grounded.

22 October 2022

Town of Port Hedland
PO Box 31
Port Hedland WA 6721

PROPOSED WORKFORCE ACCOMMODATION
LOT 436 BAYLEY RETREAT PORT HEDLAND

Grounded Construction Group would like to submit this development application for the above mentioned property (site).

Enclosed with this application are:

- Completed application form (to be signed by the Town of Port Hedland as the landowner)
- Proposed design drawings:
    - Site Plan
    - Floor Plan
    - Roof Plan
    - Elevations
    - Sections
    - 3d Perspective
- Feature / Contour Plan
- Social Impact Assessment
- Transport Impact Statement
- Certificate of Title

1 INTRODUCTION

The MGM Group (MGM) is a bulk haulage transport group providing limestone quarrying and supply that operates throughout Western Australia. With a workforce of some 300 employees and a core fleet of 20 trucks and some 250 trailer configurations, MGM provides services to mining companies that require bulk haulage, ship loading, rail loading, storage and stockpile management. MGM also operates a range of inhouse quarry facilities.

MGM has been continuously operating a bulk haulage business in Port Hedland since 2015, operating out of a depot in Wedgefield with all management and support functions (including maintenance and administraion). MGM services a number of Pilbara mine site operations from Port Hedland, currently with around 60 quad combinations and nearly 300 staff. Of these, 56 staff, or nearly 20%, are local residents.

1.1 PROPOSED DEVELOPMENT

MGM is developing the MGM Lodge Project for the sole purpose of providing accommodation in Port Hedland for its existing and future workforce.

The development comprises of:

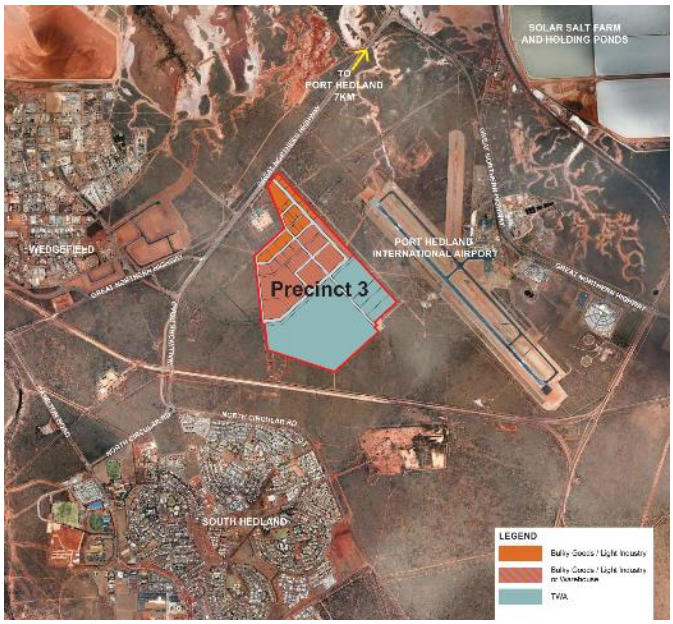
- 222 ensuited single occupant units
- Laundries
- Dining and drinking hall with alfresco area
- Village administration office and shop
- Fitness and Recreation facility
- Undercover BBQ / outdoor recreational area
- Parking for light vehicles
- Bus pick up / drop off and bus parking area
- Loading Area
- Waste Storage and Collection Area
- On site sewage treatment

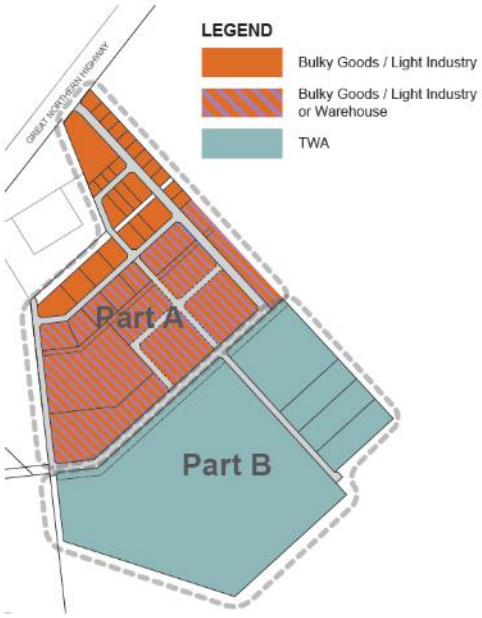
1.2 APPROVAL TIMEFRAME

This development application seeks approval for a 30-year time-limited approval to coincide with remaining 44-year lease arrangement for the site between the Town of Port Hedland and PHIA Asset Pty Ltd. The proposed approval timeframe will allow MGM to establish a more consistent accommodation arrangement for their personnel and as such focus its resources in establishing better integration to the social fabric of the local community.

2 PROPOSED DEVELOPMENT

The site is situated within the Kingsford Business Park development area. The proposed development sits within Part B – Transient Worker Accommodation.





The site is approximately 10ha and is currently leased to Port Hedland International Airport (PHIA). MGM Lodge will enter into a sub-lease agreement with PHIA.

The site is zoned 'Special Use Zone 2' (SU2) under the Town of Port Hedland Local Planning Scheme No. 7 (LPS 7). The proposed land use is defined as 'Workforce Accommodation' which is an 'D' use within S2 whereby the Town has discretion to approve the application.

The follow local planning policies and design guidelines are applicable to this site.

- LPP05 – Workforce Accommodation;
- LPP06 – Social Impact Assessment;
- Kingsford Business Park Design Guidelines; and
- State Planning Policy 7.0 – Design of the Built Environment

2.1 LPP05 – WORKFORCE ACCOMMODATION

The following notes summarises the design approach to meeting LPP05 objectives:

1. To integrate workforce accommodation into the surrounding local environment through physical design and management measures which promote social cohesion.

   Refer to Social Impact Assessment and Management Plan.

2. To ensure the application of design standards to workforce accommodation are commensurate with the development lifespan and location.

   The design addressed applicable elements within High Design Standards within LPP05. Refer to 2.1.1 Design Summary below.

3. To encourage workforce accommodation to be located close to urban settings and commercial centres that ensures reciprocal benefits for the local community and local business from an integrated workforce accommodation facility.

   Refer to Social Impact Assessment and Management Plan.

4. To support high-quality, adaptive and sustainable design of workforce accommodation that responds to regional climatic conditions, provides a high level of amenity for occupants and promotes articulated frontages that avoid sterile streetscapes.

   Refer to 2.1.1 Design Summary below.

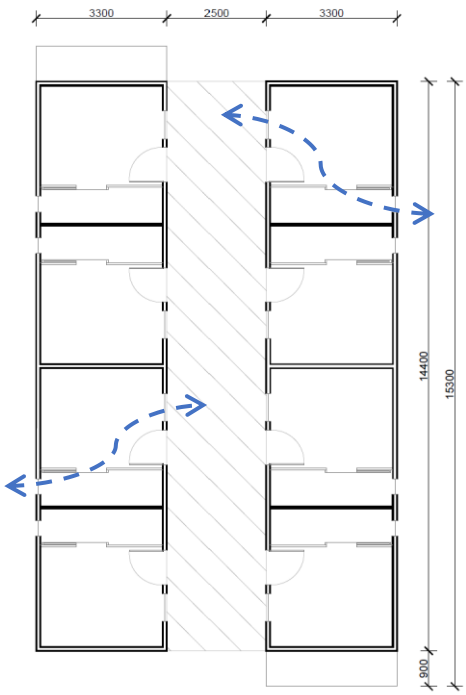
5. To facilitate workforce accommodation that is demonstrated to meet the temporary needs of a specific industry or project and allow decision makers to apply discretion regarding the duration (term) of approval, acknowledging it as a temporary and transitional use.

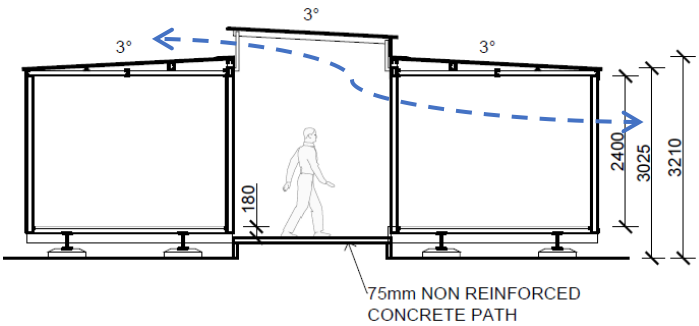
   Refer to Social Impact Assessment and Management Plan.

2.1.1 DESIGN SUMMARY

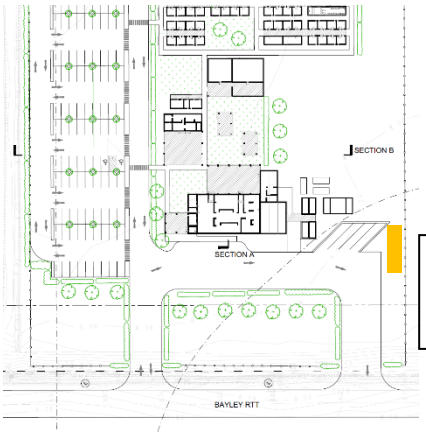
The proposed development seeks to provide a balance between a livable and safe accommodation facility whilst utilising a robust and efficient construction methodology to address the environment.

- Various undercover areas for arrival and departure;
- Series of courtyards between central facility buildings (dining, admin / shop, fitness / recreation);
- Series of courtyards punctuating the accommodation units;
- Units facing a communal undercover area to minimise heat gain whilst maintaining access to ambient natural light and natural ventilation; and
- Separation between light vehicles and buses / delivery / maintenance trucks.





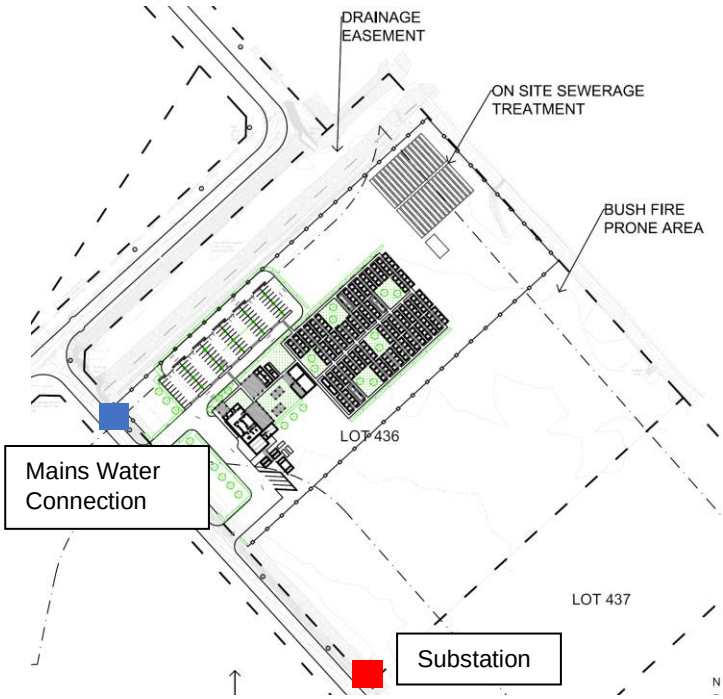
2.1.2 WASTE MANAGEMENT



The proposed development will be managed by a cleaning and catering contractor. The waste collection and disposal will be part of the scope of the contractor. There is an area allocated within the development for large bins with access for waste truck collection.

2.1.3 SERVICES INFRASTRUCTURE

Power	The development will connect to substation allocated for the site (refer to site survey)
Water	Existing water connection to be connected (refer to site survey)
Sewerage	An on-site sewage treatment system proposed for the development



2.1.4 TRAFFIC IMPACT STATEMENT

Please refer to Traffic Impact Statement for the proposed development.

2.2 LPP06 – SOCIAL IMPACT ASSESSMENT

Please refer to Social Impact Assessment report in response to LPP06 policy objectives.

2.3 KINGSFORD BUSINESS PARK DESIGN GUIDELINES

Part B of the Kingsford Business Park Design Guidelines outlines Transient Workers Accommodation (TWA) design items are address as follow:

2.3.1 STORMWATER & DRAINAGE MANAGEMENT

A feature and contour survey was carried for the site to confirm existing ground levels are approximately 100mm clear of the AS 1 in 100 year flood event.

A detailed Stormwater Management Plan will be submitted at detailed design phase, which will include the following:

- Design Criteria as per the Town of Port Hedland Drainage guidelines
- Calculations of all catchment areas and flows to demonstrate on-site storage for the 1:5 year Storm Event
- Site levels and grades to ensure no surface ponding / standing water in excess of 72 hours
- Plans showing drainage infrastructure, pits, pipes and swales to ensure flow drains towards open drains.
- Plans showing different surface treatments on the site
- Vegetated swales with scour protection along interface of council drains to ensure sediment / erosion control

2.3.2 BUILDING SETBACK

The development complies with the 25m front setback and 10m side and rear setbacks. The development also does not encroach onto the drainage easement along Altitude Ave.

2.3.3 BUILDING HEIGHT & SITE COVERAGE

- No building is more than 8m in height.

2.3.4 BUILDING ENTRIES AND ADDRESS

- Two crossovers along Bayley Retreat is proposed with all parking contained on site.
- Parking area will be sealed and provided with shade tree (1 per 4 bays).
- Main entrance to the development is clearly visible from Bayley Retreat, signalled by the covered areas (doubles up as focus point and protection for pedestrians)
- The development consists of a series of buildings that are configured to create interconnected courtyards.

2.3.5 BOUNDARY FENCING

- Black PVC Coated Chain Wire Fencing

2.3.6 EXTERNAL AND INTERNAL LIGHTING

- External lighting to comply with relevant Australian Standards
- External lighting to have shields to avoid light spill
- Sensor / automated lighting at all entries and exits, and walkways
- Lighting to provide uniform spread to reduce contrast between shadow and illuminated areas
- Lighting fixtures to be located to illuminate pedestrian routes, entrapment areas or other areas requiring visibility
- Lighting is protected against vandalism (or uses vandal resistant materials)

2.3.7 LANDSCAPING

- Refer to proposed landscape design layout
- 5m zone along front setback TBC

2.3.8 LANDSCAPE IRRIGATION & WATER USE

- Sewage disposal area proposed along the rear section of the site away from all buildings

2.4 STATE PLANNING POLICY 7.0 DESIGN OF THE BUILT ENVIRONMENT

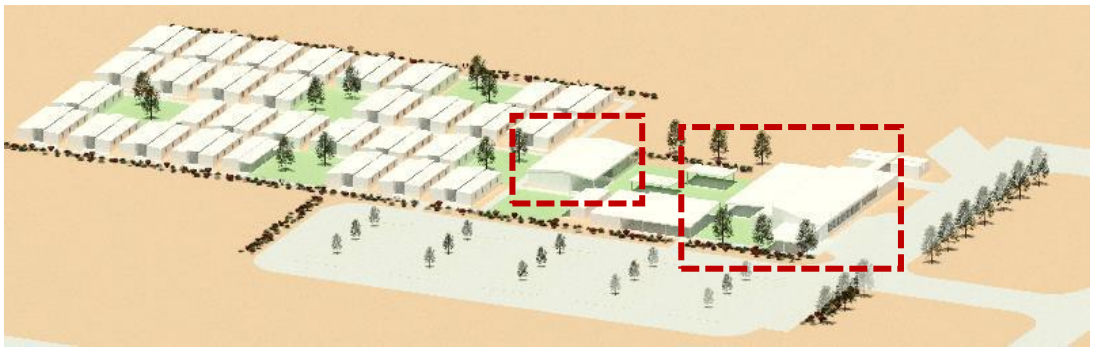
The following notes addresses the Design Principles listed in SSP 7.0:

Design Principle 1 Context and Character - *Good design responds to and enhances the distinctive characteristics of a local area, contributing to a sense of place*

The area is at its early stage of establishment and provide a good canvas for developments to influence its character. This project's brief was to create a place that all employees can identify with as they arrive from the airport (quick shuttle), check in, start and finish their workdays and preparing to head off on break. It is hoped that the project will be a catalyst to more activity in this locality.

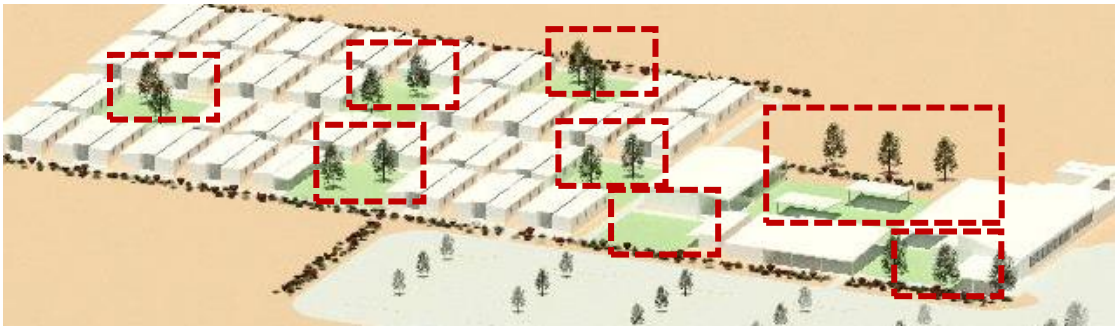
The main facility areas are designed with taller building envelopes. The main dining building (6.2m high) and fitness building (4.8m high) create a street presence whilst being efficient with cyclone structural design requirements.

From a buildability perspective and availability of skilled labour, the accommodation units are prefabricated modules. The design focused on in situ construction for the dining building and fitness centre whilst complying with the height limit for the site (8m due to its proximity to the airport).

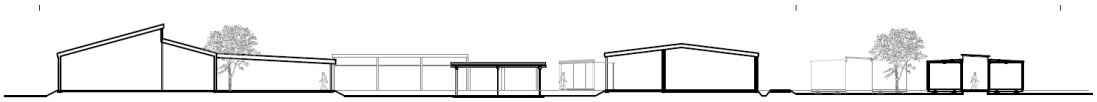


Design Principle 2 Landscape Quality - *Good design recognises that together landscape and buildings operate as an integrated and sustainable system, within a broader ecological context.*

The landscape design strategy is to create a series of courtyards linked by a network of shrubs / trees. The existing land is a cleared site and therefore no vegetation exist.



Design Principle 3 Built Form and Scale - *Good design ensures that the massing and height of development is appropriate to its setting and successfully negotiates between existing built form and the intended future character of the local area*



The central facilities area consist of the following:

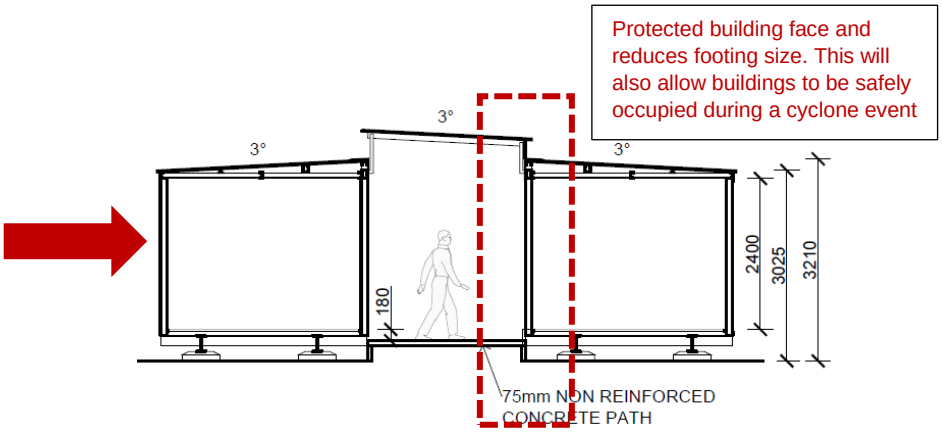
- Dining building with alfresco
- Series of external covered areas
- Fitness building
- Administration building / shop
- Bus waiting area

This collection of buildings and shared functions for the occupants provided the opportunity for a variance in height, footprint and permeability. The result is a protected yet open series of spaces for occupants to congregate.

Design Principle 4 Functionality and Build Quality - *Good design meets the needs of users efficiently and effectively, balancing functional requirements to perform well and deliver optimum benefit over the full life-cycle.*

Port Hedland is a harsh environment for the building fabric. The various buildings on site protects each other and creates sheltered courtyards.

The accommodation units are configured to have 2 buildings facing each other with an interconnecting roof. This arrangement protects the adjacent buildings from strong wind forces and provide a robust structural configuration

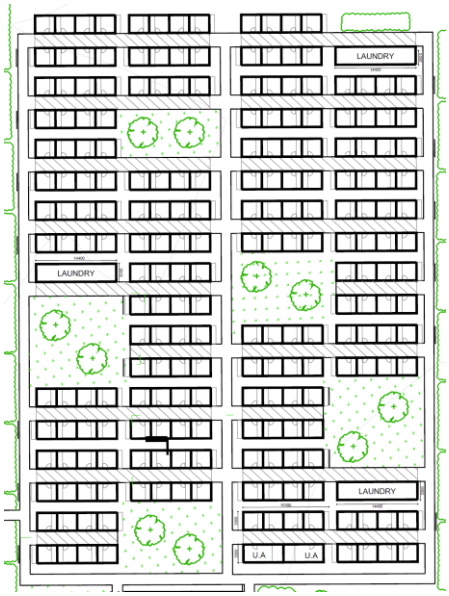


The buildings are proposed to have metal cladding which provides a durable factory finish

Accommodation villages similar to this are typically maintained by contracted third party to ensure ongoing functionality and safety. This means that the development will not be left in disrepair.

Design Principle 5 Sustainability - *Good design optimises the sustainability of the built environment, delivering positive environmental, social and economic outcomes*

The accommodation buildings typical configuration provides shading to reduce heat gain.



The treated effluent can be dispersed via shallow bed leech drains below lawn areas. Subject to detailed design and approvals, a sustainable sports field can be created.

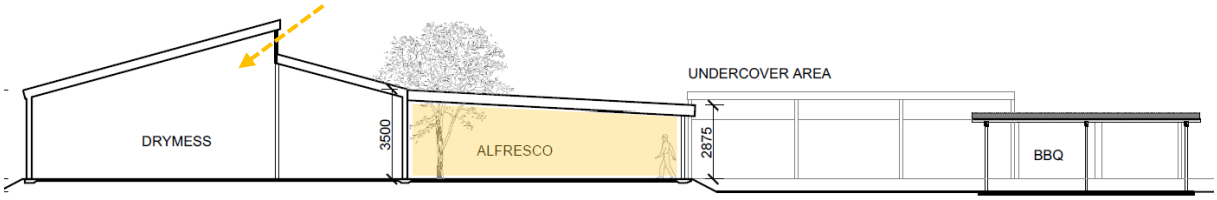
Other initiatives :

- There is also a business case for a solar / battery solution should the approval be 30 years.
- Motion sensor to manage air-conditioning usage

Design Principle 6 Amenity - *Good design provides successful places that offer a variety of uses and activities while optimising internal and external amenity for occupants, visitors and neighbours, providing environments that are comfortable, productive and healthy*

Following facilities are proposed for the comfort of the occupants:

- Communal dining and drinking area with high ceilings and clerestory windows
- Large alfresco area
- Series of external covered areas for BBQ / gatherings
- Fitness and Recreation building
- Communal laundry facility

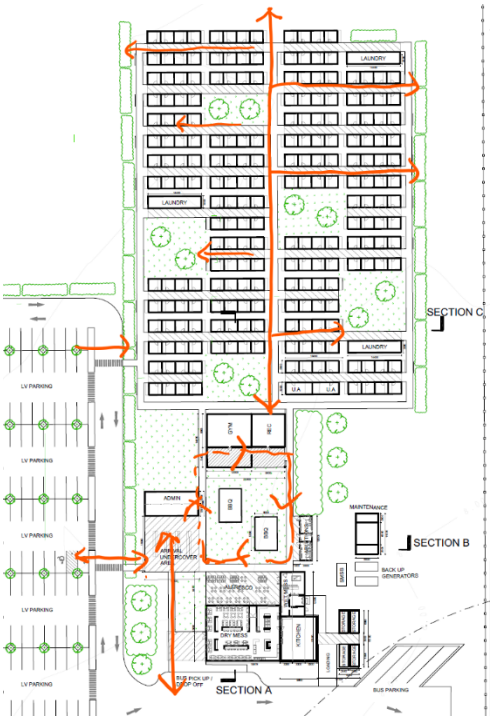


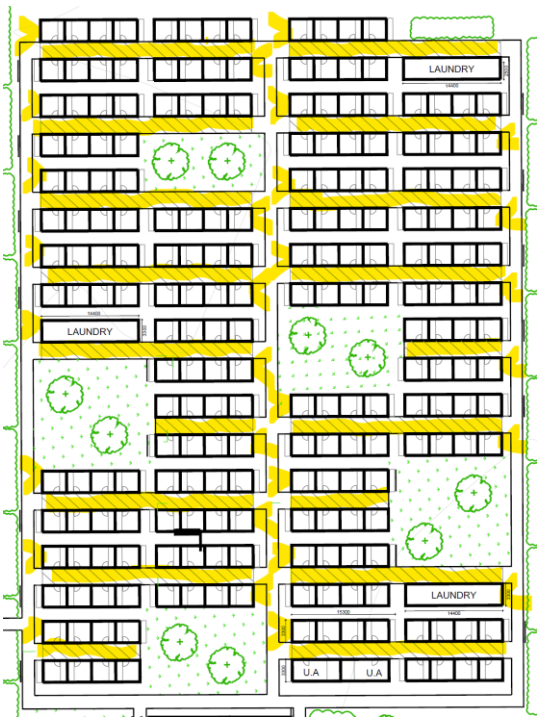
Design Principle 7 Legibility - *Good design results in buildings and places that are legible, with clear connections and easily identifiable elements to help people find their way around.*

Design Principle 8 Safety - Good design optimises safety and security, minimising the risk of personal harm and supporting safe behaviour and use

The footpath network links the central facilities to a main thoroughfare which leads occupants to their accommodation unit.

The permeability of the layout provides passive surveillance throughout the development. The ends of each accommodation block is equipped with lighting and connection for CCTV.





Design Principle 9 Community - Good design responds to local community needs as well as the wider social context, providing environments that support a diverse range of people and facilitate social interaction.

The central facilities is the hub for the accommodation village. The design will be able to facilitate:

- Dining inside and outside
- Outdoor BBQ gatherings
- Group fitness classes
- Watching sport / video communally (outdoor viewing)
- Covered areas for arrivals are dual purpose (additional area for group activities)

Design Principle 10 Aesthetics - Good design is the product of a skilled, judicious design process that results in attractive and inviting buildings and places that engage the senses

The key design element of the project is the collection of courtyards and buildings with different functions. This layout provides many areas for various groups to congregate as well as protect occupants and buildings from the harsh environment.

3 SUMMARY

The proposed development will enable MGM, a WA owned business to provide a safe and inclusive place for their workforce. We envisage that this place will allow the team to thrive and establish a good culture that has ample opportunity to a positive contributor to the local community.

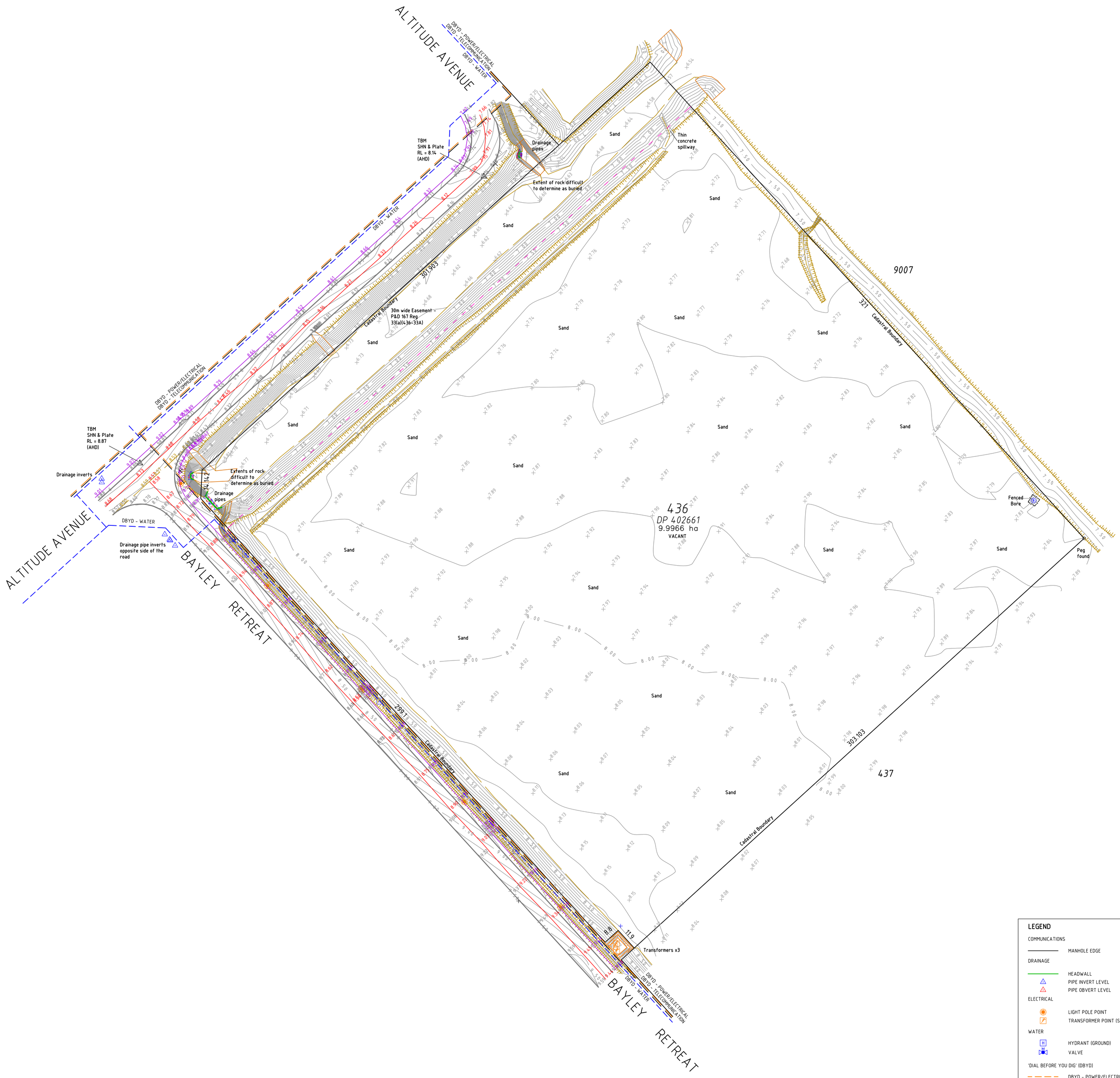
The proposed development is consistent with ‘Special Use Zone 2’ (SU2) objectives and would generate positive social and economic impact to the local community. Please reach out to us for any further clarification or information. We look forward to obtaining approval for the development and progress with the design and delivery of the project.

Kind regards

Bernard Lim

Design Manager

Grounded Construction Group



LEGEND

COMMUNICATIONS
- MANHOLE EDGE

DRAINAGE
- HEADWALL
- PIPE INVERT LEVEL
- PIPE OBVERT LEVEL

ELECTRICAL
- LIGHT POLE POINT
- TRANSFORMER POINT (SINGLE)

WATER
- HYDRANT (GROUND)
- VALVE

'DIAL BEFORE YOU DIG' (DBYD)
- DBYD - POWER/ELECTRICAL
- DBYD - TELECOMMUNICATION
- DBYD - WATER

ROAD
- CENTRE OF ROAD
- FOOTPATH - EDGE
- KERB - BOTTOM
- KERB - TOP
- TRACK - EDGE

SURVEY
- CADASTRAL BOUNDARY
- EASEMENT BOUNDARY
- PEG
- SPIKE
- TEMPORARY BENCHMARK

STRUCTURE
- CONCRETE - EDGE
- FENCE
- RETAINING WALL - BASE
- RETAINING WALL - TOP
- BORE

TOPOGRAPHY
- BANK - TOE
- BANK - TOP
- ROCK SPILLWAY
- NATURAL SURFACE (SPOT HEIGHT)
- MINOR CONTOUR

SCALE 1:1000

10 0 10 20 30 40 50

ALL DISTANCES ARE IN METRES

NOTES

This plan has been prepared for the client and should not be used for any other purpose unless authorised by VERIS.

Cadastral boundaries shown are subject to survey.

Prior to the commencement of any work, relevant authorities should be contacted for the location of underground services.

Due to overwriting some levels may be switched off for this plot only.

Levels are based on AHD.

This note is an integral part of this plan.

NOTE:
UNDERGROUND SERVICE INFORMATION SOURCED FROM 'DIAL BEFORE YOU DIG' AND IS VALID FOR 14 DAYS FROM APPLICATION DATE. THIS INFORMATION IS FOR INDICATIVE PURPOSES ONLY. LIFTING OF COVERS AND EXCAVATION MUST BE DONE FOR ACCURATE IDENTIFICATION AND LOCATION OF SERVICES.

Rev.	Date	Description	Surveyor	Drawn	Approved
00	10/08/21	FIRST ISSUE	SR	AK	PJ

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Client: BM Projects Collective Pty Ltd

Surveyed By:	SR	Survey Date:	5/08/2021
Drawn By:	AK	Drawn Date:	10/08/2021
Approved By:	PJ		
Scale (A1):	1:1000		
Hor Datum:	PH 94		
Vert Datum:	AHD_(Based_on_MRWA RRM H006 4515)		

CONTOUR AND FEATURE SURVEY

Lot 436 on DP402661
BAYLEY RETREAT
PORT HEDLAND

Job No	Item No	Plan No	Rev
636718	000	001	00

Sheet 1 of 1

OHS Management AS 4801
Quality Management ISO 9001
Environmental Management ISO 14001

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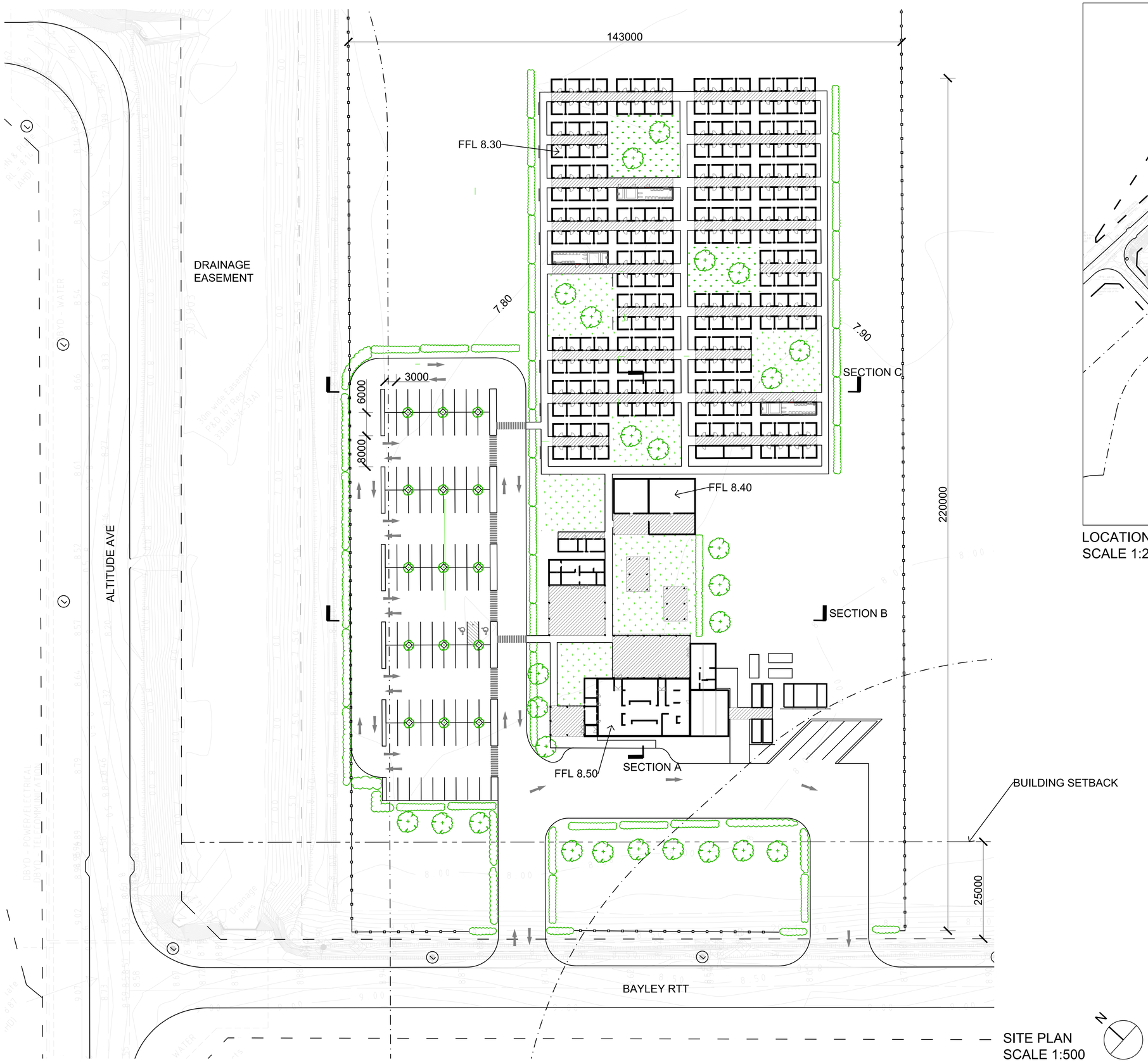
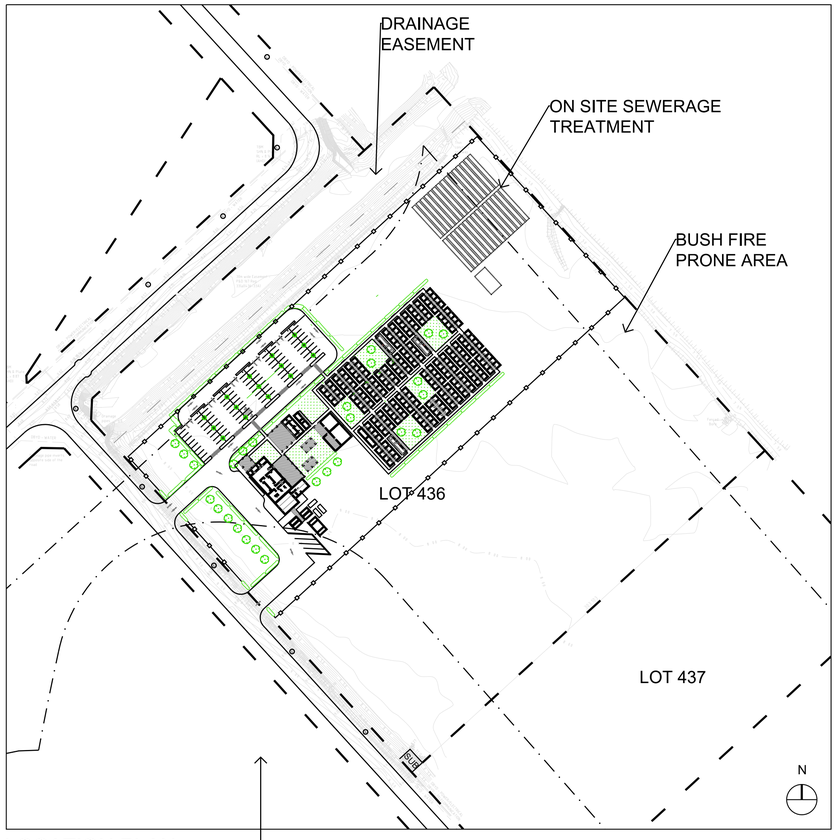


SITE PLAN
SCALE 1:500



LOCATION PLAN
SCALE 1:2000

LEGEND

- 220 SINGLE OCCUPANT UNITS
- 2 UNIVERSAL ACCESS ROOMS
- 98 LV Parking Bays

UNDERCOVER AREA

BLACK PVC COATED CHAIN WIRE FENCE

EXISTING LIGHT POLE

SUB STATION

LANDSCAPING

TREES

SCREEN

NOT FOR CONSTRUCTION

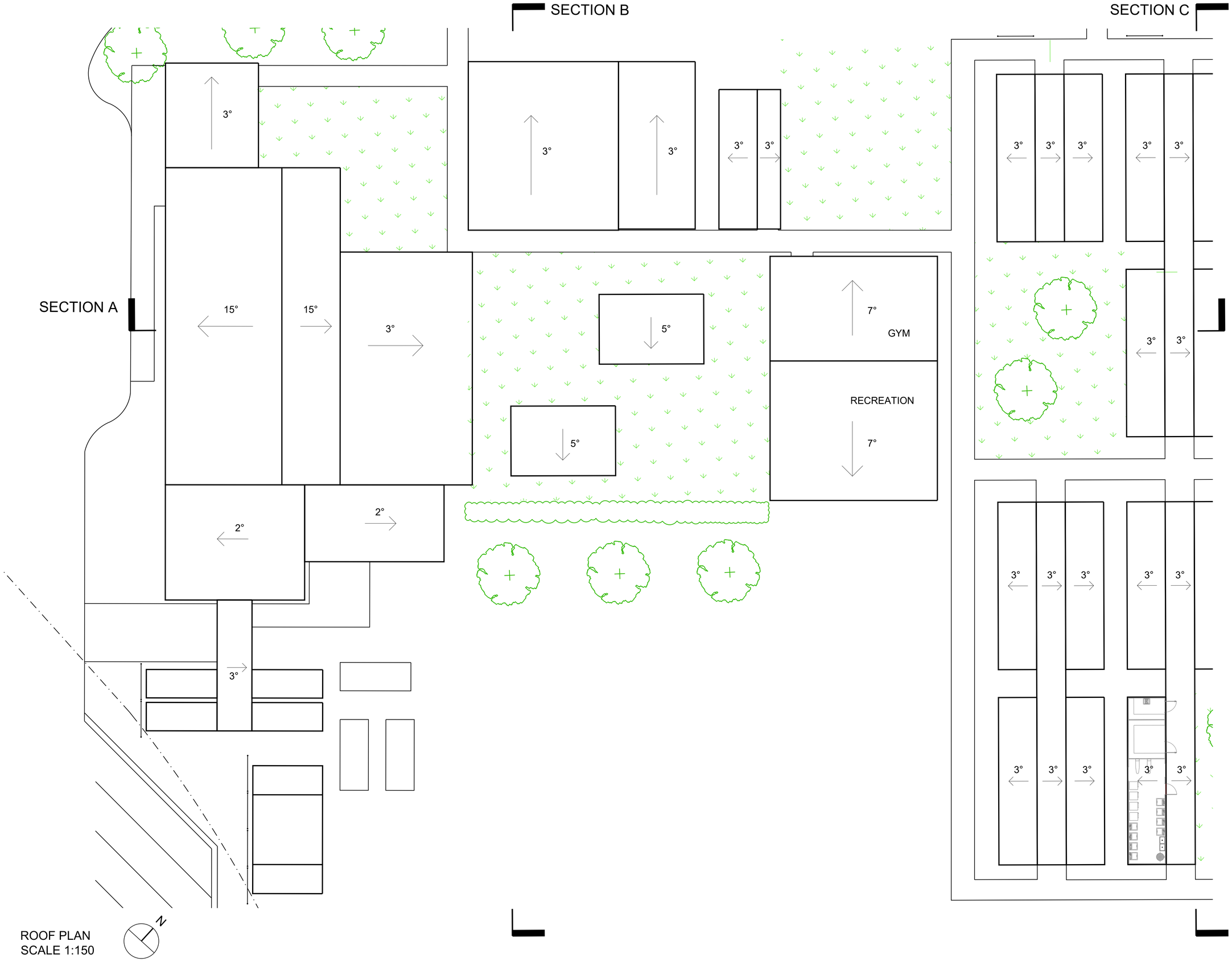
REV.	DATE	BY	CHK'D	DESCRIPTION

grounded.
building tomorrow, together

groundedgroup.com.au
Registered Builders BC 102229
Perth 2 / 885 Wellington Street, West Perth, WA 6005
Pt Hedland 4 Abydos Street, Wedgefield, WA 6721

LOT 436 BAYLEY RTT
PORT HEDLAND

DRAWN	AB	SITE PLAN			
CHECKED	BL				
APPROVED					
TECH APP					
PROJ APP		SCALE	JOB NO.	DRG NO.	REV
PROJ APP		1:500@A1	T2137	A101	A



