27 Social Impact Management Plan

Section 27 Social Impact Management Plan

27.1 Section A: Project Summary

27.1.1 Location of the Project

The Project is located in the Galilee Basin, approximately 50 Kilometres (km) to the north of the community of Alpha in the Barcaldine Regional Council area. The population of Alpha was estimated in 2009 to be 416 people (OESR, 2010). The Project is situated to the west of the Alpha-Clermont Road (also known as the Clermont-Alpha Road and the Tambo-Clermont Road). This road is a single lane, predominantly gravel road which will require upgrading between the Project site and Alpha in order to accommodate the Project associated transportation requirements. The Project is accessible to the rest of the State via Alpha along the Capricorn Highway. This highway connects the community of Longreach in the west to Rockhampton in the east via Emerald. Barcaldine is the nearest community via appropriate road networks with a population over 1,000 and is situated to the west of Alpha. Emerald is the closest population centre over 10,000 and is situated to the east of Alpha. The population density for the region is less than 1 person per square kilometre. The Project will require water and electricity services to be sourced from the east because there are insufficient supplies in the region.

27.1.2 Brief Summary of the Project

The proposed Alpha Coal Project (the Project) aims to develop a 30 million tonnes per annum (Mtpa) product open cut thermal coal mine to target the coal seams in the Upper Permian coal measures of the Galilee Basin, Queensland, Australia. The coal mine will be supported by privately owned and operated rail and port infrastructure facilities. At the Project site the coal will be mined, washed and conveyed to a train load-out facility where it will be transported approximately 500 km to the east coast of Australia to the port facility of Abbot Point for export.

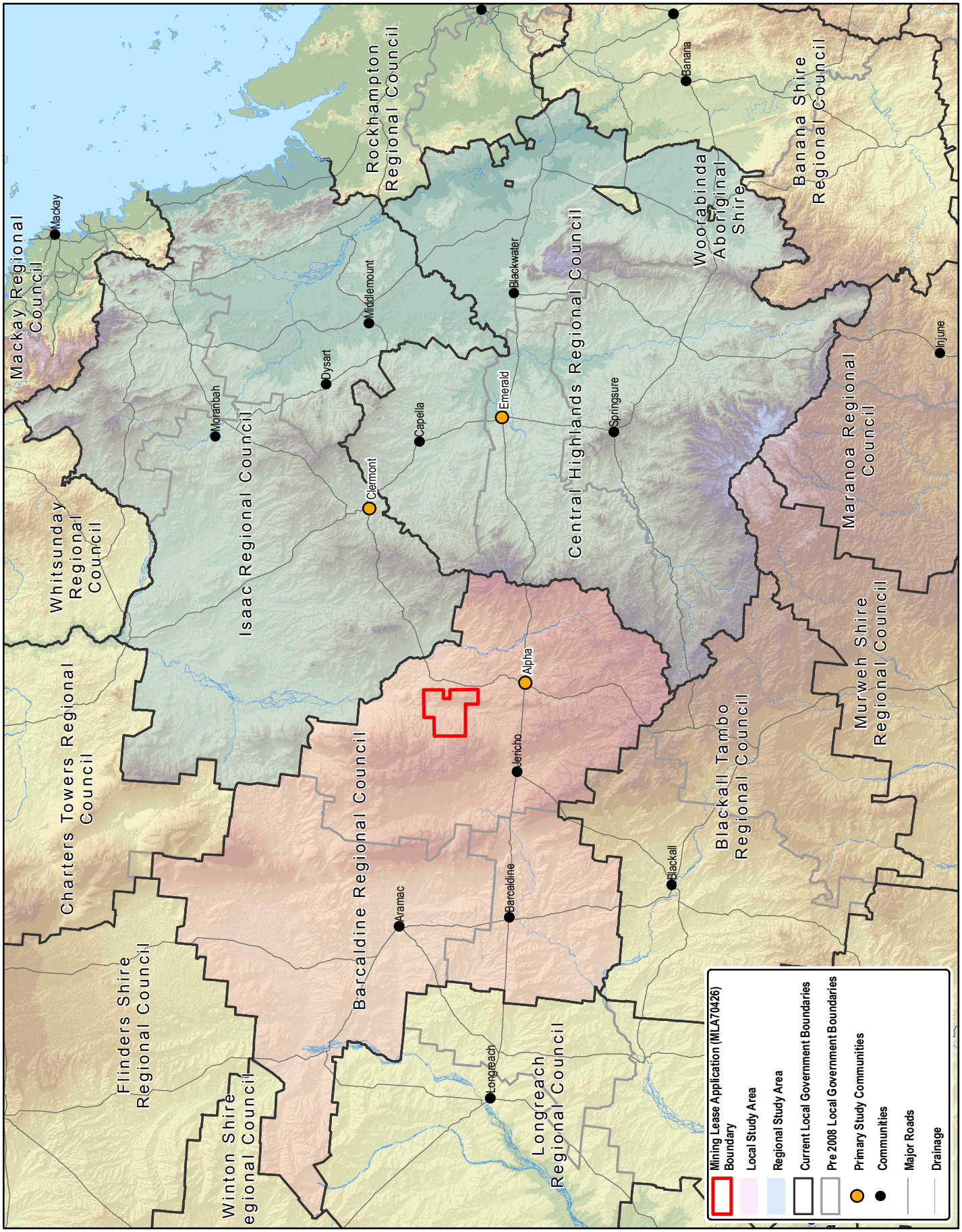
The mine component of the Project will look to create a total of ~1,060 construction related jobs in the first two to three years and around ~2,300 operational job opportunities (including contractors) for the remaining Life Of Mine (LOM), scheduled across a 30 year span. The Project will also create flow-on (indirect) employment opportunities for the region. There will be additional rail workers housed at the mine site for construction and operations, bringing the total workforce to ~1,400 and ~2,400 respectively.

