as a threat to tightly held rural and environmental values by several stakeholders.			
4. Cumulative impacts	G) Local content	2. Barkly	Construction	Cumulative opportunities for development of human capital and business capacity		Possible	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	Noticeable	Territory Benefit Plan	Beneficial
3. Delivering enduring benefits	J) Social infrastructure and services	7. All	Construction	Enhanced community vitality through investment in social and community infrastructure and enhanced economic activity	Social investment and enhanced community vitality	Possible	Insignificant	Project jobs and benefits may enhance community competence, strength of social and economic 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.	Barely perceptible	Territory Benefit Plan	Noticeable
3. Delivering enduring benefits	C) Social cohesion and lifestyle	7. All	Construction	Improved transport infrastructure, including road and rail	Project investment in new or upgraded roads and rail crossings	Possible	Insignificant	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 hunting areas, the idea of an electric train from Tennant	Barely Perceptible	Rail transport is likely to be improved	Noticeable

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								Creek to a project siding for workers.			



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