ROOF PLAN
SCALE 1:150

NOT FOR CONSTRUCTION

REV.	DATE	BY	CHK'D	DESCRIPTION

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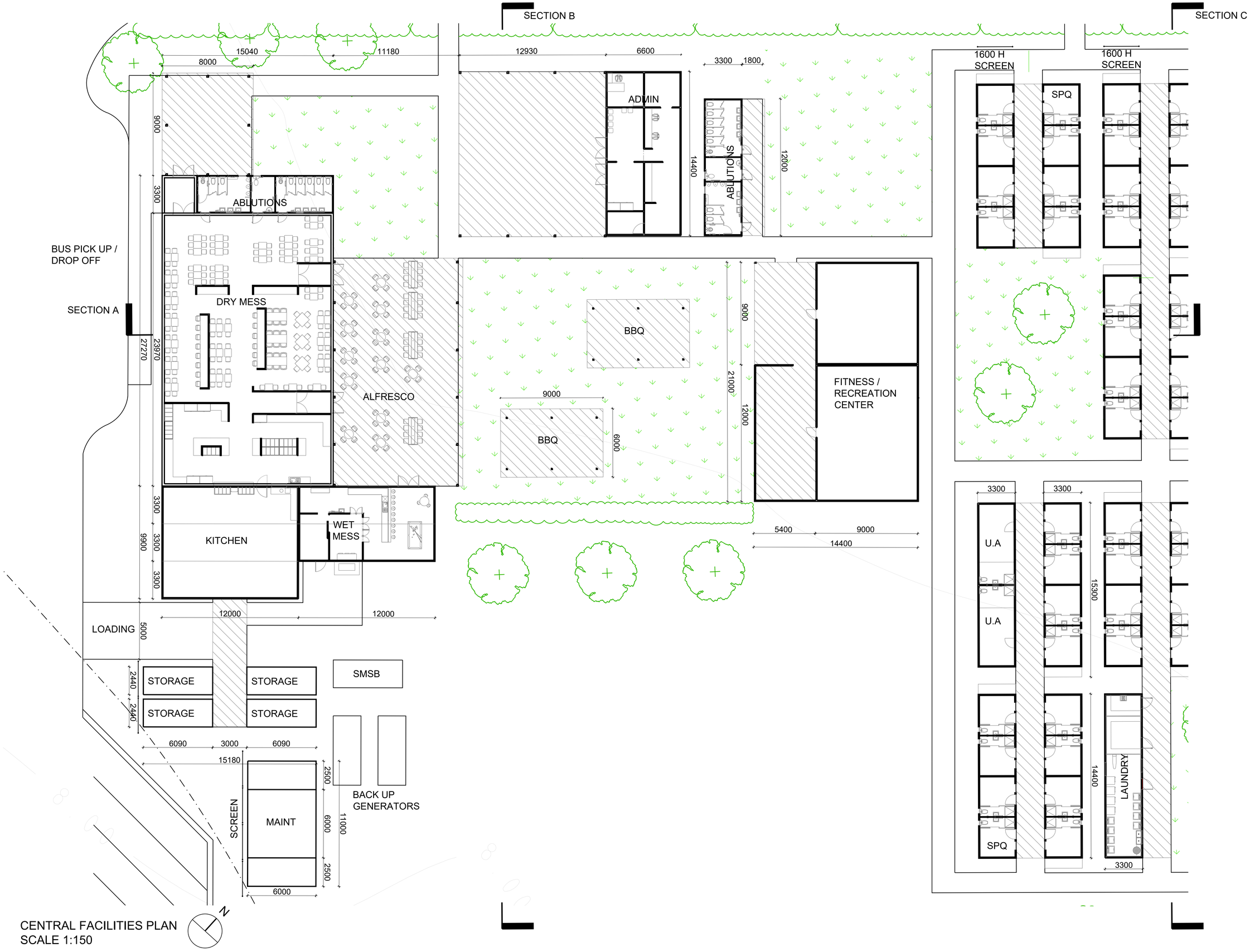
Perth 2 / 885 Wellington Street, West Perth, WA 6005
Pt Hedland 4 Abydos Street, Wedgefield, WA 6721

LOT 436 BAYLEY RTT
PORT HEDLAND

DRAWN	AB	ROOF PLAN			
CHECKED	BL				
APPROVED					
TECH APP					
PROJ APP		SCALE	JOB NO.	DRG NO.	REV
PROJ APP		1:150@A1	T2137	A103	A



CENTRAL FACILITIES PLAN
SCALE 1:150

LEGEND

UNDERCOVER AREA

NOT FOR CONSTRUCTION

REV.	DATE	BY	CHK'D	DESCRIPTION

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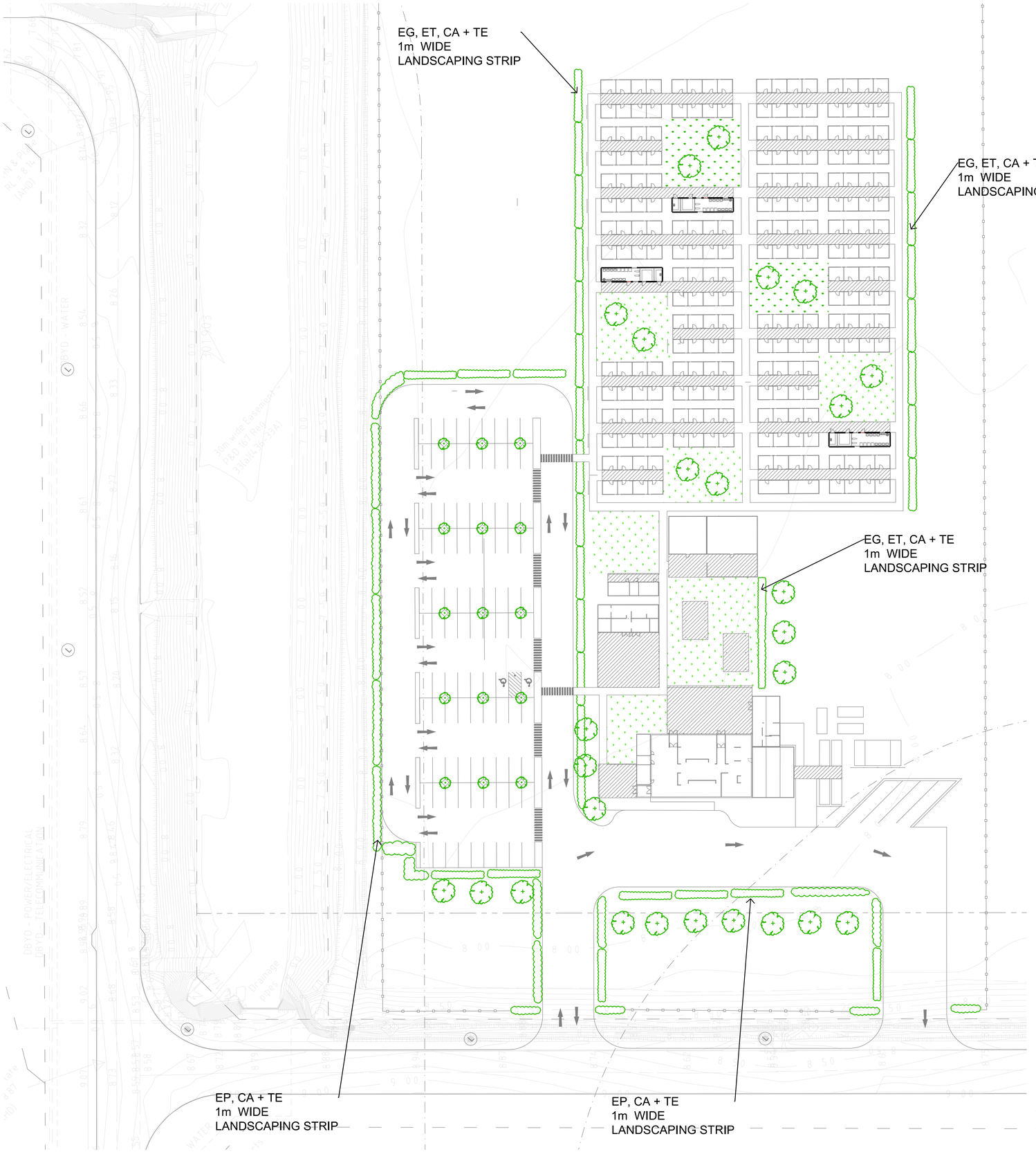
Perth 2 / 885 Wellington Street, West Perth, WA 6005
Pt Hedland 4 Abydos Street, Wedgefield, WA 6721

LOT 436 BAYLEY RTT
PORT HEDLAND

DRAWN	AB	CENTRAL FACILITIES PLAN			
CHECKED	BL				
APPROVED					
TECH APP					
PROJ APP		SCALE	JOB NO.	DRG NO.	REV
PROJ APP		1:150@A1	T2137	A102	A



SITE PLAN
SCALE 1:500

N

TREES

MELALEUCA LEUCADENDRON (ML)
(CADJEPUT)
35L

SHRUBS

EREMOPHILA PTEROCARPA (EP)
(SILVER POVERTY BUSH)
14cm

EREMOPHILA GLABRA (EG)
(EMU BUSH)
14cm

GROUND COVER

ENCHYLAENA TOMENTOSA (ET)
(BARRIER SALT BUSH)

TUSSOCK SPECIES

CYMBOPOGON AMBIGUOUS (CA)
(NATIVE LEMON GRASS)

TRIODIA EPACTIA (TE)
(FEATHER TOP SPINIFEX)

NOTE:
- ALL PROPOSED LANDSCAPING TO BE MULCHED AROUND PLANTING
- ALL TREES TO BE ML

NOT FOR CONSTRUCTION

REV.	DATE	BY	CHK'D	DESCRIPTION

grounded.
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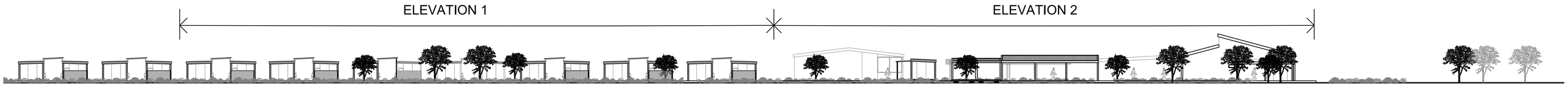

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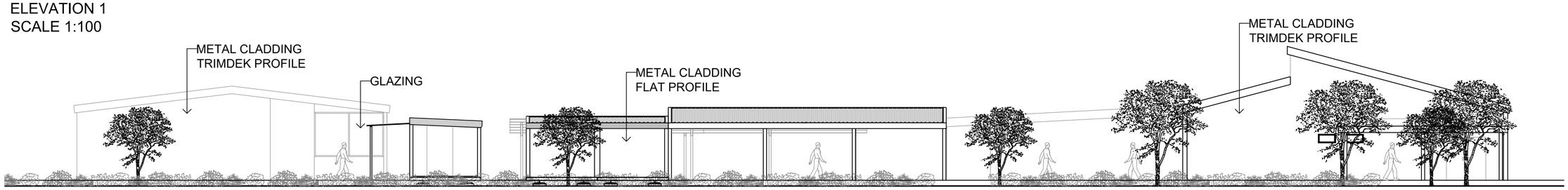

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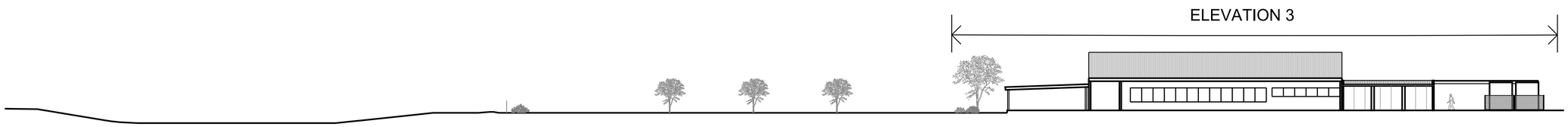

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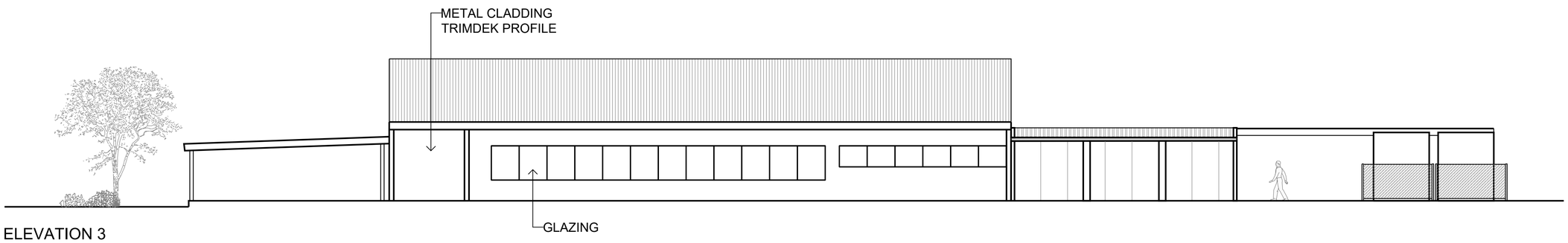

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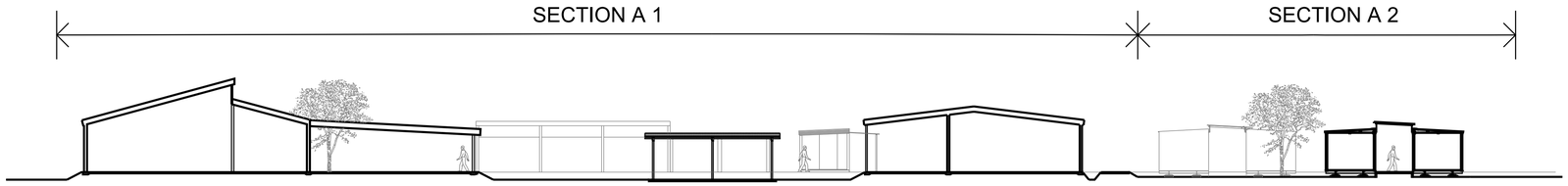

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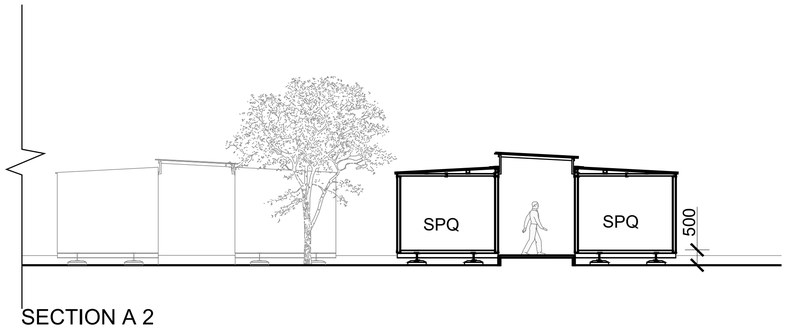

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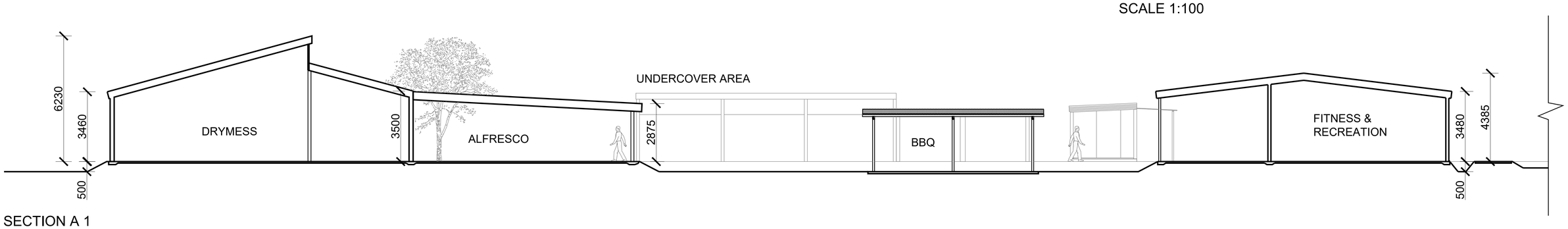

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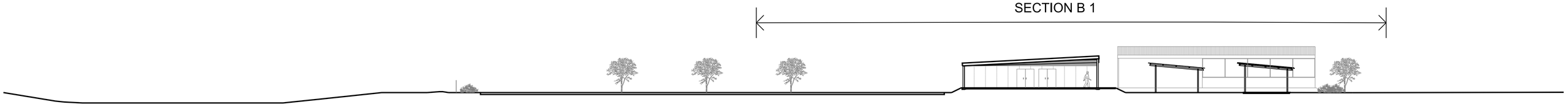

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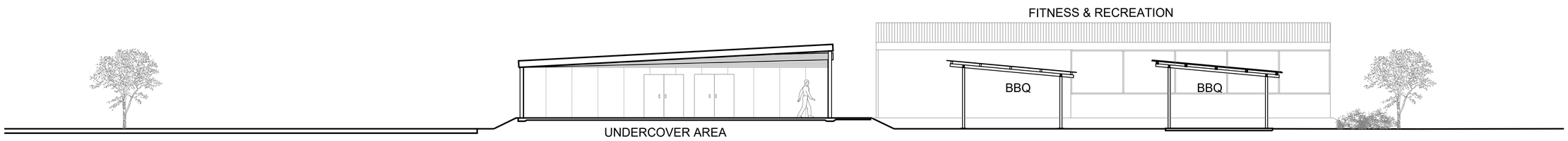

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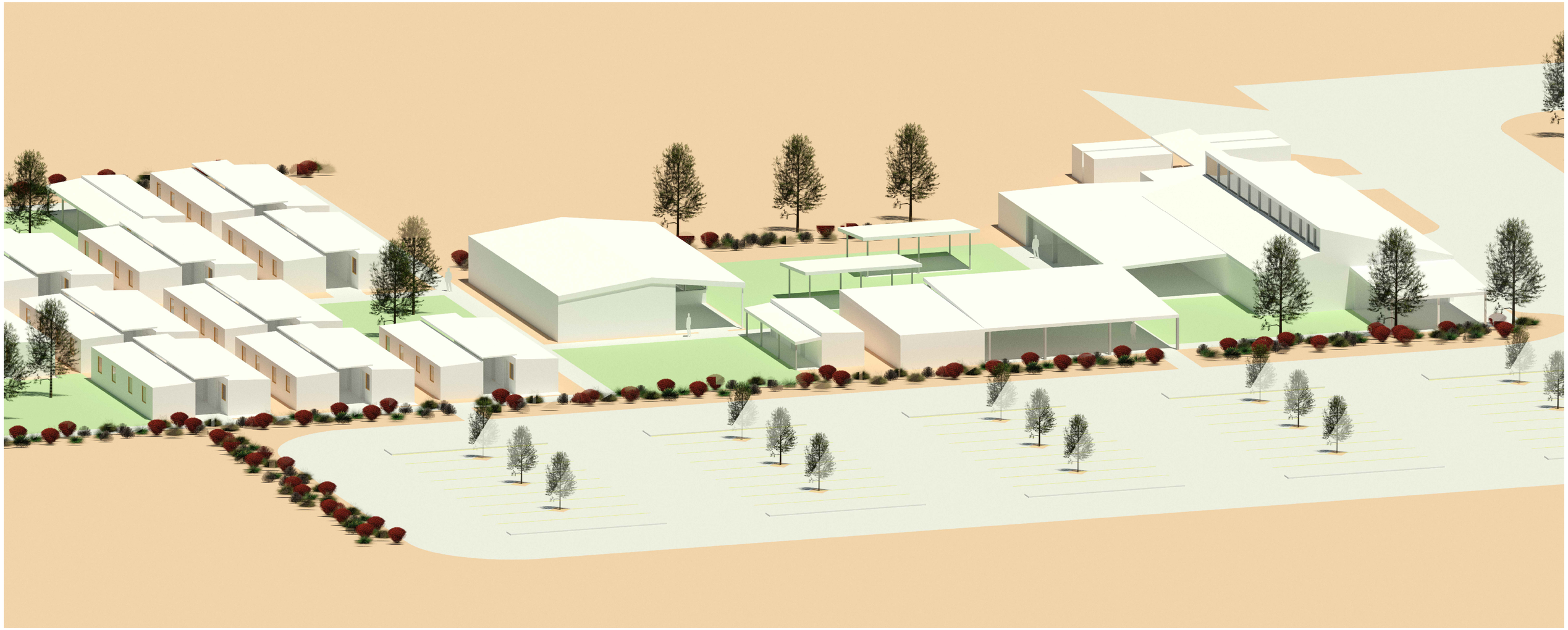

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Workers Accommodation Village (Bayley Retreat, Port Hedland)

TRANSPORT IMPACT STATEMENT

email: info@flyt.com.au twitter.com/flytplan web: www.flyt.com.au

PROJECT	81113-673-FLYT-TRS-0002 Rev0			
Revision	Description	Originator	Review	Date
0	Draft	MDR	CXS	08/10/2021

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1. INTRODUCTION

1.1 Development Proposals

This Transport Impact Statement (TIS) has been prepared by Flyt in support of the proposed development of an accommodation village on a vacant lot located on the northeast corner of the Bayley Retreat and Altitude Avenue intersection in Port Hedland. The accommodation village would provide fly-in fly-out (FIFO) worker accommodation immediately to the south the Port Hedland International Airport site. The development proposals are summarised as comprising:

- 222 rooms to accommodate FIFO workers
    - 220 standard rooms
    - 2 universal access rooms
- Associated FIFO worker accommodation facilities
    - Administration building
    - Dry mess and wet mess building
    - Alfresco seating area
    - Gym and recreation building
    - Undercover and outdoor areas – featuring BBQ facilities
    - Maintenance and storage buildings
- 98 light vehicle parking bays
    - 96 standard light vehicle parking bays
    - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

The subject development site is located on a vacant lot on the northeast corner of the Batley Retreat and Altitude Avenue intersection to the south of Port Headland International Airport – as shown in Figure 1 and Figure 2.

Figure 1 Location of subject development site within Port Hedland (aerial image source: Nearmap)

Figure 2 Location of subject development site to the south of Porth Hedland International Airport (aerial image source: Nearmap)

1.2 Site Context

The subject development site is located immediately to the south of the Port Hedland International Airport site, although the airport terminal is approximately a 7km drive from the subject site via Wallwork Road and Great Northern Highway.

The subject site is located approximately 1.5km to the east of the Wallwork Road and Altitude Avenue intersection. The subject development site is located on the northeast corner of the Altitude Avenue and Barley Retreat intersection – with vehicle access to the subject site proposed from the Barley Retreat frontage of the site and no vehicle access to the site proposed from Altitude Avenue – as shown in Figure 3.

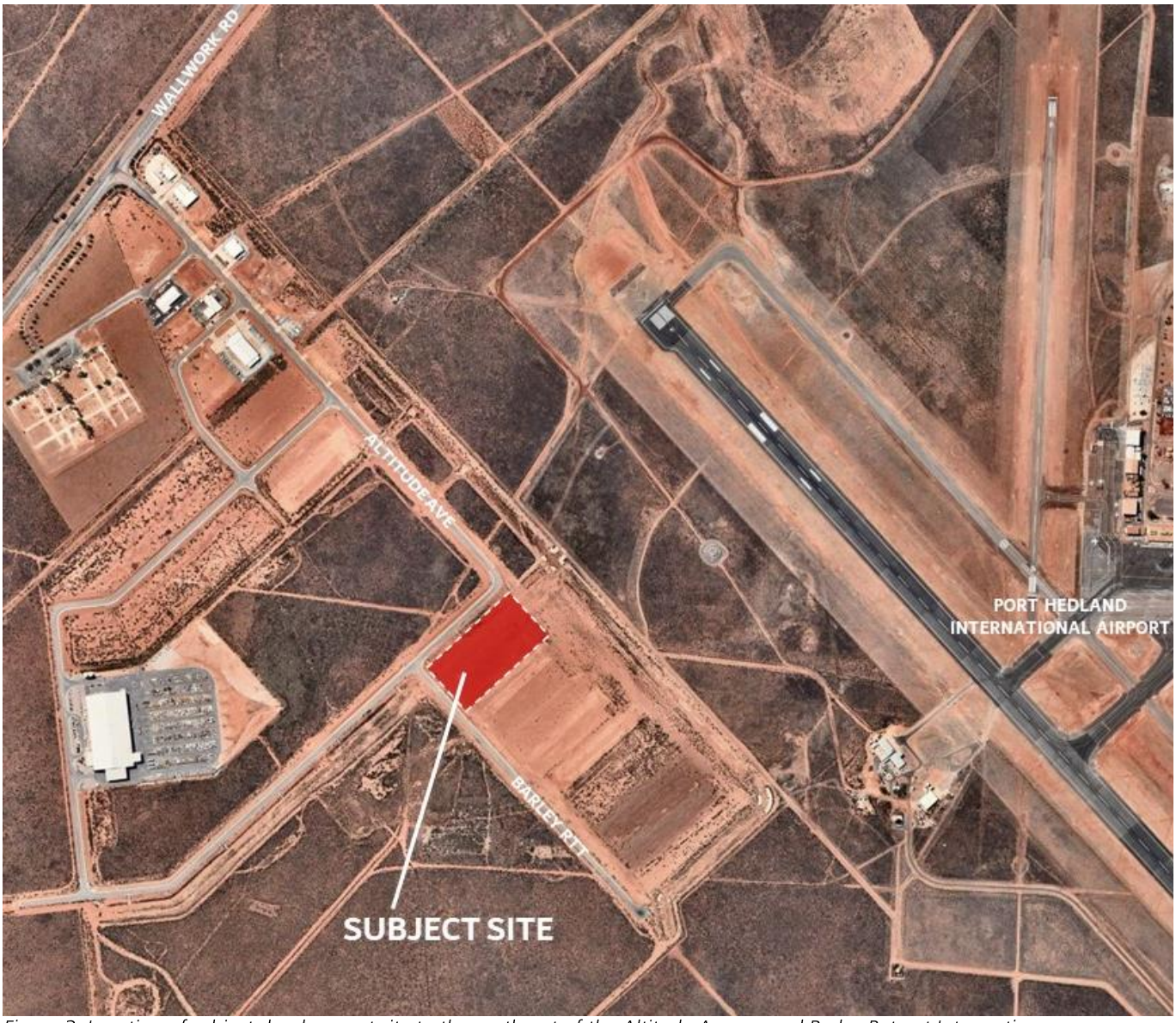


Figure 3 Location of subject development site to the northeast of the Altitude Avenue and Barley Retreat Intersection (aerial image source: Nearmap)

1.3 Transport Impact Statement

This TIS has been prepared in accordance with the WA Planning Commission's (WAPC) *Transport Impact Assessment Guidelines – Volume 4 Individual Developments* (2016) and the Town of Port Hedland *Traffic Statements and Assessments Information Sheets 6*. The WAPC Guidelines promote a three level assessment process, where the required level of assessment is dependent on the likely level of impact, as follows (and as shown in Figure 4):

- Low impact – less than 10 peak hour trips, no assessment required.
- Moderate impact – between 10 and 100 peak hour trips, Transport Impact Statement required.
- High impact – more than 100 peak hour trips, full Transport Impact Assessment required.

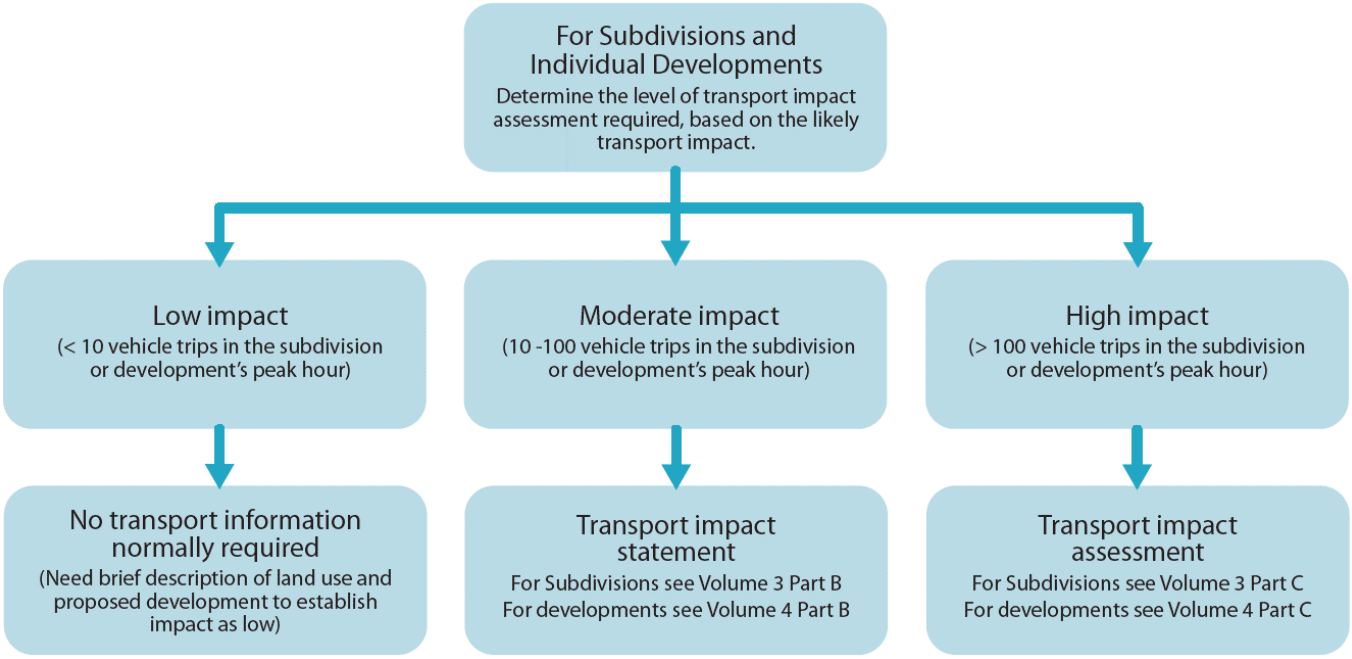


Figure 4 Level of transport impact assessment required (source: WAPC Transport Impact Assessment Guidelines, 2016)

As set out in this report, the traffic attributable to the proposed development has been determined to be less than 100 vehicle trips in the operating peak hour, therefore the required level of assessment is a TIS.

1.4 Report Structure

The report is structured as required by the *Transport Impact Assessment Guidelines* (WAPC, 2016), with the following sections:

- Proposed development.
- Vehicle access and parking.
- Provision for delivery and service vehicles.
- Traffic volumes.
- Frontage street.
- Public transport access.
- Pedestrian and bicycle access.
- Safety issues.
- Summary and conclusions.

2. PROPOSED DEVELOPMENT

The subject site is located to the east of Altitude Avenue and to the north of Bayley Retreat – as shown Figure 5 and Figure 6. The proposed development of the subject site includes the following:

- 222 rooms to accommodate FIFO workers
  - 220 standard rooms
  - 2 universal access rooms
- Associated FIFO worker accommodation facilities
  - Administration building
  - Dry mess and wet mess building
  - Alfresco seating area
  - Gym and recreation building
  - Undercover and outdoor areas – featuring BBQ facilities
  - Maintenance and storage buildings
- 98 light vehicle parking bays
  - 96 standard light vehicle parking bays
  - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

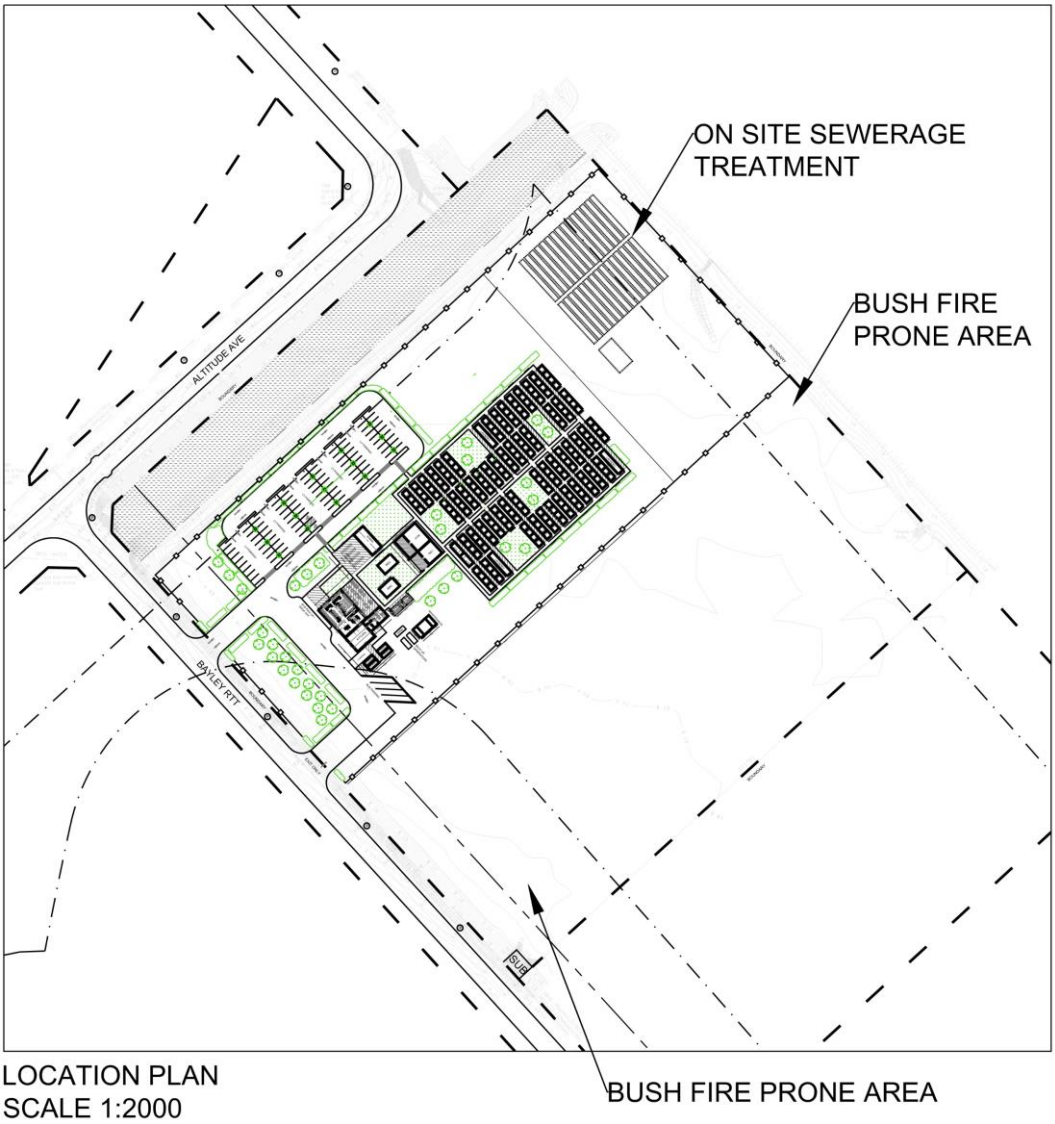


Figure 5 Detailed location of the subject development site (source: Grounded)

Figure 6 Proposed new development site plan (source: Grounded)

3. VEHICLE ACCESS AND PARKING

3.1 Vehicle Access

Vehicle access to the proposed development site would be via two new crossovers to be established along the sites frontage with Barley Retreat – the two proposed crossover can be described as follows:

- Northern crossover provides for both inbound vehicle movements to the site and outbound vehicle movements from the site – the following types of vehicle movements would be accommodated:
    - Inbound – all vehicle movements into the site would enter via the northern crossover, including all light vehicles, buses and delivery/service vehicles.
    - Outbound – only light vehicle movements would exit the site via the northern crossover.

- Southern crossover provides for outbound vehicle movements only – the following types of vehicle movements out from the site would be accommodated:
    - Outbound – all buses and delivery/service vehicle movements would exit the site via the southern crossover.

The location of the proposed crossovers into the site is shown in Figure 7.

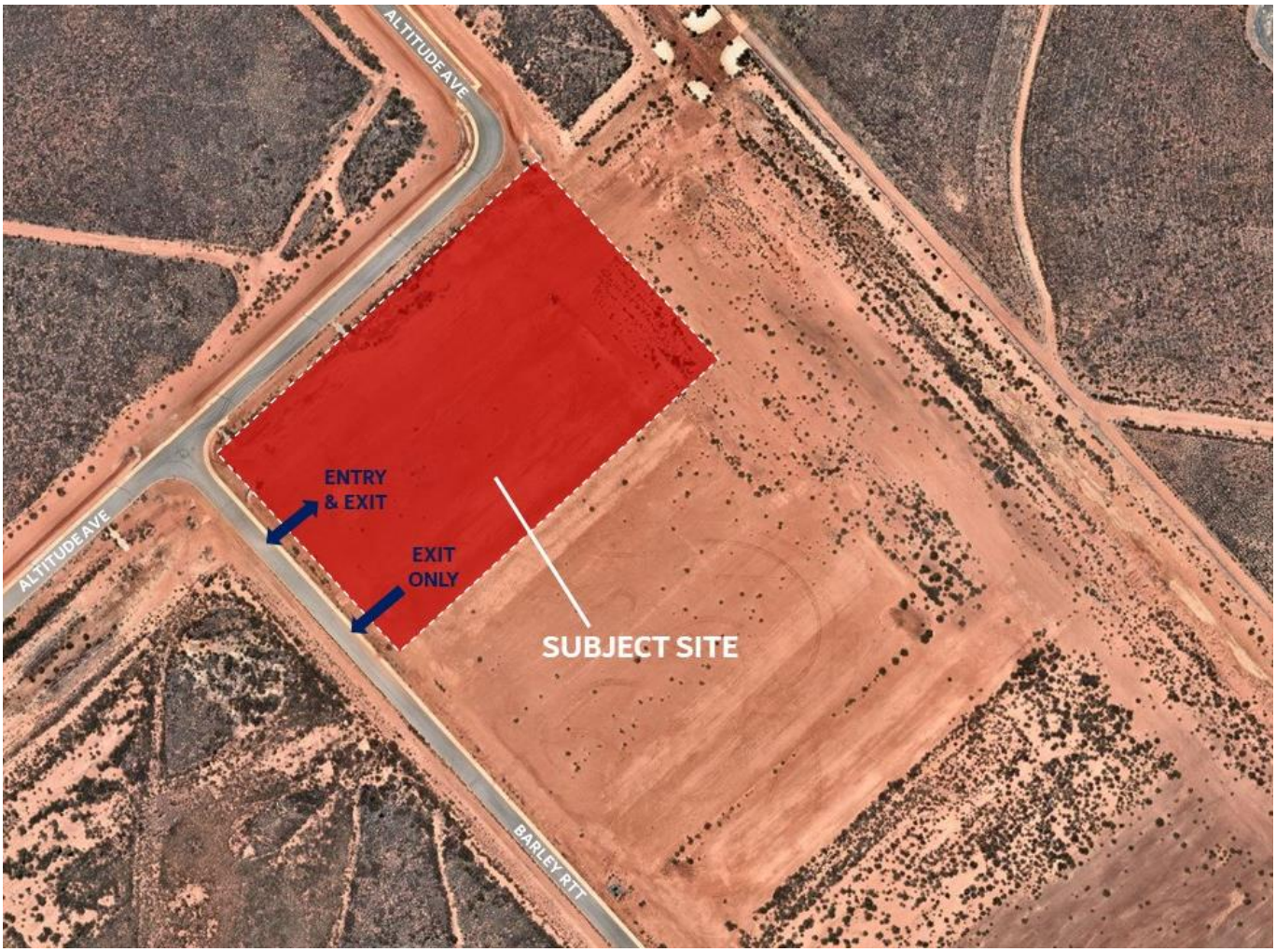


Figure 7 Location of the two proposed crossovers into the subject site from Barley Retreat (aerial image source: Nearmap)

Light Vehicle Access

All light vehicles would enter the site from Bayley Retreat via the sites two-way northern crossover. Light vehicles would then travel via the internal road to access the light vehicle parking area located adjacent to the site's accommodation and administrative/communal facilities.

All light vehicles would exit the site via the internal road back to the sites two-way northern crossover out onto Barley Retreat.

Figure 8 provides an overview of the light vehicle movements into and out from the site.

Figure 8 Proposed light vehicle movements into and out from the development site (base plan source: Grounded)

Bus Access

All bus movements would enter the site from Bayley Retreat via the two-way northern crossover. Upon entering the site buses would either:

1. Park in the on-site bus parking area located to the east of the storage area/loading area (as shown in Figure 9), or
2. Drive to the bus pick-up / drop off embayment located adjacent to the sites communal mess facilities/arrival undercover area (as shown in Figure 10).

All bus movements would exit the site via the sites one-way southern crossover out onto Barley Retreat.

If a bus was required to enter the site to drop-off workers at the pick-up / drop-off embayment and then park in the bus parking area and then return to pick-up workers at the pick-up / drop-off embayment – the bus would make the following movement (as shown in Figure 11):

- Bus would enter the site via the sites two-way northern crossover.
- Bus would drive to the pick-up / drop-off embayment.
- Bus would set down to drop off workers.
- Bus would drive froward to the bus parking area to the east of the storage area/loading area and park up.
- Bus would leave the bus parking area and then exit the site via the sites one-way southern crossover – and loop back into the site via Barley Retreat and the sites two-way northern crossover.
- Bus would drive to the pick-up / drop-off embayment.
- Bus would set down to pick-up workers.

Figure 9 Proposed bus parking movements into and out from the development site (base plan source: Grounded)

Figure 10 Proposed bus pick-up / drop-off movements into and out from the development site (base plan source: Grounded)

Figure 11 Proposed bus pick-up / drop-off and parking movements into the development site (base plan source: Grounded)

Delivery and Service Vehicle Access

All site delivery and service vehicle movements would enter the site from Bayley Retreat via the two-way northern crossover.

Upon entering the site all delivery and service vehicles would access the on-site loading area located adjacent to the storage areas and the mess kitchen.

All site delivery and service vehicle movements would exit the site via the sites one-way southern crossover out onto Barley Retreat.

Figure 12 provides an overview of the delivery and service vehicle movements into and out from the site.

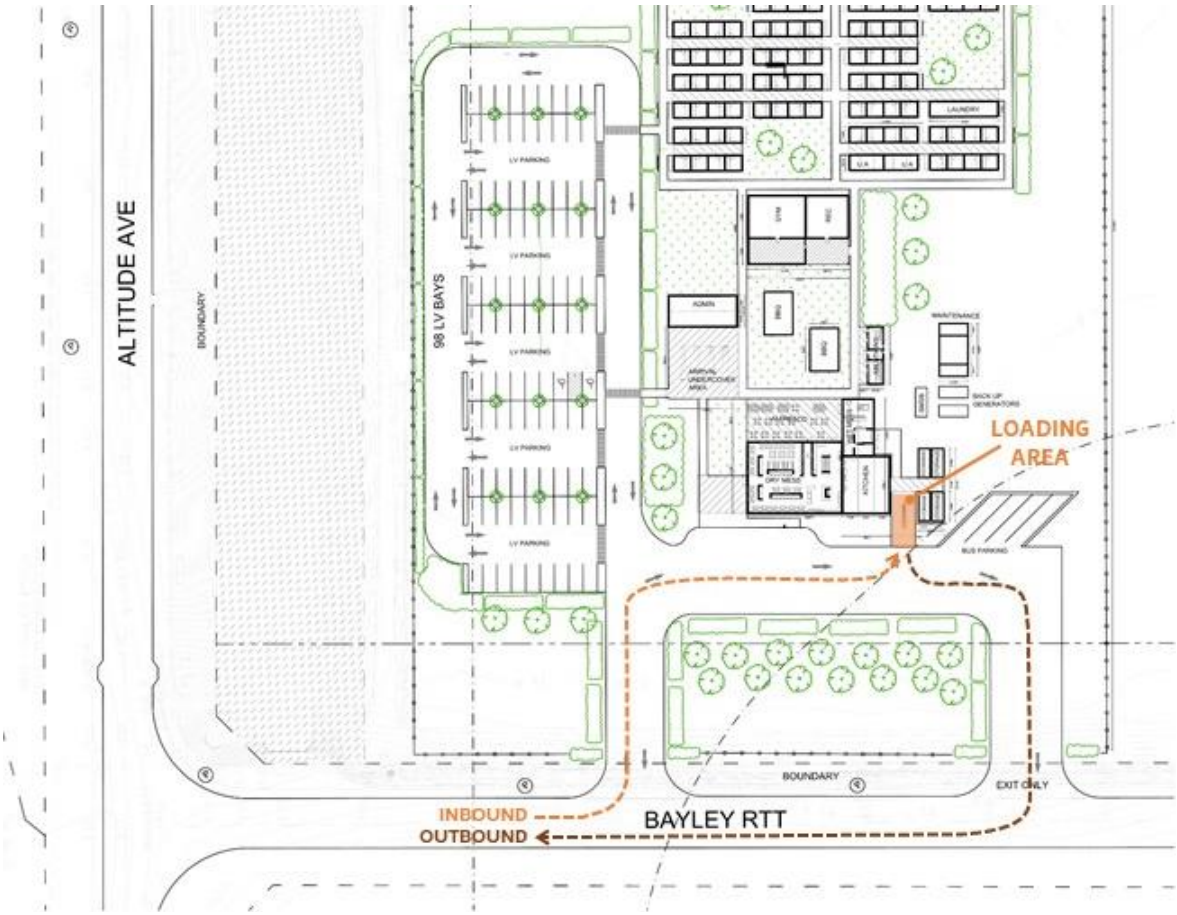


Figure 12 Proposed delivery and service vehicle movement into and out from the development site (base plan source: Grounded)

3.2 On-Site Parking

The proposed development of the subject site includes the following on-site parking provision:

- 98 light vehicle parking bays
  - 96 standard light vehicle parking bays
  - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

The location of the on-site parking is shown in Figure 13.