The Project will accommodate the majority of the construction and operational workforce in an on-site accommodation village within the Project boundary. The workforce is anticipated to be predominantly fly in, fly out (FIFO) due to the location and distances to population centres capable of accommodating the workforce. The Project will also have drive in, drive out (DIDO) opportunities for some local residents, and bus in, bus out (BIBO) opportunities from key regional centres. FIFO workers will be collected from key regional centres throughout Queensland based on workforce sourcing realities at the time, and flown to Alpha aerodrome for their work rotations. FIFO workers will be bussed to site from the aerodrome and back to the aerodrome after their work rotation.

27.1.3 Social and Cultural Area of Influence

The regional study area includes Isaac Regional Council (with a focus on Clermont), and Central Highlands Regional Council (with a focus on Emerald). The local study area includes Barcaldine

Regional Council with a focus on Alpha. Figure 27-1 Study Area map shows the Project in relation to the regional councils. Potential FIFO airports will be identified based on workforce numbers from various regions throughout Queensland, and possibly Australia as a whole.



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Datum: GDA94, MGA Zone55

N E S W

HANCOCK PROSPECTING PTY LTD

Alpha Coal Project
Environmental Impact Statement

PROJECT LOCATION IN RELATION TO REGIONAL COUNCILS

Job Number	4262 6580
Revision	A
Date	24-09-2010

Figure: 27-1

File No: 42626580-g-2106.mxd

27.1.4 Summary of Baseline

27.1.4.1 Regional Study Area

The CHRC and IRC regions are predominantly agricultural, though mining is the primary industry. Both councils are within the Bowen Basin, which is synonymous with coal mining. Mining development has increased in the regions since the 1950s with significant expansion in recent times as a result of high coal prices and increased access.

The population of Emerald is 17,298, and Central Highlands as a whole is 30,403. The population of Clermont is 2,496 and Isaac Council as a whole is 22,417 (OESR, 2010). Both regions have significant numbers of workers active in the area from outside the region, identified as full-time equivalent (FTE) residents. These FTEs are mainly employed in the mining industry. Both CHRC and IRC are projected to maintain their current growth trends for the next 20 years (PIFU, 2008).

The regional councils both maintain a country Queensland culture despite the various levels of mining activity. The mining culture has permeated the social fabric but has not replaced it. The two are capable of comingling within the community, with the agricultural culture being the dominant cultural characteristic. The level of mining development in the regions influences this dynamic, with the ascendancy of mining influence being highest in IRC and lowest in CHRC. Clermont regards itself as an agricultural community with mining influences, while Emerald is more identified as a regional services centre in an agricultural region with mining influences. This is an interesting self identification given the predominance of mining in both communities as opposed to agriculture. This is a reflection of the rural identity more so than the predominant occupational and economical driver.

There are housing issues in both communities, though with different characteristics. Emerald has a shortage of land available for housing which has resulted in increased housing costs and under supply. Recent land releases were purchased immediately, many by private citizens as opposed to developers and agents. Clermont has more housing available though there are restrictions on future land development, mainly due to allocation of land from the State, and subsequent land availability.

Both communities are serviced by a local hospital each having 36 beds. There are varying levels of social infrastructure aligned with the population size for each community. Emerald's social services and infrastructure are well developed. Emerald's population size and role as a regional centres mean it has several State and local council services available. Rockhampton is the major regional centre for the area and is ~270 km east of Emerald on the Capricorn Highway. This proximity limits additional social services and infrastructure in Emerald. Clermont is within the Mackay regional service zone which is located ~270 km to the north-east. Clermont has adequate infrastructure and social services to support a rural community of its size.

Both communities are well serviced by education facilities. Emerald has a number of schools, both state and non-government. As a regional centre, the town also has a range of tertiary education institutes and private registered training organisations (RTOs) including an agricultural college, campuses of Central Queensland University (CQU) and Central Queensland TAFE and various RTOs specialising in the provision of training for the resource sector. However, Emerald does not have sufficient child care facilities and there are approximately 270 children on waiting lists. Conversely Clermont Child Care Centre and Kindergarten has recently been expanded and has further capacity. Clermont is also serviced by a P-12 state school, which also has further capacity and has boarding facilities for both primary and secondary students.

Unemployment is low across the entire regional study area, with current approximate rates below 2.5%. Coal mining represents the most significant industry of employment in both Emerald and Clermont, with a high degree of coal mining specialisation evident. The Blair Athol coal mine, near Clermont is scheduled for closure in ~2016, and its replacement, the Clermont Coal Mine Project (CCMP) has an anticipated mine life of ~17 years (~16 remaining). Therefore unless alternative employment industries are identified, there could be an increase in unemployment in Clermont when the CCMP closes.

The regional economy is heavily reliant on coal mining. IRC in particular generated approximately 76.1% of its gross regional product (GRP) from coal mining in 2007-2008. The proportion of revenue generated by the mining industry has risen substantially over recent years, demonstrating the continued growth of the Bowen Basin region. The Central Highlands Development Corporation (CHDC) has developed a program called Hi-Net which aims to link businesses together with the aim of developing capacity to successfully tender for mining contracts. The purpose of this program is to maximise the potential local benefit from mining service provision. Despite this heavy reliance on mining, the traditional regional industry of agriculture continues to play an important role in the regional economy, with cropping, fruit, cattle and sheep grazing the key activities. The citrus canker of the early 2000s had a large impact on cropping in CHRC and the industry is only now beginning to recover.

Median income levels across the regional study area are above those of Queensland as a whole, particularly in Emerald. This is indicative of the influence of the mining industry, which is known for its high salaries. Correspondingly, housing is also more expensive than across Queensland as a whole, particularly in Emerald, where 2008 median rental prices were approximately $50 above the rest of the state. Community consultation indicated that demand for housing is high in Emerald, and current prices can be prohibitive for people who don't work in the mining industry. These prices are largely fuelled by shortages in supply, as a result of limited land available for subdivision and development.

Both regional councils came into existence in early 2008 through the amalgamation of smaller shire councils, and are still coming to terms with this process. The amalgamation was the result of recommendations of the Local Government Reform Commission which were released in mid-2007. The Regional Councils are responsible for establishing the vision and objectives for the council areas and develop services and programs with the aim of achieving these goals. To achieve these goals the councils have developed strategic plans in consultation with communities. Under Queensland state government requirements, these plans need to implement the regional strategic plans covering the greater area.

Primary infrastructure throughout the region is reasonably well developed. Emerald's airport, which has 27 commercial flights weekly, serves the Central Highlands and southern Bowen Basin. The Capricorn Highway which runs from Rockhampton in the east to Longreach in the west and dissects Emerald is in reasonably good condition, while the Gregory Highway connects Emerald and Clermont with other towns in the southern Bowen Basin. Emerald's electricity supply is nearing capacity, however this has been recognised by Ergon Energy and they have purchased land for the development of a new substation to service the area.

27.1.4.2 Local Study Area

Barcaldine Regional Council is a predominantly agriculture based region in central west Queensland. The area around the Alpha community is a predominantly cattle region with a population of approximately 450 residents. The population of the council area as a whole is 3,376 (2009 estimate) and covers an area of 53,677 km^2, which works out to 1 person per 15.9 km^2. The population of the

council area is predominantly located in five main communities. The number in brackets indicates the distance to the Project site by main road:

- Alpha (~50 km);
- Jericho (~100 km);
- Barcaldine (~190 km);
- Aramac (~260 km); and
- Muttaburra (~350 km).

The culture of BRC is largely rural with a strong sense of family values. Residents of Alpha enjoy the rural lifestyle and cohesive community where everyone knows each other. The sense of safety and security is important and volunteers underpin community activities. Many residents have expressed concerns that mining coming to the area has the potential to change this balance.

Housing supplies are limited in Alpha, with most houses currently occupied and limited land available for subdivision. Speculation about the growth of mining in the Galilee Basin has fuelled price rises in land and housing over the last two to three years. This has seen prices in Alpha increase up to 300%, and resulted in the 10 lots released by council in 2010 being purchased immediately. Council has 20 more lots to release in the future, and is exploring opportunities with the State to unlock up to 200 more.

Alpha has limited social services and infrastructure. The town is serviced by a hospital; however there is no full time general practitioner (GP), with services provided by a visiting GP from Barcaldine. More serious patients are sent to Emerald or Rockhampton for medical attention. The closest QAS stations are located in Anakie ~100 km to the east, or Barcaldine ~ 170 km to the west. The lack of medical services is a concern for residents and the potential to redress this issue is considered one of the major benefits of mining development in the community.

Education facilities are limited in BRC, particularly in Alpha. The Alpha School provides classes for students up to Year 10 only, with Year 11 and 12 students required to study by distance or travel to Barcaldine or beyond. The school has recently included a distance education program for Years 11 and 12 for those who do not want to commute to another school. Many students leave the area and go to boarding school, with few returning. There is a small TAFE campus in Barcaldine and limited child care facilities available in Alpha. Attracting and retaining qualified child-care workers and teachers is a continuing problem.

Unemployment across BRC is relatively low, at ~3.4%, however as agriculture is the dominant industry of employment there is potential for underemployment. Cattle and sheep grazing employ almost half of the population in Alpha, and there are few options in the way of career level employment in the area. The prospect of mining development provides an excellent opportunity for diversification and may encourage more young people to remain in the area after finishing school.

The region is heavily reliant on agriculture, with the Alpha area industry and businesses almost exclusively reliant on cattle grazing. This makes the regional economy extremely susceptible to impacts on a single industry, particularly from drought. Economic diversity in the region would have a significant effect on long-term sustainability. The current population trend is of decline due to the prolonged drought over the past decade (recently ended). The total value of agricultural production in BRC in 2005–06 was $109.6 million, 1.3% of the total value of agricultural production in Queensland. There were 567 businesses in BRC in 2006-07, none of which employed more than 100 people.

Incomes in the region are substantially lower than in the rest of the State, with average individual incomes of $435/week and an average family income of $1,041/week. In Alpha the incomes were $469/week and $1,048/week respectively (Australian Bureau of Statistics [ABS], 2006). The cost of living was also relatively low with housing prices reflecting incomes; however, recent mining boom speculation has resulted in significant house sale price increases of over 300%. Since the demand has not increased as well, the rental rates have continued to remain low, or more accurately reasonable for the region. Most people do the majority of their spending outside the community due to the limited number of stores and merchandise/goods available. Local business expansion is limited by the population size and subsequent market size, which means the cycle of people travelling outside the region for goods, is likely to continue.

The council itself was formed in 2008 with the amalgamation of the former shires of Aramac, Barcaldine and Jericho. The resulting regional council covers an area of approximately 53,677.3 km^2, or 3.1% of the total area of Queensland. The council has a Mayor and six Councillors, and conducts its activities throughout the region rather than remaining centrally located in Barcaldine town. BRC lies within the jurisdiction of the Central West Regional Plan, a statutory long-term strategic framework covering Barcaldine, Blackall-Tambo and Longreach regional councils. BRC has a community plan and corporate plan, and recognises the opportunities mining development can bring to the region if managed appropriately.

Primary infrastructure in the region is lacking, particularly in Alpha. This is due to the population size, distances between communities, and distances to sources of electricity and dammed water. Alpha community experiences occasional brownouts and is reliant on bore water to supply town water. Recent attempts to expand the bore water availability have not produced positive results. Alpha does not have an integrated community sewerage system and the majority of dwellings rely on individual septic fields or other systems. This requires large lots/land per property. Access to the Alpha by land is well developed with the Rockhampton to Longreach rail line passing along the northern edge of town, and the Capricorn Highway passing through the community. The Alpha-Clermont Road connects Alpha to Clermont at the intersection with the Capricorn Highway in the centre of Alpha. The Project is situated along this road approximately 50 km north of Alpha, and the portion between the Project site and Alpha will be upgraded to meet Project requirements.