Figure 13 Location of the proposed on-site parking across the development site (base plan source: Grounded)

4. PROVISION FOR DELIVERY AND SERVICE VEHICLES

All site delivery and service vehicle movements would enter the site from Bayley Retreat via the two-way northern crossover.

Upon entering the site all delivery and service vehicles would access the on-site loading area located adjacent to the storage areas and the mess kitchen.

All site delivery and service vehicle movements would exit the site via the sites one-way southern crossover out onto Barley Retreat.

Figure 14 provides an overview of the delivery and service vehicle movements into and out from the site.

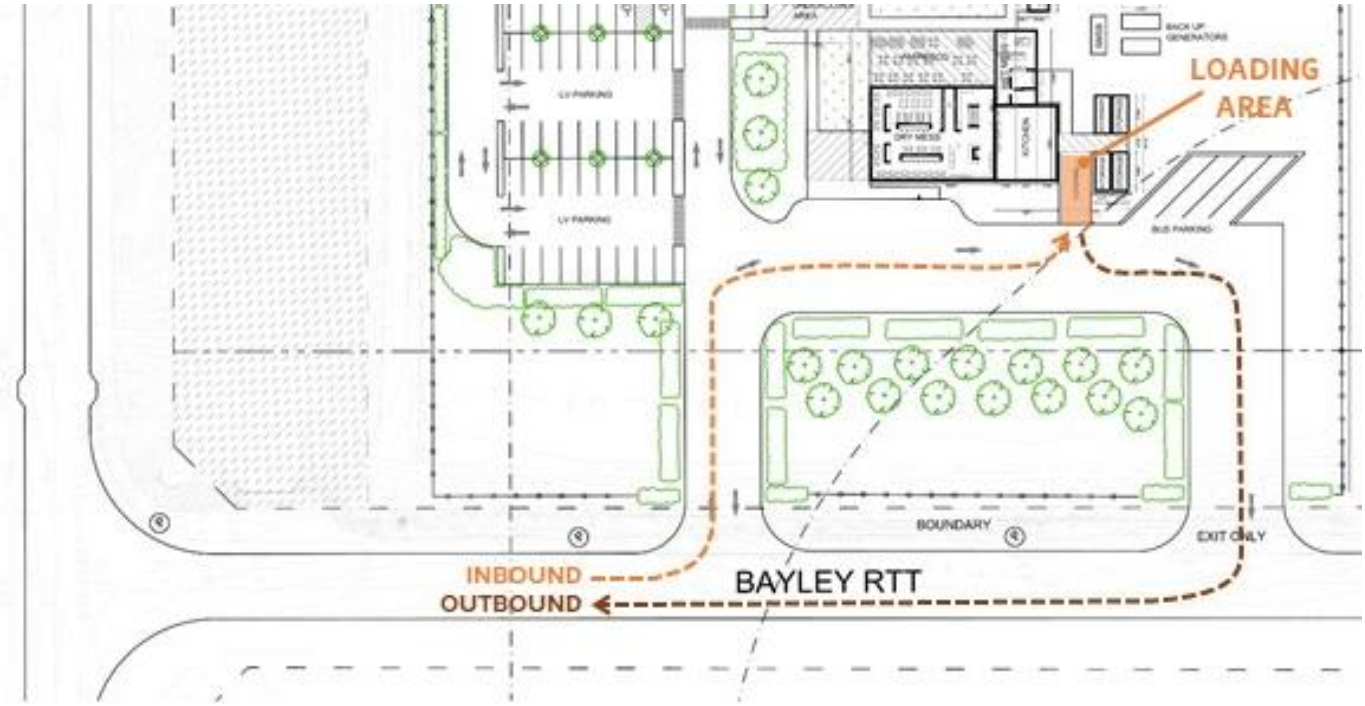


Figure 14 Proposed delivery and service vehicle movement into and out from the development site (base plan source: Grounded)

5. TRAFFIC VOLUMES

5.1 Trip Generation

The proposed development of an accommodation village on a vacant lot located on the northeast corner of the Bayley Retreat and Altitude Avenue intersection in Port Hedland, would provide FIFO worker accommodation immediately to the south the Port Hedland International Airport site. The development proposals are summarised as comprising:

- 222 rooms to accommodate FIFO workers
  - 220 standard rooms
  - 2 universal access rooms
- Associated FIFO worker accommodation facilities
  - Administration building
  - Dry mess and wet mess building
  - Alfresco seating area
  - Gym and recreation building
  - Undercover and outdoor areas – featuring BBQ facilities
  - Maintenance and storage buildings
- 98 light vehicle parking bays
  - 96 standard light vehicle parking bays
  - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

5.1.1 Site Operational Details

The trip generation for the proposed land use has been determined by applying operational details provided by the proponents of the site – based on the operational requirements of the FIFO workers who will be based at the accommodation village. The operational information provided to Flyt includes:

- Total of 220 FIFO workers would be based on-site at any one time.
- FIFO workers based on-site would be rostered on one of two shift patterns.
- FIFO workers based on-site would be working 12 hour rolling shifts over a 4 week swing.
- FIFO workers arrive and depart the site at various times of the day dependent upon their travel time to/from the accommodation village to the site they are working at – as such there is no single peak hour where all FIFO workers start/finish their12 hour shift.
- Between 70-80% of FIFO workers based on-site would have access to a work vehicle to undertake their duties – work vehicles are swapped between workers finishing and starting their 12 hour shift.
- Between 20-30% of FIFO workers based on-site would not require access to a work vehicle – these workers would be either:
  - Transported to/from their place of work by on-site bus.
  - On a rostered day off (RDO) – not requiring access to a work vehicle.
  - Beginning or ending their 4 week swing and being transferred to/from Port Hedland International Airport by on-site bus.

5.1.2 Trip Generation Assumptions

Based on the site operational details provided by the proponents of the site – the following trip generation assumptions have been determined:

- If 80% of FIFO workers based on-site who have access to a work vehicle were working the 12 hour rolling shift pattern – then of the 220 worked based on-site 176 workers would have access to a work vehicle.
- The 176 workers based on-site with access to a work vehicle would be on separate 12 hour rolling shifts and would swap the work vehicles between each other at the end and start of their shift – as such 88 work vehicles would be required to accommodate this working arrangement.
- The site will have 98 light vehicle parking bays – which could accommodate all 88 work vehicles (in the unlikely event that all vehicles are parking on-site at the same time) – as well as provide 10 additional light vehicle parking bays to accommodate site staff parking (administration staff, kitchen staff, cleaning staff etc).

Based on the trip generation assumptions outlined above, Table 1 provides an overview of the expected peak hour trip generation from the subject site.

Table 1 Peak hour trips generated by the proposed lands uses for the subject site

		PEAK HOUR		
Site Activity	Trip Generation Assumption	IN	OUT	TOTAL
FIFO Workers – with access to work vehicle	Changeover of rolling 12hr shift pattern occurs over a 4hr period. Of the 88 work vehicles – 22 vehicles are swapped over during peak hr.	22	22	**44**
FIFO Workers – without access to work vehicle	Worst case scenario all four on-site buses leave and return to the site during the peak hr.	4	4	**8**
Site Staff	Worst case scenario all 10 site staff arrive or depart the site during the peak hr (for the purposes of this assessment all staff are shown to arrive).	10	~	**10**
Delivery / Service Vehicles	Worst case scenario that the site receives 2 delivery / service vehicle movements during the peak hour.	2	2	**4**
TOTAL		**38**	**28**	**66**

As outlined above it is expected that the peak hour vehicle trip generation for the combined proposed activity across the site would be approximately 66 vehicle trips (total inbound and outbound trips).

5.2 Traffic Impact

As outlined above it is expected that the proposed land use for the subject site will generate a maximum of 66 vehicle trips during the development peak hour.

As outlined in the *Transport Impact Assessment Guidelines* (WAPC, 2016), a development that is expected to generate between 10-100 vehicle trips in the development peak hour is considered to have only a moderate impact on the transport network and a Transport Impact Statement (TIS) is required to support the Development Application.

No formal technical assessment is required under the WAPC Guidelines (2016) in relation to a proposed development that would only have a moderate impact on the transport network.

However, to provide context as to the limited impact of the proposed development on the road network, traffic data from the Main Roads WA Traffic Map has been reviewed and an overview provided:

- Main Roads WA Traffic Map includes 2019/20 traffic count data for two sites within the vicinity of the subject site – these are:
    - Wallwork Road south of Pinga Street
    - Powell Road west of Pinga Street
- For the purposes of this high-level assessment it has been assumed that all traffic from these locations travels along Wallwork Road past the Altitude Avenue intersection.
- Based on the above assumption the Main Roads WA Traffic Map data suggests that the section of Wallwork Road past the Altitude Avenue intersection has the following existing peak hour traffic volumes:
    - Northbound – 512 vehicles
    - Southbound – 600 vehicles
    - TOTAL – 1,112
- As previously outlined the proposed development will generate a maximum of 66 vehicle trips during the development peak hour – this would represent only a 6% increase in traffic on Wallwork Road based on the assumptions outlined above.
- As such the scale of impact of the proposed development is negligible and would have no material impact on the existing road network.

6. FRONTAGE STREETS

6.1 Road Hierarchy

The subject development site is located immediately to the south of the Port Hedland International Airport site, although the airport terminal is approximately a 7km drive from the subject site via Wallwork Road and Great Northern Highway.

The subject site is located approximately 1.5km to the east of the Wallwork Road and Altitude Avenue intersection. The subject development site is located on the northeast corner of the Altitude Avenue and Barley Retreat intersection – with vehicle access to the subject site proposed from the Barley Retreat frontage of the site and no vehicle access to the site proposed from Altitude Avenue.

The subject site has frontage to Barley Retreat, which is categorised as an Access Road under Main Roads Road Hierarchy – which is under the control of the Town of Port Hedland – with Barley Retreat providing direct access to development lots, including the subject site.

Altitude Avenue and all roads accessed off Altitude Avenue are categorised as Access Roads under Main Roads Road Hierarchy – with all the roads under the control of the Town of Port Hedland – with all the roads providing direct access to development lots.

Wallwork Road, Powell Road and North Circular Road are all categorised as Regional Distributor roads under Main Roads Road Hierarchy – with all the roads under the control of the Town of Port Hedland – these roads provide for strategic vehicle access between State controlled road corridor or between significant land uses such as Wedgefield industrial area and South Hedland residential area.

Great Northern Highway and Wilson Street between Great Northern Highway and the port are categorised as Primary Distributor roads under Main Roads Road Hierarchy – with these roads are under the control of Main Roads. Great Northern Highway provides a critical State-wide connection between Perth and the central and northern parts of the State. Wilson Street provides a strategically important connection between Great Northern Highway and the port and port related activities.

The road hierarchy surrounding the subject site is shown in Figure 15.

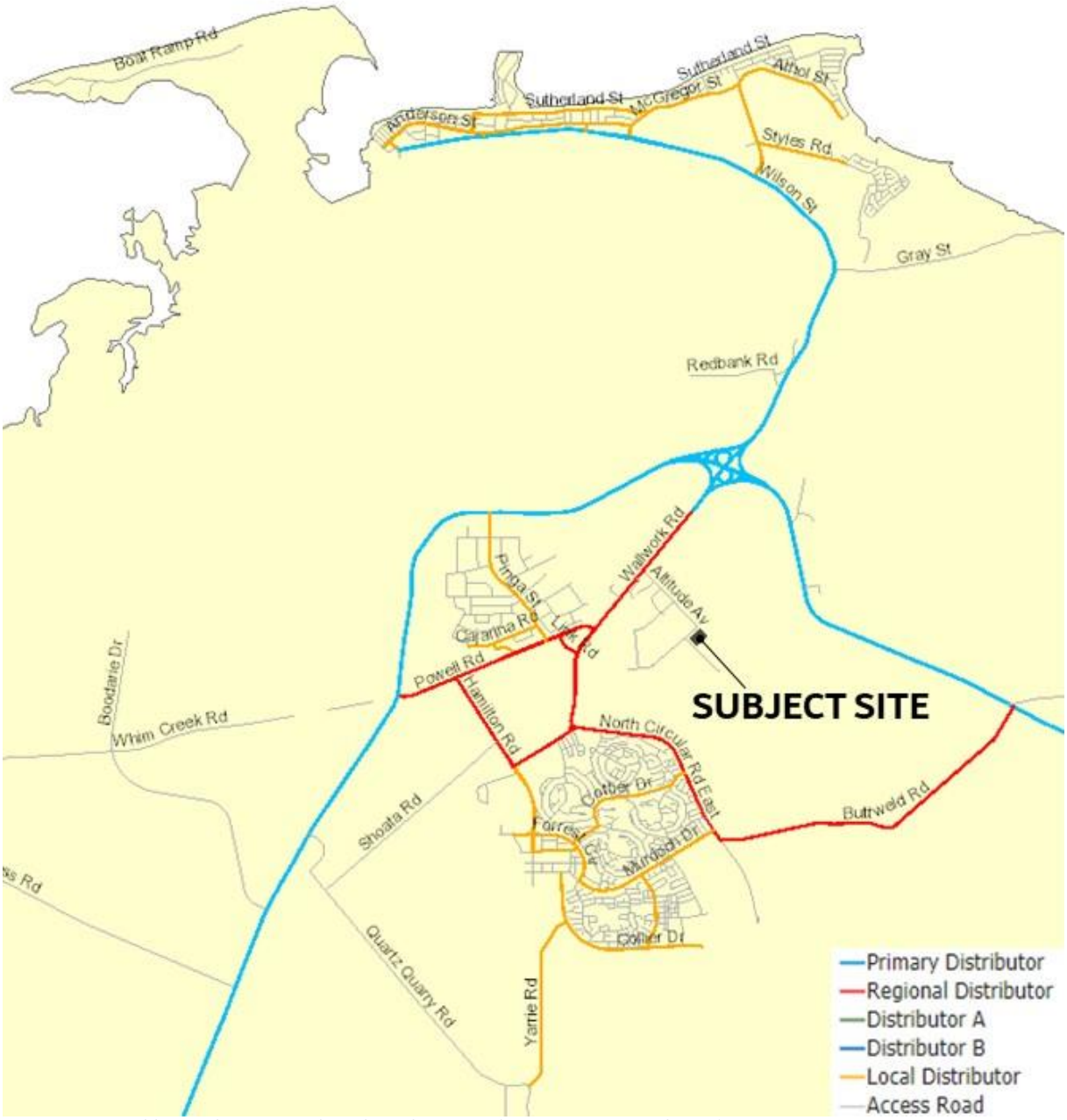


Figure 15 Road hierarchy surrounding the subject site (source: Main Roads WA)

6.2 Speed Limits

Altitude Avenue and all roads accessed off Altitude Avenue (including Barley Retreat) are covered by a posted 60km/h speed limit.

Wallwork Road between Powell Road and Great Northern Highway is covered by a posted 90km/h speed limit – as such the section of Wallwork Road with the Altitude Avenue intersection is covered by the posted 90km/h speed limit.

Great Northern Highway in proximity to the Wallwork Road and Wilson Street grade-separated interchange is covered by a posted 80km/h speed limit on Great Northern Highway and Wilson Street.

Wilson Street between Great Northern Highway is covered by sections of posted speed limit from 90km/h to 60km/h – with the posted speed limit on Wilson Street reducing the closer to the port – with the final section of Wilson Street providing direct access to the port operating with a posted speed limit of 25km/h.

The speed zoning surrounding the subject site is shown in Figure 16.

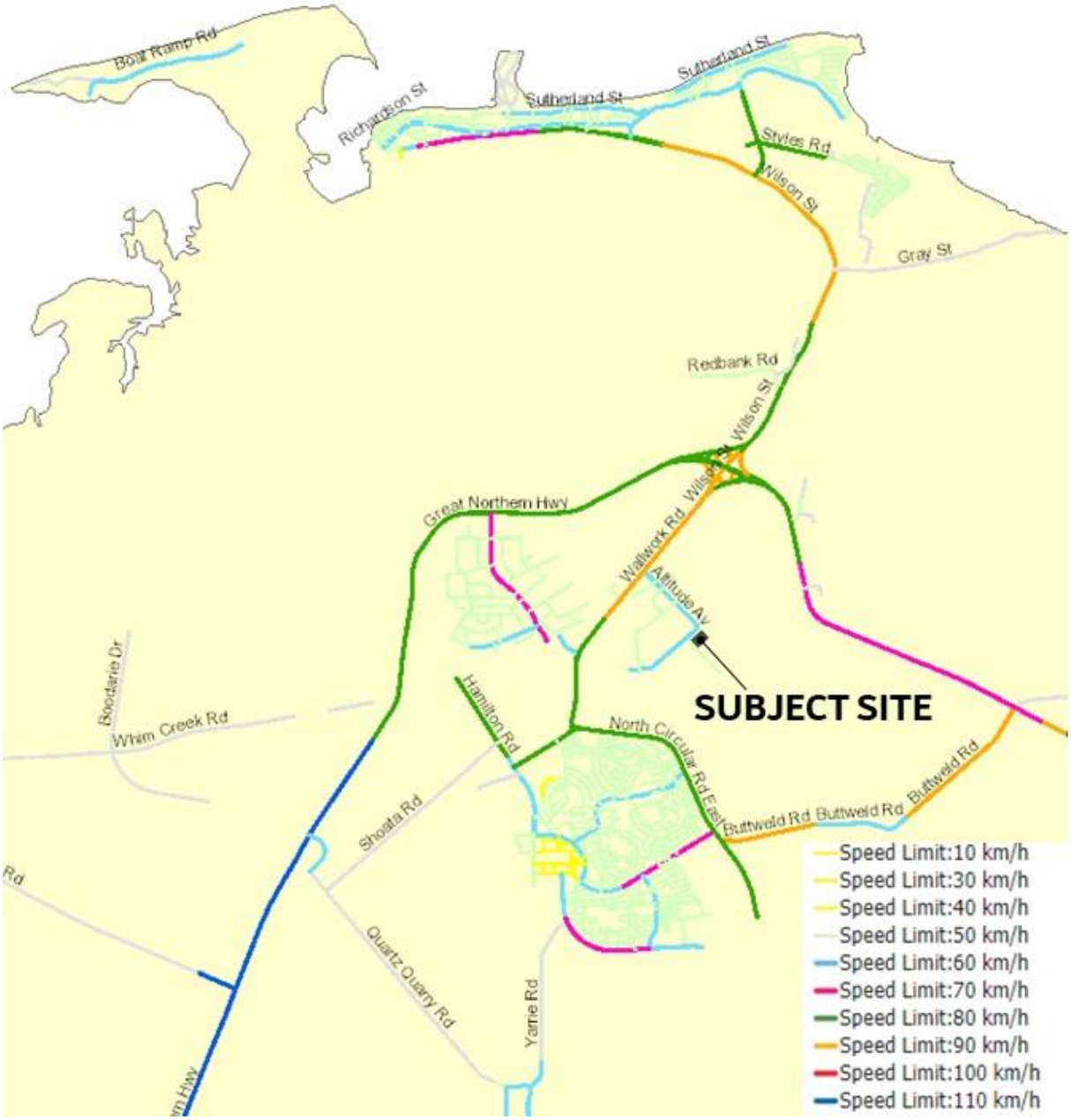


Figure 16 Speed zoning surrounding the subject site (source: Main Roads WA)

6.3 Road Layout

Barley Retreat

Figure 17 and Figure 18 show the existing road environment of Barley Retreat adjacent to the proposed development site.

Nearmap aerial images show that Altitude Avenue and Barley Retreat were constructed and opened in approximately November 2014. Both Altitude Avenue and Barley Retreat are undivided single carriageway roads – with one lane of traffic in each direction – with a total kerb to kerb width of approximately 9.8m.

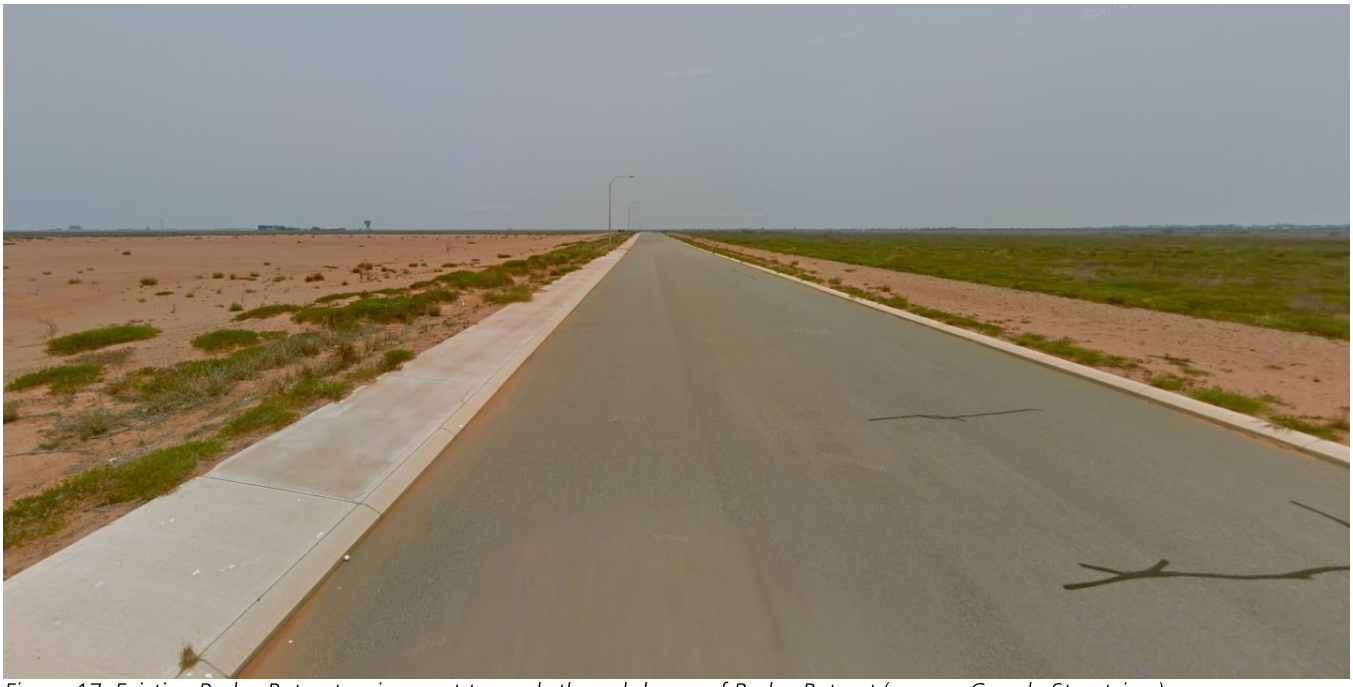


Figure 17 Existing Barley Retreat – view east towards the cul-de-sac of Barley Retreat (source: Google Streetview)

Figure 18 Existing Barley Retreat – view west towards Altitude Avenue (source: Google Streetview)

Altitude Avenue

Figure 19 and Figure 20 show the existing road environment of Altitude Avenue on approach to the Altitude Avenue intersection with Wallwork Road.

Nearmap aerial images show that the Puma Fuel Station was constructed and opened in approximately October 2017. Altitude Avenue is an undivided single carriageway road – with one lane of traffic in each direction.

On approach to the Wallwork Road intersection separate left turn and right turn lanes are provided on Altitude Avenue. The Altitude Avenue right turn movement operates under priority give-way control – whilst the Altitude Avenue left turn movement operates with a merge lane for traffic to merge across into Wallwork Road.

Figure 19 Existing Altitude Avenue – view westbound towards Wallwork Road (source: Google Streetview)

Figure 20 Existing Altitude Avenue – view of the westbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Wallwork Road – Southbound

Figure 21 to Figure 24 show the existing road environment of Wallwork Road on the southbound approach to the Wallwork Road intersection with Altitude Avenue.

Wallwork Road is an undivided dual carriageway road – with two lanes of traffic in each direction. On approach to the Altitude Avenue intersection an additional left turn slip lane is provided on Wallwork Road southbound. The left turn slip lane operates under priority give-way control at the intersection with Altitude Avenue.

Figure 21 Existing Wallwork Road – view of the southbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 22 Existing Wallwork Road – view of the southbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 23 Existing Wallwork Road – view of the southbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 24 Existing Wallwork Road and Altitude Avenue – view of the eastbound exit from Wallwork Road into Altitude Avenue (source: Google Streetview)

Wallwork Road – Northbound

Figure 25 to Figure 27 show the existing road environment of Wallwork Road on the northbound approach to the Wallwork Road intersection with Altitude Avenue.

Wallwork Road is an undivided dual carriageway road – with two lanes of traffic in each direction. On approach to the Altitude Avenue intersection an additional right turn pocket is provided on Wallwork Road northbound. The right turn pocket operates under priority give-way control at the intersection with Altitude Avenue.

Figure 25 Existing Wallwork Road – view of the northbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 26 Existing Wallwork Road – view of the northbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 27 Existing Wallwork Road – view of the northbound approach to the Altitude Avenue and Wallwork Road intersection (source: Google Streetview)

Figure 28 provides an aerial overview of the layout of the Wallwork Road and Altitude Avenue intersection.

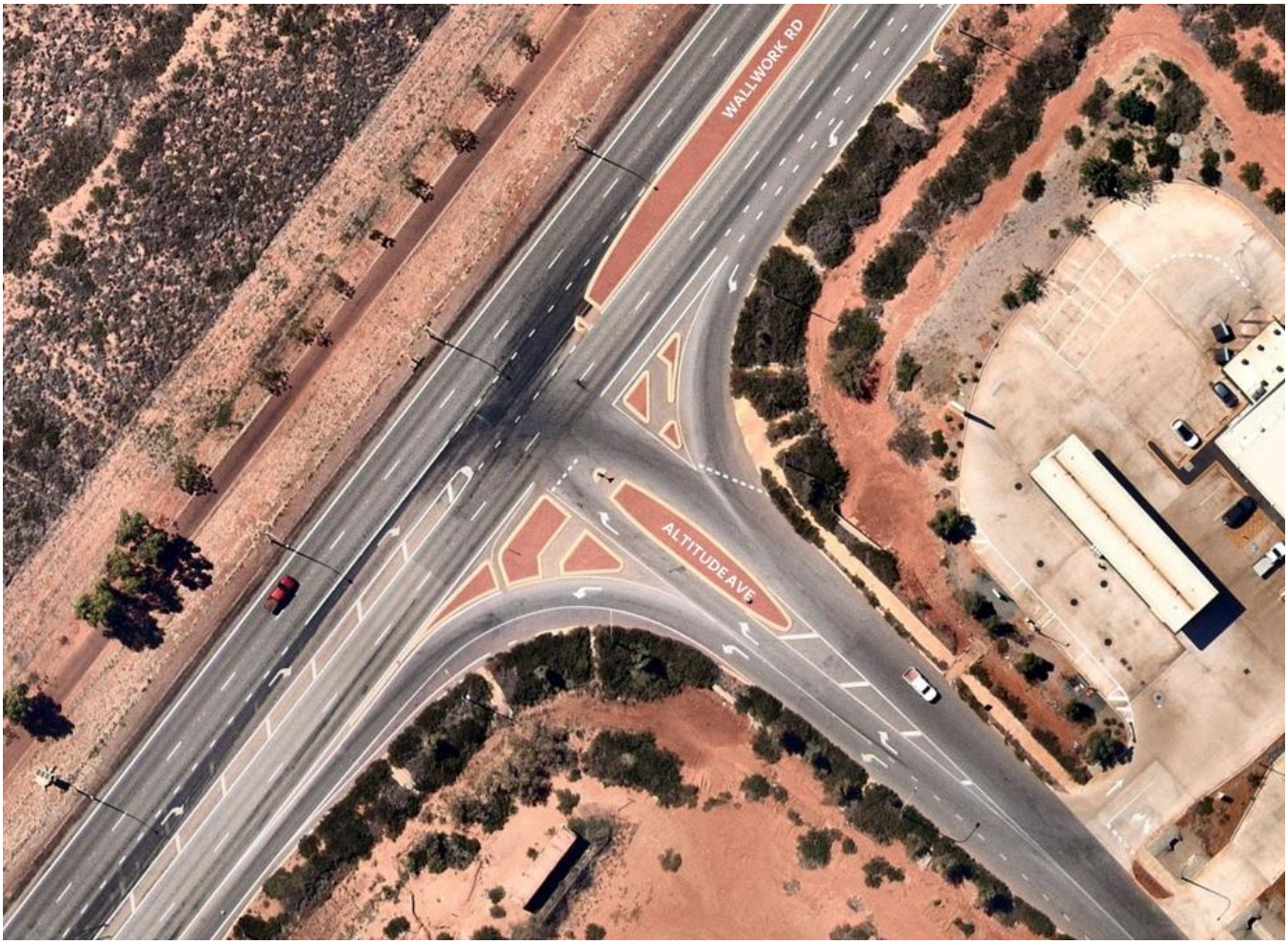


Figure 28 Existing Wallwork Road and Altitude Avenue intersection layout (aerial image source: Nearmap)

7. PUBLIC TRANSPORT ACCESS

The subject site is not conveniently located to be accessed by public transport services. However, the nature of the proposed FIFO worker accommodation village for the subject site is not reliant on workers or staff to access the site by public transport and is unlikely to be a land use that generates any public transport related trips.

For completeness of assessment, this TIS report outlines the public transport services in Port Hedland.

- Bus Route 870
  - Bus route 870 operates between South Hedland – Port Hedland via Port Hedland Boulevard Shopping Centre, Pretty Pool and Cooke Point.
  - Weekday bus services operate between 8.30am and 5pm – operating 7 services a day.
  - Saturday bus services operate between 9.30am and 3pm – operating 4 services a day.
  - Sundays and public holidays there are no services.
- Bus Route 871 and 872
  - Bus route 871 and 872 operate a clockwise and anticlockwise bus route around South Hedland via Throssell Road, Stanley Street, Paton Road, Brolga Way and Steamer Avenue.
  - Weekday bus services operate between 8am and 6pm – operating 5 services in each direction a day.
  - Saturday bus services operate between 8am and 4pm – operating 3 services in each direction a day.
  - Sundays and public holidays there are no services.

Figure 29 shows the roads across Port Hedland along which public bus routes operate.

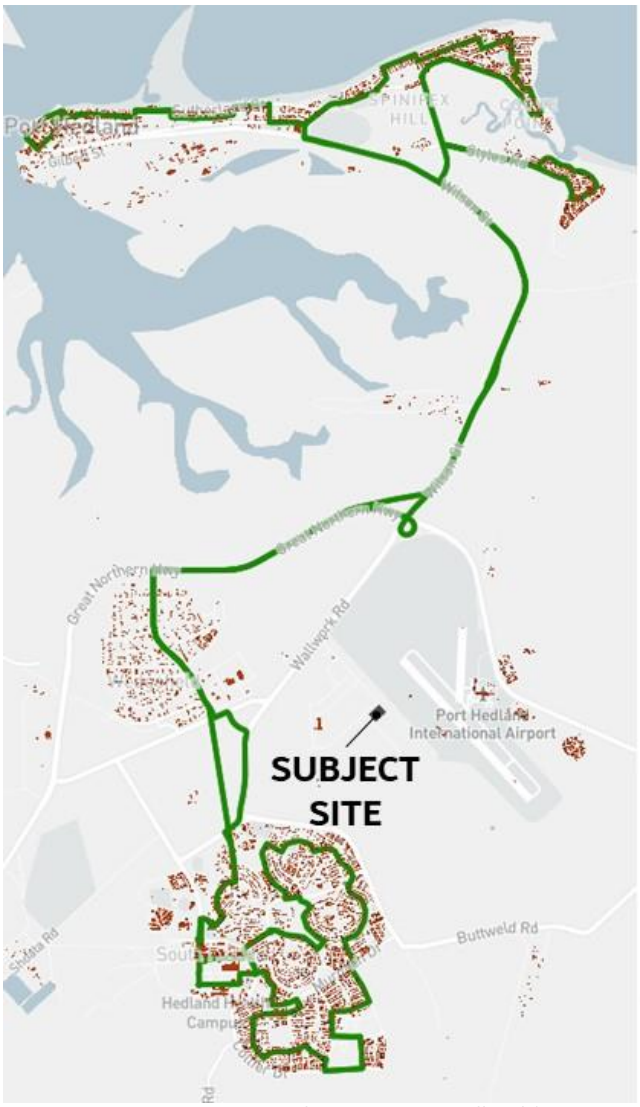


Figure 29 Bus routes network across Port Hedland (source: TransHedland)

Figure 30 shows the sections of the roads across Port Hedland along which public bus route operate and which roads form Bus Route 870 and Bus Route 871/872.

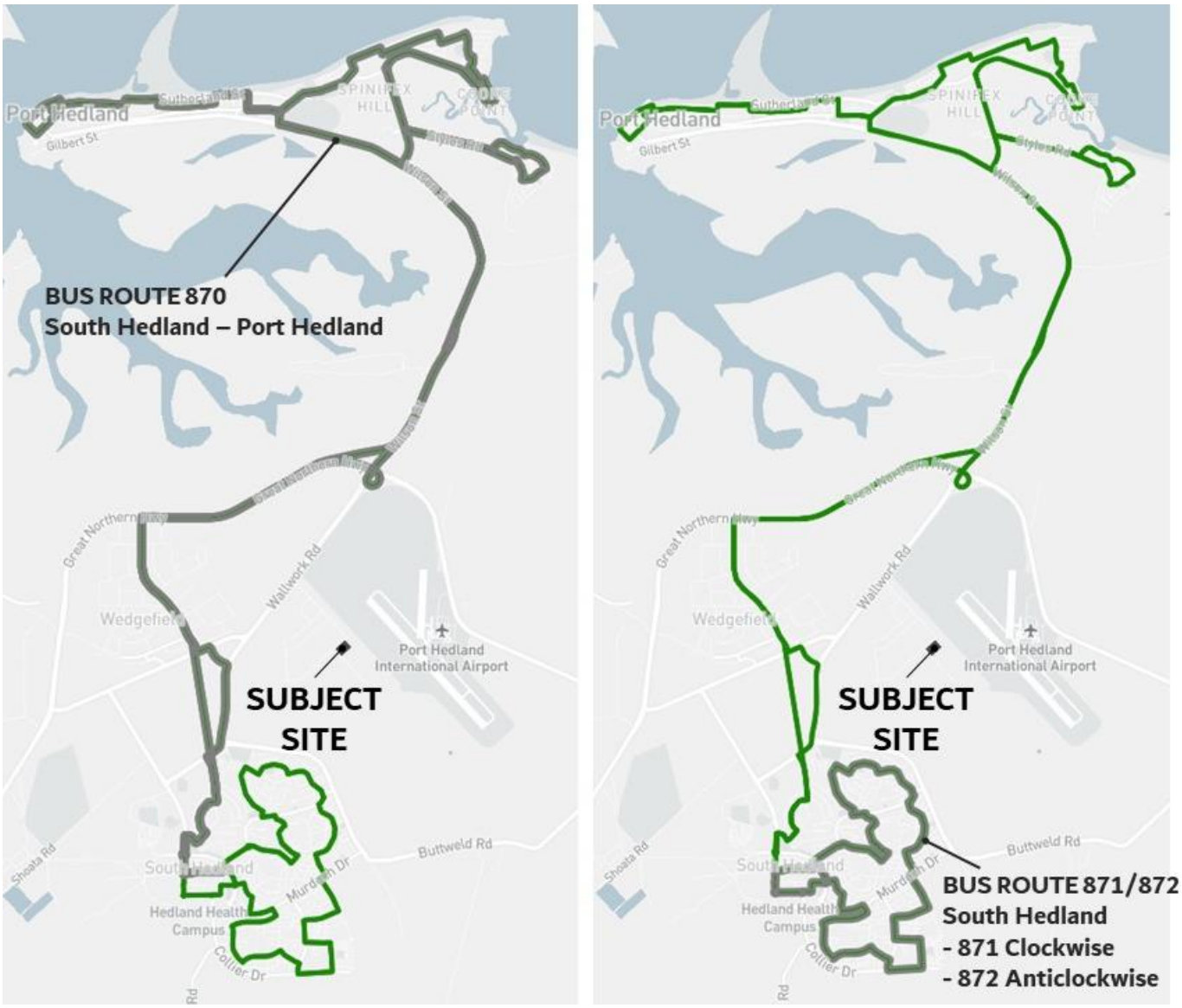


Figure 30 Bus Routes 870 and Bus Route 871/872 across Port Hedland (source: TransHedland)

8. PEDESTRIAN AND BICYCLE ACCESS

The nature of the proposed FIFO worker accommodation village for the subject site is not reliant on workers or staff to access the site on foot or on bicycle by the local path network and the proposed land use is unlikely to generates significant pedestrian or bicycle trips to/from the site.

For completeness of assessment, this TIS report outlines the local path network within vicinity of the subject site.

Bayley Retreat features a footpath on the northern side of the road reserve adjacent to the subject site – the footpath is approximately 2.0m wide.

Altitude Avenue features a footpath on the northern side of the road reserve between Wallwork Road and the point that Altitude Road bends south towards Bayley Retreat – between the bend in Altitude Avenue and Bayley Retreat the footpath is located on the western side of the road reserve – the footpath is approximately 2.0m wide.

Wallwork Road features a shared path between South Hedland and Redbank Bridge – the shared path is approximately 3.0m wide.

The Town of Port Hedland has obtained Western Australian Bicycle Network (WABN) grant funding from the Department of Transport for the detailed design of the Wilson Street Shared Path Project. The shared path project intends to link the bicycle network from Redbank Bridge to Cooke Point Drive and McGregor Street in Port Hedland. Once completed the linked pathway will encourage more cycling and walking between Port and South Hedland and well as linking tourists to key points of interest.

Figure 31 shows the path network from the subject site along Bayley Retreat and Altitude Avenue to access the shared path along Wallwork Road north towards Port Hedland and south towards South Hedland.

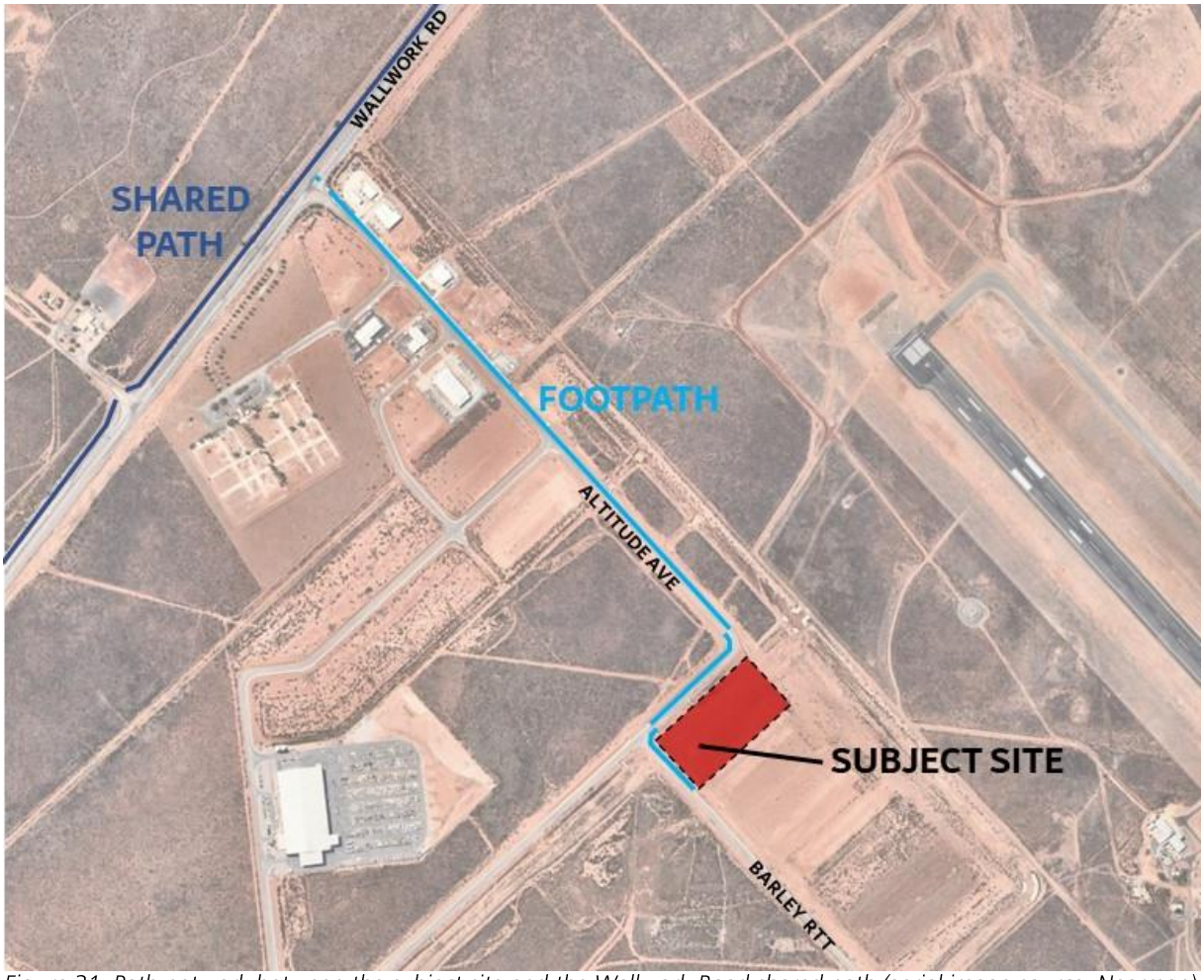


Figure 31 Path network between the subject site and the Wallwork Road shared path (aerial image source: Nearmap)

The Walk Score walkability assessment tool considers Port Hedland to be a "car-dependent" location where "most errands require a car". In Figure 32 the Walk Score data is provided for Wedgefield, being the closest location in Walk Score to the subject site – in addition an overview is provided for both Port and South Hedland.

Walk Score 30

Wedgefield is a Car-Dependent neighborhood

Most errands require a car.

Most errands require a car in Wedgefield Port Hedland.

Wedgefield is the 2nd most walkable neighborhood in Port Hedland with a Walk Score of 30.

Find apartments in Port Hedland's most walkable neighborhoods: South Hedland, Wedgefield and Port Hedland.

Rank	Name	Walk Score	Transit Score	Bike Score	Population
1	South Hedland	38	-	-	9,392
2	**Wedgefield**	**30**	**-**	**-**	**637**
3	Port Hedland	25	-	-	3,773

Figure 32 Walk Score walkability assessment for Wedgefield, Port Hedland and South Hedland (source: Walk Score)

Separate heatmaps of walking and cycling activity across Port Hedland are shown in Figure 33. The heatmaps show that there is little local walking or cycling activity in the vicinity of the subject site – with Altitude Avenue and Bayley Retreat currently providing access to limited existing land uses – with many undeveloped lots.