27.1.5 Potential Contribution to Regional Development

Hancock Prospecting Pty Ltd (HPPL), (the Proponent), will work with the Barcaldine, Isaac and Central Highlands regional councils to identify and contribute (where possible and appropriate) to regional development that is supported by the relevant plans developed under the *Sustainable Planning Act 2009* e.g. Community Plans.

The Proponent will work with local businesses and service providers to ensure the Project does not negatively impact on their operations. The Proponent will continue to sponsor community development programs and opportunities in the region.

27.1.6 Project Monitoring Process

The Proponent will implement a social impact monitoring process that will monitor impacts as well as the effectiveness of management strategies throughout the construction and operational stages of the Project.

27.1.7 SIA Stakeholder Engagement

Stakeholder engagement in the local and regional study area mainly recognised the potential benefits from the Project, including

- Population growth/housing;
- Local economy (employment and business opportunities);
- Power supply (brought to the region);
- Health (increased services);
- Roads (upgrades);
- Infrastructure (upgrades);
- Education (increased opportunities); and
- Community services.

The engagement process also identified concerns regarding law and order, housing prices, roads (traffic increases) and air quality. Perception fears regarding increases in crime and deviance from outsiders coming to the community was also raised. The results were largely mixed for responses to the 'Impacts on the respondent and their family' question between positive and negative. Despite the numerous opportunities to comment on the Project the actual numbers were low. This is assumed to be due to any of the following:

- Other projects also conducting consultation;
- Relatively small population;
- Perception that your opinion does not matter;
- Lack of interest in the Project;
- Difficulty in engaging some members of the public (silent majority);
- Support for the Project;
- Failure of the Project to effectively engage the community (not indicated); or
- The Project effectively engaged the community so no additional queries were required (by members of the public).

In the regional setting consultation fatigue from the numerous other project consultation events over the years results in very low turnout to events, and generally only councils, service providers and key opinion makers attend. In the rural communities often people attending events are distrustful of the situation, and are more inclined to have a look rather than engage in the consultation process. The Proponent will continue to engage the community because their understanding and feedback are important to social impact management and fostering positive relationships with the community.

The Proponent will maintain an ongoing Communications and Community Engagement Plan for the Project. The plan focuses on multiple consultation techniques in order to provide opportunities for stakeholders to be engaged with the Project. This plan will progress past the EIS development phase of the Project as it transitions into permitting, construction, operation and closure.

The Proponent will establish a dedicated Community Liaison role (either a dedicated person or group) tasked with managing relationships in the communities. This role will be the primary line of

communication between the Project and stakeholders. Some key objectives with council will be to maintain current relationships, proactively engage in coordination efforts with planning, identify and exploit synergies with council policies and programs, and collaborate on future initiatives.

In the absence of a similar body or forum, the Proponent will establish the Hancock Consultative Committee (HCC). The HCC will act as a forum for the Project and councils to work collaboratively on Stage 2 of the SIMP and eventually collaborate on the management and monitoring of the active SIMP (Stage 3). The HCC may eventually transition to a forum for the discussion of future planning and other issues relevant to the Project and councils. Details of these strategies can be found in the Project EIS – Volume 5, Appendix M, Section 8.

The Proponent will welcome input from other projects to assist (the Project and councils) on cumulative impact management. The Proponent will ensure the DIP SIA Unit is informed of the discussions and outcomes for cumulative impacts when appropriate. The Proponent will provide a baseline through the submission of the EIS which will provide future projects with a consistent foundation for impact assessment. This consistent baseline is an important component in future cumulative impact assessments.

27.1.8 Proposed Workforce Profile

27.1.8.1 Construction

The anticipated mine workforce during the construction phase is ~1,000 people, and ~1,400 including rail workers. Using the assumptions applied to the FIFO logistical study, the overall construction workforce will be broken into three construction workforces averaging 850 in total throughout the construction phase of the project. The construction split will be based around activities and work. The split will be Group A (construction including Mine Infrastructure Area [MIA] and Mine Enabling Infrastructure scope), Group B (the Coal Handling and Preparation Plant [CHPP] workforce), and Group C (Rail workforce). These are approximate numbers as the exact numbers are likely to change, but within the anticipated range for the final workforce.

While the Proponent would like to recruit locally the reality is that limited numbers of personnel will be sourced from the local area because of the low population levels. Therefore it is assumed that the majority of the construction workforce will originate from or at least depart for the Project site from South East Queensland. Previous experience of new mine developments suggest that a percentage will originate from Central and North Queensland regional centres such as Mackay, Rockhampton, and Townsville. Table 27-1 provides the assumptions used in the SIA regarding the sourcing and transportation of construction personnel.

Table 27-1 Percentage of Workforce Fly In Fly Out (FIFO) / Drive In Drive Out (DICO) and assumed sources