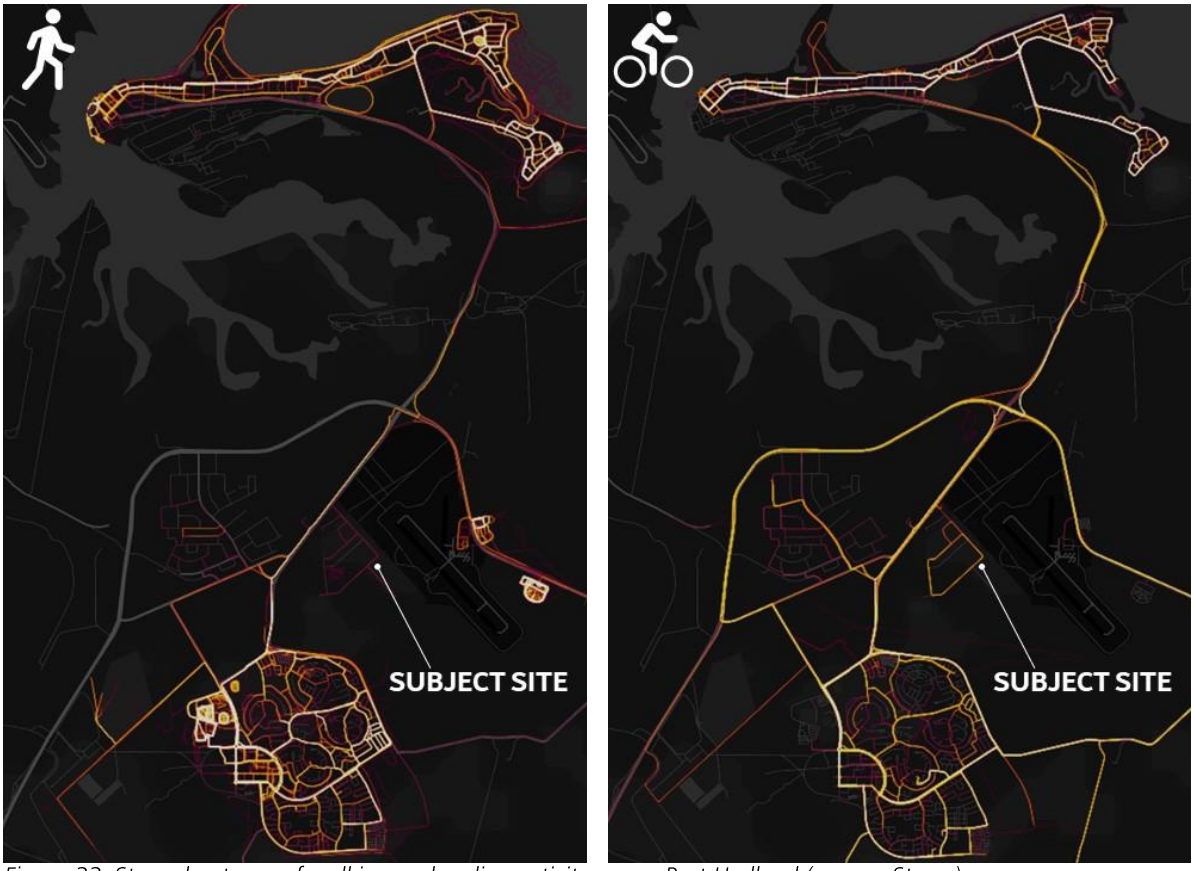


Figure 33 Strava heatmap of walking and cycling activity across Port Hedland (source: Strava)

9. SAFETY ISSUES

9.1 Crash History

In the five-year period ending October 2019 there were no reported crashes at intersections within vicinity of the subject site – and there were two reported crash mid-block in proximity to the subject site.

Figure 34 shows the locations of reported crashes at intersection during the five-year period ending October 2019 – with each blue dot representing the location of at least one reported crash.

Figure 35 shows the mid-block sections of road corridors with reported mid-block crashes during the five-year period ending October 2019 – with each blue section of road having had at least one reported crash.

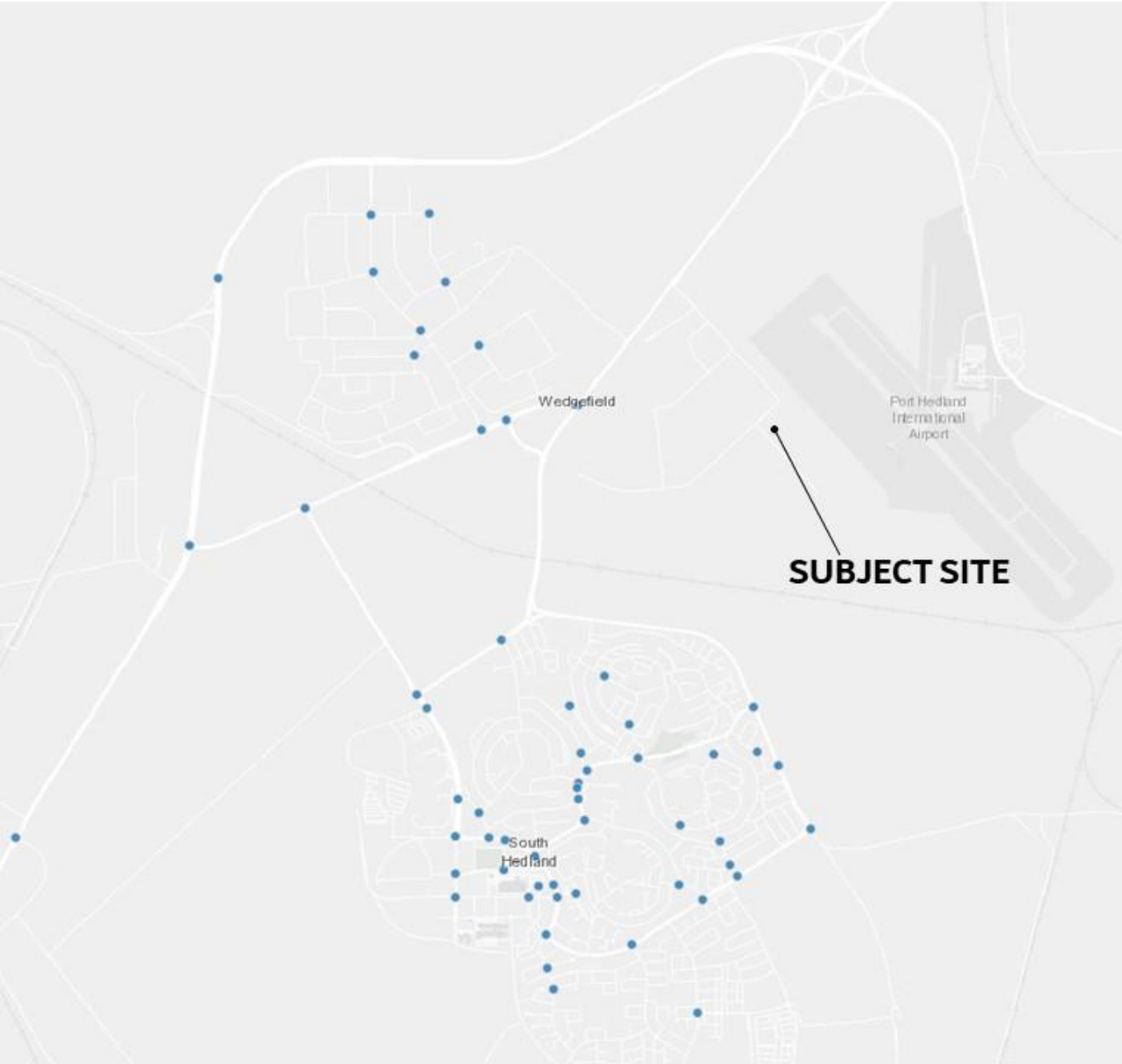
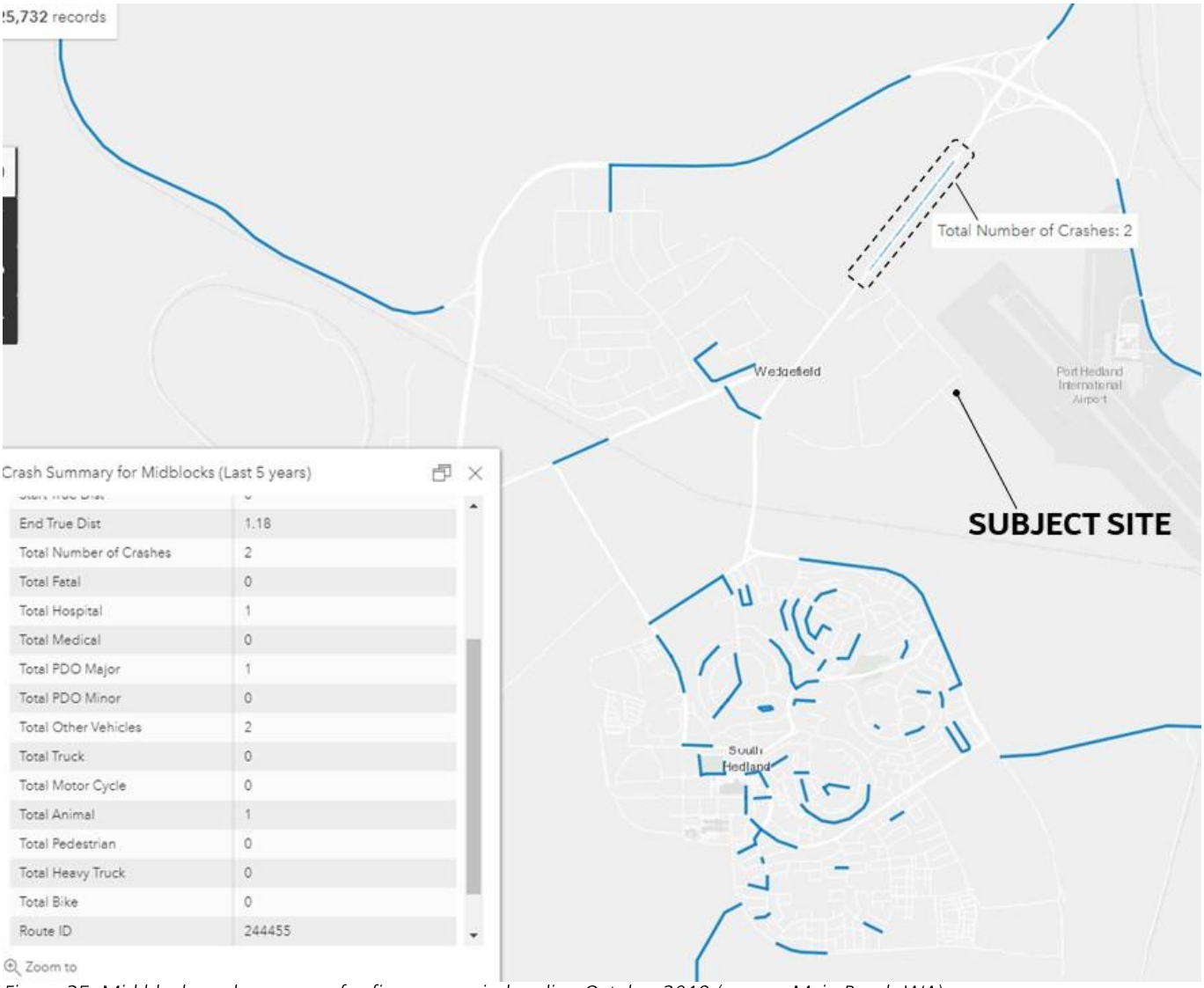


Figure 34 Intersection crash summary for five-year period ending October 2019 (source: Main Roads WA)

Figure 35 shows that during the five-year period ending October 2019 there were two reported mid-block crashes in the vicinity of the subject site – these two crashes were reported on the section of Wallwork Road between Altitude Avenue and Great Northern Highway/Wilson Street.

The data for these two crashes notes that one crash involved a collision between a vehicle and an animal, and one crash involved a collision between two vehicles. One of the crashes was noted to have cased major property damage and one person was hospitalised because of the crash.



End True Dist	1.18
Total Number of Crashes	2
Total Fatal	0
Total Hospital	1
Total Medical	0
Total PDO Major	1
Total PDO Minor	0
Total Other Vehicles	2
Total Truck	0
Total Motor Cycle	0
Total Animal	1
Total Pedestrian	0
Total Heavy Truck	0
Total Bike	0
Route ID	244455

Figure 35 Mid-block crash summary for five-year period ending October 2019 (source: Main Roads WA)

No intersection crashes in vicinity of the subject site and only two mid-block crashes in vicinity of the subject site over the five-year period ending October 2019 – suggest that the road network within vicinity of the subject site is operating safely with no obvious safety issues based on the crash data available.

10. SUMMARY AND CONCLUSIONS

10.1 Development Proposals

This Transport Impact Statement (TIS) has been prepared by Flyt in support of the proposed development of an accommodation village on a vacant lot located on the northeast corner of the Bayley Retreat and Altitude Avenue intersection in Port Hedland. The accommodation village would provide fly-in fly-out (FIFO) worker accommodation immediately to the south the Port Hedland International Airport site. The development proposals are summarised as comprising:

- 222 rooms to accommodate FIFO workers
    - 220 standard rooms
    - 2 universal access rooms
- Associated FIFO worker accommodation facilities
    - Administration building
    - Dry mess and wet mess building
    - Alfresco seating area
    - Gym and recreation building
    - Undercover and outdoor areas – featuring BBQ facilities
    - Maintenance and storage buildings
- 98 light vehicle parking bays
    - 96 standard light vehicle parking bays
    - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

The subject development site is located on a vacant lot on the northeast corner of the Batley Retreat and Altitude Avenue intersection to the south of Port Headland International Airport.

10.2 Traffic Volumes

Based on the site operational details provided by the proponents of the site – the following trip generation assumptions have been determined:

- If 80% of FIFO workers based on-site who have access to a work vehicle were working the 12 hour rolling shift pattern – then of the 220 worked based on-site 176 workers would have access to a work vehicle.
- The 176 workers based on-site with access to a work vehicle would be on separate 12 hour rolling shifts and would swap the work vehicles between each other at the end and start of their shift – as such 88 work vehicles would be required to accommodate this working arrangement.
- The site will have 98 light vehicle parking bays – which could accommodate all 88 work vehicles (in the unlikely event that all vehicles are parking on-site at the same time) – as well as provide 10 additional light vehicle parking bays to accommodate site staff parking (administration staff, kitchen staff, cleaning staff etc).

Based on the trip generation assumptions outlined above it is expected that the peak hour vehicle trip generation for the combined proposed activity across the site would be approximately 66 vehicle trips (total inbound and outbound trips).

As outlined in the *Transport Impact Assessment Guidelines* (WAPC, 2016), a development that is expected to generate between 10-100 vehicle trips in the development peak hour is considered to have only a moderate impact on the transport network and a Transport Impact Statement (TIS) is required to support the Development Application.

No formal technical assessment is required under the WAPC Guidelines (2016) in relation to a proposed development that would only have a moderate impact on the transport network.

However, to provide context as to the limited impact of the proposed development on the existing road network, 2019/20 traffic data from the Main Roads WA Traffic Map has been reviewed.

- Main Roads WA Traffic Map data suggests that the section of Wallwork Road past the Altitude Avenue intersection has the following existing peak hour traffic volumes:
    - Northbound – 512 vehicles
    - Southbound – 600 vehicles
    - TOTAL – 1,112
- As previously outlined the proposed development will generate a maximum of 66 vehicle trips during the development peak hour – this would represent only a 6% increase in traffic on Wallwork Road based on the assumptions outlined above.
- As such the scale of impact of the proposed development is negligible and would have no material impact on the existing road network.

10.3 Vehicle Access and Parking

Vehicle access to the proposed development site would be via two new crossovers to be established along the sites frontage with Barley Retreat – the two proposed crossover can be described as follows:

- Northern crossover provides for both inbound vehicle movements to the site and outbound vehicle movements from the site – the following types of vehicle movements would be accommodated:
    - Inbound – all vehicle movements into the site would enter via the northern crossover, including all light vehicles, buses and delivery/service vehicles.
    - Outbound – only light vehicle movements would exit the site via the northern crossover.

- Southern crossover provides for outbound vehicle movements only – the following types of vehicle movements out from the site would be accommodated:
    - Outbound – all buses and delivery/service vehicle movements would exit the site via the southern crossover.

The proposed development of the subject site includes the following on-site parking provision:

- 98 light vehicle parking bays
    - 96 standard light vehicle parking bays
    - 2 universal access parking bays
- Bus parking area – to accommodate parking for up to 4 buses
- Bus pick-up / drop-off embayment – to accommodate 2 buses

10.4 Public Transport Access

The subject site is not conveniently located to be accessed by public transport services. However, the nature of the proposed FIFO worker accommodation village for the subject site is not reliant on workers or staff to access the site by public transport and is unlikely to be a land use that generates any public transport related trips.

10.5 Pedestrian and Bicycle Access

The nature of the proposed FIFO worker accommodation village for the subject site is not reliant on workers or staff to access the site on foot or on bicycle by the local path network and the proposed land use is unlikely to generates significant pedestrian or bicycle trips to/from the site.

MGM Group – Transient Workforce Accommodation Facility

SOCIAL IMPACT ASSESSMENT AND MANAGEMENT PLAN

PART A: SUMMARY SIAMP

VERSION: 1

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Recipients are responsible for eliminating all superseded documents in their possession.

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Executive Summary

The MGM Group (MGM) is developing the MGM Lodge (working title) Transient Workforce Accommodation (TWA) project for the purpose of providing accommodation in Hedland for its existing workforce.

The MGM Group (MGM)[1] is a bulk haulage transport group providing limestone quarrying and supply that operates throughout Western Australia. With a workforce of some 300 employees and a core fleet of 20 trucks and some 250 trailer configurations, MGM provides services to mining companies that require bulk haulage, ship loading, rail loading, storage and stockpile management. MGM also operates a range of inhouse quarry facilities.

Presently, the MGM workforce operating in and around Hedland are housed by a variety of short stay accommodation providers. Like many other long term local and regional businesses supplying goods and services to the local and regional economy, MGM is subject to the cyclical demand nature of resource development, including significant cost pressures on accommodation and other services for its workforce, particularly in times of high mineral resource commodity demand, new resource project demand and operational shutdown periods. The dispersion of its workforce causes a range of challenges for workforce coordination and management.

Thus, MGM is developing the MGM Lodge TWA for the sole purpose of providing accommodation in Hedland for its existing and future workforce.

Figure 1: MGM Lodge Location Map[2]

Located in the Kingsford Smith Business Park Estate, in the Port Hedland International Airport precinct, MGM Lodge is approximately 2.5km from South Hedland.

When completed, the Lodge will comprise an initial 168 rooms with scope for expansion to 220 rooms.

The Lodge will have inhouse catering and wet mess facilities, gym and multi-purpose recreational areas for MGM's local and transitional workforce residents.

[1] Home | MGM Bulk (mgmgroup.com.au)

[2] Source: Kingsford Business Park Design Guidelines, Town of Port Hedland, 2013, kingsford-business-park-design-guidelines (porthedland.wa.gov.au).

In developing the MGM Lodge, MGM have contracted with Grounded Construction Group (GCG), an existing local and regional business, to design and construct the accommodation facility. Circle Advisory Pty Ltd (Circle) were engaged to undertake a Social Impact Assessment (SIA) and develop a Social Impact Management Plan (SIMP) for the project.

Circle has developed a combined SIA and SIMP, a Social Impact Assessment and Management Plan (SIAMP) to be commensurate to the scope and nature of the project, consistent with best practice guidelines for assessing and managing the social impacts of projects and to meet the Town of Port Hedland's planning and policy objectives relating to Workforce Accommodation, and the identification and addressing of potential social impacts of specific developments.

This SIAMP is provided in two parts:

- **Part A** (this document): "Summary SIAMP"
- **Part B:** "SIAMP Basis"

The purpose of the two-part approach is to produce in Part A Summary SIAMP, a document that is sufficiently clear and brief, yet deep enough, and that remains accessible to a broad range of audiences. It should be useful as a standalone, understandable, and workable reference document and provide the basis for stakeholders to get a very good overview of the project, its potential impacts and how they will be managed by MGM.

Part B SIAMP Basis, will provide the basis and the detail that justifies the approach set out in Part A and of necessity will be more technical in its approach. If readers of Part A, wish to explore the basis for any particular impact assessment made in Part A, they should find sufficient information in Part B to do so.

The reader will notice some overlap and repetition between Part A and B. This is intentional so that both documents can be read standalone.

Part A provides:

- an Executive Summary (this section),
- a project description,
- the policy and regulatory context,
- a discussion about SIA practice,
- the boundaries and methodology applied to this SIA,
- community and stakeholder engagement to date,
- a high-level discussion about the potential impacts identified, and
- then a summary Social Impact Management Table, that sets out the recommendations to MGM for effective impact management, including KPIs and suggested metrics.

Part B of the SIAMP will provide the basis for Part A and will include:

- the social baseline, to underpin the overall assumptions about the impact that the development of the MGM Lodge might have in Hedland,
- an overview of the impact assessment and management methodology,

- discussion about each of the impact themes and identified impacts in turn, referring in more detail as to what key local stakeholders have contributed and how the relevant (and available) existing literature has informed the assessment and the management plans proposed, and
- an overview of the key stakeholder organisations in Hedland and useful information sources.

The impact assessment was undertaken during the months of August and October 2021 and involved desktop research, the development and provision of project information and direct face to face stakeholder engagement in Hedland (and then phone, teleconference and email discussions) by the author.

The main impacts that were identified through the development of this SIA relate to those arising across the construction and operations phases, with a focus on workforce and community interaction and social integration impacts and MGM's demand for and actual use of procurement of goods, services, and labour from local supply.

Thus, this SIAMP has a strong focus on the avoidance of negative impacts arising from the project, and a focus on the maximisation of positive impacts (opportunities to benefit), bearing in mind MGM's existing social and economic footprint.

The boundaries of the SIA are:

- From a social statistical perspective – the Town of Port Hedland LGA.
- From a time, perspective – the expected 30-year development and operational life of the TWA facility[3].
- From a geographical impact perspective – the Town of Port Hedland LGA.

Contextual boundaries about the scope of the SIA include that it is focused on the impacts of the MGM Lodge development and not MGM's overall operational impact in Hedland. Similarly, the SIA does not attempt to undertake an assessment of the broader issues associated with TWA and Fly-in, Fly-out (FIFO) as against residential workforces, nor the cumulative impact assessment of all the TWAs around Hedland.

While the general and initial quantitative assessment of the impacts (risks and opportunities) is comparatively low, given the nature of the proposal and the size of MGM's existing workforce, some are potentially moderate to significant in effect. From a qualitative perspective, impact measures require further determination, are yet to be specifically determined and will rely very much on the quality of MGM's approach to managing its social and economic impacts. An annual, appropriately designed stakeholder opinion survey is recommended.

There is a risk (albeit low) of creating an isolated workforce, but this can easily be resolved through practical measures that are both inward and outward facing, drawing on the strengths of its existing residential workforce and their connections in the Hedland community. The approach does not need to be significantly expensive, nor overly complex.

[3] It is noted that at the time of the development of this SIAMP, the expected life of the facility communicated to stakeholders was 10-15 years. While this is material in terms of the length of the facility operations, most of the impacts remain the same.

It is recommended that at the outset, MGM should recognise and acknowledge the Kariyarra people as Traditional Owners of the land on which Hedland exists.

It is also recommended that MGM's overall approach be to gradually implement, over the life of the facility, a suite of initiatives, strategies, and programs within a single overarching 'MGM Hedland Plan' that is based on and designed to respond to the risks and opportunities identified and assessed.

The aim of good social impact management is to avoid or minimise any negative impacts, while maximising the positive, through engaged and inclusive impact management initiatives, that are measurable through simple and understandable quantitative and qualitative Key Performance Indicators**.**

The social and economic environment in Hedland is dynamic and so the MGM Hedland Plan is designed to be implemented over the life of the MGM Lodge and an adaptive management approach, through regular monitoring, review and stakeholder engagement, should be used to respond to changes that affect the plan's successful and effective implementation.

The development of the MGM Lodge presents a significant opportunity for MGM to bring their workforce together and create a more cohesive and socially integrated workforce with the Hedland community and increase the safety and the health and wellbeing of its workforce.

MGM is a small but significant transport operator in the region and already makes a solid contribution to the Hedland economy and through the development of the MGM Lodge, could make a greater and more significant and sustainable contribution to the Hedland community and society.

Hedland is a strong regional centre, that is shaped and mirrored by bulk commodity export of mineral resources. It is the largest bulk commodity export harbour in the world. Common Australian perceptions of Hedland's identity often stem from its reputation from the 1970s and 1980s as a hardworking, harsh climate, outback place, rather than the multi-cultural centre that it is today.

Hedland has a very strong community spirit and 'can-do' attitude, and today's community strength and resilience was born from its history. The town has evolved and changed to a very different place with a significant level of community participation in sports, the arts and culture.

MGM's management of the impacts of the MGM Lodge TWA proposal is as much about MGM articulating and enhancing what it already does or aspires to do under its Aboriginal and local engagement policies, through making things better for its workforce and its community interaction and focusing on continuous improvement over the life of the MGM Lodge.

MGM Lodge has a real opportunity to do something quite different in terms of the positive management and the health and wellbeing of its workforce and that of the Hedland community, through the creation of a strong and healthy, socially integrated FIFO / local workforce.

Author's Note

The author would like to acknowledge and thank the stakeholders who have so far contributed to this SIAMP.

Stakeholder contributions and the information gathered during consultations has provided valuable insights that have contributed to developing a thorough understanding of the potential socio-economic risks and opportunities from the Project and so will help inform how they can be managed.

Important aspects of SIA include:

- The subjective nature of potential social, cultural and economic impacts can make it difficult to assess and predict risks and opportunities with accuracy,
- SIA requires interdisciplinary thinking and the contribution of specialists in various fields.
- Stakeholder availability and understanding of a) the project being assessed, and b) the processes for SIA, is critical, as is providing stakeholders the opportunity and time to consider impacts and respond in methods and formats that they are comfortable with.
- SIMP KPIs and metrics, if constructed properly, can provide the baseline for longitudinal measurement of change.
- SIA and SIAMP reports and plans should be accessible and readable by a range of audiences and in the case of Indigenous people and those with non-English speaking backgrounds, appropriate language considerations need to be made.
- SIA and SIAMP reports and plans should be readily able to be used as base reference documents for day to day action planning, rather than left sitting on a library shelf.

Circle has sought to develop this SIA in a manner consistent with the above, the IAIA Guidelines and international best practice applied locally, commensurate with the project assessment being undertaken. We note the following:

- This SIAMP is developed at the local level and, while designed to underpin appropriate social impact management, is not framed within a global sustainability context.
- Recognition and engagement of local Indigenous people is strongly recommended, noting that the land where the project is to be developed, is freehold and so local Indigenous rights in land, i.e., Native Title, do not exist and so FPIC cannot be applied in this instance.
- The level of public participation is at the Consult level in accordance with local government processes.
- The recommended approach has an inherent strong shared value and local content characteristic.

The best way to ensure best practice and practical management of social and economic risk is through continued communication with local stakeholders about a project and the active management of their participation in the project.

Consequently, the achievement of MGM's aims would be well supported by the implementation of a Community and Stakeholder Engagement and Communications Strategy, one of the key recommendations of this SIAMP.

The potential social impacts identified in this SIAMP should be able to act as much as predictors of emerging impacts (and issues) to be managed, as they are the foundations of the mitigation and enhancement strategies suggested. That is, as the socio-economic environment changes as it will, MGM should be able to use this knowledge and its local relationships to respond accordingly through an adaptive management approach.

This will allow for ongoing refinement to the approach and will maximise the chances of the success of Social Impact Management Plan (SIMP).

Abbreviations and Key Concepts

Abbreviation	Definition
ABS	Australian Bureau of Statistics
AOD	Alcohol and Other Drugs
Amenity	Community amenity refers to the liveability of a town or community. Contributing factors include aspects of the built environment, e.g., housing, transport, air and water quality, access to the natural environment, parks and recreational facilities, heritage and social and aesthetic aspects of a community. Amenity can also include the level of access to community services such as medical and dental care, emergency and public safety services, shops, employment, community health infrastructure, cultural, sporting and leisure services infrastructure and organisations. See also: Livability: Urban amenity | Australia State of the Environment Report
Community welfare and wellbeing	Community welfare and wellbeing refers to the wellbeing of individuals, families and the community. Often the terms welfare and wellbeing are often used interchangeably, with positive wellbeing is associated with being comfortable, happy or healthy. The OECD Better Life Index uses a multi-dimensional approach to measure community welfare and wellbeing, including for current wellbeing; income and wealth, jobs and earnings, housing, health, education, work-life balance, environment, social connections, civic engagement, safety and subjective wellbeing; and, for future wellbeing a four capitals approach: natural, human, economic and social capital. See also: • https://www.oecdbetterlifeindex.org/ • https://www.aihw.gov.au/reports/australias-welfare/understanding-welfare-and-wellbeing
FIFO / DIDO	Fly-in / Fly-out, or Drive-in / Drive-out workforces
Hedland	Used throughout as a collective term for the centres of Port and South Hedland, within the Town of Port Hedland LGA.
IAIA	International Association for Impact Assessment
LGA	Local Government Area – the statistical area for the Town of Port Hedland as defined by the ABS.
LPP	Local Planning Policy
SIA / SIMP	Social Impact Assessment / Social Impact Management Plan

SIAMP	Social Impact Assessment and Management Plan
SLA	Statistical Local Area
Social cohesion	Social cohesion in Australia, according to the Scanlon Monash Index (SMI) of Social Cohesion is measured through the assessment of people's perceptions in five domains: Sense of Belonging, Sense of Worth, Social justice and equity, Participation (political), and Acceptance (and rejection). The Scanlon Institute adopts a definition of Social Cohesion as: "*the willingness of members of society to cooperate with each other in order to survive and prosper*". See also: https://scanloninstitute.org.au/what-social-cohesion
Social Impact	The positive and negative things that might happen in a community when a something is planned for and then carried out, e.g., a project, a new public policy, a program – anything that triggers social change in that community. Social impacts can affect people's way of life, their culture, their community, their political systems, their environment, their health and wellbeing, their personal and property rights, and their fears and aspirations. See also: International Association for Impact Assessment's (IAIA) "*Guide for Assessing and Managing the Social Impacts of Projects*". SIA_Guidance_Document_IAIA.pdf
STA	Short Term Accommodation
Town	Town of Port Hedland
TWA	Transient Workforce Accommodation
Workforce Accommodation	As defined in the Town's *Local Planning Policy 05 – Workforce Accommodation (LPP/05).*

1. Project Description

1.1. MGM Group

MGM is developing the MGM Lodge Project for the sole purpose of providing accommodation in Port Hedland for its existing and future workforce.

MGM has been continuously operating a bulk haulage business in Port Hedland since 2015, operating out of a depot in Wedgefield with all management and support functions (including workshops, QSE, admin, etc.). MGM services several Pilbara mine site operations from Port Hedland, currently with around 60 quad combinations and nearly 300 staff. Of these, 56 staff, or nearly 20%, are Hedland residents.

MGM workers typically work a 12-hour day (typically 0600 – 1800 with operational variations), on a four-week on / two week off roster, with a Rostered Day Off (RDO) each week on which they currently access the Hedland communities for recreation and relaxation purposes.

Currently, MGM directly spend nearly $50 million every year with local suppliers (including Aboriginal companies) in Hedland on various goods, services and labour to support and assist their operations, including fuel, spare parts, mechanics, repair works, maintenance works, food stuffs, general supplies and stationery, office furniture and equipment, as well as local service providers for water, power, comms, etc[4].

Figure 2: MGM Lodge Location Map[5]

Located in the Kingsford Smith Business Park Estate, in the Port Hedland International Airport precinct, MGM Lodge is approximately 2.5km from South Hedland in a direct line, and 5km by road.

When completed, the Lodge will comprise an initial 168 rooms with scope for expansion to 220 rooms.

The Lodge will have inhouse catering and wet mess facilities, gym and multi-purpose recreational areas for MGM's local and transitional workforce residents.

The development of the Lodge would represent a significant capital investment into Hedland, approximately $9-10 million with further expected direct annual operating cost, over the life of the operational life of the facility of between $6-7 million.

[4] The Project Description was provided by MGM and Grounded.

[5] Source: Kingsford Smith Business Park Design Guidelines, Town of Port Hedland, 2013, kingsford-business-park-design-guidelines (porthedland.wa.gov.au).

1.2. Construction

MGM has awarded a Design and Construct Early Contractor Involvement contract to Grounded Construction Group[6] (Grounded).

Grounded specialises in infrastructure for remote mining and civil projects Australia wide, including design and construction, installation, refurbishment and relocation of villages and camps. Grounded specialise in the installation of both permanent and temporary modular portable buildings, mining camps, non-process infrastructure, operational facilities and the development of long-term housing.

Grounded have been operating in Port Hedland since 2013 and have some 80 staff.

Grounded operate out of its Port Hedland Facility which has a workshop, warehouse along with plant and equipment storage area within the facility. Grounded has been working in the Pilbara since the company's inception and have to date employed several Hedland locals for the projects completed within the regions. Grounded have relationships with several Aboriginal owned and operated companies within the Pilbara whom the company works, across various work sites. Grounded aim to always include Aboriginal companies in any works conducted throughout the remote regions in WA in which it works.

Once development approval has been obtained, the expected construction period, commencing in early 2022, is expected to take approximately 6 months.

Figure 3: MGM Lodge Concept Design

Construction of the Lodge is expected to employ some 30 people (at peak) in various construction roles, including carpenters, labourers, operators, electricians, plumbers, supervisory and other staff.

The Construction works will be mainly under Grounded, as head contractor. The construction trades workforce required for the earthworks, services and installation works will comprise a core of directly employed staff, with the subcontract works being issued out for pricing to various local companies.

Accommodation of the construction workforce will be in existing residences and existing local short stay accommodation facilities.

Local subcontracts for construction will likely include:

- Electrical works

[6] Grounded Construction Group (groundedgroup.com.au)

- Plumbing Works
- Landscaping works
- Concrete supply
- Construction Material suppliers
- Freight

All subcontractor packages will be competitively tendered and local subcontractors will be invited to submit prices.

1.3. Operations

The operations of MGM Lodge are expected to commence in second half 2022 and the facility will be operated on a contract basis, on behalf of MGM. Selection of the Lodge operator will be by competitive tender process, so that any local operators can have the opportunity to bid.

It is expected that up to 15 people will be employed in various roles during that time. Typical roles would include facilities management, reception and administration, catering, food, and beverage services, housekeeping and cleaning, grounds keeping and maintenance.

The operations personnel will be housed within the accommodation village, The operations personnel will be housed within the accommodation village, except where locally resident.

1.4. Alternative accommodation provision and / or project location

Over the past several years, MGM has considered several options to accommodate its workforce in Hedland, including sites within and without the Town boundary, and the use of existing TWAs and Short-Term Accommodation providers.

MGM's clear preference is to have all its workforce in the same place so that its operations can be efficiently managed and that the health and wellbeing of its workforce and its relationships with the Hedland communities can be effectively and more positively managed. MGM's depot is in Wedgefield so a location close to that was considered most desirable.

The existing TWAs that are associated with major mining companies are not available to MGM and those that are, significantly raise rates to capture benefits associated with rising commodity prices and in addition major mining companies also add significantly to the accommodation demand for (and the cost of) the rooms available in the TWAs that are available to MGM.

The same accommodation impacts occurred across all the STA facilities in Hedland.

Then MGM assessed sites in the Kingsford Smith Business Park and South Hedland itself and the former was preferred given the expected daily / nightly ~200 light vehicle movements and parking required for up to 100 vehicles.

MGM's final decision was that in consideration of all the above, the best and only alternative was to develop their own TWA facility, and that the chosen location is consistent with the Town's Transient Workforce Accommodation Strategy (2014), further referenced below.

2. Impact Scoping

The scope of this Part A: Summary SIAMP covers:

- the policy and regulatory context,
- a discussion about SIA practice,
- the SIA in terms of social, geographical, temporal (time) and contextual boundaries, and
- the methodology applied to this SIA.

Section 3 provides a summary of the community and stakeholder engagement to date and Section 4 a high-level discussion about the potential impacts identified.

2.1. Policy and Regulatory Framework

The primary regulatory framework[7] that gives rise to this SIAMP are found within the *Town of Port Hedland Local Planning Scheme No. 7* and the Local Planning Policies[8] (LPP) that are prepared under Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015 (Regulations).*

These include:

- *Local Planning Policy 05 – Workforce Accommodation (LPP/05)*
- *Local Planning Policy 06 – Social Impact Assessment (LPP/06)*

These LPPs arise from the Town's Transient Workforce Accommodation Strategy of October 2014[9] which was designed to manage the development of future TWAs within the Town of Port Hedland, paraphrased below.

The strategy identified that:

- Non-permanent residential workers (FIFO / DIDO) have a significant impact on the housing supply issues experienced within the Town as well as the supply and demand for services and facilities.
- Acknowledged the importance of this workforce section to the economic diversification of the Town.
- Highlighted the short to medium term imperative to provide adequate levels of transient workforce accommodation to cater for the necessary operational and construction workers.

The Town's policy imperative contemplates:

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[7] It is noted that the MGM Lodge proposal is not a proposal subject to approvals under any other existing legislation, such as a State Agreement ratified by the WA Parliament, the *Mining Act 1978 (WA),* the *Environmental Protection Act 1986 (WA)* or the *Environment Protection and Biodiversity Conservation Act 1999 (Cth)*.

[8] https://www.porthedland.wa.gov.au/planning-building-and-environment/planning/planning-policies.aspx

[9] https://www.porthedland.wa.gov.au/documents/798/twa-strategy-2014

"… a balanced and dispersed approach to the siting and location of TWA and the imposition of clear time limits on the operation of these sites to encourage a shift to a more permanent and integrated skilled workforce in the Town."

The strategy envisages TWA facilities to be located on either land identified at the Port Hedland International Airport or on land located on the periphery of South Hedland. The MGM Lodge proposal is for the Kingsford Smith Business Park, south of the airport runway and 5km by road from South Hedland, on the corner of Altitude Avenue and Bailey Retreat, off Wallwork Road (see Figure 1: MGM Lodge Location Map).

2.1.1. *Workforce Accommodation Policy*

The Town's Workforce Accommodation policy objectives can be summarised as:

- Integrating workforce accommodation into the surrounding environment through physical design and management measures which promote social cohesion.
- Ensuring that the application of design standards which are commensurate with the development lifespan and location.
- Encouraging workforce accommodation to be located close to urban settings and commercial centres that ensures reciprocal benefits for the local community and local business from an integrated workforce accommodation facility.
- Supporting high quality, adaptive and sustainable design adapted to the regional climate that provides a high level of amenity to occupants, promotes articulated frontages and avoids sterile streetscapes.

The Town wants to facilitate workforce accommodation that is demonstrated to meet the temporary needs of a specific industry or project and that allows decision makers to apply discretion regarding the duration (term) of approval, acknowledging it as a temporary and transitional use.

The Town's Social Impact Assessment policy objectives include:

- Encouraging early identification and assessment of positive and negative social impacts through the development of a Social Impact Assessment (SIA) and Social Impact Management Plan (SIMP) to mitigate adverse effects and maximise positive social outcomes for the impacted community.
- Outlining the Town's expectations for the key elements of SIA, including genuine engagement with stakeholders.

The Town wishes to support informed decision making through the incorporation of quality, evidence-based information and management measures monitored through key performance indicators.

Key elements for consideration include:

- <u>demand driven</u> – a requirement to demonstrate that additional workforce accommodation is required to accommodate the proponent's workforce,
- <u>commuting distances</u> – in consideration of appropriate commuting distances and travel times to and from worksites, considering industry standard 12-hour work rosters,

- location suitability – within and without that the considered appropriate travel times between the accommodation and the workplace of 30 mins, resulting in application of 'basic' or 'high' design standards,
- design standards – the aim of social integration, to the extent practicable, so to contribute to the economic activities and community values of the town, noting that proposals that don't fit the location suitability provisions, e.g., hybrid accommodation models suiting different workforce configurations will be assessed against the high design standards,
- traffic management – traffic impact assessment in accordance with the *Transport Impact Assessment Guidelines* by the Department of Planning, Lands and Heritage[10], and
- time limited approval – consideration of the period for which approval is granted potentially linked with the timeframes of a worksite or project, noting that developments designed and constructed in accordance with the high design standards may not have a time-limited approval imposed by the Town.

The Social Impact Assessment policy, LPP/06, discussed below, is triggered in the case of any development proposal for Workforce Accommodation.

2.1.2. *Social Impact Assessment Policy*

In support of its Workforce Accommodation policy objectives, the Town requires that a Social Impact Assessment (SIA) shall be prepared for any development falling within the use class of Workforce Accommodation (LPP/06, s4.2.1).

The primary objectives of the Town's Social Impact Assessment policy include:

- Encouraging early identification and assessment of positive and negative social impacts through the development of a Social Impact Assessment (SIA) and Social Impact Management Plan (SIMP) to mitigate adverse effects and maximise positive social outcomes for the impacted community.
- Outlining the Town's expectations for the key elements of SIA, including genuine engagement with stakeholders.

The Town wishes to support informed decision making through the incorporation of quality, evidence-based information and management measures monitored through key performance indicators.

Key phases of an SIA include:

1. Scoping
2. Baseline analysis
3. Community and stakeholder engagement
4. Impact assessment
5. Social Impact Management Plan

[10] Transport impact assessment guidelines - Department of Planning, Lands and Heritage (dplh.wa.gov.au)

6. Monitoring and review

The outcomes of the phases above are to be documented in an SIA Report (this SIAMP document), including an explanation of the methods used for each phase. Consultation with the Town is recommended at each phase to confirm requirements. The resulting SIA Report should be well documented and contain references to data and best-practice guidance.

This SIAMP is structure to follow the SIA phases and the overall expectations of the Town regarding SIA development.

These expectations include:

- That an SIA should consider the full lifecycle of the proposal and should be commensurate with the nature and scale of the development.
- The scope of the SIA should reasonably cover the likely significance of the predicted social impacts arising from the project.
- Engagement about the SIA is to be participatory and inclusive, respectful, meaningful and considerate of the needs of potentially impacted individuals or groups.
- An SIA should be rigorous and based on comprehensive social impact analysis and incorporate the most up to date information on communities affected.
- Impact management measures should be effective and aimed to enhance benefits and mitigate any negative impacts. These should also be adaptive and monitoring and review mechanisms should be established so that adjustments can be made to ensure ongoing effectiveness.

In effect, the Town requires a formalised SIA process, drawing on international best practice principles for SIA, such as those of the IAIA[11].

Accordingly, this SIAMP seeks consistency with the IAIA's *"Social Impact Assessment: Guidance for assessing and managing the social impacts of projects"*[12] (the IAIA Guide) and responds to LPP/06.

2.2. SIA Practice

The practice of Social Impact Assessment (SIA) can be described as a considered attempt to identify, predict, and manage social issues that might arise from a development. Properly developed, including through the effective and participatory engagement of stakeholders and affected communities, SIA can be used as a tool for both making decisions in a regulatory context, and as the basis for the management of impacts throughout the life of a project.

As the IAIA Guide (and LPP/06) contemplates, the development of an SIA needs to be commensurate with the project being considered and needs to be appropriate for the context. SIA needs to be fit for purpose, the right size for the job. The SIA that is developed needs to be the right size and scope for the project that is being assessed.

For example, the size and scope of an SIA for a major mining development will be significantly greater than that done for a TWA, like the MGM Lodge.

[11] International Association for Impact Assessment (IAIA): C:\IAIA\Pubs\SP2-2 page.PDF

[12] Vanclay, F., Esteves, A.M., Aucamp, I., & Franks, D. 2015 *Social Impact Assessment: Guidance*

2.2.1. *What are social impacts?*

Social impacts can be seen as both the positive and negative things that might happen in a community when a something is planned for and then carried out that is likely to cause change in that community.

Social impacts can be caused through the development of a project, a new public policy, a program – anything that triggers social change.

In the context of SIA practice, the MGM Lodge is considered a project.

The IAIA Guide describes social impacts as changes that can affect people's way of life, their culture, their community, their political systems, their environment, their health and wellbeing, their personal and property rights, and their fears and aspirations[13].

Social impacts can be intended and unintended, they can be direct or indirect, induced or cumulative, they can be tangible or intangible, or perceived. They can happen in a specific area, or over time and at different times and at different rates, and they can be reversible or irreversible.

Social impacts can have a small or large impact and can have good or bad consequences.

Positive social impacts can come from *opportunities* that become available from a project such as training, employment or business contracts.

Negative social impacts can come from *risks* that might be caused by a project, for example, increased traffic in urban areas causing a rise in traffic accidents.

Not all social impacts that are predicted will happen. It depends on the likelihood of them happening and what plans are put in place to manage them. That is, impact management plans and strategies are put in place to make the best of the good things that might happen, and impact management plans and strategies are put in place to avoid or lessen any bad things that might happen.

2.3. Boundaries and limitations

SIA also needs to be considered in terms of its social, geographical, temporal (time) and contextual boundaries.

- Social and statistical boundaries can be described as discrete areas within which a population (or community) interacts socially and economically, and which can be measured using census and other information.
- Geographical boundaries, as the name suggests, represents the geographical area within which impacts can be expected to occur.
- Temporal boundaries relate to time and can include the length of the project being considered and the various stages of the project, e.g., planning, construction, operations and decommissioning.
- Contextual boundaries relate to the extent of matters considered in an SIA, i.e., those that while important to the broader social and economic environment, or reasonably within or without the scope of the SIA being developed.

[13] IAIA Guide, "Box 1: What are social impacts?" (p2).

Boundaries for this SIA were discussed with the stakeholder organisations consulted and the Town Executive Team.

2.3.1. *Social and statistical boundaries*

The Australian Bureau of Statistics (ABS), standards, including the Australian Statistical Geography Standard (ASGS)[14] statistical boundaries structures provide a very important and useful basis for putting appropriate boundaries around the areas to be considered from a social perspective.

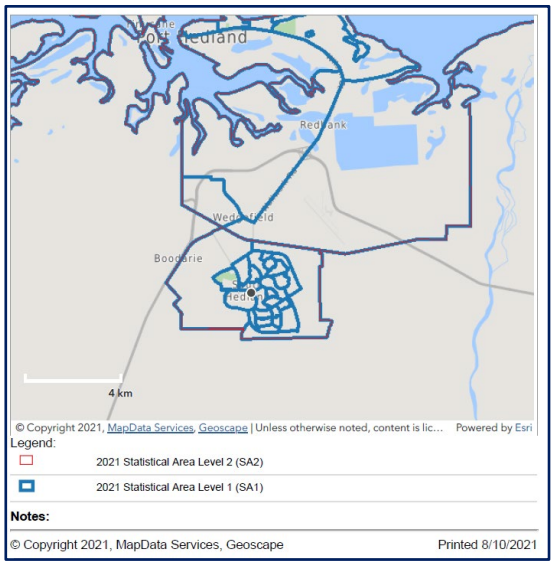

Figure 3: Port Hedland and South Hedland SA2s

.SA2s are the smallest area determined by the ABS for which non-Census and intercensal statistics are made available.

The smallest level statistical area is known as a Statistical Area Level 1 (SA1). SA1s have a population of between 200 and 800 people with an average population size of approximately 400 people. They are designed to be either predominantly rural or predominantly urban in character, with SA1s in rural and remote areas generally having a lower population than in urban areas.

The next level is Statistical Area Level 2 (SA2). SA2s are described as "*medium-sized general-purpose areas built up from whole Statistical Areas Level 1. Their purpose is to represent a community that interacts together socially and economically*."

SA2s generally have a population range of 3,000 to 25,000. The Town of Port Hedland Local Government Area (LGA) population at the 2016 Census was 14,469 people, 9471 of whom (~65%) were resident in South Hedland.

The broadest statistical boundary to be applied to this SIA is the Port Hedland Local Government Area (LGA) which includes the Port Hedland and South Hedland Statistical Areas Level (SA2). This is useful and appropriate because the Town administrative boundaries are contiguous with the LGA, as are a variety of WA State Government planning and administrative boundaries and data sets.

Where relevant, comparisons may be made to broader statistical areas to illustrate local conditions.

The detailed social baseline is set out in Part B: SIAMP Basis.

2.3.2. *Geographical boundaries*

Consistent with the social and economic statistical boundaries, the geographical areas of impact for the MGM Lodge will be within the Town of Port Hedland LGA and more specifically, the South Hedland SA2.

[14] https://www.abs.gov.au/statistics/standards

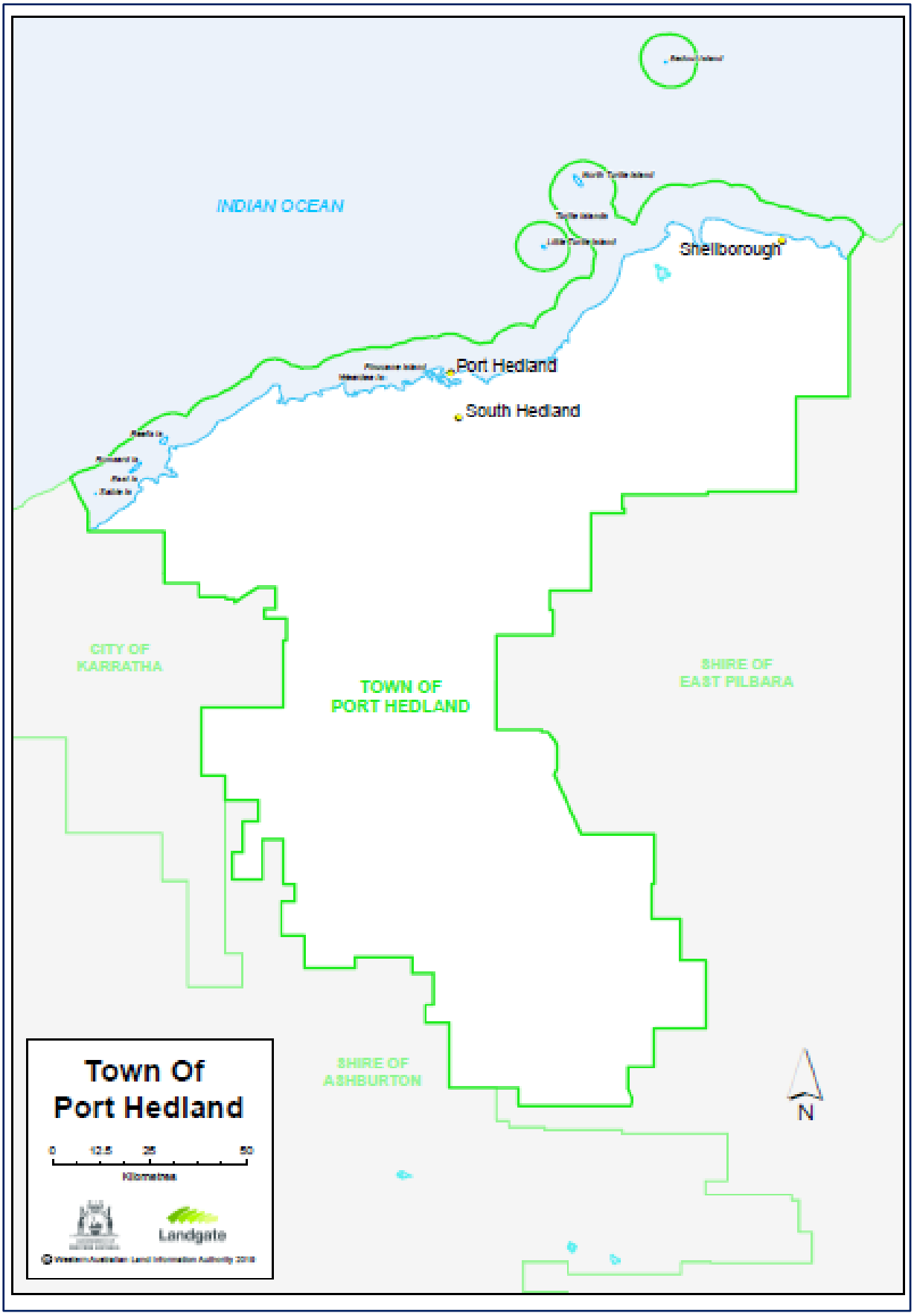

Figure 4: LGA Socioeconomic and geographical boundaries

2.3.3. *Temporal boundaries*

The temporal, or time-related, aspects of the MGM Lodge project, at the time of the development of this ESIAMP was 10-15 years, but subsequent deliberations by MGM resulted in a change to 30 years. Assuming that approvals are obtained, the expected construction period is to take 6 months and occur in the first half of 2022. Operations of the facility are due to commence in the second half of 2022 and continue to 2052.

2.3.4. *Contextual boundaries*

The contextual boundaries in relation to the MGM Lodge project are primarily related to the overall discourse about the relationship between FIFO workforces, TWA facilities and residential workforces.

It is the clear desire of the Town and of many local stakeholders to see the Hedland permanent resident population and workforce develop alongside industry. TWA and the attractiveness of FIFO for many, works against this aspiration. Equally, in times of high commodity prices (iron ore), peak export volumes and constrained labour markets, absent sufficient housing stock, the local housing market becomes highly constrained and unable to accommodate local residential workforce growth. The same could be said of the local Short-Term Accommodation (STA) market and so there is an important need and purpose for TWA during these times.

Recognising that the above discourse is broad and complex and takes in a wide variety of matters, a contextual boundary for this SIA is that it will **not** assess the impacts of TWA more broadly, on the local housing market and residential workforce development. The impact analysis does discuss the approach that MGM might choose to take to contribute toward the development of a larger local and residential workforce.

There are more than 5000 TWA beds in the immediate Hedland area and the MGM Lodge proposal of 220 beds (maximum) represents about 4.4% of the total. It may be that such a cumulative impact assessment is warranted but not in the context of this proposal's assessment.

2.4. Methodology

In addition to the approaches described about that have been taken to this SIA, there are three further critical elements related to:

- Impact themes
- Impact assessment and analysis
- Stakeholder and community engagement and consultation

The approaches are described below.

2.4.1. *Impact Themes*

To provide a simple framework within which impacts associated with this project can be identified, discussed and assessed, the following interrelated themes (and sub-themes) were used:

Local Economic Participation:

- Local and Aboriginal training and employment
- Local and Aboriginal business contracting

- Direct procurement of local goods and services
- Contribution of local rates, fees and charges
- Local housing availability and cost
- Residential workforce
- Overall economic contribution
- Local community and industry understanding and perception of the proponent's business
- Workforce economic contribution to the local economy

Community Health, Wellbeing and Amenity

- Workforce mental health
- Crime (against property and the person) and public safety
- Social personal and sexual relations
- Alcohol and Other Drugs (AOD)
- Community amenity and social infrastructure
- Community health services

Culture & Society

- Aboriginal People and Culture and Reconciliation
- Workforce Diversity and Inclusion, Sexual Harassment, Gender and Racial Discrimination
- Social cohesion, integration and identity

Assessing each of the above in the context of the project involved, i.e., its size, scope, nature and associated activities, allows for the early identification of likely SIA issues.

2.4.2. *Impact assessment and analysis*

The approach taken to impact assessment and analysis is based on an adaptation of classic risk management theory, to social, cultural and economic impact.

As previously indicated impact means both opportunity and risk:

- **Positive** social impacts can come from *opportunities* that become available from a project such as training, employment or business contracts.
- **Negative** social impacts can come from *risks* that might be caused by a project, for example, increased traffic in urban areas causing a rise in traffic accidents.

Not all social impacts that are predicted will happen. It depends on the likelihood of them happening and what plans are put in place to manage them. Not all risks have a corresponding opportunity and vice versa.

Thus, the approach involves:

Risk Management – the likelihood of a risk occurring and the consequences to affected communities if it does.

The confluence of likelihood and consequence provides an initial risk (pre-avoidance / mitigation planning) ranking that can provide guidance to the level of risk management that should be applied. Secondary risk ranking can be predicted based on the implementation of risk management strategies.

Opportunity Management – the likelihood of individuals and organisations in an affected community taking advantage of opportunities arising from a project within individual and the community's existing capacity.

The confluence of likelihood and consequence provides an initial opportunity (pre-enhancement planning) ranking that can provide guidance to the form and nature of social investment initiatives that could be applied. Secondary opportunity ranking can be predicted based on the implementation of opportunity management strategies.

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The series of figures below show the impact (risk and opportunity) matrices used and the reference tables that can provide guidance as to the definitions of Likelihood and Consequence, impact ranking and subsequent impact management.

It is important to note that:

- SIA provides a snapshot in time and should be seen as an iterative process that changes over time and so adaptive management should be applied in a dynamic social, cultural and economic environment.
- Appropriate indicators and metrics should be agreed and built into the SIMP such that a baseline is created from which to measure future change.
- Ongoing community and stakeholder engagement is critical to effective impact management.

Section 4 of this document provides a summary of the impact analysis for the MGM Lodge project and Part B sets out the impact analysis in greater detail in separate risk and opportunity registers.

CONSEQUENCES	CIRCLE ADVISORY		Minor - A	Moderate - B	Severe - C	Major - D	Catastrophic - E
	Social & Economic		Low or no negative impacts on the socio-economic environment	Moderate short term negative impacts on the socio-economic environment	Serious medium term negative impacts on the socio-economic environment	Major medium to long term negative impacts on the socio-economic environment	Major and long term, potentially irreversible negative impacts on the socio-economic environment
LIKELIHOOD	Almost Certain - 5	Event is expected to occur in most circumstances	Moderate	High	Extreme	Extreme	Extreme
	Likely - 4	Event will probably occur in most circumstances	Low	Significant	High	Extreme	Extreme
	Possible - 3	Event should occur at some time	Low	Moderate	Significant	High	Extreme
	Unlikely - 2	Event could occur at some time	Low	Low	Moderate	Significant	High
	Rare - 1	Event may occur only in exceptional circumstances	Low	Low	Moderate	Moderate	Significant

RISK SEVERITY LEVEL	RISK MANAGEMENT ACTIONS
EXTREME	Requires immediate action - highest priority to treat risk - senior level monitoring.
HIGH	Requires immediate attention - must manage with senior level monitoring.
SIGNIFICANT	Requires management attention with a degree of priority.
MODERATE	Requires routine to periodic monitoring.
LOW	"Business as usual" - should not require much attention but should be reviewed at least annually. Managed by routine policies and procedures.

Figure 5: Risk matrix

The risk reference tables below provide guidance as to the definitions of Likelihood and Consequence.

SOCIAL RISK

CONSEQUENCE reference table

CIRCLE ADVISORY

Category	A	B	C	D	E
	Minor	Moderate	Severe	Major	Catastrophic
Social and Economic	Minor or no unapproved disturbance to land or impingement or impairment of land and property. Minor or no disruption to cultural life or damage to cultural heritage sites, places or objects. Minor or no impacts on community health and wellbeing, or amenity and social cohesion. Minor or no negative impacts on local economy and development. Community can easily adapt or cope with the change. Little or no stakeholder concern.	Short term disruption, disturbance to land or impingement or impairment of land and property. Moderate short term disruption to cultural life and / or minimal damage to cultural heritage sites, places or objects that can be avoided or mitigated. Moderate short term potential impacts on community health and wellbeing, or amenity and social cohesion and that are easily manageable. Moderate short term impacts on the local economy and its development that can be easily absorbed. Community has the capacity to adapt or cope with the change, but needs some support. Stakeholder concern that can be managed through good communication.	Severe medium term disturbance to land or impingement or impairment of land and property. Severe medium term disruption to cultural life and / or serious damage to cultural heritage sites, places or objects, i.e. that cannot be easily avoided or mitigated. Severe medium term negative impacts to community heath and wellbeing or amenity and social cohesion and that are not easily manageable. Severe medium term negative impacts to the local economy and its development that are not easily absorbed. Community has some capacity to adapt and cope with changes, but requires a moderate amount of support. Serious stakeholder concern that cannot be easily managed through good communication.	Major unapproved disturbance to land or impingement or impairment of land and property. Major, medium to long term disruption to cultural life and / or irreversible damage to cultural heritage sites, places or objects that cannot be avoided or mitigated. Major, medium to long term negative impacts to community health and wellbeing or amenity and social coehsion that cannot be managed. Major, medium to long term negative impacts to the local economy and its development that cannot be absorbed in the medium to long term. Community has some capacity to adapt and cope with the changes - requires significant support. Significant and major concern from broader stakeholders and the community, prolonged community annoyance.	Major long term unapproved disturbance to land or impingement or impairment of land and property. Major long term disruption to cultural life and / or major, irreversible damage to cultural heritage sites, places or objects. Significant long term negative impacts to community health and wellbeing, or amenity and social cohesion. Significant long term negative impacts to the local economy and its development that cannot be reversed. Community has no capacity to adapt and cope with the changes even with significant support. Significant and major stakeholder concern and community outrage.

LIKELIHOOD reference table

Level	Descriptor	Description
5	Almost certain	The risk has occurred recently and is likely to occur again. It is an expected occurrence on this type of development project in similar regions.
4	Likely	The risk has a history of occurrence for this type of development project or is difficult to control due to external influences of the region.
3	Possible	The risk occurs on an irregular basis, but has occurred on this type of development project, in this type of region.
2	Unlikely	The risk would be an uncommon occurrence and would occur in remote circumstances. It has occasionally occurred on this type of development project.
1	Rare	The risk may occur only in exceptional circumstances and is not likely to occur in this location.

Figure 6: Risk reference table

CONSEQUENCE	CIRCLE ADVISORY		Insignificant - A	Small - B	Medium - C	Large - D	Major - E
	Social & Economic		Limited or no local benefit accrual. Very few jobs and very little contracts. Very little economic contribution. Few or no positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual only to those with existing skill and capacity. Small number of jobs and few small scale contracts. Minor contribution to the local economy. Minor positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual to all those with existing capacity who choose to participate. Jobs to most of those who want them. A number of contracts let locally. A solid contribution to the local economy. Positive and material impacts on community health and wellbeing, amenity or social cohesion.	Broad benefit accrual across the community. Significant number of local people employed. Significant number of contracts let locally. Significant contribution to the local economy. Significantly positive impacts on community health and wellbeing, amenity or social cohesion.	Significant scale positive change in the community through opportunities directly and indirectly associated with the project. Many local people employed in the long term. Many long term contracts let locally. Large scale positive impacts on community health and wellbeing, amenity or social cohesion Significant legacy benefit.
			A	B	C	D	E
LIKELIHOOD	Almost Certain - 5	Local community will achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Likely - 4	It is likely that the local community can readily pursue and achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Possible - 3	It is possible that the local community could pursue and achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Unlikely - 2	It is unlikely that the local community can pursue and achieve through existing capacity.	Low	Low	Moderate	Significant	High
	Highly Unlikely - 1	It is highly unlikely that the community could achieve the opportunity through existing capacity.	Low	Low	Moderate	Significant	High

OPPORTUNITY IMPACT LEVEL	OPPORTUNITY MANAGEMENT ACTIONS
TRANSFORMATIONAL	Requires significant commitment, community capacity development and change leadership at the highest levels of the organisation over the life of the project. Suits major, long term projects with a high impact / proximity to local community.
HIGH	Requires a committed, focused and planned approach in a close and cooperative working relationship with the community and a high level of investment in capacity development.
SIGNIFICANT	Requires a committed, focused and planned approach in a close and cooperative working relationship with the community and a significant level of investment in capacity development.
MODERATE	Positive social and economic outcomes are likely achievable through a reasonable level of commitment and planning and moderate level of investment in capacity development.
LOW	"Business as usual" - should be achievable through implementing existing policies and procedures, would occur within existing market forces, but should be reviewed within regular project schedules.

Figure 7: Opportunity matrix

OPPORTUNITY Reference Table

CIRCLE ADVISORY

Category	A	B	C	D	E
	Insignificant	Small	Medium	Large	Major
Social and Economic	Limited or no local benefit accrual. Very few jobs and very little contracts. Very little economic contribution. Few or no positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual only to those with existing skill and capacity. Small number of jobs and few small scale contracts. Minor contribution to the local economy. Minor positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual to all those with existing capacity who choose to participate. Jobs to most of those who want them. A number of contracts let locally. A solid contribution to the local economy. Positive and material impacts on community health and wellbeing, amenity or social cohesion.	Broad benefit accrual across the community. Significant number of local people employed. Significant number of contracts let locally. Significant contribution to the local economy. Significantly positive impacts on community health and wellbeing, amenity or social cohesion.	Significant scale positive change in the community through opportunities directly and indirectly associated with the project. Many local people employed in the long term. Many long term contracts let locally. Large scale positive impacts on community health and wellbeing, amenity or social cohesion. Significant legacy benefit.

LIKELIHOOD Reference Table

Level	Descriptor	Description
5	Almost Certain	The local community (or individuals) will almost certainly be able to pursue the opportunity and achieve it through its existing capacity.
4	Likely	It is likely that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
3	Possible	It is possible that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
2	Unlikely	It is unlikely that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
1	Highly Unlikely	It is highly unlikely that the community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.

Figure 8: Opportunity reference table

3. Community and stakeholder engagement

The approach to community and stakeholder engagement applied to this SIA involved the following:

- identification and initial contact,
- provision of project information and an SIA
- face to face meetings and telephone discussions.

Identification and initial contact were made with key stakeholder organisations during August 2021 and an MGM Lodge Project Pamphlet was circulated at that time[15]. The initial list of stakeholders was based on that provided by the Town and then augmented by Circle in accordance with its experience in stakeholder engagement with the public, private and community sectors of society, and initial advice from key stakeholder contacts.

Stakeholder organisations identified and contacted throughout the period included:

- Department of Training and Workforce Development
- Bloodwood Tree Association
- Hedland Collective / BHP
- Hedland Well Women's Centre
- Kariyarra Aboriginal Corporation
- Indigenous Business Network
- Julyardi Aboriginal Corporation
- North Regional TAFE
- Pilbara Development Commission
- Port Hedland Chamber of Commerce and Industry
- Port Hedland Industries Council
- Town of Port Hedland
- WA Police (South Hedland)
- WA Country Health Service
- Wirraka Maya Health Service Aboriginal Corporation
- Youth Involvement Council

It is important to note that while not all the above stakeholders responded or were available for engagement and consultation while the SIA was being developed, they are all important stakeholders for ongoing engagement. Some engagement was done over the telephone in one-on-one discussions. Limitations included that the project was restarted during the third term school holiday break, disconnected telephone numbers, staff leave and organisational changes, not uncommon constraints in stakeholder engagement. To mitigate this, Circle spent additional time in

[15] At the end of August 2021, the project was suspended and then restarted at the beginning of October 2021.

Hedland during the week beginning 11 October 2021 to maximise the time available and flexibility to meet at short notice. Follow up emails and phone discussions were held during the week beginning 18 October 2021 and during the development of Part B, during the week beginning 25 October 2021.

The stakeholder list above helps form the basis for ongoing engagement.

During the discussions Circle explained the MGM project, the SIA process and asked stakeholder organisational representatives to help identify possible social impacts, their thoughts about the likelihood of them happening and the consequences if they did. Importantly, stakeholders were asked about what they think can be done to manage any social impacts that might arise from the MGM Lodge project, and how they would best be measured.

The approach was that of semi-structured interviews about different social impact themes using a questionnaire format but with plenty of scope for identifying and having broader discussions. Commonly, an outcome was that stakeholder organisational representatives were left to give further thought to the proposal and to provide further feedback during later follow up emails and phone discussions.

Information was provided back to each stakeholder organisation engaged with to ensure an understanding of the impacts covered and that the information gathered was correct.

Notes from each stakeholder engagement were then de-identified and collated. Content analysis was undertaken across all the SIA discussion notes to distil the key impacts identified and to inform the SIMP for the project.

Commensurate with the size and nature of the project, no focus groups, community meetings, advertising, social media or other planned public communications were employed.

From the content analysis, the key impact areas raised included:

- A desire for greater positive social integration between the workforce and the community, balanced with protection from negative impacts.
- Local content and economic contribution.
- Recognition of Kariyarra and the participation of local Aboriginal people.
- Workforce mental health and wellbeing.
- TWA vs residential workforces and impacts on housing availability and a preference for residential workforces.
- The importance of good governance and accountability.

These impact areas were seen to be interrelated and cross-cutting. The following explores the matters raised further and provides a summary of the impact analysis and recommendations for impact management. The Summary SIMP Table in Appendix A provides further detail and suggested KPIs and metrics.

4. Summary impact analysis and management

As indicated above, the main impacts that were identified through the development of this SIA relate to those arising across the construction and operations phases, with a focus on workforce and community interaction and social integration impacts, and MGM's demand for and actual use of procurement of goods, services, and labour from local suppliers.

Equally, a common matter raised across the board was a lack of recognition of the Kariyarra people as the Traditional Owners of the land upon which Hedland exists, and where the MGM Lodge is to be located. So, a key recommendation is that at the outset, MGM should recognise and acknowledge the Kariyarra people[16].

While the general and initial quantitative assessment of the impacts (risks and opportunities) is comparatively low, given the nature of the proposal and the size of MGM's existing workforce in Hedland, some are potentially **Moderate to Significant** in effect.

From a qualitative perspective, impact measures are yet to be specifically determined and will rely very much on the quality of MGM's approach to managing its social and economic impacts and its level of ongoing engagement with stakeholders. An annual, appropriately designed stakeholder opinion survey is recommended.

There is a risk (albeit low) of creating an isolated workforce at the MGM Lodge, but this can easily be resolved through practical measures that are both inward and outward facing, drawing on the strengths of its existing residential workforce and their connections in the Hedland community. The approach does not need to be significantly expensive, nor overly complex.

It is also noted that it will take time for MGM to establish and grow its impact management activities as the development of the MGM Lodge proceeds.

4.1. Local and Aboriginal Training, Employment and Business Contracting

Opportunities were commonly raised as a key impact, i.e., the risk of local and Aboriginal people missing out on the opportunities that could become available. In these areas, while considered as a Low opportunity in terms of broader community benefit and a **Moderate** risk (almost certain likelihood) of opportunities being missed, with appropriate engagement and initiatives applied, these could become **Moderate to Significant** opportunities.

4.2. Local Economic Contribution

MGM contributes to the local economy through the direct purchase of local goods, services, and labour; contributions through the payment of local rates, fees, and charges; and the local MGM Workforce spend in the local economy. Local stakeholder understanding and perception of MGM's activities and overall economic contribution might be less than the reality, and this has the potential to perpetuate negative perceptions.

There is a very **Low** risk that MGM will not continue to contribute to the extent that it already does and more and if quantified (direct and indirect) and this is communicated with stakeholders it is likely to be recognised that there is **Moderate to Significant** opportunity being realised.

[16] It is acknowledged that the broader Town of Port Hedland LGA is the traditional lands of the Kariyarra, Ngarla, and Nyamal peoples.

4.3. Housing and Accommodation impacts, FIFO and residential workforces

While indicating earlier that it is not properly within the scope of this SIA to assess the impacts of TWA more broadly, on the local housing market and residential workforce development, it is clear across the stakeholder spectrum that there is a strong desire to see the Hedland permanent resident population and workforce develop alongside industry.

There are some 3550 TWA beds in the immediate Hedland area and with the addition of the Landing Resort's 600 transportable and caravan type beds and the 1,427 beds in STAs (see Table 1), MGM's proposal for 220 beds, represents an approximate 6% increase in the current Town based TWA stock, 4.6% of the overall TWA stock, and approximately 3.5% of the total TWA and STA stock. The present housing and short-term accommodation market are extremely constrained and high cost and so in the near term, the establishment of the Lodge will assist in alleviating this situation.

Stakeholders recognise that in times of high commodity prices (iron ore), peak export volumes and constrained labour markets, absent sufficient housing stock, the local housing market becomes highly constrained and unable to accommodate local residential workforce growth. The same could be said of the local Short-Term Accommodation (STA) market and so there is an important need and purpose for TWA during these times.

The challenge for all involved is to strike the right balance that meets the rise and fall of industry demand with flexible supply that supports the long-term development of a residential workforce in a thriving community.

For MGM, having a Local Workforce Development Strategy that seeks over time to encourage the workforce to relocate to Hedland, as the Town develops its planned major social infrastructure programs over the coming decades, and as the considerable natural and built features of Hedland become more known and appreciated and Hedland is recognised as a desirable place to live.

If MGM monitor this and take the opportunity to invest prudently in encouraging workforce shift to local residential during times of lower commodity prices and a less constrained labour and local housing market, then mutual opportunities will arise where the Town will begin to achieve its aims and opportunities will become available to MGM.

For example, MGM might may be able to defray FIFO cost and add to the sustainability and resilience of its business in the Hedland region, particularly in times of uncertainty and restriction, such as recently experienced from international and interstate travel restrictions caused by the COVID19 pandemic.

4.4. Workforce Mental Health and Wellbeing

Concerns have been raised by stakeholders about the mental health and wellbeing of FIFO workforces that are isolated in TWA facilities and associated events that have the potential to spill over into local communities and impact on community health and wellbeing.

This concern has been heightened by the incidence of psychological distress in the sector, including depression, anxiety and stress. A study into the impact of FIFO workforces and mental health and wellbeing, published in 2018, noted that one third of the 3000 FIFO workers surveyed experience high or very high levels of psychological distress[17].

The report which reviewed some 59 studies into FIFO research, provides some 18 detailed recommendations that employers can use to minimise the negative effects on employee mental health and wellbeing.

Factors closely related to worker mental health and wellbeing are the quality of conditions, living arrangements and rules in TWA facilities, the control of Alcohol and other Drugs (AOD) use, Employee Assistance Programs (EAPs) and the extent to which workers had autonomy during their time off, on site. This latter point included that greater autonomy was found to be associated with better mental health and less consumption of alcohol and that contact and social integration with local communities should be facilitated.

There are many other recommendations in the report that MGM might consider in relation to their workforce and the conditions and activities (physical and social) offered in the accommodation facility.

MGM's existing FIFO workforce, some 250 people, are dispersed throughout various STA and TWA facilities in and near Hedland, a significant proportion of which are presently accommodated at "The Landing Resort".

From a community impact perspective, it is assessed that there is a **Moderate to Significant** risk that MGM workers' mental health and wellbeing is impacted by the conditions in the MGM Lodge and results in negative health impacts in the MGM workforce and in the community, if no mitigation was put in place and particularly if the MGM Lodge was not developed.

Presently, it is possible that MGM's workforce mental health and wellbeing are being adversely impacted by the current accommodation dispersal, the varying conditions of other accommodation facilities and continued uncertainty about regular and settled FIFO accommodation.

Conversely, the establishment of the MGM Lodge would allow MGM to bring its workforce together and allow for a more effective positive management and promotion of workforce mental health and wellbeing.

The development and implementation of an Employee Assistance Program (EAP) that incorporates workplace health communication and service initiatives will assist, as well as different positive activities made available on RDOs and on workday evenings, and social integration initiatives such as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs in Hedland townsites and evening events at the MGM Lodge, involving local social organisations. These initiatives, if implemented well, would reduce the risk to **Low**.

[17] *"Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers"*, Centre for Transformative Work Design, WA Mental Health Commission (September, 2018), https://www.mhc.wa.gov.au/media/2547/impact-of-fifo-work-arrangement-on-the-mental-health-and-wellbeing-of-fifo-workers-full-report.pdf .

4.5. Alcohol and Other Drug (AOD) Use

Closely related to workforce mental health and wellbeing are the risks associated with the use of Alcohol and Other Drugs (AOD) by the workforce combined with unfettered engagement with the community causes increased incidence of alcohol and drug related health and crime issues. Similarly, the risk that alcohol related traffic accidents and alcohol related offences increase because of the workforce driving to and from licenced venues in town on their RDO.

Unmitigated, these risks were initially assessed as **Significant** but can be reduced to **Low** on the basis that several mitigation initiatives are put in place, including that MGM implement a fit for work policy for its workforce, incorporating an alcohol and drug testing regime. Also, that the wet mess facilities at the MGM Lodge implement appropriate alcohol supply and consumption limits.

These workplace controls, often perceived negatively by the workforce when over-zealously implemented, can be positively balanced by the activities set out in Workforce Mental Health and Wellbeing above, and facilitating the availability of transport, e.g., bus and taxi services using local service providers, between the MGM Lodge and town, coordinated with rosters and workforce RDOs.

4.6. Social Personal and Sexual Relations

A common risk with Workforce Accommodation Villages across the resources sector is that unfettered interaction between workers, predominantly young and male, and local communities can result in the development of both formal and informal personal and sexual relationships and transactions that can result in an increased incidence of STIs, marital or partnership break downs and domestic violence.

In the case of the MGM Lodge, without any form of mitigation, the initial risk is assessed as **Significant**. To mitigate this risk, MGM should put in place a protocol to guide workforce community interaction with the community about appropriate behaviours, particularly in interactions with vulnerable community groups such as women and children.

Implementation of the protocol should see the risk being reduced to **Moderate**, and so requiring routine to periodic monitoring.

MGM could also engage with the relevant local community health agencies and organisations, to provide education materials and advice to its workforce about sexual health and wellbeing and, also incorporate appropriate (gender based) advice about interpersonal relations with the Aboriginal community in a Cross-Cultural Awareness Training Program.

4.7. Crime and Public Safety

The primary risk that was identified in consultation with key stakeholders is that of opportunistic property crime caused by lax security arrangements and individual vigilance. Realisation of this risk results in increases in local juvenile crime incidence and negative interaction with the justice system.

That is, if camp residents leave keys or valuables in vehicles and / or their accommodation doors unlocked then this will be taken advantage of by people in the community (often juveniles) who may steal valuables and / or vehicles. In the latter case, this often results in the mobility and means through which further property crimes are committed. Apart from the property loss and damage, those involved usually end up in contact with the justice system and the consequences that can arise from that.

Unmitigated, this risk was assessed as potentially **Significant**, although the distance from town is indeed a mitigating factor. Simple design and security measures as self-closing doors and key card entry to accommodation rooms, communication with the workforce the importance of locking vehicles and ensuring valuables are removed, keys are not left in vehicles etc., will reduce this risk to **Low**.

4.8. Community amenity, social infrastructure and health services

Workforce access to local community social infrastructure and services, including health services is an important and desired part of social integration expressed by stakeholders, if such use supports the ongoing development and maintenance of such and does not cause increased pressure such that community amenity is negatively affected.

Given the comparative size and current existence of MGM's workforce in the Hedland population the risk of negative impacts is considered **Low**. From an opportunity perspective, appropriate levels of use can have a **Moderately** positive impact in the community, particularly where this relates to involvement in sporting clubs and associations that can cater for FIFO workers. The local residential component of MGM's existing workforce might be helpful in creating local social links.

4.9. Kariyarra People, Aboriginal People and Culture and Reconciliation

Across the board, stakeholder feedback raised the need for MGM and other TWAs and companies in Hedland to acknowledge the Kariyarra people's status as Traditional Owners of the land on which Hedland is situated, as a matter of priority and first principle.

Non-recognition of Kariyarra culture and perpetuates negative perceptions of Kariyarra and Aboriginal people and culture generally and contributes to continued social, cultural and economic marginalisation.

An extension to this is that Kariyarra and other Aboriginal people are less likely to be accepted into the workforce or that the workforce and workplace are not felt welcoming and inclusive for them. This can have a direct impact on success in employment performance and retention.

Adopting approaches that acknowledges and respects Kariyarra people's status as Traditional Owners of the land on which Hedland is situated will contribute to reconciliation between Aboriginal and non-Aboriginal Australians.

The risk of the above not occurring, without positive engagement and action on the part of MGM, is **Moderate** from an immediate impact point of view. It is arguably less about risk than a moral and cultural obligation in contemporary Australian society. From an opportunity perspective, acknowledgement of Kariyarra along with positive initiatives could result in a **Moderate to Significant** impact in the community.

An action plan to give practical effect to MGM's Indigenous Relations Policy and in the case of Hedland, engage directly with the Kariyarra Aboriginal Corporation might include:

- Recognition and acknowledgement of acknowledgment of Kariyarra people's status as Traditional Owners on the land where the MGM Lodge is to be located, including integration of this into the design and approach taken to the development of the MGM Lodge.

- A cultural awareness program, to be delivered to MGM management and workforce by Kariyarra people, e.g., in person and / or online.

- Consideration of the development of a Reconciliation Action Plan (RAP).

Other community development initiatives to be designed in conjunction with Kariyarra people.

4.10. Workforce Diversity and Inclusion, Sexual Harassment, Discrimination

It is considered that there is a **Significant to High** risk that cultural, gender and religious diversity is not catered for within the MGM Lodge and workforce generally, resulting in an unwelcoming environment for women and people from Culturally and Linguistically Diverse Backgrounds (CALD) and vulnerable groups in society. Recent incidents in the Pilbara mining sector of sexual harassment and the associated media coverage provide ample evidence of this risk[18] and the need for response.

Beyond the legal requirements for non-discrimination in the workplace, MGM could develop a suite of practical initiatives that promoted positive interaction in the workplace and with the local community.

If not already in place, MGM could develop, adopt and implement a Workforce Diversity and Inclusion policy that also includes practical actions such as:

- designing spaces for religious observance,
- providing information about the multicultural nature of the Hedland community,
- communicate to the workforce MGM's zero tolerance of sexual harassment, gender and racial discrimination.

It is important that such policies are communicated to and acknowledged by all the MGM Workforce regarding zero tolerance of sexual harassment, gender and racial discrimination.

4.11. Social cohesion, integration and identity

As the location of the MGM Lodge is 5km from the South Hedland town by road, and approximately 15km to Port Hedland, there is risk, albeit Low, that as access to the communities is restricted, that the MGM workforce stays in the camp and does not socially integrate with the Hedland community. As a result, negative community perceptions about FIFO workforces and TWAs and, conversely, negative perceptions about Hedland's identity and community are at risk of being perpetuated.

MGM recognises the benefits of continuing to support workers accessing the Hedland town centres during their weekly RDOs and key Hedland stakeholders recognise the perceptions involved and the opportunity to break these down through positive social engagement and integration. So, it is a matter of mutual interest with the only practical constraint being that of transport.

All the potential impacts identified and the suggested approaches to their management are consistent with the feedback from Hedland stakeholders and if implemented as an integrated package can provide a **Significant** opportunity to support and benefit social cohesion in the Hedland community and between the community and the MGM workforce.

That is, an approach involving cooperation for mutual prosperity.

[18] https://safetowork.com.au/sexual-harassment-taskforce-launched-for-mining/#:~:text=The%20report%20also%20found%20that%20the%20likelihood%20of,abolishing%20sexual%20harassment%20from%20all%20mining%20sector%20workplaces.

MGM's integrated approach to benefit social cohesion and identity can be through its MGM Hedland Plan, comprising:

- Community and Stakeholder Engagement and Communications Strategy,
- workforce & community protocol,
- workforce development strategy,
- local industry participation program,
- training to employment program,
- cultural awareness program,
- fit for work policy,
- Employee Assistance Program,
- Workforce Diversity and Inclusion Policy, and
- social integration initiatives.

The Hedland Plan could include such social integration initiatives as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs, particularly in the community, but also with occasional evening events at the MGM Lodge, involving local organisations.

Allowing community use of camp facilities, e.g., accommodation for visiting professionals, NFP staff and community use meeting facilities is seen as a useful contribution and is common practice among TWAs.

5. Social impact management

5.1. Proponent accountability, systems, expertise, resources and time

In addition to the above is the importance of MGM having the requisite accountability, responsibility, systems, expertise and resources in place to manage social and economic impact.

Other than noting the importance of having these things in place, this SIAMP does not make specific recommendations as to how they should be resourced, nor a plan for doing so, but suggests that if MGM considers employing dedicated resources with relevant expertise in social impact management and in Indigenous community and stakeholder engagement, then accountability for delivering outcomes must remain throughout the management structure.

Also, impact management activities take time to establish and implement and so will need to be developed over time as the MGM Lodge is developed and established.

5.2. Continued stakeholder engagement

It is recommended that MGM commence and continue direct stakeholder engagement with relevant stakeholder organisations for the development and implementation of its Hedland Plan, noting that the approach needs to be consistent and commensurate with the level of their activity in Hedland.

Participation in existing and relevant local fora, is the best way to achieve this, rather than seeking to establish new structures and engagement platforms.

Part B sets out the relevant stakeholder organisations with whom MGM should engage.

Appendix A: Summary Social Impact Management Table

This Social Impact Management Plan (SIMP) table sets out the recommended approach for MGM to manage the potential social and economic impacts of the establishment and operations of the proposed MGM Lodge TWA facility in the Kingsford Smith Business Park in Hedland.

At the outset, MGM should recognise and acknowledge the Kariyarra people as Traditional Owners of the land on which Hedland exists.

It is recommended that MGM's overall approach be to implement, over the life of the facility, a suite of initiatives, strategies and programs within a single overarching 'MGM Hedland Plan' that is based on and designed to respond to the initial risks and opportunities identified and assessed. The aim is to achieve the secondary ranking outcomes, or better, through the impact management initiatives, measured by the quantitative and qualitative Key Performance Indicators shown.