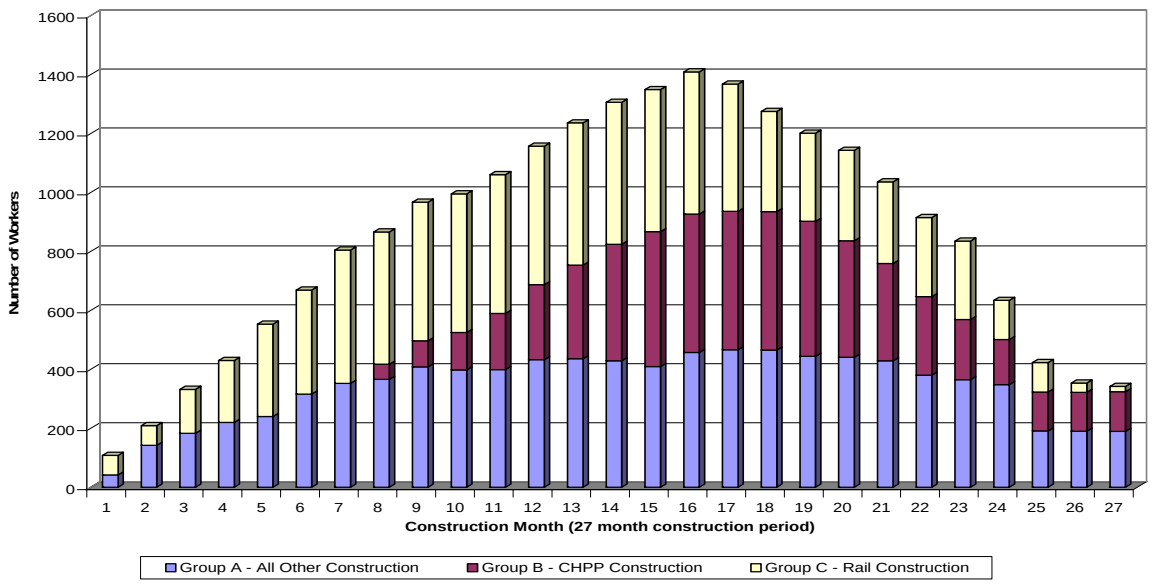
Construction	Mode	Group A Mine and Mine IA	Group B Coal Handling and Preparation Plant	Group C Rail
Alpha Township	DIDO/BIBO	1%		
Bowen	DIDO/BIBO			2%
Local BRC area	DIDO/BIBO	9%	5%	
Whitsundays	DIDO/BIBO			3%
Regional, Clermont, Emerald	DIDO/BIBO	15%	10%	
Mackay, Townsville	DIDO/BIBO			15%
Rest of Queensland, Australia	FIFO	75%	85%	80%

Source: HPPL

It is expected that the workers will be predominately in the 20 - 35 age group and the majority will be male. Given their age profile, it is likely that a large proportion of these employees will be either single with no dependents, or have young families.

Figure 27-2 illustrates the construction ramp up over the 27 month construction schedule.

Figure 27-2 Alpha Coal Project Construction Workforce Numbers, 27 Month Construction Period



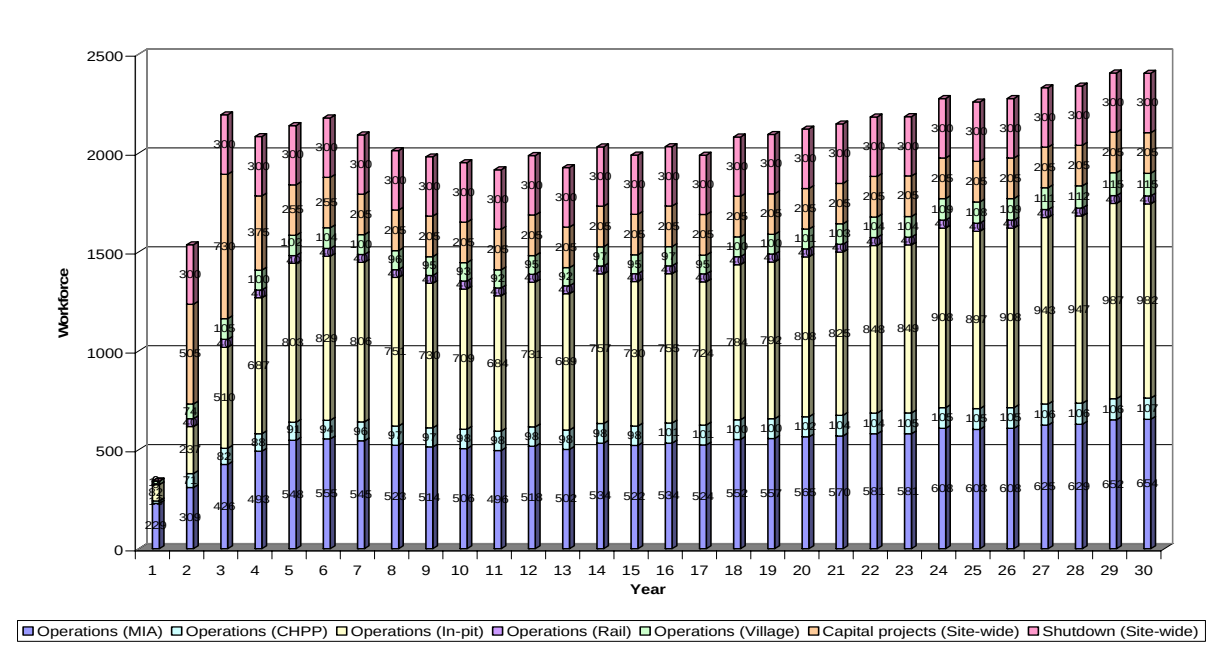
Source: HPPL

27.1.8.2 Operation

The Project will have a peak workforce of approximately 2,400 workers. These are approximate numbers as the exact numbers are likely to change, but within the anticipated range for the final workforce. Figure 27-3 illustrates the workforce numbers required for the project based on a 30 year

mine life. The ramp up process takes approximately three years though much of the workforce is undertaking capital projects.

Figure 27-3 Alpha Coal Project Operation Workforce Numbers, 30 Year Mine Life



Note: MIA = Mine Infrastructure Area, CHPP = Coal Handling Preparation Plant

Source: HPPL

There is currently limited relevant experience within the local study area, with only 0.7% of all employed people employed in the mining sector. This, combined with a low population base makes it impossible to source the workforce from the local study area. Despite the vast coal mining experience in the regional study area, the small population and high employment will impact on the ability of the Proponent to attract suitably qualified workers from within the regional area. Because of this, it is expected that the majority of the Project's operational personnel will be recruited from outside the area.

Basing assumptions on the experience of other mines in the region and across Australia, it can be assumed that the profile of the workforce will be predominately from the 25 – 35 year old age groupings with a male majority (although the adoption of proactive recruitment policies and a commitment to training can make this even more.

Operational personnel will be accommodated in an accommodation village which will be located in the south-east of the mine lease where the disturbance to off-duty employees from noise, vibration and light will be minimal. The accommodation village for permanent personnel will be designed and constructed to fit in with the environment. The accommodation village will include comfortable, en-suited accommodation, catering facilities and appropriate recreational facilities. The final transport and logistical arrangements for the operational workforce will be based on the home community of the workforce and confirmed during mine start up through a consultation program.