The social and economic environment in Hedland is dynamic and so the Hedland Plan is designed to be implemented over the life of the MGM Lodge and an adaptive management approach, through regular monitoring and review, should be used to respond to changes that affect the plan's successful and effective implementation.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
Accountability, responsibility and expertise for social and economic impact management A risk that MGM management don't have, or don't apply the requisite accountability, responsibility, systems, expertise and resources in place to manage social and	**Firm Commitment**	MGM develop and implement resourcing plans and internal systems of control to ensure appropriate accountability and responsibility for the management of the social impact of the MGM Lodge and its workforce in Hedland. • Accountability to rest with the Managing Director. • Responsibility to rest with the Hedland Operations Manager and as otherwise delegated by the Managing Director.	**Firm Commitment**	The KPIs are set out below, noting that qualitative performance assessment should be undertaken through annual stakeholder surveys, relating to the successes, challenges and constraints experienced through actual

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
economic impact in accordance with this SIMP.		• Responsibilities to be cascaded through the workforce and to 1st tier contractors, including Grounded and the eventual hospitality service provider. MGM to build internal capacity over time to give effect to the MGM Hedland Plan.		impact management throughout each year.
Impact Theme: Local Economic Participation				
Local and Aboriginal Training and Employment That local and Aboriginal people are not able to take advantage of employment opportunities that become available at MGM Lodge, either with MGM or Grounded during the construction phase and the hospitality service provider, during the operations phase, because: • they are not aware of opportunities, • do not currently have the skills and / or certifications required, • have health and wellbeing and living condition barriers to employment entry and retention, • transport and accommodation barriers prevent them from attaining and	**Moderate risk** **Low opportunity**	MGM develop and implement a local and Aboriginal training to employment strategy to give effect to the training and employment provisions of their existing Indigenous and Aboriginal engagement and relations policies, in collaboration with the relevant local employment agencies, Aboriginal organisations, education and training providers and Government agencies. At a minimum, the plan should include: • the articulation of strategies and actions associated with education, training and life skills, as well as employment retention, support and wrap around services, including transport and accommodation, if necessary, and • cascading of local and Aboriginal employment requirements to 1st tier contractors, including Grounded and the eventual hospitality service provider.	**Low risk** **Moderate to Significant opportunity**	Establishment of a local and Aboriginal training to employment strategy. Ultimately, the proportion of total hours worked by local and Aboriginal people. Further quantitative metrics can include: • No. of construction and operational jobs. • No. of jobs advertised locally. • No. of local responses to job advertisements. • No. local candidates interviewed. • No. of local candidates employed.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
maintaining training and employment positions, and / or • few new positions are available as the construction and operations contractors draw from their existing workforces. The level of opportunity is commensurate with the estimated project workforce, i.e., 30 for construction and 15 for operations.		MGM should also contemplate alternatives to direct employment, e.g., such as community-based employment and capacity development, e.g., through CDP programs as an eventual feeder into direct employment. Note that changes in local unemployment and labour force participation rates, directly and indirectly attributable to proponent employment activities are measurable only for large scale projects.		Further qualitative information can include the articulation and quantification of breadth and depth of employment, across employment roles and professions.
Local and Aboriginal business contracting That local and Aboriginal business are not aware of or given the opportunity to competitively tender for subcontracts associated with MGM Lodge and so miss out on business opportunities. That local and Aboriginal businesses are not presently in a position of capacity (to meet the standards required) to competitively tender for subcontracts associated with MGM Lodge and so miss out on business opportunities. The level of opportunity is commensurate with the estimated number of local	**Moderate risk** **Low opportunity**	MGM develop and implement a local industry procurement strategy to give effect to the Aboriginal business contracting provisions of their existing Indigenous and Aboriginal engagement and relations policies, in collaboration with the relevant local Aboriginal organisations, small business support organisations and Government agencies. The local industry procurement strategy might include: • Engagement with key Aboriginal businesses and associations. • Preference provided to Hedland based suppliers first, assuming that they are commercially competitive on price, quality and delivery performance.	**Low risk** **Moderate to Significant opportunity**	Establishment of a local industry procurement strategy. No. of contracts let to local and Aboriginal businesses. Nature of contracts let to local and Aboriginal businesses. Total value of contracts let.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
subcontracts envisaged i.e., electrical, plumbing, landscaping, concrete supply, construction materials and freight.		• Creating awareness with local and Aboriginal suppliers of the standards required to become a supplier to MGM. • Providing appropriate capacity development support for small business via Government small business development programs. • Cascading LIPP requirements to 1st tier contractors, including Grounded and the eventual hospitality service provider.		
Direct procurement of local goods and services. The extent to which MGM Group contributes to the local economy through the purchase of local goods and services associated with the MGM Lodge.	**Low risk** **Moderate to significant opportunity**	MGM develops and implements a local industry procurement strategy as set out above.	**Low risk** **Moderate to Significant opportunity**	Total value of direct spend.
Contribution of local rates, fees and charges MGM Group contributes to the local economy through the payment of local rates, fees and charges.	**Low risk** **Moderate to Significant opportunity**	MGM contributes as it is required to and so there is a very Low risk of this not happening. Maximising local spend and the establishment of the MGM Lodge offers a Moderate to Significant opportunity.	**Low risk** **Moderate to Significant opportunity**	Total value of local rates, fees and charges.
Local housing availability and cost. Establishment of MGM Lodge impacts the availability of local housing, rental and	**Low risk** **Low opportunity**	MGM develops and implements a local workforce development strategy associated with the MGM Lodge and at an enterprise level for Hedland, that monitors changes in accommodation availability	**Low risk** **Moderate opportunity**	Establishment of the workforce development strategy.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
building costs over the proposed 30 year term of the MGM Lodge operation. It is noted that present the local housing market is highly constrained in terms of both rental housing availability and new build construction costs and in the near term, the establishment of the Lodge will assist in alleviating this situation.		and cost, to identify opportunities over the period to manage any negative impacts and contribute to the development of a local workforce, without distortion of the market. For example, in times of lower commodity prices, less constricted labour markets, and increased housing availability, opportunities may become available for existing FIFO workers or new hires to be relocated to Hedland.		Rises and falls in housing availability (rental and purchase) and new build construction cost. The proportion over time, of MGM's workforce that is residential in Hedland.
Short Term Accommodation demand and supply Establishment of MGM Lodge reduces demand for Short Term Accommodation suppliers. Presently, the Short-Term Accommodation market is highly constrained and in the near term, the establishment of the Lodge will take the pressure off existing local accommodation providers and the market more generally.	**Low risk** **Moderate opportunity**	MGM develops and implements a local workforce development strategy associated with the MGM Lodge and at an enterprise level for Hedland, that monitors changes in accommodation availability and cost, to identify opportunities over the period to manage any impacts and contribute to the development of a local workforce.	**Low risk** **Moderate opportunity**	Establishment of the local workforce development strategy. The proportion over time, of MGM's workforce that is residential in Hedland.
Residential workforce	**Low risk**	MGM develops and implements a local workforce development strategy associated with the MGM Lodge and at an enterprise level for Hedland, in	**Moderate opportunity**	Establishment of the local workforce development strategy.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
Establishment of the MGM Lodge provides a disincentive for the workforce to consider moving to and residing in Hedland.		conjunction with social integration measures and initiatives that encourage its workforce to relocate and live in Hedland.		The proportion over time, of MGM's workforce that is residential in Hedland.
Overall economic contribution to the Hedland economy and local community and industry understanding of MGM Group business. The risk that MGM does not contribute at an optimum level to the Hedland economy and community, or it is perceived that this is the case. An opportunity exists for this to be communicated and become known to a greater extent.	**Low risk**	MGM prepares Community and Stakeholder Engagement and Communications Strategy that involves an annual communication setting out its overall contribution to the Hedland economy and community through the Hedland Plan (particularly the LIPP), including presenting this to key stakeholder organisations, e.g., Town Executive Team and Council. Stakeholder surveys to gauge the extent of community knowledge about MGM's activities and to gain quantitative and qualitative information about stakeholder views and opinions.	**Low risk** **Moderate to Significant Opportunity**	Establishment of the Community and Stakeholder Engagement and Communications Plan Total value of direct and indirect spend and contribution to the local economy, using regional economic multiplier analysis.
MGM Workforce economic contribution to the local economy That the local community perceive that the MGM workforce does not contribute economically to Hedland.	**Moderate risk**	Workforce survey including questions to understand the extent of local expenditure by the MGM workforce.	**Low risk** **Moderate opportunity**	The total estimated MGM Workforce spend in the local community, and its direct and indirect contribution to the local economy, using regional economic multiplier analysis.
Impact Theme: Community Health, Wellbeing and Amenity				

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
Workforce Mental Health and Wellbeing MGM Lodge resident workers' mental health and wellbeing is impacted by FIFO work arrangements and the conditions in the MGM Lodge and results in negative health impacts in the MGM workforce and in the community. MGM Lodge brings the workforce together and allows for more effective management of workforce mental health.	**Moderate to Significant Risk** **Low opportunity**	MGM develops and implements an Employee Assistance Program (EAP) that incorporates workplace health communication and service initiatives. Different positive activities made available on RDOs and on workday evenings that would support workforce mental health and wellbeing might include such social integration initiatives as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs and evening events at the MGM Lodge, involving local social organisations.	**Low risk** **Moderate opportunity**	Establishment of the EAP. Access to the Employee Assistance Program. Incidence of mental health events within MGM Workforce. Changes in levels of WHS events related to dispersed nature of current accommodation.
Alcohol and Other Drug (AOD) use Use / abuse of alcohol and legal / illegal drugs by the workforce and unfettered engagement with the community causes increased incidence of alcohol and drug related health and crime issues. Alcohol related traffic accidents and alcohol related offences increase because of the workforce driving to and from licenced venues in town on their RDO.	**Significant risk**	MGM implements a fit for work policy for its workforce, incorporates an alcohol and drug testing regime. Wet mess facilities at the MGM Lodge implement appropriate alcohol supply and consumption limits. Provision of bus and taxi services using local service providers, coordinated with rosters and workforce RDOs. Alternative (to alcohol related) positive activities made available on RDOs and on workday evenings	**Low risk**	Establishment of the fit for work policy and community access services. Incidence of events caused by alcohol and drug abuse.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
		that would support workforce mental health and wellbeing might include such social integration initiatives as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs and evening events at the MGM Lodge, involving local social organisations.		
Social personal and sexual relations Formal / informal personal and sexual relationships and transactions between the workforce and community members that results in increased incidence of STIs, marital / partnership break downs, domestic violence.	**Significant risk**	MGM puts in place a protocol for workforce community interaction that provides guidance to the workforce about appropriate behaviours when in the community. MGM engages with the relevant local community health agencies and organisations, to provide education materials to its workforce about sexual health and wellbeing. Incorporation of appropriate advice about interpersonal relations with the Aboriginal community in a Cross-Cultural Awareness Training Program.	**Moderate risk**	Establishment of a workforce & community interaction protocol. Incidence of medical presentations. Incidence of events caused by negative interactions.
Crimes against property Opportunistic property crime caused by lax security arrangements and individual vigilance results in increases in local juvenile	**Significant risk**	MGM puts in place security measures such as self-closing doors and key card entry to accommodation rooms and communicates to the workforce the importance of locking vehicles and ensuring	**Low risk**	Establishment of security measures.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
crime incidence and negative interaction with the justice system.		valuables are removed, keys are not left in vehicles etc.		Incidence of reported opportunistic property crime at MGM Lodge.
Community amenity and social infrastructure MGM Lodge workforce accesses and uses community and social infrastructure, and this use results in positive social relations and does not cause increased pressure such that community amenity is negatively affected.	**Low risk** **Low opportunity**	MGM supports access to and the appropriate levels of use of local community and social infrastructure that in a way that does not negatively affect community amenity. This can be monitored through its Community and Stakeholder Engagement and Communications Strategy. MGM and / or its workforce can contribute to the ongoing development and maintenance of community amenity and social infrastructure, e.g., through appropriate levels of social investment and / or user pays where required.	**Low risk** **Moderate opportunity**	Quantitative and qualitative feedback from key stakeholders about pressures caused by MGM's workforce on local community and social infrastructure. MGM's response.
Community Health Services Existing MGM Workforce causes increased pressure on local community health services.	**Low risk**	MGM communicates regularly with key stakeholders about any onerous MGM pressures caused by its existing workforce on local community health services.	**Low risk**	Quantitative and qualitative feedback from key stakeholders about pressures caused by its existing workforce on local community health services.
Impact Theme: Society and Culture				

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
Kariyarra People, Aboriginal People and Culture and Reconciliation Lack of acknowledgment of Kariyarra people's status as Traditional Owners of the land on which Hedland is situated results in continued non-recognition and marginalisation of Kariyarra culture and perpetuates negative perceptions of Kariyarra and Aboriginal people and culture generally. An extension to the above is that non-acceptance of Kariyarra and other Aboriginal people are less likely to be accepted into the workforce or that the workforce and workplace are not felt welcoming and inclusive for them. This can have a direct impact on success in employment performance and retention. Adopting approaches that acknowledges and respects Kariyarra people's status as Traditional Owners of the land on which Hedland is situated will contribute to reconciliation between Aboriginal and non-Aboriginal Australians.	**Moderate risk** **Low opportunity**	MGM develop an action plan to give effect to its Indigenous Relations Policy and in the case of Hedland, engage directly with the Kariyarra Aboriginal Corporation to develop such initiatives as: • Recognition and acknowledgement of acknowledgment of Kariyarra people's status as Traditional Owners on the land where the MGM Lodge is to be located. • A cultural awareness program, to be delivered to MGM management and workforce by Kariyarra people, e.g., in person and / or online. • Consideration of the development of a Reconciliation Action Plan (RAP). • Other community development initiatives to be designed in conjunction with Kariyarra people.	**Low risk** **Moderate to Significant opportunity**	Establishment of direct relationship with Kariyarra people, e.g., through the Kariyarra Aboriginal Corporation. Evidence of recognition and acknowledgement of Kariyarra people, e.g., at the MGM Lodge. Establishment of a cultural awareness program and the number / proportion of MGM and contractor workforce who complete the program. Establishment of a Reflect Phase RAP and subsequent staged implementation and development.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
Workforce Diversity and Inclusion, Sexual Harassment, Gender and Racial Discrimination A risk that cultural, gender and religious diversity is not catered for within the MGM Lodge and workforce generally resulting in an unwelcoming environment for women and people from Culturally and Linguistically Diverse Backgrounds (CALD) and vulnerable groups in society. Alternatively, MGM could develop a suite of practical initiatives that promoted positive interaction with the community.	**Significant to High risk**	MGM develop, adopt and implement a Workforce Diversity and Inclusion policy that also includes practical actions such as: • design spaces for religious observance, • providing information about the multicultural nature of the Hedland community, • communicate to the workforce MGM's zero tolerance of sexual harassment, gender and racial discrimination.	**Low risk**	Establishment of a Workforce Diversity and Inclusion policy. Evidence of practical measures for inclusiveness. Communication and acknowledgement by all MGM Workforce regarding zero tolerance of sexual harassment, gender and racial discrimination.
Social cohesion, integration and identity As the location of the MGM Lodge is 5km from the South Hedland town by road, and approximately 15km to Port Hedland, there is risk, albeit Low, that as access to the communities is restricted, that the MGM workforce stays in the camp and does not socially integrate with the Hedland community and that as a result, negative community	**Low risk**	MGM continues to support workers accessing the Hedland centres and engaging positively in the community and contributes to greater social cohesion through its MGM Hedland Plan, comprising: • Community and Stakeholder Engagement and Communications Strategy, • workforce & community protocol, • workforce development strategy, • local industry participation program, • training to employment program, • cultural awareness program,	**Significant opportunity**	Establishment of the Hedland Plan. KPIs per strategy and / or initiative included.

Risk / Opportunity Statement	Risk / Opportunity Initial Ranking	Impact Management (Mitigation / Enhancement) Initiatives	Risk / Opportunity Secondary Ranking	Key Performance Indicators and Measures (Quantitative and Qualitative)
perceptions about FIFO workforces and TWAs and, conversely, negative perceptions about Hedland's identity and community (and FIFO worker identity) are perpetuated Alternatively, MGM could develop a suite of practical initiatives that promoted positive interaction in the workplace and with the local community.		• fit for work policy, • Employee Assistance Program, • Workforce Diversity and Inclusion Policy, and • social integration initiatives. The Hedland Plan could include such social integration initiatives as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs in the community and occasional evening events at the MGM Lodge, involving local organisations. Allowing community use of camp facilities, e.g., meeting rooms is seen as a useful contribution and is common practice. These activities would need to be developed over time as the MGM Lodge is developed and established.		

MGM Group – Transient Workforce Accommodation Facility

SOCIAL IMPACT ASSESSMENT AND MANAGEMENT PLAN

PART B: SIAMP BASIS

VERSION: 0

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Executive Summary

In August 2021 Circle Advisory Pty Ltd (Circle) was engaged to undertake a Social Impact Assessment (SIA) and develop a Social Impact Management Plan (SIMP) for the MGM Lodge, a Transient Workers Accommodation (TWA) facility proposed to be established by the MGM Group at the Kingsford Smith Business Park Estate, in the Port Hedland International Airport precinct.

Circle developed a combined SIA and SIMP, a Social Impact Assessment and Management Plan (SIAMP) to be commensurate to the scope and nature of the project, consistent with best practice guidelines for assessing and managing the social impacts of projects and to meet the Town of Port Hedland's planning and policy objectives relating to Workforce Accommodation, and the identification and addressing of potential social impacts of specific developments.

The SIAMP is provided in two parts:

- **Part A**: "Summary SIAMP"
- **Part B:** (this document) "SIAMP Basis"

The purpose of the two-part approach was to produce in Part A Summary SIAMP, a document that is sufficiently clear and brief, yet deep enough, and that remains accessible to a broad range of audiences. It should be useful as a standalone, understandable, and workable reference document and provide the basis for stakeholders to get a very good overview of the project, its potential impacts and how they will be managed by MGM.

This Part B: SIAMP Basis, provides the basis and detail that justifies the approach set out in Part A and of necessity is more technical in its approach. It should provide sufficient information to underpin the impact management assumptions in Part A and should provide a narrative that can easily be followed by the reader.

While this Part B should be read in conjunction with Part A, the reader will notice some overlap and repetition between the two. This is intentional to allow each to be read as a standalone documents.

Part A provided:

- an Executive Summary,
- a project description,
- the policy and regulatory context,
- a discussion about SIA practice,
- the boundaries and methodology applied to this SIA,
- community and stakeholder engagement to date,
- a high-level discussion about the potential impacts identified, and
- then a summary Social Impact Management Table, that sets out the recommendations to MGM for effective impact management, including KPIs and suggested metrics.

This **Part B** of the SIAMP provides the basis for Part A and includes:

- the project description, as per Part A, included for reader convenience (section 1),

- the social baseline, to underpin the overall assumptions about the impact that the development of the MGM Lodge might have in Hedland (section 2),
- an overview of the impact assessment and management methodology (section 3),
- discussion about each of the impact themes and identified impacts in turn, referring in more detail as to what key local stakeholders have contributed and how the relevant (and available) existing literature has informed the assessment and the management plans proposed (sections 4, 5 and 6), and
- an overview of the key stakeholder organisations in Hedland and short guide to approaching social investment (section 7).

If development approval is achieved for the MGM Lodge, then the SIAMP should be used as the basis for the suite of programs and actions set out in the Summary SIMP Table in Part A, that should be incorporated into MGM's standard operating procedures. The KPIs and metrics can be used as a baseline from the present time, against which future change can be measured.

~oo~

Abbreviations and Key Concepts

Abbreviation	Definition
ABS	Australian Bureau of Statistics
AOD	Alcohol and Other Drugs
Amenity	Community amenity refers to the liveability of a town or community. Contributing factors include aspects of the built environment, e.g., housing, transport, air and water quality, access to the natural environment, parks and recreational facilities, heritage and social and aesthetic aspects of a community. Amenity can also include the level of access to community services such as medical and dental care, emergency and public safety services, shops, employment, community health infrastructure, cultural, sporting and leisure services infrastructure and organisations. See also: Livability: Urban amenity | Australia State of the Environment Report
ATSI	Aboriginal and Torres Strait Islander
CDP	Community Development Program – remote employment and community development program that provides flexible employment and skill development Aboriginal welfare recipients.
Community welfare and wellbeing	Community welfare and wellbeing refers to the wellbeing of individuals, families and the community. Often the terms welfare and wellbeing are often used interchangeably, with positive wellbeing is associated with being comfortable, happy or healthy. The OECD Better Life Index uses a multi-dimensional approach to measure community welfare and wellbeing, including for current wellbeing; income and wealth, jobs and earnings, housing, health, education, work-life balance, environment, social connections, civic engagement, safety and subjective wellbeing; and, for future wellbeing a four capitals approach: natural, human, economic and social capital. See also: • https://www.oecdbetterlifeindex.org/ • https://www.aihw.gov.au/reports/australias-welfare/understanding-welfare-and-wellbeing
FIFO / DIDO	Fly-in / Fly-out, or Drive-in / Drive-out workforces
Hedland	Used throughout as a collective term for the centres of Port and South Hedland, within the Town of Port Hedland LGA.
IAIA	International Association for Impact Assessment

ICN WA	Industry Capability Network of WA
LGA	Local Government Area – the statistical area for the Town of Port Hedland as defined by the ABS.
LPP	Local Planning Policy
SIA / SIMP	Social Impact Assessment / Social Impact Management Plan
SIAMP	Social Impact Assessment and Management Plan
SLA	Statistical Local Area
Social cohesion	Social cohesion in Australia, according to the Scanlon Monash Index (SMI) of Social Cohesion is measured through the assessment of people's perceptions in five domains: Sense of Belonging, Sense of Worth, Social justice and equity, Participation (political), and Acceptance (and rejection). The Scanlon Institute adopts a definition of Social Cohesion as: "*the willingness of members of society to cooperate with each other in order to survive and prosper*". See also: https://scanloninstitute.org.au/what-social-cohesion
Social Impact	The positive and negative things that might happen in a community when a something is planned for and then carried out, e.g., a project, a new public policy, a program – anything that triggers social change in that community. Social impacts can affect people's way of life, their culture, their community, their political systems, their environment, their health and wellbeing, their personal and property rights, and their fears and aspirations. See also: International Association for Impact Assessment's (IAIA) "*Guide for Assessing and Managing the Social Impacts of Projects*". SIA_Guidance_Document_IAIA.pdf
STA	Short Term Accommodation
Town	Town of Port Hedland
TWA	Transient Workforce Accommodation
Workforce Accommodation	As defined in the Town's *Local Planning Policy 05 – Workforce Accommodation (LPP/05).*

1. Project Description

1.1. MGM Group

MGM is developing the MGM Lodge Project for the sole purpose of providing accommodation in Port Hedland for its existing and future workforce.

MGM has been continuously operating a bulk haulage business in Port Hedland since 2015, operating out of a depot in Wedgefield with all management and support functions (including workshops, QSE, admin, etc.). MGM services several Pilbara mine site operations from Port Hedland, currently with around 60 quad combinations and nearly 300 staff. Of these, 56 staff, or nearly 20%, are Hedland residents.

MGM workers typically work a 12-hour day (typically 0600 – 1800 with operational variations), on a four-week on / two week off roster, with a Rostered Day Off (RDO) each week on which they currently access the Hedland communities for recreation and relaxation purposes.

Currently, MGM directly spend nearly $50 million every year with local suppliers (including Aboriginal companies) in Hedland on various goods, services and labour to support and assist their operations, including fuel, spare parts, mechanics, repair works, maintenance works, food stuffs, general supplies and stationery, office furniture and equipment, as well as local service providers for water, power, comms, etc[1].

Figure 1: MGM Lodge Location Map[2]

Located in the Kingsford Smith Business Park Estate, in the Port Hedland International Airport precinct, the proposed MGM Lodge is approximately 2.5km from South Hedland in a direct line, and 5km by road.

When completed, the Lodge will comprise an initial 168 rooms with scope for expansion to 220 rooms.

The Lodge will have inhouse catering and wet mess facilities, gym and multi-purpose recreational areas for MGM's local and transitional workforce residents.

The development of the Lodge would represent a significant capital investment into Hedland, approximately $9-10 million with further expected direct annual operating cost, over the operational life of the facility of between $6-7 million.

[1] The Project Description was provided by MGM and Grounded.

[2] Source: Kingsford Smith Business Park Design Guidelines, Town of Port Hedland, 2013, kingsford-business-park-design-guidelines (porthedland.wa.gov.au).

1.2. Construction

MGM has awarded a Design and Construct Early Contractor Involvement contract to Grounded Construction Group[3] (Grounded).

Grounded specialises in infrastructure for remote mining and civil projects Australia wide, including design and construction, installation, refurbishment and relocation of villages and camps. Grounded specialise in the installation of both permanent and temporary modular portable buildings, mining camps, non-process infrastructure, operational facilities and the development of long-term housing.

Grounded have been operating in Port Hedland since 2013 and have some 80 staff.

Grounded operate out of its Port Hedland Facility which has a workshop, warehouse along with plant and equipment storage area within the facility. Grounded has been working in the Pilbara since the company's inception and have to date employed several Hedland locals for the projects completed within the regions. Grounded have relationships with several Aboriginal owned and operated companies within the Pilbara whom the company works, across various work sites. Grounded aim to always include Aboriginal companies in any works conducted throughout the remote regions in WA in which it works.

Once development approval has been obtained, the expected construction period, commencing in early 2022, is expected to take approximately 6 months.

Figure 2: MGM Lodge Concept Design

Construction of the Lodge is expected to employ some 30 people (at peak) in various construction roles, including carpenters, labourers, operators, electricians, plumbers, supervisory and other staff.

The Construction works will be mainly under Grounded, as head contractor. The construction trades workforce required for the earthworks, services and installation works will comprise a core of directly employed staff, with the subcontract works being issued out for pricing to various local companies.

Accommodation of the construction workforce will be in existing residences and existing local short stay accommodation facilities.

Local subcontracts for construction will likely include:

- Electrical works

[3] Grounded Construction Group (groundedgroup.com.au)

- Plumbing Works
- Landscaping works
- Concrete supply
- Construction Material suppliers
- Freight

All subcontractor packages will be competitively tendered and local subcontractors will be invited to submit prices.

1.3. Operations

The operations of MGM Lodge are expected to commence in second half 2022 and the facility will be operated on a contract basis, on behalf of MGM. Selection of the Lodge operator will be by competitive tender process, so that any local operators can have the opportunity to bid.

It is expected that up to 15 people will be employed in various roles during that time. Typical roles would include facilities management, reception and administration, catering, food, and beverage services, housekeeping and cleaning, grounds keeping and maintenance.

The operations personnel will be housed within the accommodation village, The operations personnel will be housed within the accommodation village, except if locally resident.

2. Social Baseline

This section sets out the social baseline.

In Part A: Summary SIAMP impacts were categorised in three impact themes, each with several sub-themes:

- Local Economic Participation:
- Community Health, Wellbeing and Amenity
- Culture & Society

In the social and economic baseline set out below, relevant statistical information and observations, largely drawn from the ABS 2016 Census, intercensal data where available and primary data from other sources, including the stakeholder organisations consulted.

The information presented is intended to illuminate important elements within the impact themes to underpin the impact assessment and management suggestions set out in section 4 and Appendix of Part A.

2.1. Statistical areas used

The Australian Bureau of Statistics (ABS), standards, including the Australian Statistical Geography Standard (ASGS)[4] statistical boundaries structures provide a very important and useful basis for putting appropriate boundaries around the areas to be considered from a social impact perspective.

The smallest level statistical area is known as a Statistical Area Level 1 (SA1). SA1s have a population of between 200 and 800 people with an average population size of approximately 400 people. They

[4] https://www.abs.gov.au/statistics/standards

are designed to be either predominantly rural or predominantly urban in character, with SA1s in rural and remote areas generally having a lower population than in urban areas.

The next level is Statistical Area Level 2 (SA2). SA2s are described as "*medium-sized general-purpose areas built up from whole Statistical Areas Level 1. Their purpose is to represent a community that interacts together socially and economically*.[5]"

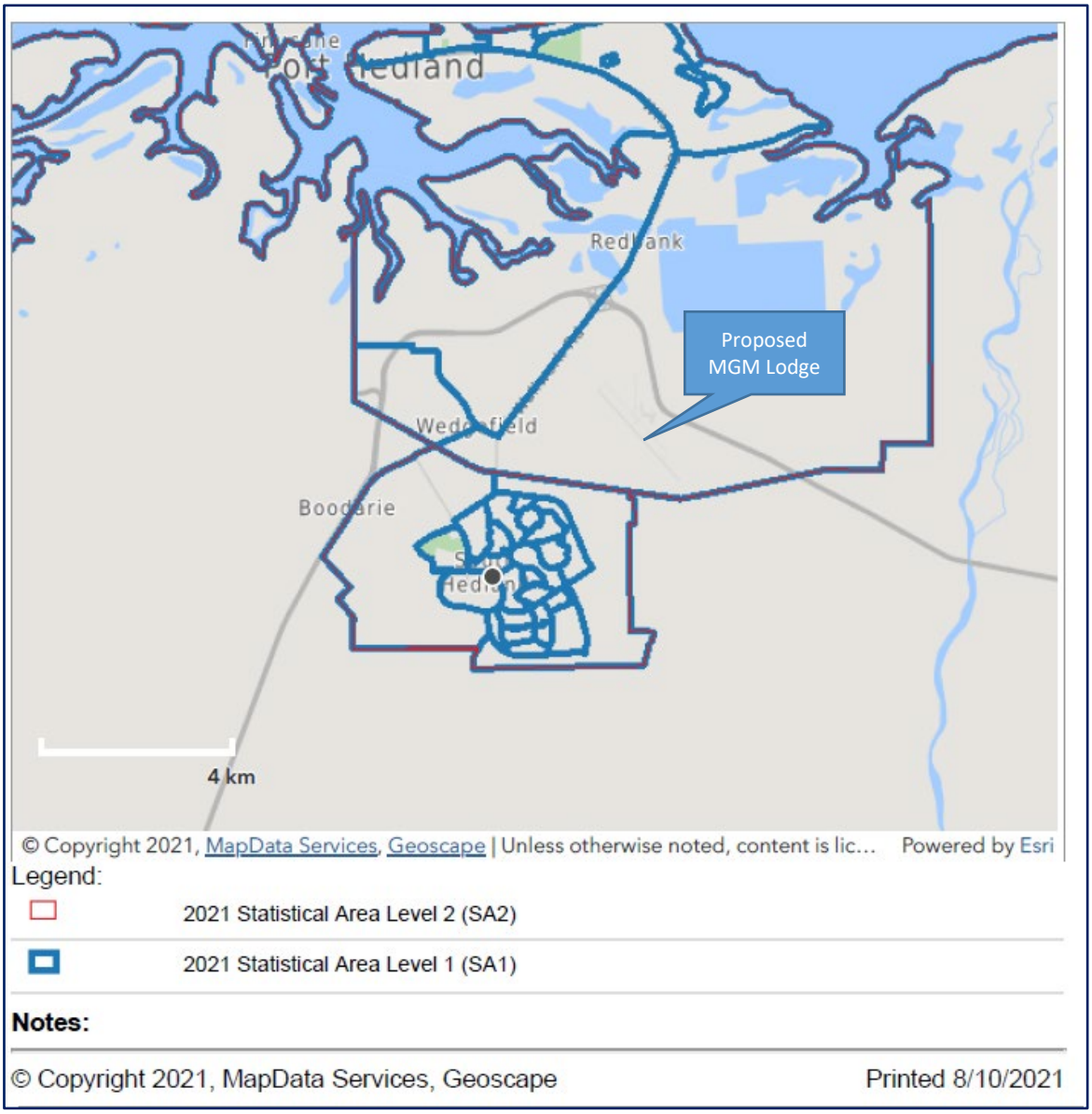

Figure 3: Port Hedland and South Hedland SA2s

SA2s are the smallest area determined by the ABS for which non-Census and intercensal statistics are made available. SA2s generally have a population range of 3,000 to 25,000.

5 https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/1270.0.55.001~July%202016~Main%20Features~Statistical%20Area%20Level%202%20(SA2)~10014

2.2. Geographical boundaries

Consistent with the social and economic statistical boundaries, the geographical areas of impact for the MGM Lodge will be within the Town of Port Hedland LGA and more specifically, the South Hedland SA2.

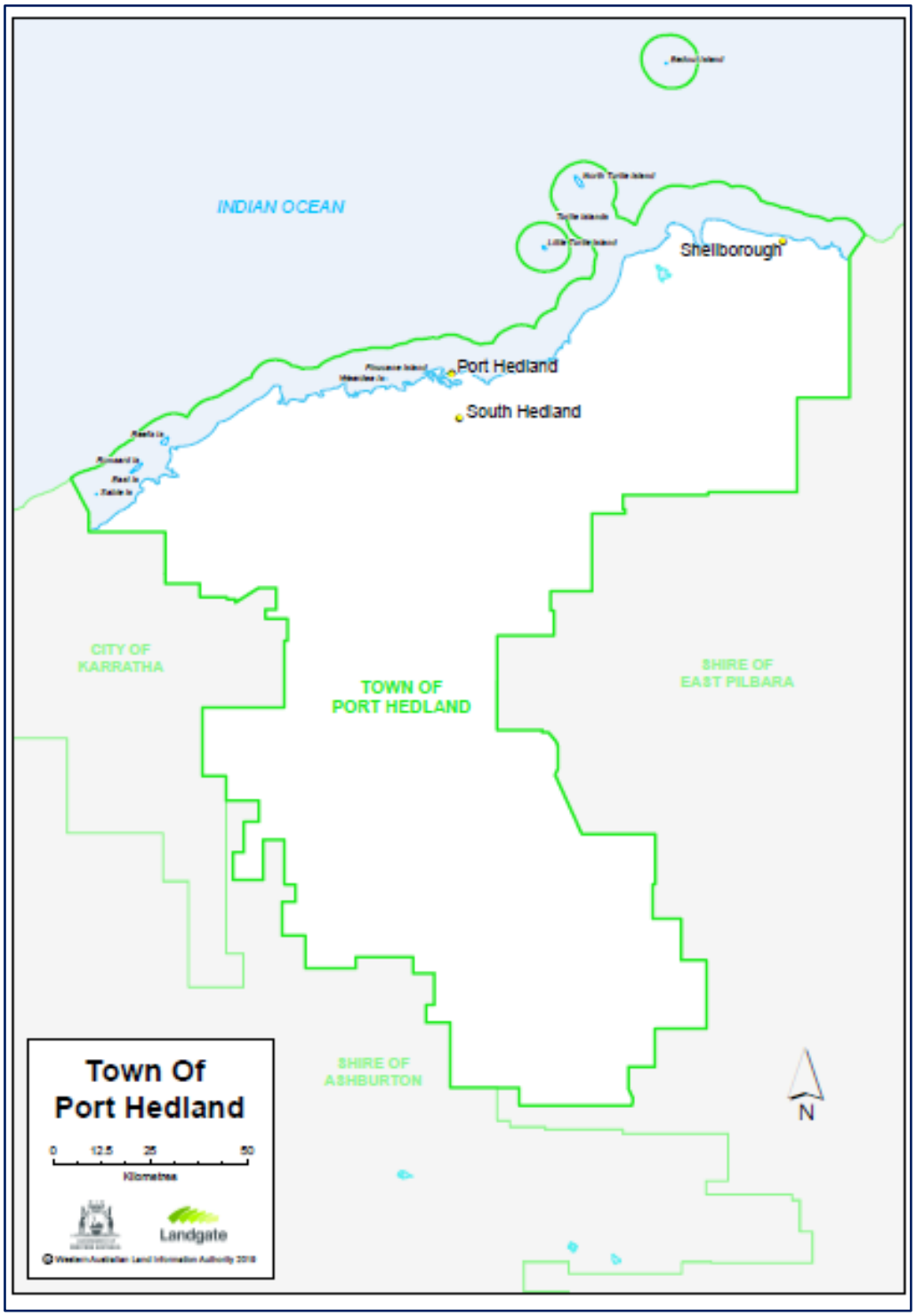

Figure 4: Port Hedland LGA

The broadest statistical boundary to be applied to this SIA is the Port Hedland Local Government Area (LGA) which includes the Port Hedland and South Hedland Statistical Areas Level (SA2). This is

useful and appropriate because the Town administrative boundaries are contiguous with the LGA, as are a variety of WA State Government planning and administrative boundaries and data sets.

2.3. Population and demographics[6].

The Town of Port Hedland Local Government Area (LGA) population at the 2016 Census was 14,469 people, 9471 of whom (~65%) were resident in South Hedland. The estimated 2020 population is 15,471.

The population is 53.4% male and 46.6% female, and the median age is 31 years.

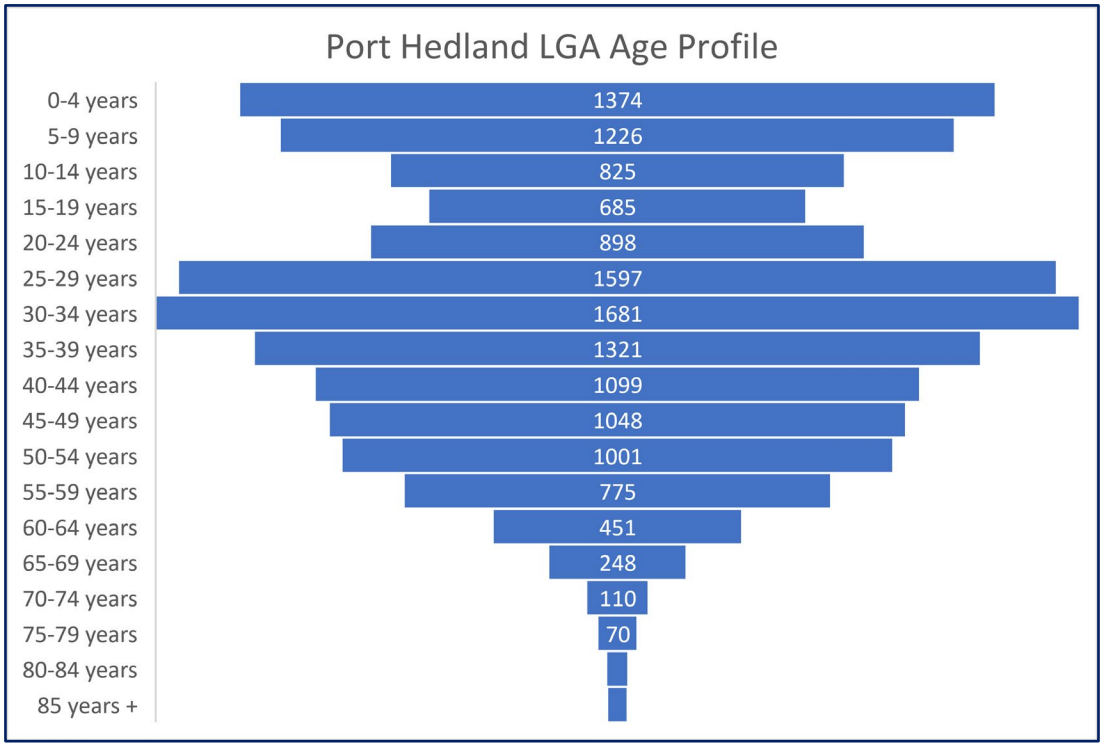

Figure 5: Port Hedland LGA Age Profile

A significant proportion of the population is under the age of 14, i.e., 23.7%, contrasted with the whole of WA of 19.3%. The median age of 31 offers evidence of a younger population profile, consistent with the higher ATSI population and the nature of the resource sector-based workforce.

Using the 2016 statistics, 2412 people (or 16.7%) identified as Aboriginal and / or Torres Strait Islander (ATSI), in comparison to 3.1% for Western Australia. The median age of ATSI people is 26[7].

Aboriginal language groups in the Town of Port Hedland LGA are shown in the Figure 6 below.

In terms of ancestry, most people (63.8%) reported being of Australian, English, Irish, Scottish or Australian Aboriginal descent.

The most common countries of birth apart from Australia (63.1%) included New Zealand (5.6%), the Philippines (2.5%), England (2.2%), South Africa (1.3%) and India (1.0%). Nearly 36% of the people in Hedland were born overseas. Most people only speak English at home (70.4%), however other

[6] file:///E:/Projects/MGM%20Lodge/Baseline/ABS%20Info/2016%20Census%20QuickStats_%20Port%20Hedland%20(T).html
[7] https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/IQSLGA57280

languages spoken at home included Malay (1.7%), Tagalog (1.3%), Filipino (0.9%), Nyangumarta (0.7%) and Afrikaans (0.7%).

As is typical in northern Australia, a significant proportion of the population is of ATSI descent. Hedland is located on Kariyarra country and the whole LGA lies with in Kariyarra, Gnarla and Nyamal country (see Fig. 6 below).

Figure 6: The Town of Port Hedland LGA is in Kariyarra, Ngarla and Nyamal country[8]

The chart below shows the number of residents vs visitors in Hedland on the Census night in 2016.

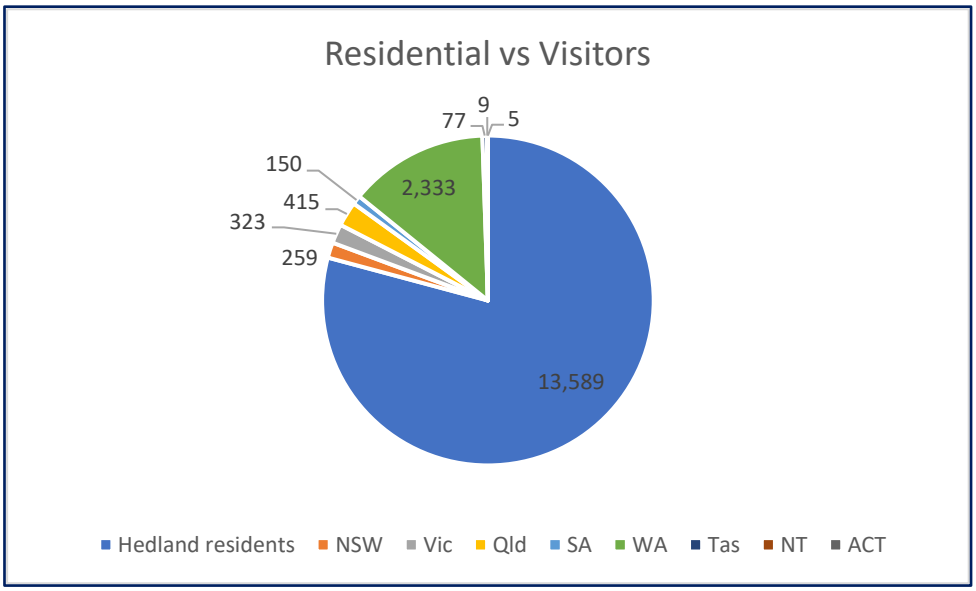

Figure 7: Residents vs visitors

There were approximately 3570 visitors (assuming mostly FIFO workers) in Hedland on Census night.

[8] https://aiatsis.gov.au/explore/map-indigenous-australia

2.4. Educational attainment

Levels of educational achievement are shown in Figure 7 below:

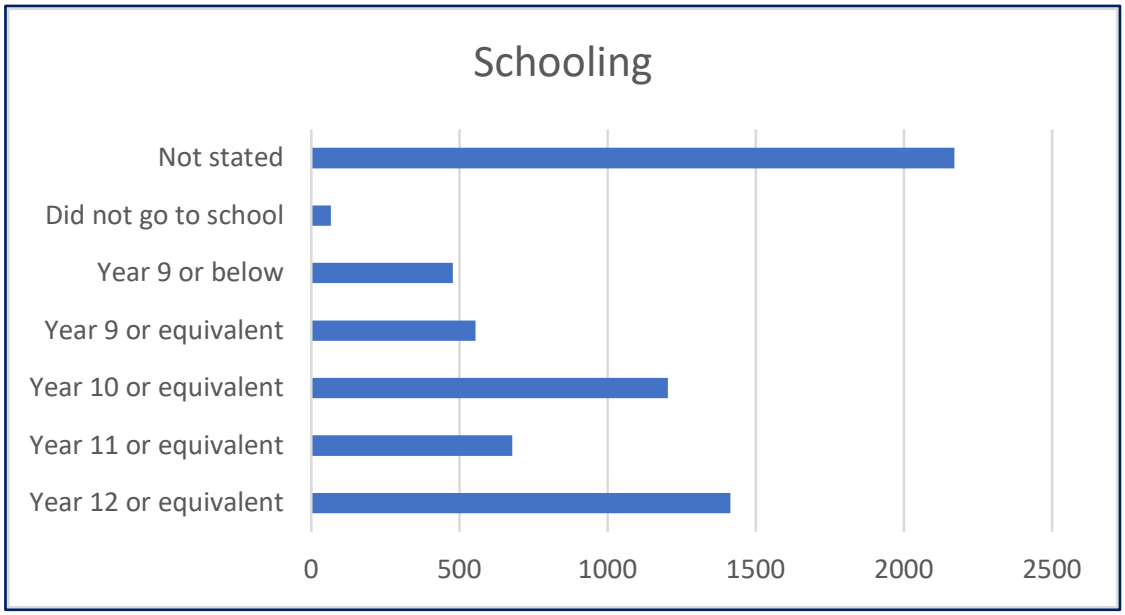

Figure 8: School completion

More than 2000 respondents did not state their level of educational attainment.

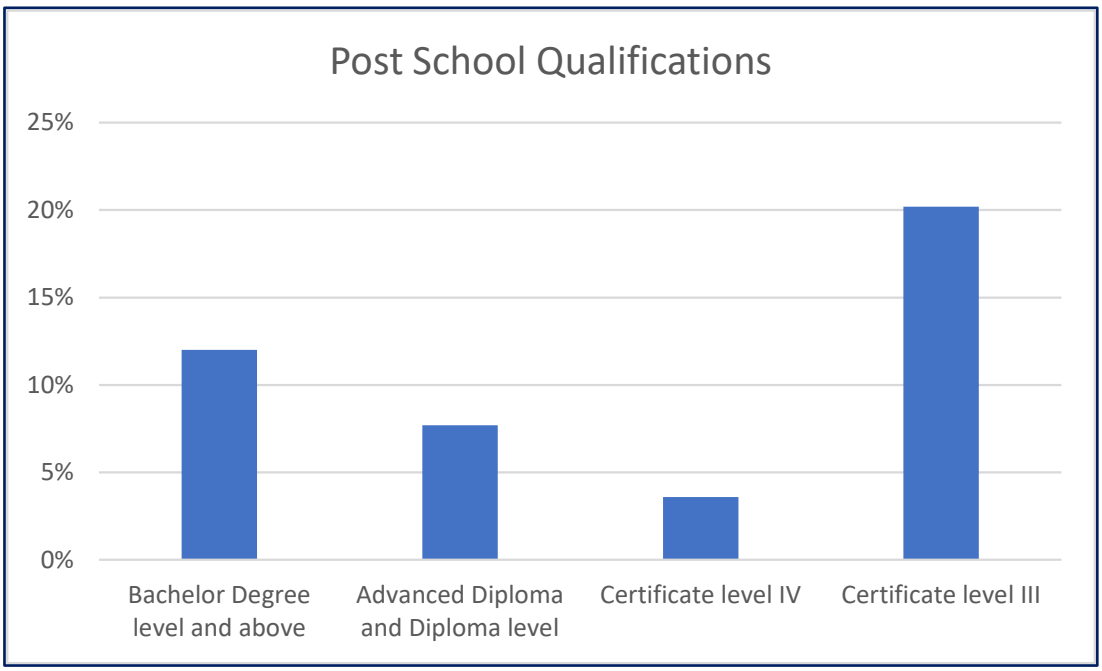

Figure 9: Post school qualifications

While the reported bachelor's degree level of post school qualifications attained of 12% is considerably lower than WA (20.5%), the Certificate level III at 20.2% (typically trades) is significantly higher than WA (14%).

We assume that this is reflective of the nature of industry employment and occupational profile in the area as shown below.