27.1.8.3 Local Employment and Procurement

The Proponent prefers to hire locally and regionally but has designed a mainly FIFO project with on-site accommodation in anticipation of the high likelihood workers will need to be sourced outside the region. The Proponent will develop a local employment policy and a local procurement policy for the Project.

27.1.9 Impact Categories and Context

27.1.9.1 Categories

Potential social impacts during the construction and operational stages of the Project include the following key social areas:

- History and Settlement;
- Demographic;
- Culture and Community Dynamics;
- Housing and Accommodation;
- Health, Wellbeing and Social Infrastructure;
- Education and Training;
- Labour Market and Employment;
- Industry and Business;
- Income and Cost of Living;
- Governance; and
- Primary Industry and Access.

These categories are referred to as valued social components (VSCs) of the study areas. The SIMP is arranged according to these VSCs.

27.1.9.2 Context

The purpose of the impact assessment is to identify and assess key potential impacts associated with the Project and how they will effect the population in the study areas. A brief overall assessment of the potential impacts is provided below, followed by a more thorough assessment of the individual impacts assessed in the sub-sections for each VSC. The SIA for the Project should be the first point of reference for clarification on the impacts assessed and the context behind the assessment. The SIMP is simply a management plan for those assessed impacts. For the SIA refer to Volume 5, Appendix M.

The impact assessment found that the impacts in both study areas will be able to be managed provided an effective SIMP is developed prior to construction. There were no key impacts identified that indicate the Project should be delayed, postponed or re-structured due to potential social issues. Consultation with key stakeholders including all three regional councils found that the councils were capable of managing potential changes and all were encouraged by the prospect of economic and employment opportunities associated with the development of the Galilee Basin. Open and ongoing consultation and collaboration with councils (by the Project) was identified as the primary driver for managing potential impacts.

Impacts attributed to the regional study area were primarily positive and focussed around employment and business opportunities. These in turn resulted in potential population stability through increased opportunities or population growth. Sustainable, manageable population growth was identified by IRC and CHRC as a core regional council goal. Increased population for both councils could help them achieve critical mass in services like education and health, which would be of benefit to the community as a whole, particularly for Clermont in IRC and Emerald in CHRC, but not limited to those communities. Benefit for Clermont was more dependant on increased access to the Project area either through road upgrades (not part of the Project scope), or Project policies like DIDO/BIBO options or even a FIFO option from Clermont to Alpha (currently no such route exists or is planned). Emerald (2009 estimated population of 17,298) is a land transportation hub for the Project as well as the closest centre with a population over 10,000. Emerald is likely to experience some level of growth as a result of the Project, though likely less than 5.0% based on the current community size and proximity to the Project site. It will be difficult to link any changes in Emerald (and the region) to any single project due to the current levels of activity with other projects in the region.

Negative impacts attributed to the regional study area are manageable provided the Project and the councils stay ahead of potential impacts and implement relevant programs. The main potential negative impact is the increase in traffic and thus the potential for accidents and road damage. The vehicle movements associated with the Project were determined to be within the current range acceptable to the road standards; however, the increase is sufficient to warrant the Project and councils exploring road safety programs in conjunction with local police and emergency service providers. Education programs and company policies are proven means for reducing traffic accidents, and can include reduced shift lengths on the last rotation day to allow travel time, and fatigue management plans. The Proponent is examining policies regarding maximum work hours per day to reduce the potential for fatigue and maintain worker health and safety. For more information on the potential traffic issues see Volume 5, Appendix K.

Unmanageable population growth is not anticipated to occur as a result of the Project; however, Stage 2 of the SIMP will identify indicators and mitigation options should this eventuate. This is more likely to be a result of cumulative effects than directly attributable to the Project, though the removal of key limiting factors in the region could change that.

Housing and accommodation could also be impacted by the Project, more so in Emerald than Clermont. Clermont currently has some available land though limited and Rio Tinto may also potentially have accommodation available for sale or lease. Emerald has limited land currently available for residential development and the result has been increased housing prices. Supply is not keeping up with demand. Both councils could benefit from a more efficient land release process from the State government. This will be explored further in Stage 2 of the SIMP. Emerald also currently has a limited supply of temporary accommodation in the form of hotels, motels, bed and breakfasts, and other short-term accommodation. This again is attributed to demand outstripping supply. The Project is more likely going to result in a slight amplification of the current housing and accommodation situation; however, the issue is such in Emerald that it could be a limiting factor in the community maximising potentially beneficial impacts associated with the Project.

The local study area is also expected to experience predominately positive impacts. This is because the Project is far enough away from the community of Alpha to not have direct impacts associated with the accommodation village housed workforce. There are also significant limiting factors in the community that reduce the likelihood of an unmanageable population boom. These are:

- Limited land available for expansion – the south and west area of Alpha town is flood prone;
- Limited electricity available to supply the community;
- Limited water supply for the community;
- Lack of an integrated community sewerage system;
- Limited businesses to support an increased population;
- Limited available services;
- Limited schooling and child care – the school is only up to Year 10 (Year 11 and Year 12 can take distance education or else commute to a school in Barcaldine or elsewhere, and the child care centre is limited by staff numbers, not spaces); and
- Limited opportunities for spouses/partners and families of potential mine workers.

Council is already developing plans and solutions to some of these factors and sees the Project as a catalyst to reducing others. The removal of some of these limiting factors gives the potential for Alpha's population to increase but there are no real indications that an unmanageable population boom would occur at present. Council indicated that they would like to see the Project act as a stabilising force for the area and potentially encourage some people who left the area to return. This is a reasonable expectation given the current situation.

Traffic is seen as both a positive and a negative impact in the local study area. The negatives reflect the same assessment for the regional study area above. The positive is the business opportunity associated with increased activity in the area. Since the Project workforce will be situated on site, the most likely source of potential economic gain for the community comes from servicing the transportation component or the accommodation village. Conversely Project attributed infrastructure upgrades and Project contributions to infrastructure upgrades will increase access to the area, which is a benefit to the population, businesses and the tourism industry.