2.5. Occupation and industry

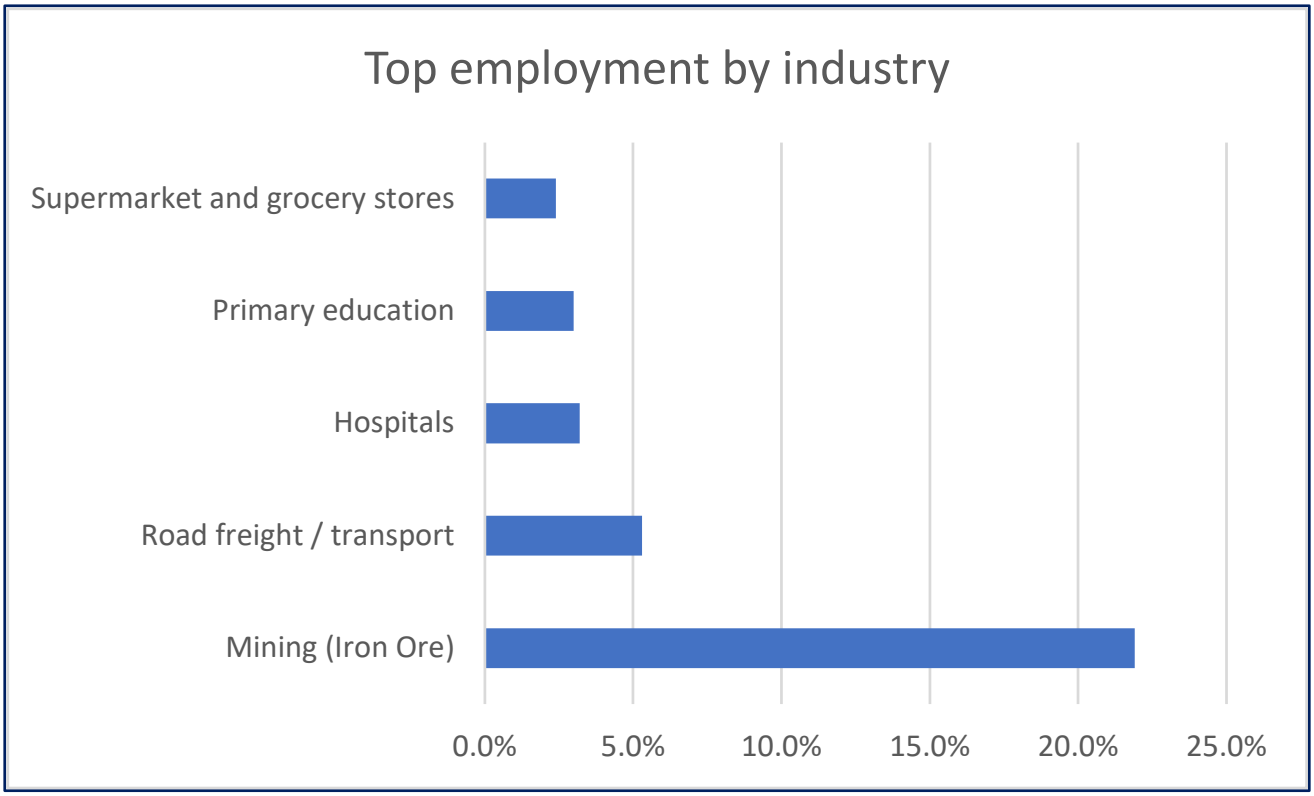

Figure 10: Top employment by industry

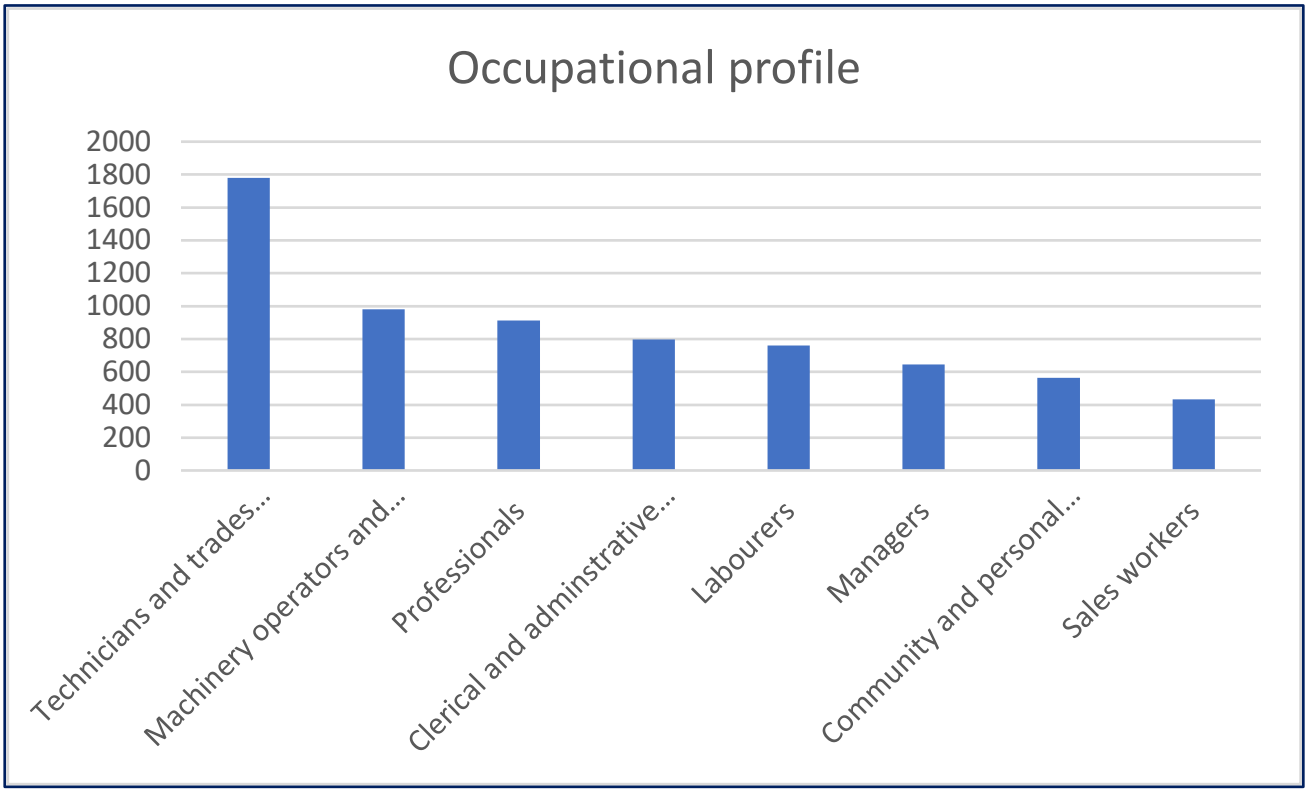

Figure 11: Occupational profile

2.6. Income

Table 11 below shows the median weekly incomes in the Port Hedland LGA in 2016.

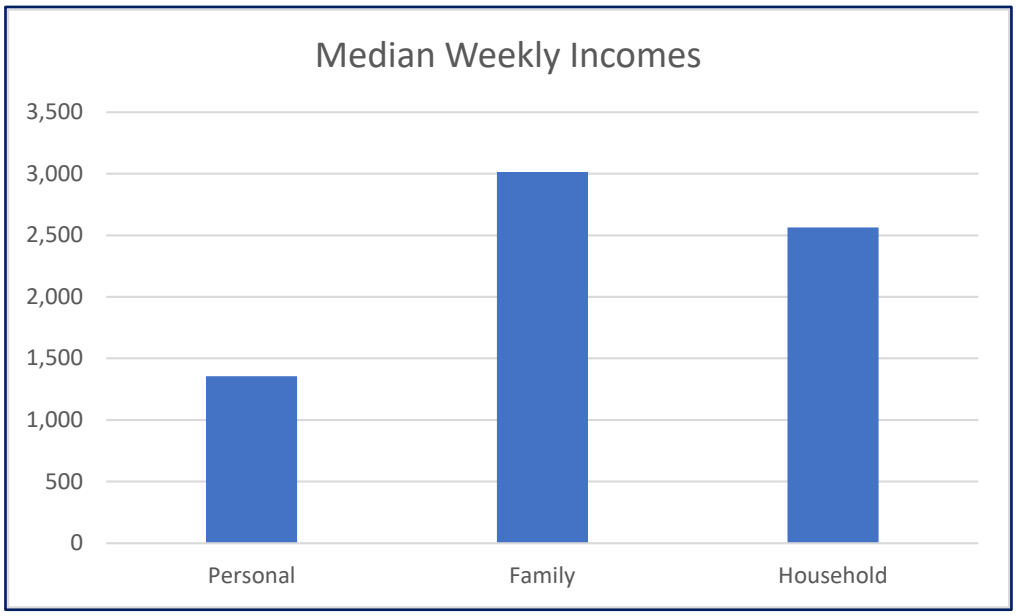

Figure 12: Town of Port Hedland LGA – Incomes

The reported median weekly household income is $2563 that is nearly 40% higher than the state median. ATSI median weekly household income is $1901.

2.7. Employment and the labour force

In the Port Hedland LGA, the total number of working age people, aged 15-64 is 10,556 out of the2016 Census, total population of 14,469.

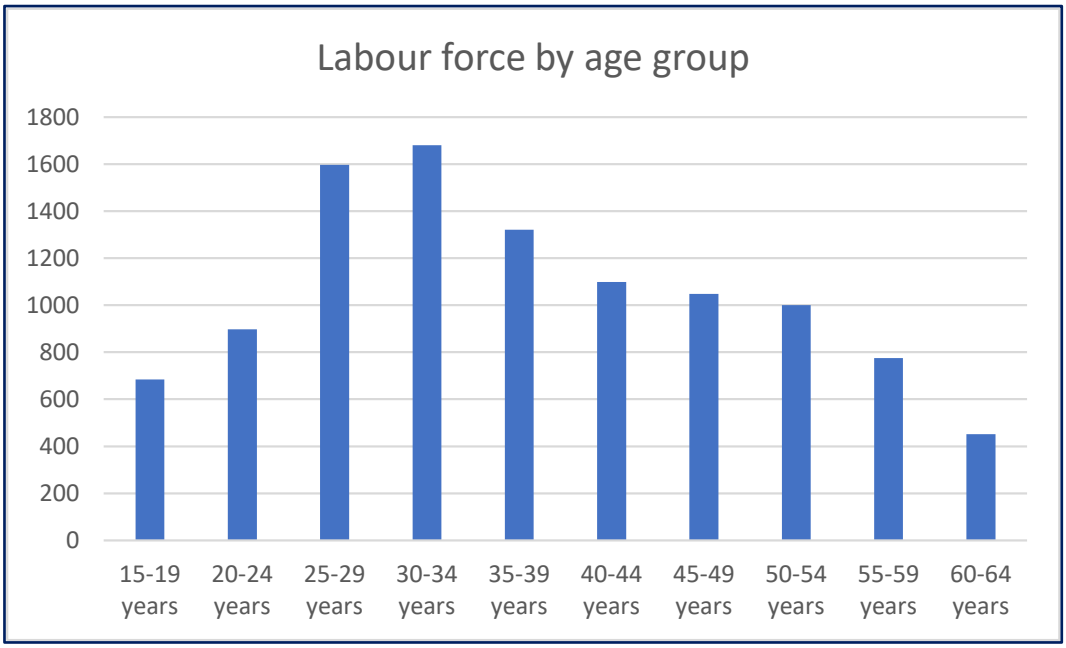

Figure 13: Labour force by age group

At the 2016 Census, 7,441 reported being in the labour force, a participation rate of 70%. Of these, 70.2% were employed full time, 16.9% part-time and 5.2% unemployed.

2.8. Aboriginal employment and labour force participation

The ABS provides specific data relating to ATSI people in the Hedland area and notes that in 2016[9]:

- There were 694 Aboriginal people employed, representing 82.7% of the total labour force of 839.
- That there were 142 unemployed people (16.9%).
- The labour force participation rate is 57.9%.
- The total number of people who responded was 1448.
- 53.6% of the local ATSI population were either fully or partially engaged in employment, education and training.

Information obtained from the Ashburton Aboriginal Corporation, who manage the Community Development Program (CDP), indicate that in October 2021 there were some 1244 jobseekers participating in this program. CDP is a Commonwealth Government program in which welfare recipients work up to 20 hours per week in community jobs and skill development as a foundation for employment. Further discussion regarding Aboriginal employment and unemployment is included in section 4.1 below.

2.9. Housing and accommodation

The dwelling profile in the Town of Port Hedland LGA by ownership and rental type is shown below:

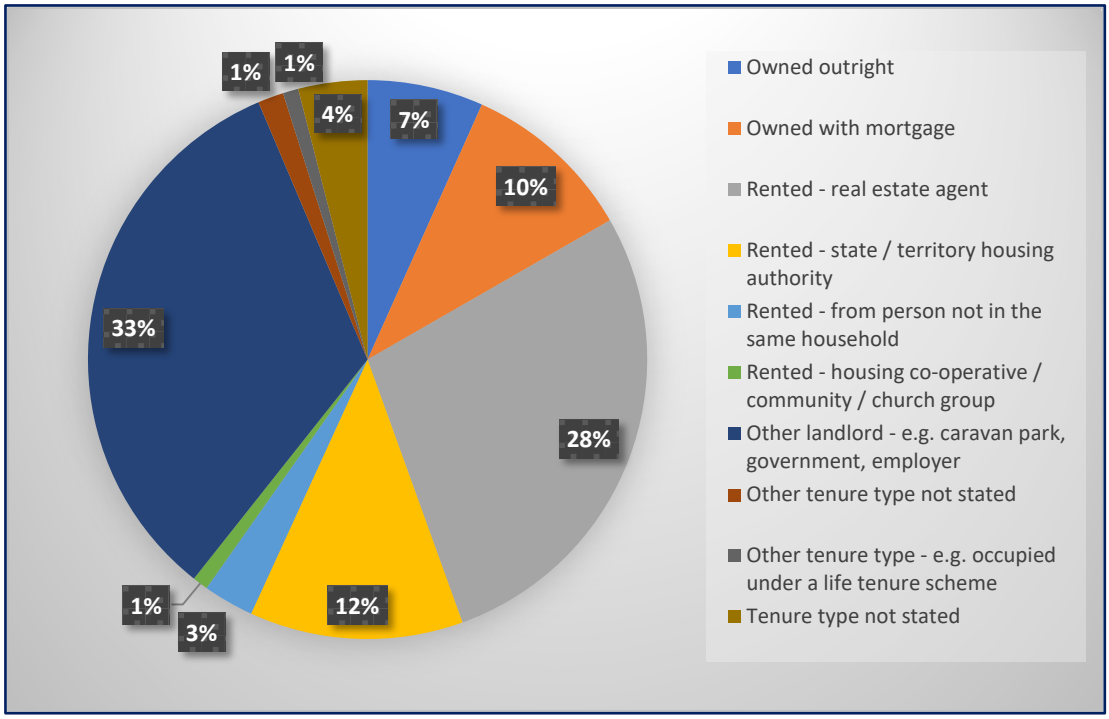

Figure 14: Port Hedland LGA dwelling by ownership and rental type.

[9] https://dbr.abs.gov.au/region.html?lyr=iare&rgn=506004

Of the total of all types, i.e., detached houses, semi-detached townhouses, flats, apartments and other dwellings, 61% are rented through a real estate agent or 'other landlord' type.

Other landlord types include 'residential parks (includes caravan parks and marinas)', or an employer, including Government and the Defence Housing Authority. The proportion of owned outright or owned with mortgage is 17%, while public housing authority rentals is 12%.

The South Hedland SA2 area has largely the same profile.

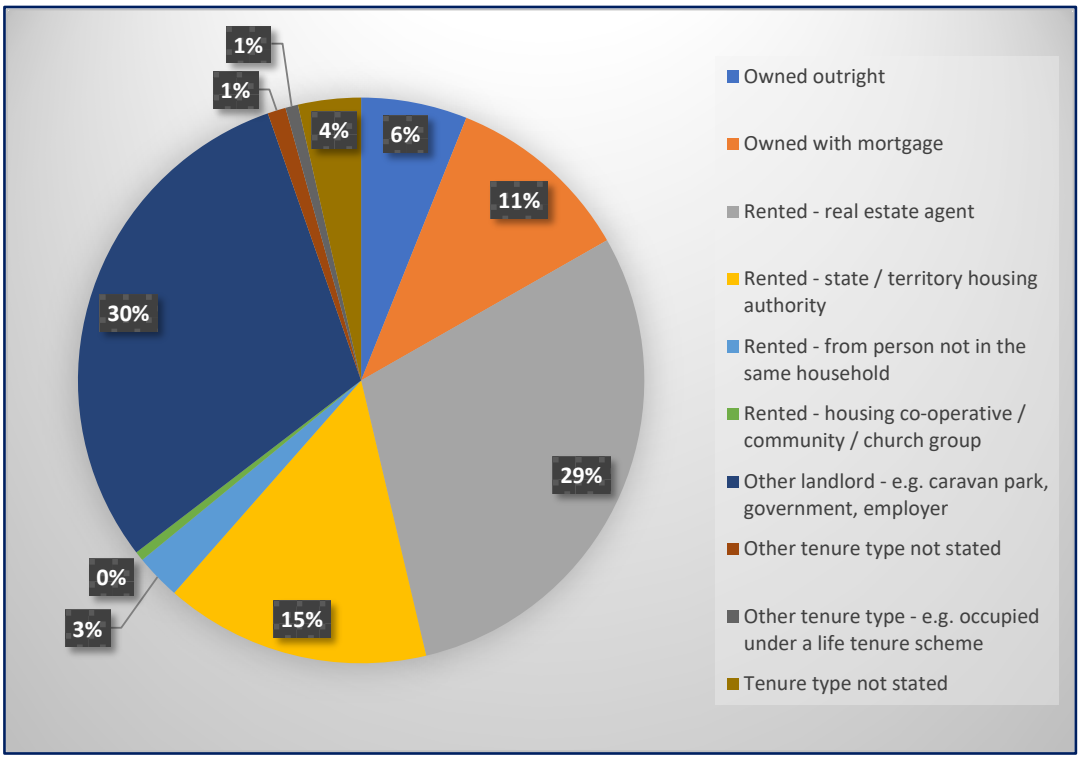

Figure 15: South Hedland dwelling by ownership and rental type

To summarise, the bulk of dwellings in the Port Hedland LGA are privately held and rented from a real estate agent or provided by an employer.

In the 2016 Census, it was found that of all private dwellings, 66.4% were occupied and 33.6% were unoccupied. The median weekly rental was found to be $200. Care must be taken when considering these figures, including reviewing the data quality statements issued by the ABS. In this case, the data is drawn from just under 30% of all occupied private dwellings.

The 2021 housing cost and availability situation is markedly different from that in 2016, as shown in section 4.4 below.

Transient workforce accommodation beds in the Hedland LGA are as follows:

Facility	No. of Operational Beds
Town Based	
Port Haven	1202
Club Hamilton	893

Facility	No. of Operational Beds
Gateway Village	1200
Mia Mia	255
Total	**3550**
Site Based	
Mt Dove	200
Wodgina	700
Kangan Village (temp)	220
Camp Qube **Total** **Grand Total**	104 **1224** **4774**

Table 1: Hedland LGA TWA accommodation[10]

In addition to the above the Landing Resort operates at least partially as a TWA and has some 600 beds, in transportable and caravan type accommodation.

There are at least 12 other Short-Term Accommodation (STA) facilities that provide accommodation for resource workers, tourists and other visitors to Hedland, including the Landing Resort, these offer some 1,427 beds[11].

MGM's proposal is for 220 beds, an approximate 6% increase in the current Town based TWA stock, 4.6% of the overall TWA stock, and approximately 3.5% of the total TWA and STA stock.

At the time of writing the short stay accommodation availability in Hedland was extremely constrained. A live web search test for November 2021 found very few nights available across all short stay accommodation. The Landing Resort for example, had no accommodation available for all of November.

2.10. Social Baseline Summary

The social baseline paints a picture of Hedland today that can be summarised as follows:

- A larger sized regional town with an age profile typical of a predominantly resource sector-based workforce in the Pilbara region of northwest Australia.

[10] Source: Town of Port Hedland

[11] *"Understanding and Managing Social Impacts in Compass Group Mia Mia Village"*, Creating Communities (July 2020).

- A significant proportion of ATSI people who are not participating in the labour market to the same extent as the non-Aboriginal proportion and whose weekly median income is about three quarters that of the whole population.
- Incomes that are significantly higher than the state median.
- There is a significant additional FIFO population ~25% of the resident population, that is present in the town on an ongoing basis and that rises and falls due to major commodity demand, mainly the iron price.
- The education and occupational profiles display a predominantly labour-based workforce consistent with the major industry profile of mining, transport and a bulk commodities export harbour.

The social baseline was largely constructed from the 2016 Census, in October 2021 and there have been significant changes in some areas, e.g., housing demand, since that time.

Residential population based on ABS estimates for 2020 has seen an approximate 7% increase.

The Census 2021 data will be progressively released from June 2022.

3. Impact Assessment and Management

3.1. Risk assessment methodology

Part A provided a summary of the impact analysis and a summary impact management table and concluded that main impacts that were identified related to those arising across the construction and operations phases of the proposed MGM Lodge, with a focus on workforce and community interaction and social integration impacts, and MGM's demand for and actual use of procurement of goods, services, and labour from local suppliers.

Equally, that there was common concern raised about a lack of recognition of the Kariyarra people as the Traditional Owners of the land upon which Hedland exists, and where the MGM Lodge is to be located[12].

Sections 4, 5 and 6 this Part B builds on that provided in Part A and looks at each of the impact themes and identified impacts in turn, referring in more detail as to what key local stakeholders have contributed and how the relevant available existing literature has informed the assessment.

The impact theme areas are:

- Local economic participation
- Community health, wellbeing and amenity
- Society and culture

The approach taken to impact assessment and analysis is based on an adaptation of classic risk management theory[13], to social, cultural and economic impact.

[12] It is acknowledged that the broader Town of Port Hedland LGA is the traditional lands of the Kariyarra, Ngarla, and Nyamal peoples.

[13] For example, see https://www.iso.org/standard/65694.html

As previously indicated impact means both opportunity and risk:

- **Positive** social impacts can come from *opportunities* that become available from a project such as training, employment or business contracts.
- **Negative** social impacts can come from *risks* that might be caused by a project, for example, increased traffic in urban areas causing a rise in traffic accidents.

Not all social impacts that are predicted will happen. It depends on the likelihood of them happening and what plans are put in place to manage them. Not all risks have a corresponding opportunity and vice versa.

Thus, the approach involves:

Risk Management – the likelihood of a risk occurring and the consequences to affected communities if it does.

The confluence of likelihood and consequence provides an initial risk (pre-avoidance / mitigation planning) ranking that can provide guidance to the level of risk management that should be applied. Secondary risk ranking can be predicted based on the implementation of risk management strategies.

Opportunity Management – the likelihood of individuals and organisations in an affected community taking advantage of opportunities arising from a project within individual and the community's existing capacity.

The confluence of likelihood and consequence provides an initial opportunity (pre-enhancement planning) ranking that can provide guidance to the form and nature of social investment initiatives that could be applied. Secondary opportunity ranking can be predicted based on the implementation of opportunity management strategies.

It is important to note that:

- SIA provides a snapshot in time and should be seen as an iterative process that changes over time and so adaptive management should be applied in a dynamic social, cultural and economic environment.
- Appropriate indicators and metrics should be agreed and built into the SIMP such that a baseline is created from which to measure future change.
- Ongoing community and stakeholder engagement is critical to effective impact management.

The series of figures below show the impact (risk and opportunity) matrices used and the reference tables that can provide guidance as to the definitions of Likelihood and Consequence, impact ranking and subsequent impact management.

3.2. SIA Policy and regulation in Western Australia

Unlike all other northern Australian jurisdictions[14], there is no policy or regulation in Western Australia that require development proponents to develop SIAs for projects, except to the extent

[14] https://ntepa.nt.gov.au/__data/assets/pdf_file/0006/287430/guideline_assessment_economic_social_impact.pdf and https://www.statedevelopment.qld.gov.au/__data/assets/pdf_file/0017/17405/social-impact-assessment-guideline.pdf

that these are required in State Agreements for very large projects requiring significant contribution from Western Australia.

The Town, through its Local Planning Policies relating to Workforce Accommodation and SIA, seeks to plan for and manage what it sees are real and cumulative social impacts occurring at the local level that are arising from a multitude of resource projects, operators and the FIFO workforce (and accommodation) demand in the context of the rise and fall of global commodity prices.

The absence of policy and practice in WA creates challenges for both local governments and Small to Medium Enterprises (SMEs) and arguably results in the unnecessary realisation of risk and lost opportunity at the local level.

CONSEQUENCES	CIRCLE ADVISORY		Minor - A	Moderate - B	Severe - C	Major - D	Catastrophic - E
	Social & Economic		Low or no negative impacts on the socio-economic environment	Moderate short term negative impacts on the socio-economic environment	Serious medium term negative impacts on the socio-economic environment	Major medium to long term negative impacts on the socio-economic environment	Major and long term, potentially irreversible negative impacts on the socio-economic environment
LIKELIHOOD	Almost Certain - 5	Event is expected to occur in most circumstances	Moderate	High	Extreme	Extreme	Extreme
	Likely - 4	Event will probably occur in most circumstances	Low	Significant	High	Extreme	Extreme
	Possible - 3	Event should occur at some time	Low	Moderate	Significant	High	Extreme
	Unlikely - 2	Event could occur at some time	Low	Low	Moderate	Significant	High
	Rare - 1	Event may occur only in exceptional circumstances	Low	Low	Moderate	Moderate	Significant

RISK SEVERITY LEVEL	RISK MANAGEMENT ACTIONS
EXTREME	Requires immediate action - highest priority to treat risk - senior level monitoring.
HIGH	Requires immediate attention - must manage with senior level monitoring.
SIGNIFICANT	Requires management attention with a degree of priority.
MODERATE	Requires routine to periodic monitoring.
LOW	"Business as usual" - should not require much attention but should be reviewed at least annually. Managed by routine policies and procedures.

Figure 16: Risk matrix

The risk reference tables below provide guidance as to the definitions of Likelihood and Consequence.

SOCIAL RISK

CONSEQUENCE reference table

CIRCLE ADVISORY

Category	A	B	C	D	E
	Minor	Moderate	Severe	Major	Catastrophic
Social and Economic	Minor or no unapproved disturbance to land or impingement or impairment of land and property. Minor or no disruption to cultural life or damage to cultural heritage sites, places or objects. Minor or no impacts on community health and wellbeing, or amenity and social cohesion. Minor or no negative impacts on local economy and development. Community can easily adapt or cope with the change. Little or no stakeholder concern.	Short term disruption, disturbance to land or impingement or impairment of land and property. Moderate short term disruption to cultural life and / or minimal damage to cultural heritage sites, places or objects that can be avoided or mitigated. Moderate short term potential impacts on community health and wellbeing, or amenity and social cohesion and that are easily manageable. Moderate short term impacts on the local economy and its development that can be easily absorbed. Community has the capacity to adapt or cope with the change, but needs some support. Stakeholder concern that can be managed through good communication.	Severe medium term disturbance to land or impingement or impairment of land and property. Severe medium term disruption to cultural life and / or serious damage to cultural heritage sites, places or objects, i.e. that cannot be easily avoided or mitigated. Severe medium term negative impacts to community heath and wellbeing or amenity and social cohesion and that are not easily manageable. Severe medium term negative impacts to the local economy and its development that are not easily absorbed. Community has some capacity to adapt and cope with changes, but requires a moderate amount of support. Serious stakeholder concern that cannot be easily managed through good communication.	Major unapproved disturbance to land or impingement or impairment of land and property. Major, medium to long term disruption to cultural life and / or irreversible damage to cultural heritage sites, places or objects that cannot be avoided or mitigated. Major, medium to long term negative impacts to community health and wellbeing or amenity and social coehsion that cannot be managed. Major, medium to long term negative impacts to the local economy and its development that cannot be absorbed in the medium to long term. Community has some capacity to adapt and cope with the changes - requires significant support. Significant and major concern from broader stakeholders and the community, prolonged community annoyance.	Major long term unapproved disturbance to land or impingement or impairment of land and property. Major long term disruption to cultural life and / or major, irreversible damage to cultural heritage sites, places or objects. Significant long term negative impacts to community health and wellbeing, or amenity and social cohesion. Significant long term negative impacts to the local economy and its development that cannot be reversed. Community has no capacity to adapt and cope with the changes even with significant support. Significant and major stakeholder concern and community outrage.

LIKELIHOOD reference table

Level	Descriptor	Description
5	Almost certain	The risk has occurred recently and is likely to occur again. It is an expected occurrence on this type of development project in similar regions.
4	Likely	The risk has a history of occurrence for this type of development project or is difficult to control due to external influences of the region.
3	Possible	The risk occurs on an irregular basis, but has occurred on this type of development project, in this type of region.
2	Unlikely	The risk would be an uncommon occurrence and would occur in remote circumstances. It has occasionally occurred on this type of development project.
1	Rare	The risk may occur only in exceptional circumstances and is not likely to occur in this location.

Figure 17: Risk reference table

CONSEQUENCE	CIRCLE ADVISORY		Insignificant - A	Small - B	Medium - C	Large - D	Major - E
	Social & Economic		Limited or no local benefit accrual. Very few jobs and very little contracts. Very little economic contribution. Few or no positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual only to those with existing skill and capacity. Small number of jobs and few small scale contracts. Minor contribution to the local economy. Minor positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual to all those with existing capacity who choose to participate. Jobs to most of those who want them. A number of contracts let locally. A solid contribution to the local economy. Positive and material impacts on community health and wellbeing, amenity or social cohesion.	Broad benefit accrual across the community. Significant number of local people employed. Significant number of contracts let locally. Significant contribution to the local economy. Significantly positive impacts on community health and wellbeing, amenity or social cohesion.	Significant scale positive change in the community through opportunities directly and indirectly associated with the project. Many local people employed in the long term. Many long term contracts let locally. Large scale positive impacts on community health and wellbeing, amenity or social cohesion Significant legacy benefit.
			A	B	C	D	E
LIKELIHOOD	Almost Certain - 5	Local community will achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Likely - 4	It is likely that the local community can readily pursue and achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Possible - 3	It is possible that the local community could pursue and achieve through existing capacity.	Low	Moderate	Significant	High	Transformational
	Unlikely - 2	It is unlikely that the local community can pursue and achieve through existing capacity.	Low	Low	Moderate	Significant	High
	Highly Unlikely - 1	It is highly unlikely that the community could achieve the opportunity through existing capacity.	Low	Low	Moderate	Significant	High

OPPORTUNITY IMPACT LEVEL	OPPORTUNITY MANAGEMENT ACTIONS
TRANSFORMATIONAL	Requires significant commitment, community capacity development and change leadership at the highest levels of the organisation over the life of the project. Suits major, long term projects with a high impact / proximity to local community.
HIGH	Requires a committed, focused and planned approach in a close and cooperative working relationship with the community and a high level of investment in capacity development.
SIGNIFICANT	Requires a committed, focused and planned approach in a close and cooperative working relationship with the community and a significant level of investment in capacity development.
MODERATE	Positive social and economic outcomes are likely achievable through a reasonable level of commitment and planning and moderate level of investment in capacity development.
LOW	"Business as usual" - should be achievable through implementing existing policies and procedures, would occur within existing market forces, but should be reviewed within regular project schedules.

Figure 18: Opportunity matrix

OPPORTUNITY Reference Table

CIRCLE ADVISORY

Category	A	B	C	D	E
	Insignificant	Small	Medium	Large	Major
Social and Economic	Limited or no local benefit accrual. Very few jobs and very little contracts. Very little economic contribution. Few or no positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual only to those with existing skill and capacity. Small number of jobs and few small scale contracts. Minor contribution to the local economy. Minor positive impacts on community health and wellbeing, amenity or social cohesion.	Benefit accrual to all those with existing capacity who choose to participate. Jobs to most of those who want them. A number of contracts let locally. A solid contribution to the local economy. Positive and material impacts on community health and wellbeing, amenity or social cohesion.	Broad benefit accrual across the community. Significant number of local people employed. Significant number of contracts let locally. Significant contribution to the local economy. Significantly positive impacts on community health and wellbeing, amenity or social cohesion.	Significant scale positive change in the community through opportunities directly and indirectly associated with the project. Many local people employed in the long term. Many long term contracts let locally. Large scale positive impacts on community health and wellbeing, amenity or social cohesion. Significant legacy benefit.

LIKELIHOOD Reference Table

Level	Descriptor	Description
5	Almost Certain	The local community (or individuals) will almost certainly be able to pursue the opportunity and achieve it through its existing capacity.
4	Likely	It is likely that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
3	Possible	It is possible that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
2	Unlikely	It is unlikely that the local community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.
1	Highly Unlikely	It is highly unlikely that the community (or individuals) will be able to pursue and achieve the opportunity through its existing capacity.

Figure 19: Opportunity reference table

3.3. Impact management for MGM Lodge

From the content analysis, the key impact areas raised included:

- A desire for greater positive social integration between the workforce and the community, balanced with protection from negative impacts.
- Local content and economic contribution.
- Recognition of Kariyarra and the participation of local Aboriginal people.
- Workforce mental health and wellbeing.
- TWA vs residential workforces and impacts on housing availability and a preference for residential workforces.
- The importance of good governance and accountability.

While the general and initial quantitative assessment of the impacts (risks and opportunities) is comparatively **Low**, given the nature of the proposal and the size of MGM's existing workforce in Hedland, some are potentially Moderate to Significant in effect.

From a qualitative perspective, impact measures are yet to be specifically determined and will rely very much on the quality of MGM's approach to managing its social and economic impacts and its level of ongoing engagement with stakeholders. An annual, appropriately designed stakeholder opinion survey is recommended.

There is a risk (albeit low) of creating an isolated workforce at the MGM Lodge, but this can easily be resolved through practical measures that are both inward and outward facing, drawing on the strengths of its existing residential workforce and their connections in the Hedland community. The approach does not need to be significantly expensive, nor overly complex.

It is also noted that it will take time for MGM to establish and grow its impact management activities as the development of the MGM Lodge proceeds.

3.3.1. ACCOUNTABILITY AND RESPONSIBILITY

The management of local social, cultural and economic risk for any organisation that arises from the external impacts that its activities might cause, should be treated in the same way that other key risks are managed.

There are impacts that can be caused to the organisation itself (internal) and impacts that can be caused to the communities in which an organisation operates (external). All organisations, including SMEs such as MGM particularly, then face the challenge of how to manage social impacts within the day-to-day operations of their business.

If, the approach taken is seen to be too onerous or adding another layer of complexity and cost, there is a risk that an organisation does not put in place, or apply the requisite accountability, responsibility, systems, expertise and resources to manage social and economic impact. If this occurs, then it is likely that there will be the unnecessary realisation of the risks and the loss of the opportunities identified in this SIAMP.

As noted in Part A, the management of impacts does not have to overly costly or complex and should be commensurate with the project concerned.

The simplest way for an organisation to manage social, cultural economic impact at the local level is to treat it in the same fashion as Workplace Health and Safety, from a policy and planning perspective and institutionalise the approach throughout the organisation. Doing so will have significant benefits for both MGM and the Hedland community.

A firm commitment needs to be made at Board level and the be implemented throughout the organisation within existing resourcing plans and internal systems of control. Accountability should rest with the Board and responsibilities with the Managing Director and local operations management. Day to day responsibilities should be cascaded through the workforce and to 1st tier contractors, including Grounded and the eventual hospitality service provider for the MGM Lodge.

If MGM chooses to employ dedicated resources with relevant expertise in social impact management and in Indigenous community and stakeholder engagement, then accountability for delivering outcomes must remain throughout the management structure. Ideally, and over time, MGM should build its own internal capacity within the existing work roles, responsibilities and performance structures.

Impact management activities take time to establish and implement and so will need to be developed over time as the MGM Lodge is developed and established.

4. Local Economic Participation

The theme of local economic participation refers primarily to the extent to which local people and businesses can participate economically in the project being assessed through direct training, employment and business development.

It also refers to the overall economic contribution to the local economy through the procurement of locally provided goods and services and the payment of local rates, fees and other charges. Local economic participation also refers to the impacts of the project on existing local economic conditions such as the availability and cost of housing, transport, cost of local goods and services and other community economic factors.

Local economic participation is commonly known as 'local content'.

The following subsections provide detailed discussion about each impact and recommendations for impact management, including references to the social baseline and contemporary literature, where relevant.

The primary impacts identified and assessed were:

- Local and Aboriginal training and employment
- Local and Aboriginal business contracting
- Direct procurement of local goods and services
- Contribution of local rates, fees and charges
- Local housing availability and cost
- Residential workforce
- Overall economic contribution
- Local community and industry understanding and perception of the proponent's business
- Workforce economic contribution to the local economy

Part A of this SIAMP considered each of these items separately, as do the impact registers in Appendix A; however, given their highly interrelated nature and for the sake of brevity, some are combined in this section.

4.1. Local and Aboriginal Training and Employment

The risk / opportunity in this case is that local and Aboriginal people are not able to take advantage of employment opportunities that become available at MGM Lodge, either with MGM or Grounded during the construction phase and the hospitality service provider, during the operations phase.

There are commonly many barriers that local and Aboriginal people in remote and regional communities face when seeking to obtain and maintain employment.

These can include:

- that people are not aware of (or made aware of) opportunities,
- that they do not currently have the skills and / or certifications required, or certifications are out of date,
- transport to employment e.g., local bus services in the Hedland area are not available for people who need to travel to work daily in that there is no regular bus service between South Hedland, Wedgefield and Port Hedland,
- home accommodation, often overcrowded with poor conditions, is not conducive to being able to meet daily employment demands,
- they have multi-faceted health, wellbeing and living condition barriers to contend with, including family and cultural obligations and peer social dynamics,
- workplaces are not welcoming of Aboriginal people, and
- few new positions are available as project construction and operations contractors draw from their existing workforces.

A recent discussion paper, "*Increasing economic opportunities for Indigenous Australians A National Roadmap for Indigenous Skills, Jobs and Wealth Creation*"[15], cites barriers to employment, highly consistent with the above.

The 2016 Census in relation to labour force recorded an overall labour force unemployment rate of 5.2% and a participation rate of 70% for the Hedland LGA and for ATSI people in the Hedland area:

- There were 694 Aboriginal people employed, representing 82.7% of the total labour force of 839.
- That there were 142 unemployed people (16.9%).
- The labour force participation rate is 57.9%.
- The total number of people who responded was 1448.

[15] https://www.niaa.gov.au/indigenous-affairs/economic-development/national-roadmap-indigenous-skills-jobs-wealth-creation

- 53.6% of the local ATSI population were either fully or partially engaged in employment, education and training.

Information obtained from the Ashburton Aboriginal Corporation, who manage the Community Development Program (CDP), indicate that in October 2021 there were some 1244 jobseekers participating in this program. CDP is a Commonwealth Government program in which welfare recipients work up to 20 hours per week in community jobs and skill development as a foundation for employment. It is understood that CDP participants are included in the numbers of employed. Should CDP participants be included in the unemployment rate, this would have a significant impact.

There is a clear socio-economic gap for Aboriginal people in employment and the labour force.

MGM has an existing Indigenous Relations Policy articulating that it is committed to collaborating with and working with Indigenous communities throughout its operations across Australia. The policy includes maximising employment opportunities and training of local Indigenous people for positions throughout the company, developing and implementing Indigenous awareness programs for all staff (appropriate for local situations), consulting with people whose land may be affected by the company's activities, meaningful communications with the local community, and developing opportunities for Indigenous people wot be involved in the success of MGM's business and creating a culture of inclusion. Grounded Construction Group have similar policies. In both cases, these are not evident on their websites.

Local employment service providers currently have a range of initiatives and services in place to support local Aboriginal training to employment programs.

While it would be unreasonable to expect MGM to seek to solve all the employment barriers that local and Aboriginal people in Hedland might face, MGM could make a significant contribution, commensurate with its size.

In the case of the MGM Lodge project, the predicted employment opportunities are quite small, i.e., 30 for construction and 15 for operations. Also, the construction contractor, Grounded Construction Group, has an existing Hedland based workforce that they will draw from. The operations contractor, i.e., hospitality service provider has not yet been chosen.

While the MGM Lodge workforce is small, MGM's overall workforce in Hedland (local and FIFO) is substantial, i.e., 300 total with ~56 local resident, therein lies an opportunity to increase local and Aboriginal employment over time.

The primary impact management strategy should be for MGM to develop and implement a local and Aboriginal training to employment strategy (and other actions) to give effect to the existing policy, in collaboration with the relevant local employment agencies, Aboriginal organisations, education and training providers and Government agencies.

These should include:

- Ashburton Aboriginal Corporation
- Bloodwood Tree Association
- Department of Training and Workforce Development
- Kariyarra Aboriginal Corporation
- North Regional TAFE (Pundlemurra)

The plan should articulate the strategies and actions that will be taken associated with education, training and life skills, as well as employment retention, support and wrap around services, including transport and accommodation, if necessary.

MGM should cascade its local and Aboriginal employment requirements to 1st tier contractors, including Grounded and the eventual hospitality service provider.

While transport to and from employment at appropriate times was seen by local Aboriginal employment service providers as the current most practical barrier to employment, this is not something that MGM can necessarily solve. Engagement and collaboration with other relevant and responsible stakeholders should be pursued to find a collective and sustainable solution.

MGM could also contemplate alternatives to direct employment, e.g., such as community-based employment and capacity development, e.g., through CDP programs as an eventual feeder into direct employment.

Note that changes in local unemployment and labour force participation rates, directly and indirectly attributable to proponent employment activities are measurable only for large scale projects where the impacts are material from a statistical point of view.

The proportion of total hours worked by local and Aboriginal people is the primary measure of program success; however, further important quantitative metrics should include:

- No. of construction and operational jobs.
- No. of jobs advertised locally.
- No. of local responses to job advertisements.
- No. local candidates interviewed.
- No. of local candidates employed.
- Types of local employment achieved.
- Comparative average length of stay.
- Employment retention issues and leaving reasons.

Further qualitative information can include the articulation and quantification of breadth and depth of employment, across employment roles and professions.

Specific training program metrics should be designed that are relevant to the program employed, the above employment metrics can be used as a guide.

Without an active approach to managing this risk, while the opportunities might be **Low** given the size of the workforce contemplated to construct and operate the MGM Lodge, there will be few if any opportunities for local and Aboriginal people. Conversely, there would be a **Moderate to Significant** opportunity for local and Aboriginal people if MGM took an active and committed approach.

4.2. Local and Aboriginal business contracting

In a similar way to local and Aboriginal employment, the risk / opportunity in this case is that local and Aboriginal businesses are not / are, able to take advantage of subcontract opportunities that become available at MGM Lodge, either with MGM or Grounded during the construction phase and the hospitality service provider, during the operations phase.

The barriers that local and Aboriginal businesses face in taking advantage of business opportunities associated with a project are like that in relation to employment. These can include:

- That they are not aware of or given the opportunity to competitively tender for subcontracts and so miss out on business opportunities.

- That they are not presently aware of or in a position of capacity to meet the standards required, to competitively tender for subcontracts and so miss out on business opportunities.

- That 1st tier contractors are not required to meet the local policy aspirations of MGM.

MGM's Indigenous Relations Policy referred to above is consistent with promoting local and Aboriginal business participation. The NIAA paper referred to above also refers to several barriers that Indigenous business face, including access to capital, to low business experience or insufficient access to networks and lack of existing commercial relationships.

Supply Nation[16], a national Indigenous supplier network, released a report in December 2020 that provides significant detail in relation to Indigenous Business in Australia. This report provides a sector-by-sector overview of Indigenous participation in business in Australia.

Both Supply Nation and the Industry Capability Network (ICN) in WA provide Aboriginal business directories[17]. See the Supply Nation directory for a list of registered Port Hedland based Supply Nation registered businesses[18].

In the case of the MGM Lodge project, the predicted business opportunities are comparatively small but would be suited to local small business, e.g., electrical, plumbing, landscaping, concrete supply, construction materials, freight, facilities management, catering, food and beverage services, housekeeping and cleaning, grounds keeping and building maintenance.

MGM could develop and implement a local industry procurement strategy to give effect to their existing Indigenous Relations Policy, in collaboration with the relevant local Aboriginal organisations, small business support organisations and Government agencies.

A local and Aboriginal business procurement strategy might include:

- Preference provided to Hedland based suppliers first, assuming that they are commercially competitive on price, quality and delivery performance.

- Creating awareness with local and Aboriginal suppliers of the standards required to become a supplier to MGM.

- Providing appropriate capacity development support for small business via Government small business development programs.

- Cascading LIPP requirements to 1st tier contractors, including Grounded and the eventual hospitality service provider.

Establishment and performance KPIs could include:

[16] https://supplynation.org.au/wp-content/uploads/2020/09/Supply-Nation-Driving-Growth-in-Indigenous-Business-DEC-2020.pdf
[17] https://abdwa.icn.org.au/
[18] https://ibd.supplynation.org.au/public/s/search-results#loc=Port%20Hedland%20WA,%20Australia&search=

- Establishment of a local industry procurement strategy.
- No. of contracts let to local and Aboriginal businesses.
- Nature of contracts let to local and Aboriginal businesses.
- Total value of contracts let.