Housing and accommodation impacts have already been experienced in the Alpha community due to the speculation derived from several proposed mining projects going ahead. This speculation has been further perpetuated by the EIS processes for the potential Galilee Basin projects including the Project. The fact that houses have sold at inflated prices will encourage some people to maintain high prices regardless of the supply – demand ratio. This speculation scenario tends to last longer in small population centres with limited population migration to the area than larger centres. The development of the Project (or any project in the Galilee Basin) is expected to exacerbate the situation; however, the high prices have both positive and negative effects on the population. Owners and landholders tend to gain, but only if they sell and relocate to a more affordable area. Newcomers, renters and new starters in the housing market tend to lose. A release of more land for development is the mostly likely way speculation will decrease and the more predictable market indicators of supply and demand will return to the market. Otherwise the speculative housing prices become another limiting factor to population stability or growth in the area. Hancock currently owns an ~1,500 acre property near the Alpha town and will explore opportunities with council for future beneficial use. There are also opportunities for accommodation businesses to benefit by providing short-term accommodation to mine contractors and consultants.

BRC is anticipated to experience both positive and negative impacts. The positive impacts are upgrades to infrastructure or assistance on upgrades to infrastructure, an increased priority profile from the State and Federal government, and potential increases in rates from a higher population.

There is also a potential for the council to attract new staff and/or new skill sets, particularly through partners of mine employees. However, there is also the potential the council may also lose staff to the Project is slightly greater. Council has expressed an awareness of this potential though it is obviously not a desired outcome.

There are two properties within the mining lease that will have significant impacts attributed to a loss of the use of significant portions of their property. This is likely to result in those agricultural businesses becoming unsustainable. The Proponent is in the process of negotiations with these landholders. These discussions and the outcomes of those negotiations are confidential and are not included in the EIS because individuals cannot be protected from identification. The negotiations and the compensation packages are the basis of the Proponents mitigation process. It is important to note that the SIA (Volume 5, Appendix M) has assessed these impacts as very high; however, this is based on the assumption that landholders and their families will be impacted negatively by the loss of land.

Traffic impacts will also be experienced by properties along the transportation corridor, though these are limited by the proximity of the homestead/station to the road and the landholder's amount of use of those roads. There are also ongoing discussions between council, State and Project representatives regarding alternative transportation routes and options. Hancock will continue to work with relevant stakeholders regarding traffic and transportation, including government, emergency service providers and area residents.

The primary impacts to the landholders are the most difficult to quantify or assess. These are the stresses they are experiencing to varying degrees, categorised as:

- Uncertainty stress; and
- Negotiation stress.

Uncertainty stress is generally a direct result of the consultation program but can also be attributed to other factors like:

- The level of trust the individual has in the messages;
- Poor communication;
- A lack of desire to be consulted;
- External factors like relationship and family concerns compounding issues;
- Rumours and innuendoes;
- Multiple projects affecting multiple areas (or the same areas) differently; and
- A lack of understanding of one's rights.

Consultation records indicate there are varying levels of uncertainty amongst people within the local study area and the mining lease area. Ongoing consultation is the most effective means for addressing this uncertainty; however, the consultation needs to be considerate of the needs of the individual. Hancock has an ongoing consultation program outside the EIS process to manage mining lease stakeholders.

Negotiation stress, as discussed above, is a confidential matter and cannot be fully defined in the SIA. It is important to recognise it is occurring and the Proponent has made efforts to reduce the stresses on the landholders and their families by conducting consultation and negotiations in a manner more

acceptable in rural areas. The Proponent has employed land access managers, and visits to the area to nurture relationships and trust are made.

Other concerns raised in the local study area were the potential for crime and decreased security. This was seen as a low likelihood, primarily because the workforce will be isolated from the community by being housed in the on-site accommodation village, and because the initial population growth (if it occurs) is likely to be former residents of the area or people who are also from a rural background and thus share similar social norms and values. This also ties in to the low potential for changes to community values and social cohesion. If population change occurs at a higher rate than mitigation measures like block watch and welcoming committees will help integrate people into the community and establish community norms.

All three councils acknowledged the potential for other issues to manifest like drug and alcohol use/abuse (substance abuse), and domestic violence. These were seen to be issues often attributed to miners; however, further discussion and analysis did not identify a rate of occurrence above the background societal levels. Regardless, it is important to recognise that any rise in population, and changes in a community have the potential to increase these issues, and any level of abuse and violence will be addressed. Hancock intends to implement random drug and alcohol testing for employees as per international best practice, and will explore opportunities to make counselling services available. The Proponent will also work with key stakeholders including councils, social service providers and emergency service providers to address increased issues of substance abuse and violence.

27.1.9.3 Considerations

In developing the SIMP, it is important to note the key variables to consider for the study areas. For the regional study area the principal variable influencing the frequency and magnitude of social impacts is access. Any changes to the current access conditions can significantly influence the potential impacts, both positive and negative. As an example, an upgrade of the Alpha-Clermont Road from the Project site to Clermont would have significant implications for all study areas in terms of impacts associated with the Project. This increase in access would likely result in decreased impacts to Alpha and increased impacts to Clermont. Since this would also make Mackay closer to the Project site than Rockhampton, Emerald and Rockhampton may also experience decreased impacts. This would change the entire situation regarding impact management, and which councils are likely to experience which impacts.