The stakeholder organisation with whom MGM should engage in the first instance is Kariyarra Aboriginal Corporation, but also with Supply Nation and the ICN WA.

The participation of local and Aboriginal training and employment and local and Aboriginal businesses has a direct relationship with MGM's overall economic contribution.

4.3. Overall economic contribution

MGM currently contributes to the local economy through the direct purchase of local goods, services, and labour; contributions through the payment of local rates, fees, and charges; and the local MGM Workforce spend in the local economy.

Presently, MGM's overall economic direct contribution is estimated at approximately $50 million every year with local suppliers in Hedland on various goods, services and labour to support and assist their operations, including fuel, spare parts, mechanics, repair works, maintenance works, food stuffs, general supplies and stationery, office furniture and equipment, as well as local service providers for water, power and communications. Local rates, fees and charges and MGM workforce spend is not included.

The development of the Lodge is expected to represent a significant capital investment into Hedland of approximately $9-10 million with further expected direct annual operating cost, over the operational life of the facility of between $6-7 million.

Local stakeholder understanding and perception of MGM's activities and overall economic contribution might be less than the reality, and this has the potential to perpetuate negative perceptions that MGM does not contribute at an optimum level to the Hedland economy.

The development and implementation (and communication) of local employment and procurement strategies as recommended above should be sufficient to maximise local spend, within the bounds of reasonable commerciality. The nature of MGM's business, i.e., bulk haulage, determines that a significant portion of its annual costs need to be spent locally.

Similarly, there are stakeholder perceptions that FIFO workforces do not contribute to the local economy as they are isolated in TWAs and do not integrate or spend money locally. The social integration measures recommended elsewhere in this document will facilitate the proportion of MGM's workers on FIFO arrangements spending more locally. While difficult to measure, an annual workforce survey that included questions related to the extent of local expenditure (within spend ranges) would be suitable.

Stakeholder surveys are also useful to gauge the extent of community knowledge about MGM's activities and to gain quantitative and qualitative information about stakeholder views and opinions, including related to local expenditure.

There is a very **Low** risk that MGM will not continue to contribute to the extent that it already does and more and if quantified (direct and indirect) and this is communicated with stakeholders it is likely to be recognised that there is **Moderate to Significant** opportunity being realised.

It would be useful for MGM to develop and implement a Community and Stakeholder Engagement and Communications Strategy that involves an annual communication setting out its overall contribution to the Hedland economy and community through the Hedland Plan (particularly the LIPP), including presenting this to key stakeholder organisations, e.g., Town Executive Team and Council.

MGM could quantify their overall spend in Hedland, direct and indirect, using appropriate regional economic multiplier analysis.

4.4. Local housing availability and cost, and residential workforce

There is a strong desire among stakeholders to see Hedland's permanent resident population and workforce develop alongside industry.

The use of TWA and STA for FIFO workforce accommodation and the attractiveness of FIFO for many, works against this aspiration. Equally, in times of high commodity prices (iron ore), peak export volumes and constrained labour markets, absent sufficient housing stock, the local housing market becomes highly constrained and unable to accommodate local residential workforce growth. The there is an important need and purpose for TWA during these times

There are some 3550 TWA beds in the immediate Hedland area and with the addition of the Landing Resort's 600 transportable and caravan type beds and the 1,427 beds in STAs (see Table 1), MGM's proposal for 220 beds, represents an approximate 6% increase in the current Town based TWA stock, 4.6% of the overall TWA stock, and approximately 3.5% of the total TWA and STA stock.

In 2016, it was estimated that of all private dwellings, 66.4% were occupied and 33.6% were unoccupied and the median weekly rental was found to be $200.

In discussions with real estate industry representatives and other stakeholders in Port Hedland during the consultations for this SIAMP, the availability and cost of today's picture is starkly different.

In early October there were only about 30 available private rental houses on the market, from an estimated housing stock of 7633 private dwellings. A private rental vacancy rate of ~0.39%. None of these properties were being rented for less than $1000 per week and many for more than $1200. Considered opinion is that this is directly related to the iron ore price. The long-term iron ore price chart below is perhaps illustrative of this relationship.

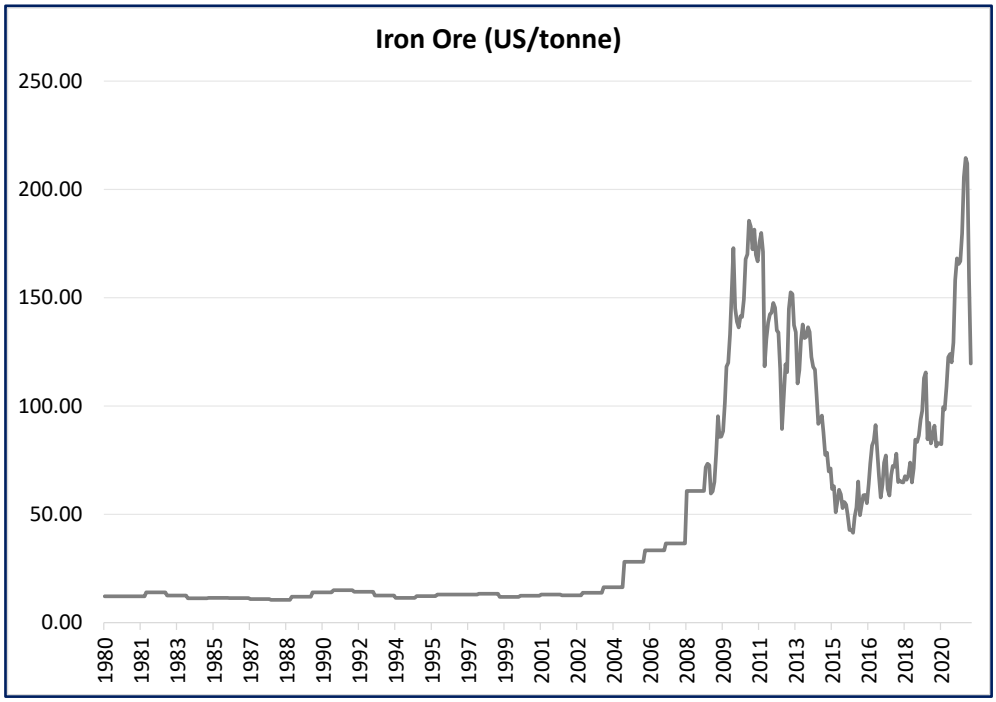

Figure 20: Long term iron ore price chart

Stakeholders recognise that in times of high commodity prices (iron ore), peak export volumes and constrained labour markets, absent sufficient housing stock, the local housing market becomes highly constrained and unable to accommodate local residential workforce growth. The same could be said of the local Short-Term Accommodation (STA) market and so there is an important need and purpose for TWA during these times.

It was also reported that the cost and time taken for new home construction is severely constrained with very tight labour market conditions, Government pandemic housing construction incentives and global material supply shortages. Estimates are that it would currently cost ~$430,000 to $700,000 to build a 3-bedroom or 4-bedroom home, respectively, assuming a builder could be found.

Some stakeholders associated with larger non-resource sector employers and who rely on the private market, noted that when anything comes available now, they must secure it, no matter what the price, otherwise it will be taken by the resources sector.

Further pressure on the local housing market is the Port Hedland Voluntary Buyback Scheme (PHVBS), launched in June 2020.

Figure 21: Port Hedland Buy Back Scheme location

The PHVBS is a scheme for the purchase of existing privately held residences in Port Hedland's West End area, designed to facilitate the longer-term development of a Maritime Precinct.

The PHVBS is a part of the broader response by the WA Government to the Port Hedland Dust Management Taskforce (2016)[19] which concluded that there was sufficient evidence of possible negative health effects on human health to warrant dust management controls and land use planning measures.

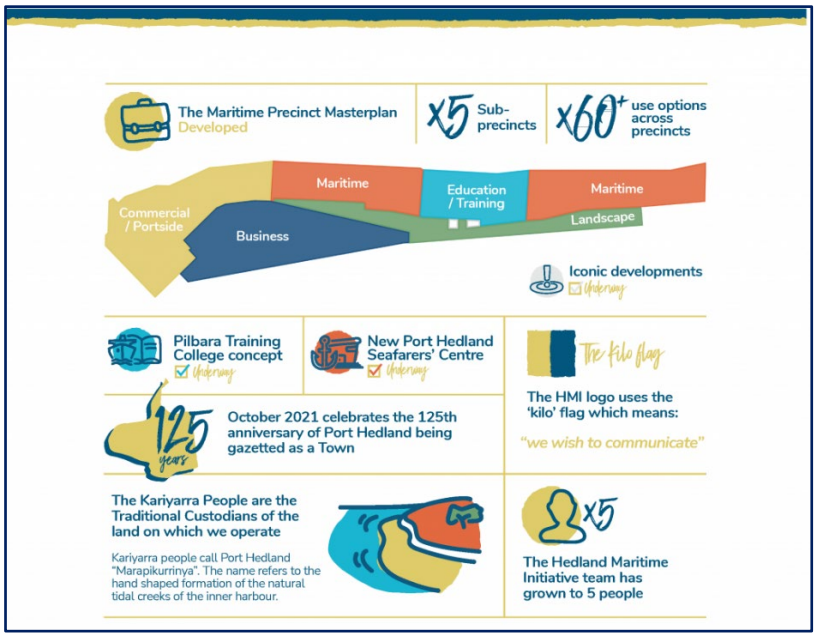

Figure 22: West End Maritime Precinct Plan

[19] https://www.jtsi.wa.gov.au/docs/default-source/default-document-library/port-hedland-dust-taskforce---2016-report-to-government---for-public-comment.pdf?sfvrsn=0

The Port Hedland West End Improvement Scheme thus prohibits new residential development or development that is intended to be used (exclusively or primarily) by sensitive groups. e.g., children and the elderly.

The risk that was raised by some stakeholders was that the continued establishment of more and more TWAs acts as a disincentive for the establishment of a residential workforce and lessens demand for new housing in Hedland. Common views were along the lines of "*Why build another TWA when houses could be built*".

Presently there is a very **Low** risk of this disincentive occurring, and the present opportunity is also **Low.** It is not to say though, that it will not occur in the future during the operational life of the MGM Lodge.

The current housing availability and costs environment suggests that in case of MGM, the cost of housing construction sufficient for their workforce is not economically comparable to the establishment of a TWA. In contrast, the establishment of the MGM Lodge will assist in alleviating the current situation in the short to medium term.

The cost and availability of housing is tied to the fortunes of the iron ore and the resources sector and as seen in 2016, at times of low commodity prices more housing stock is available in Hedland at a cheaper price.

The challenge for all involved is to strike the right balance that meets the rise and fall of industry demand with flexible supply that supports the long-term development of a residential workforce in a thriving community.

For example, in times of lower commodity prices, less constricted labour markets, and increased housing availability, opportunities may become available for existing FIFO workers or new hires to relocate to Hedland.

MGM could develop and implement a local workforce development strategy associated with the MGM Lodge and at an enterprise level for Hedland, that monitors changes in accommodation availability and cost, to identify opportunities over the period to manage any negative impacts and contribute to the development of a local workforce, without distortion of the market.

Having a Local Workforce Development Strategy that seeks over time to encourage the workforce to relocate to Hedland, as the Town develops its planned major social infrastructure programs over the coming decades (see section 5.5 below), and as the considerable natural and built features of Hedland become more known and appreciated and Hedland is recognised as a desirable place to live (see section 6.4).

If MGM monitor this and take the opportunity to invest prudently in encouraging workforce shift to local residential during times of lower commodity prices and a less constrained labour and local housing market, then mutual opportunities will arise where the Town will begin to achieve its aims and opportunities will become available to MGM.

For example, MGM might may be able to defray FIFO cost and add to the sustainability and resilience of its business in the Hedland region, particularly in times of uncertainty and restriction, such as recently experienced from international and interstate travel restrictions caused by the COVID19 pandemic.

Over time, the successful implementation of a Workforce Development Strategy could represent a **Moderate to Significant** opportunity for Hedland and MGM.

Metrics would need to include:

- Rises and falls in housing availability (rental and purchase) and new build construction cost
- The proportion over time, of MGM's workforce that is residential in Hedland.

It is recognised that the overall discourse about the relationship between FIFO workforces, TWA facilities and residential workforces is broad and complex and takes in a wide variety of matters.

A contextual boundary for this SIA for the MGM Lodge is that it will **not** assess the cumulative impacts of TWA more broadly, on the local housing market and residential workforce development. While such an assessment might be warranted, the size and nature of MGM's proposal, in the context of the number of TWA beds involved, the impacts are not material.

4.5. Short Term Accommodation demand and supply

Related to the establishment of MGM lodge is a potential reduction in demand for STA and have a negative economic impact on existing STA suppliers.

As shown above, the current STA market is highly constrained and in the near term, the establishment of the Lodge will take the pressure off existing local accommodation providers and the market more generally. The bulk of the STA providers in Hedland act as TWA providers in any event and the present risk that MGM's proposal will have a negative effect is very **Low**.

In the short to medium term, freeing up existing STA accommodation will allow for additional accommodation to be provided to other users, e.g., visiting professionals, tourists and other visitors and travellers to Hedland.

5. Community Health, Wellbeing and Amenity

The theme of community health, wellbeing and amenity refers to the extent to which a project, in this case, the MGM workforce while resident in the MGM Lodge and accessing the Hedland town centres, can potentially affect community health, wellbeing amenity, or the liveability of a place.

For example, a large addition to a local population could increase pressure to the existing natural and built environment, e.g., housing, transport, air and water quality, access to the natural environment, parks and recreational facilities, heritage and social and aesthetic aspects of a community.

Large additional workforces can result in the reduction of existing community access to services such as medical and dental care, emergency and public safety services, shops, employment, community health infrastructure, cultural, sporting and leisure services infrastructure and organisations.

Unfettered interaction between resource sector workforces, typically young and male, can result in increased negative interactions with the local community.

Conversely, where investment in community infrastructure is made and appropriate social integration measures are put in place, then enhancements can be made to community health, wellbeing and amenity any negative impacts avoided.

The primary impacts raised in discussion with stakeholders were:

- Workforce mental health and wellbeing
- Crime (against property and the person) and public safety
- Social personal and sexual relations
- Alcohol and Other Drugs (AOD)
- Community amenity and social infrastructure
- Community health services

Part A of this SIAMP considered each of these items separately; however, given their highly interrelated nature and for the sake of brevity, some are combined in this section.

5.1. Workforce mental health and wellbeing

Concerns have been raised by stakeholders about the mental health and wellbeing of FIFO workforces that are isolated in TWA facilities and associated events that have the potential to spill over into local communities and impact on and impact on community health and wellbeing.

This concern has been heightened by the incidence of psychological distress in the sector, including depression, anxiety and stress. In 2018, the WA Mental Health Commission[20] completed a study into the *"Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers"*. This study concluded that "*… there is a greater risk of mental ill health amongst those workers operating under FIFO arrangements.*"

The chart below shows that *"… one third of the 3000 FIFO workers surveyed experience high or very high levels of psychological distress…"*.

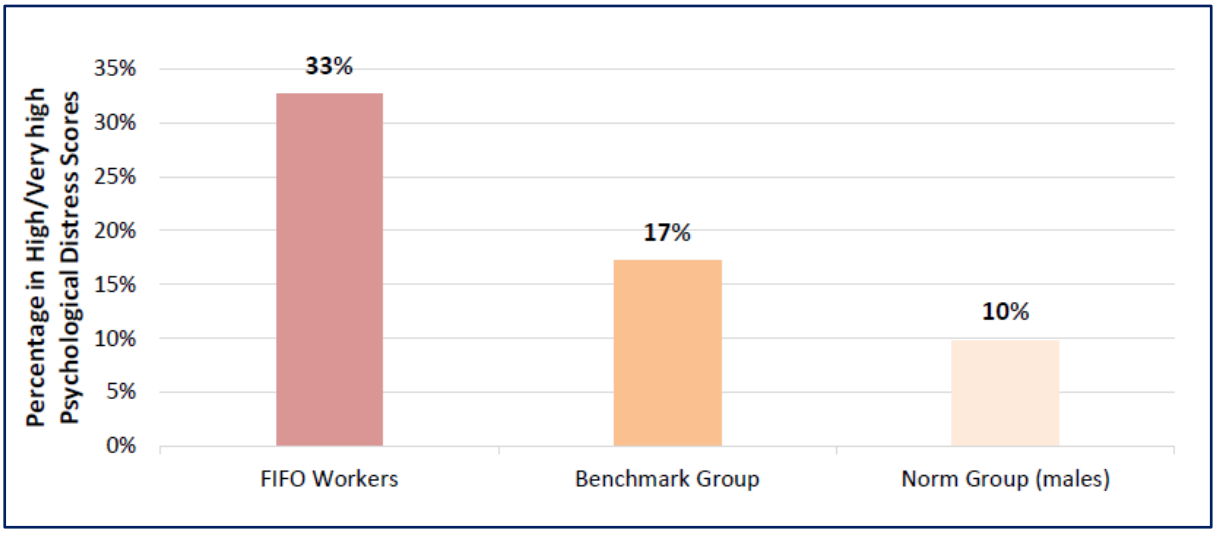

Figure 23: Percentage of study participants with high or very high psychological distress scores.

The report which reviewed some 59 studies into FIFO research, provides some 18 detailed recommendations that employers can use to minimise the negative effects on employee mental health and wellbeing.

[20] *"Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers"*, Centre for Transformative Work Design, WA Mental Health Commission (September, 2018), https://www.mhc.wa.gov.au/media/2547/impact-of-fifo-work-arrangement-on-the-mental-health-and-wellbeing-of-fifo-workers-full-report.pdf .

Factors closely related to worker mental health and wellbeing are the quality of conditions, living arrangements and rules in TWA facilities, the control of Alcohol and other Drugs (AOD) use, Employee Assistance Programs (EAPs) and the extent to which workers had autonomy during their time off, on site. This latter point included that greater autonomy was found to be associated with better mental health and less consumption of alcohol and that contact and social integration with local communities should be facilitated.

There are many other recommendations in the report that MGM might consider in relation to their workforce and the conditions and activities (physical and social) offered in the accommodation facility.

MGM's existing FIFO workforce, some 250 people, are dispersed throughout various STA and TWA facilities in and near Hedland, a significant proportion of which are presently accommodated at "The Landing Resort" an STA facility.

Presently, it is possible that MGM's workforce mental health and wellbeing are being adversely impacted by the current accommodation dispersal, the varying conditions of other accommodation facilities and continued uncertainty about regular and settled FIFO accommodation.

Conversely, the establishment of the MGM Lodge would allow MGM to bring its workforce together and allow for a more effective positive management and promotion of workforce mental health and wellbeing.

From a community impact perspective, it is assessed that there is a **Moderate to Significant** risk that MGM workers' mental health and wellbeing is impacted by the conditions in the MGM Lodge and results in negative health impacts in the MGM workforce and in the community, if no mitigation was put in place and particularly if the MGM Lodge was not developed.

The development and implementation of an Employee Assistance Program (EAP) that incorporates workplace health communication and service initiatives will assist, as well as different positive activities made available on RDOs and on workday evenings, and social integration initiatives such as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs in Hedland townsites and evening events at the MGM Lodge, involving local social organisations.

The establishment of the MGM Lodge, the implementation of an EAP and the social integration initiatives combined would support the assessment of residual risk as **Low**.

Metrics should include:

- Establishment of the EAP.
- Access to the Employee Assistance Program (incidence).
- Incidence of mental health events within MGM Workforce.
- Changes in levels of WHS events attributable to dispersed / converged nature of current accommodation.
- Incidence of mental health events impacting the local community.

Key stakeholders with whom to engage include the Town, the WA Country Health Service (WACHS) and the WA Police (WAPOL) in Port and South Hedland.

5.2. Alcohol and Other Drug (AOD) use

Closely related to workforce mental health and wellbeing are the risks associated with the use of Alcohol and Other Drugs (AOD) by the workforce combined with unfettered engagement with the community causes increased incidence of alcohol and drug related health and crime issues. Similarly, the risk that alcohol related traffic accidents and alcohol related offences increase because of the workforce driving to and from licenced venues in town on their RDOs.

Unmitigated, these risks were initially assessed as **Significant** but can be reduced to **Low** on the basis that several mitigation initiatives are put in place, including that MGM implement a fit for work policy for its workforce, incorporating an alcohol and drug testing regime. Also, that the wet mess facilities at the MGM Lodge implement appropriate alcohol supply and consumption limits.

These workplace controls, often perceived negatively by the workforce when over-zealously implemented, can be positively balanced by the activities set out in Workforce Mental Health and Wellbeing above, and facilitating the availability of transport, e.g., bus and taxi services using local service providers, between the MGM Lodge and town, coordinated with rosters and workforce RDOs.

Metrics include:

- Establishment of fit for work policy and community access services.
- Incidence of 'fit for work' policy work breaches.
- Incidence of events caused by alcohol and drug abuse.

Key stakeholders with whom to engage include the Town, the WA Country Health Service (WACHS) and the WA Police in Port and South Hedland.

5.3. Social personal and sexual relations

A common risk with Workforce Accommodation Villages across the resources sector is that unfettered interaction between workers, predominantly young and male, and local communities can result in the development of both formal and informal personal and sexual relationships and transactions that can result in an increased incidence of STIs, marital or partnership break downs and domestic violence. This risk is closely related to 5.2 and 6.2.

In the case of the MGM Lodge, without any form of mitigation, the initial risk is assessed as **Significant**. To mitigate this risk, MGM should put in place a protocol to guide workforce community interaction with the community about appropriate behaviours, particularly in interactions with vulnerable community groups such as women and children.

MGM could also engage with the relevant local community health agencies and organisations, to provide education materials and advice to its workforce about sexual health and wellbeing and, also incorporate appropriate (gender based) advice about interpersonal relations with the Aboriginal community in a Cross-Cultural Awareness Training Program.

Implementation of the protocol should see the risk being reduced to **Moderate**, and so requiring routine to periodic monitoring.

Metrics could include:

- Establishment of a workforce & community interaction protocol.

- Incidence of medical presentations.
- Incidence of events caused by negative interactions.

The key stakeholder with whom to engage is WACHS.

5.4. Crimes against property

The primary risk that was identified in consultation with key stakeholders is that of opportunistic property crime caused by lax security arrangements and individual vigilance. Realisation of this risk results in increases in local juvenile crime incidence and negative interaction with the justice system.

That is, if camp residents leave keys or valuables in vehicles and / or their accommodation doors unlocked then this will be taken advantage of by people in the community (often juveniles) who may steal valuables and / or vehicles. In the latter case, this often results in the mobility and means through which further property crimes are committed. Apart from the property loss and damage, those involved usually end up in contact with the justice system and the consequences that can arise from that.

Unmitigated, this risk was assessed as potentially **Significant**, although the distance from town is indeed a mitigating factor. Simple design and security measures as self-closing doors and key card entry to accommodation rooms, communication with the workforce the importance of locking vehicles and ensuring valuables are removed, keys are not left in vehicles etc., will reduce this risk to **Low**.

Metrics should include:

- Establishment of security measures.
- Incidence of reported opportunistic property crime at MGM Lodge.

The key stakeholder with whom to engage is WAPOL.

5.5. Community amenity, social infrastructure and health services

Workforce access to local community social infrastructure and services, including health services is an important and desired part of social integration expressed by stakeholders, if such use supports the ongoing development and maintenance of such and does not cause increased pressure such that community amenity is negatively affected.

Given the comparative size and current existence of MGM's workforce in the Hedland population the risk of negative impacts is considered **Low**. From an opportunity perspective, appropriate levels of use can have a **Moderately** positive impact in the community, particularly where this relates to involvement in sporting clubs and associations that can cater for FIFO workers. The local residential component of MGM's existing workforce might be helpful in creating local social links.

Metrics could include:

- Quantitative and qualitative feedback from key stakeholders about pressures caused by MGM's workforce on local community and social infrastructure.
- Quantitative and qualitative feedback from key stakeholders about pressures caused by its existing workforce on local community health services
- MGM's response.

The key stakeholders with whom to engage here are the Town and WACHS.

6. Culture and Society

The impact theme of culture and society refers to the impacts that can occur in local communities that might affect Indigenous people and their culture and heritage and the Australian context, reconciliation between Aboriginal and non-Aboriginal Australians. In the context of this SIA, the impacts from a cultural and societal perspective can relate to conditions in the workplace and between the workforce and community and how the dynamics in these relationships affected social cohesion, integration and identity.

In this case, to what extent does the establishment of the MGM Lodge have an impact on people's sense of belonging and self-worth, their social justice and equity, participation in society and their acceptance or rejection.

The primary impacts raised in discussion with stakeholders were associated with:

- The recognition, respect and acceptance of Kariyarra people as the Traditional Owners of the land on which Hedland exists.

- The extent to which the MGM Lodge and the MGM Workforce are an accepting environment for women and people from Culturally and Linguistically Diverse Backgrounds (CALD) and that a non-discriminatory, bullying and harassment free culture is a pre-requisite to employment.

- The level and nature of social integration between MGM Lodge residents and the Hedland community.

6.1. Kariyarra People, Aboriginal People and Culture and Reconciliation

Across the board, stakeholder feedback raised the need for MGM and other TWAs and companies in Hedland to acknowledge the Kariyarra people's status as Traditional Owners of the land on which Hedland is situated, as a matter of priority and first principle.

Non-recognition of Kariyarra culture and perpetuates negative perceptions of Kariyarra and Aboriginal people and culture generally and contributes to continued social, cultural and economic marginalisation.

An extension to this is that Kariyarra and other Aboriginal people are less likely to be accepted into the workforce or that the workforce and workplace are not felt welcoming and inclusive for them. This can have a direct impact on success in employment performance and retention.

Adopting approaches that acknowledges and respects Kariyarra people's status as Traditional Owners of the land on which Hedland is situated will contribute to reconciliation between Aboriginal and non-Aboriginal Australians.

The risk of the above not occurring, without positive engagement and action on the part of MGM, is **Moderate** from an immediate impact point of view. It is arguably less about risk than a moral and cultural obligation in contemporary Australian society. From an opportunity perspective, acknowledgement of Kariyarra along with positive initiatives could result in a **Moderate to Significant** impact in the community.

An action plan to give practical effect to MGM's Indigenous Relations Policy and in the case of Hedland, engage directly with the Kariyarra Aboriginal Corporation might include:

- Recognition and acknowledgement of acknowledgment of Kariyarra people's status as Traditional Owners on the land where the MGM Lodge is to be located, including integration of this into the design and approach taken to the development of the MGM Lodge.

- A cultural awareness program, to be delivered to MGM management and workforce by Kariyarra people, e.g., in person and / or online.

- Consideration of the development of a Reconciliation Action Plan (RAP).

Other community development initiatives to be designed in conjunction with Kariyarra people. Implementation of the above could represent a **Moderate to Significant** opportunity for both the Kariyarra people and MGM.

Metrics should include:

- Establishment of direct relationship with Kariyarra people, e.g., through the Kariyarra Aboriginal Corporation.
- Evidence of recognition and acknowledgement of Kariyarra people, e.g., at the MGM Lodge.
- Establishment of a cultural awareness program and the number / proportion of MGM and contractor workforce who complete the program.
- Establishment of a Reflect Phase RAP and subsequent staged implementation and development.

6.2. Workforce Diversity and Inclusion, Sexual Harassment, Discrimination

It is considered that there is a **Significant to High** risk that cultural, gender and religious diversity is not catered for within the MGM Lodge and workforce generally, resulting in an unwelcoming environment for women and people from Culturally and Linguistically Diverse Backgrounds (CALD) and vulnerable groups in society. The 2020 Australian Human Rights Commission Report "*Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces*[21]", and recent incidents in the Pilbara mining sector of sexual harassment and the associated media coverage provide ample evidence of this risk and the need for industry response.

Beyond the legal requirements for non-discrimination in the workplace, MGM should develop a suite of practical initiatives that promoted positive interaction in the workplace and with the local community.

If not already in place, MGM could develop, adopt and implement a Workforce Diversity and Inclusion policy that also includes practical actions such as:

- designing spaces for religious observance,
- providing information about the multicultural nature of the Hedland community,
- communicate to the workforce MGM's zero tolerance of sexual harassment, gender and racial discrimination.

[21] https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020 .

It is important that such policies are communicated to and acknowledged by all the MGM Workforce regarding zero tolerance of sexual harassment, gender and racial discrimination.

If such initiatives are implemented, then the risk could be reduced to **Moderate to Significant** due to the ingrained cultural and intergenerational nature the associated behavioural patterns.

Metrics should include:

- Establishment of a Workforce Diversity and Inclusion policy.
- Evidence of practical measures for inclusiveness.
- Communication and acknowledgement by all MGM Workforce regarding zero tolerance of sexual harassment, gender and racial discrimination

6.3. Social cohesion, integration and identity

As the location of the MGM Lodge is 5km from the South Hedland town by road, and approximately 15km to Port Hedland, there is risk, albeit Low, that as access to the communities is restricted, that the MGM workforce stays in the camp and does not socially integrate with the Hedland community. As a result, negative community perceptions about FIFO workforces and TWAs and, conversely, negative perceptions about Hedland's identity and community are at risk of being perpetuated.

MGM recognises the benefits of continuing to support workers accessing the Hedland town centres during their weekly RDOs and key Hedland stakeholders recognise the perceptions involved and the opportunity to break these down through positive social engagement and integration. So, it is a matter of mutual interest with the only practical constraint being that of transport.

All the potential impacts identified and the suggested approaches to their management are consistent with the feedback from Hedland stakeholders and if implemented as an integrated package can provide a **Significant** opportunity to support and benefit social cohesion in the Hedland community and between the community and the MGM workforce.

That is, an approach involving cooperation for mutual prosperity.

MGM's integrated approach to benefit social cohesion and identity can be through its MGM Hedland Plan, comprising:

- Community and Stakeholder Engagement and Communications Strategy,
- workforce & community protocol,
- workforce development strategy,
- local industry participation program,
- training to employment program,
- cultural awareness program,
- fit for work policy,
- Employee Assistance Program,
- Workforce Diversity and Inclusion Policy, and
- social integration initiatives.

The Hedland Plan could include such social integration initiatives as engagement with local sporting, social, art and other community groups, promoted and organised activities on RDOs, particularly in the community, but also with occasional evening events at the MGM Lodge, involving local organisations.

Allowing community use of camp facilities, e.g., accommodation for visiting professionals, NFP staff and community use meeting facilities is seen as a useful contribution and is common practice among TWAs.

Adopting the overall approach in an integrated Hedland Plan would represent a **Significant** opportunity for both the Hedland community and MGM.

6.4. Town Social Infrastructure Development Plans

The Town is investing significantly in the next 10-15 years in a number of public projects in South and Port Hedland, including:

- **South Hedland Integrated Sports Hub (SHISH)** – will be Hedland's premier regional sports and recreation precinct. The project will aim to rectify numerous functional deficiencies as well as introducing new and exciting amenity to significantly enhance liveability. SHISH includes Wanangkura stadium, Kevin Scott Oval, Faye Gladstone Netball complex and the Marie Marland Reserve. The entire precinct will be improved, integrated and presented with contemporary facilities and landscaping (see South Hedland Integrated Sports Hub (SHISH) Masterplan and Fig 24 below).
- Incorporation of a new aquatic centre within the SHISH area. The **Aquatic Service Level Review and Master Plan** was endorsed by Council in August 2021 (see https://www.porthedland.wa.gov.au/news/aquatics-masterplan-makes-a-splash/24859).
- The development of **a Civic and Communities Centre** in South Hedland Town Centre – still in concept development phase.
- The Port Hedland Sports and Community Hub (PHSCH) Masterplan is intended to significantly revitalise Port Hedland's regional level sporting and recreation precinct and cater for a number of existing and new sport and recreation clubs, as well as the wider community. PHSCH will combine four development areas, including new facilities for the historically significant Port Hedland Turf Club combined with a community centre and function facilities. The building will also cater for dance, martial arts, a local library and serve as the Port Town's emergency welfare centre. Central to the precinct is the development for combined tennis and hockey on a synthetic surface, dog training facilities and a 50-place childcare centre. The existing skatepark is to be enhanced by the addition of a BMX pump track, shade shelters and the reinvention of an old sporting pavilion as community activity space. East of the racetrack will be the development of two multipurpose playing fields served by a new pavilion and covered viewing area as well as a stand-alone athletics track. Picnic, BBQ and playground facilities will complete this area (see Port Hedland Sports and Community Hub Masterplan).

Figure 24: South Hedland Integrated Sports Hub

In addition to the above, the Town has commenced a significant community consultation on a South Hedland Place Plan with the intention of facilitating a community-driven approach that better connects and engages residents, businesses and stakeholders.

The aim of the place plan is to guide government, community, business and property industry collaboration, to create a safer, more attractive and vibrant South Hedland town centre. The Town has also initiated projects relating to arts and culture, including the identification of an arts and culture hub in South Hedland, as well as a youth strategy and Aboriginal engagement plans.

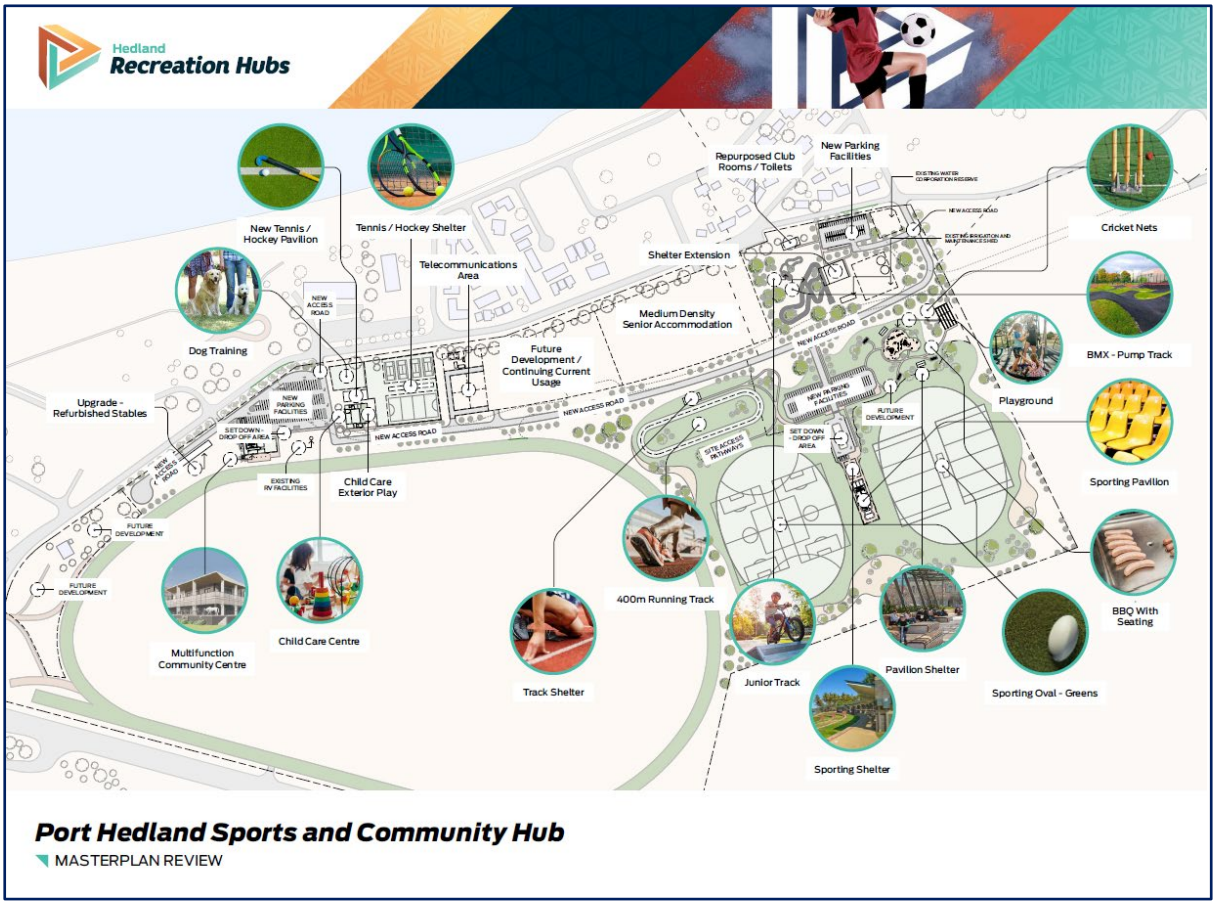

Figure 25: Port Hedland Sports and Community Hub

7. Community and stakeholder engagement

Part A summarised the community and stakeholder engagement that was undertaken for the development of this SIAMP and noted that while not all were available for engagement and consultation while the SIA was being developed, they are all important stakeholders for ongoing engagement.

The best way to ensure best practice and practical management of social and economic risk is through continued communication with local stakeholders. The subjective nature of potential social, cultural and economic impacts can make it difficult to assess and predict risks and opportunities with accuracy, and good impact management requires interdisciplinary thinking and the contribution of specialists in various fields.

SIMP KPIs and metrics, if constructed properly, can provide the basis for adaptive impact management and a baseline for longitudinal measurement of change. Stakeholder input into the design of these is critical at the front end as it is often stakeholder organisations that provide the data that allow outcomes to be measured.

It is recommended therefore that MGM commence and continue direct stakeholder engagement with the relevant organisations for the development and implementation of its Hedland Plan, noting that the approach needs to be consistent and commensurate with the level of their activity in Hedland.

Participation in existing and relevant local fora, is the best way to achieve this, rather than seeking to establish new structures and engagement platforms. The table below lists the key organisations for MGM to engage with in the implementation of its Hedland Plan.

Stakeholder Organisation	Activities	Contact point, phone and web address
Bloodwood Tree Association	Bloodwood provides a wide range of training and employment services; health support services and pre / post-employment supports.	19 Hamilton Road South Hedland WA 6722 Tel: (08) 9138 3000 https://bloodwoodtree.org.au/ reception@bloodwoodtree.org.au
Department of Training and Workforce Development	Manages WA's investment in vocational education and training and works with individuals, employers, business and industry and training providers to build a skilled workforce for the future.	Jobs and Skills Centres in Broome and Karratha and fulltime outreach at North Regional TAFE (Pundulmurra). 18 Parker Street, South Hedland WA 6722. Tel: (08) 9158 5600 https://www.northregionaltafe.wa.edu.au/
Kariyarra Aboriginal Corporation	Kariyarra Aboriginal Corporation is the Prescribed Body Corporate (PBC) which holds native title in trust for the Kariyarra native title holders, the Traditional Owners of the land on which Hedland is located.	23 Hamilton Road, South Hedland WA 6722 Tel: 08. 9126 6811 roslyn.alec@kariyarra.com.au
Pundulmurra (North Regional TAFE)	Health and Community Services Training Centre at in nursing, aged care, childcare and other community service in health and community development, safety, high risk and computing. A training annex is also available to students, specialising in light and heavy vehicle, and metal trades training, including four refurbished trades workshops, with the latest automotive technology available.	Parker Street, South Hedland Western Australia 6722 Tel: (08) 9158 5600 https://www.northregionaltafe.wa.edu.au/
Port Hedland Chamber of Commerce and Industry	Local Chamber of Commerce supporting local business and provides services, services, events and initiatives for doing business better in Hedland. Has a focus on developing strategies for economic growth and business investment.	WEB Business Hub, 18 Edgar Street, Port Hedland, WA 6721 Tel: (08) 9173 1737 info@phcci.com.au

Port Hedland Industries Council	An organisation sponsored by major corporations operating in Hedland, acting collectively to help manage cumulative environmental impacts. Coordinates a Community Industry Forum.	ceo@phic-hedland.com.au admin@phic-hedland.com.au Tel: 0477 477 257
WA Country Health Service	Hedland Health Campus Local health service provider.	Colebatch Way, South Hedland Western Australia 6722 Contact Regional Director Tel: (08) 9174 1000
WA Police (South Hedland	Local policing	Officer in Charge Forrest Circle, South Hedland WA 6722 Tel: (08) 9160 2100

Table 2: Key stakeholder organisations

Other key stakeholder organisations that MGM may wish to engage with include:

- Julyardi Aboriginal Corporation
- Supply Nation
- ICN WA

The Town of Port Hedland Executive Team and particularly, the Communities Team are a key stakeholder with whom to engage.

7.1. Approaches to Social Investment

It is evident that in the implementation of its Hedland Plan (SIMP), MGM will need to contemplate some level of social investment in the local community and economy. As mentioned earlier, the approach to impact management does not need to be overly complex or expensive; however, it is very important that any social investments embarked upon should consider best practice, contemporary social impact principle and theory.

Put simply,

- A clear definition of the problem that is trying to be solved is made and how doing what is proposed will make change.
- That all the required inputs and outputs required are stated in a logical framework that includes the background conditions, others involved that need to play their part.
- That measures are agreed with at the outset, including what data is required to fulfill the measurement and who is going to collect / provide / analyse the data collected, and what qualitative and quantitative methods are to be used.
- That the costs of measurement, monitoring and review are built into the program at the beginning.

- Whether, if successful, the social change program invested in could be scaled up to effect broader societal change.
- Who the other stakeholders that are involved and whether there is a collective approach being taken that it based on a shared vision, with agreed contributions and continued reinforcing actions, over a defined period.
- That there is a formal process for reporting and review that is aligned with budget cycles and Government agency (if contributing) budgeting and reporting periods.
- That formal social investment contracts or agreements are in place with all contributing parties and implementing partners before any activities commence.

It is recommended that if MGM embark on any social investments that they do so through experienced and qualified implementing partners.

References and useful information sources

- Australian Bureau of Statistics – ASGS Standards, 2016 Census data for Town of Port Hedland LGA, Port Hedland Indigenous Area and South Hedland SSC:
    - https://www.abs.gov.au/statistics/standards
    - https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA57280?opendocument
    - https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/IARE506004?opendocument
    - https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC51361?opendocument
- Australia State of the Environment Report: Livability: Urban amenity | Australia State of the Environment Report.
- OECD Better Life Index: https://www.oecdbetterlifeindex.org/
- Australian Institute of Health and Welfare: https://www.aihw.gov.au/reports/australias-welfare/understanding-welfare-and-wellbeing
- Scanlon Institute: https://scanloninstitute.org.au/what-social-cohesion
- International Association for Impact Assessment's (IAIA) "*Guide for Assessing and Managing the Social Impacts of Projects*". SIA_Guidance_Document_IAIA.pdf
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- Kingsford Smith Business Park Design Guidelines, Town of Port Hedland, 2013, kingsford-business-park-design-guidelines (porthedland.wa.gov.au).
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- Grounded Construction Group (groundedgroup.com.au)
- Australian Institute for Aboriginal and Torres Strait Islander Studies (AIATSIS): https://aiatsis.gov.au/explore/map-indigenous-australia
- *"Understanding and Managing Social Impacts in Compass Group Mia Mia Village"*, Creating Communities (July 2020).
- International Standards Organisation – Risk Management: https://www.iso.org/standard/65694.html
- NT and Queensland SIA Guidelines:
    - https://ntepa.nt.gov.au/__data/assets/pdf_file/0006/287430/guideline_assessment_economic_social_impact.pdf
    - https://www.statedevelopment.qld.gov.au/__data/assets/pdf_file/0017/17405/social-impact-assessment-guideline.pdf.
- *"Increasing economic opportunities for Indigenous Australians A National Roadmap for Indigenous Skills, Jobs and Wealth Creation"*, National Indigenous Australians Agency, August 2021, https://www.niaa.gov.au/indigenous-affairs/economic-development/national-roadmap-indigenous-skills-jobs-wealth-creation.
- Supply Nation: www.supplynation.org.au
- Aboriginal Business Directory, ICN WA: www.abdwa.icn.org.au
- Port Hedland Voluntary Buyback Scheme (PHVBS): https://hedlandmaritime.com.au/projects/port-

hedland-voluntary-buy-back-scheme/

- Port Hedland Dust Management Taskforce: https://www.jtsi.wa.gov.au/docs/default-source/default-document-library/port-hedland-dust-taskforce---2016-report-to-government---for-public-comment.pdf?sfvrsn=0
- *"Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers",* Centre for Transformative Work Design, WA Mental Health Commission (September, 2018), https://www.mhc.wa.gov.au/media/2547/impact-of-fifo-work-arrangement-on-the-mental-health-and-wellbeing-of-fifo-workers-full-report.pdf.

- *"Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces"* Australian Human Rights Commission (2020) https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020