In the local study area the majority of potential impacts are linked to population increases. The Project is of a sufficient distance from Alpha to negate direct impacts with the exception of traffic through the community. The Project policies of FIFO/DIDO/BIBO and the design feature for an on-site accommodation village further isolate the Project from the resident population. Alpha has significant limiting factors to consider as well which were listed previously. A change in population in Alpha is currently restricted by those limiting factors which makes in-migration prediction challenging. BRC has provided estimates ranging from a total resident population in Alpha of 500 to 2,000 (including current residents). The Planning and Information Forecasting Unit (PIFU) within the Office of Economic and Statistical Research (OESR) at the Queensland Treasury has suggested ~150 people in the region could be employed but did not differentiate between current residents and new arrivals, and which communities in the region these workers would reside (prediction is ~300 people for the Alpha and Kevin's Corner projects combined). The DIDO/BIBO options complicate this. For example, workers from Barcaldine or Jericho could potentially travel to site on the same bus as workers from Alpha. The

only difference between them is the length of time on the bus. Therefore, location is less of an issue if the same transportation service is offered by the Project. In this case personal preference and fatigue management becomes the largest influencers in the prediction of in-migration. This results in significantly reduced confidence in predictions. As a result, multiple benchmarks and indicators is the most appropriate means of developing and managing the SIMP, in collaboration with councils, particularly BRC.

27.1.10 Social Impact Management Plan Development Strategy

A draft social impact management plan (SIMP) was stipulated in the TOR as a requirement for the SIA. The SIMP is modelled on the DIP SIA Unit Draft SIMP Guidelines and discussions with the SIA Unit, and subsequent modifications have been made to the SIMP format to better align with the current SIA. The DIP SIA Unit has been consulted regarding the SIMP layout and contents, as well as the rationale behind developing two independent SIMPs for the mine and rail components of the project. The SIMP within this report is for the mine component only.

The SIMP is intended to support ongoing management of the potential social impacts of the project. In recognition of the changing nature of impacts over the life of the project, the SIMP will be adaptive and reassessed at regular intervals. Benchmarks will be established and monitored continuously throughout implementation and the management plan adapted as required. A wholesale review of the SIMP will be undertaken following each release of new census data and monitored using annual census updates to proactively identify any sudden or unexpected changes in the social environment or impacts.

The SIMP is based on a three stage approach:

- **Stage 1**: Develop the draft SIMP based on the SIA analysis and conclusions;
- **Stage 2**: Consult key stakeholders on the details of the SIMP, roles and responsibilities, benchmarks, reporting, monitoring and program evaluation; and
- **Stage 3**: SIMP implementation.

This approach was described to councils in the August 2010 consultation meetings as the preferred process for developing the SIMP for the Project. Councils were told that the staged approach for the SIMP would result in a foundation being developed for inclusion in the EIS SIA as Stage 1, the goal being to develop a template for Stage 2 rather than a complete SIMP. Stage 2 would occur between EIS submission to the government and construction commencement, and would detail the benchmarks, roles and responsibilities for the SIMP. Stage 3 would occur prior to construction, as the implementation and ongoing management of the SIMP.

The Proponent recognises that local council roles and inputs into the EIS and SIA process are currently limited. The Proponent has designed a three stage process for the Project SIMP in order to increase local council involvement in the development of key SIMP criteria (Stage 2) and implementation through ongoing monitoring, review and adaptation (Stage 3). The Proponent envisions a coordinated SIMP finalisation approach with BRC, IRC and CHRC as well as other relevant stakeholders (where appropriate) in order to align the SIMP with council plans and programs. The objective is to leverage off the systems already available rather than reinventing the wheel. This process is yet to be determined, but could be coordinated through the proposed Galilee Basin Consultative Committee or similar body (see Section 8 of the SIA –Volume 5, Appendix M).

This draft SIMP submitted with the Project EIS is within Stage 1. Submission of the draft SIMP does not necessarily signify completion of Stage 1. Further consultation with the DIP SIA Unit and local governments may be required to refine the template prior to expansion of the various components. It is important to note that the draft SIMP guidelines from DIP are only guidelines and had not been finalised prior to the development of this strategy. The guideline version available at the drafting of the SIA has many limitations including the suggestion to assess all potential impacts rather than key trigger impacts like population change and increased access. As a result the Project SIMP has been modified to better reflect the findings of the SIA.

This draft SIMP in its current form is a template designed to be refined with input from key stakeholders, primarily from local government. The purpose of the SIMP is to establish the roles and responsibilities of the proponent, government, stakeholders, and communities for the mitigation and management of social impacts and enhancement of benefits and opportunities that may be associated with the construction, operation and decommissioning of the Project. This draft plan has identified the key indicators from each of the VSCs and these will be tracked for the initial phases of the Project.. The indicators that will trigger the need for the following actions could include:

- No change – no action required;
- Positive change – continue to monitor and explore opportunities to enhance; and
- Negative change (measureable):
  - Less than 5% change – continue to monitor and examine mitigation strategies; and
  - Greater than 5% change – implement mitigation strategies and increase monitoring to track effectiveness of mitigation and degree of change.
- Negative change (immeasurable) - implement mitigation strategies and increase monitoring to track effectiveness of mitigation and degree of change.

Some mitigation measures will be implemented immediately to reduce the likelihood of the negative change occurring. Others will be implemented as a secondary mitigation if a change occurs to reduce the possibility of the change becoming unmanageable. A hypothetical example of this could be housing, where the current Project policy of on-site accommodation and a FIFO/DIDO/BIBO model limits the likelihood that workers would relocate to the area. If this strategy does not reduce the likelihood and workers start relocating at a rate that triggers noticeable change, the Project and council may examine alternative housing options like Project housing in Alpha, rezoning of Project land, or apartment style units to accommodate the new arrivals to the area. The details of secondary (and possibly tertiary mitigation strategies) will be developed in Stage 2, and re-evaluated periodically through Stage 3 to evolve with the natural changes in society.

The benchmarking exercise in Stage 2 will identify the parameters of manageable change and assign thresholds to achieve (positive) or avoid (negative). Benchmarks for critical mass for example can determine the conditions in a community that result in an expansion of certain services to the benefit of the community, like an additional teacher at the school. Conversely negative benchmarks for critical mass examine unmanageable change resulting in a decrease in liveability or standard of living, such as a community losing a teacher.

It is important to note that there are five major factors to consider for all three study areas (though to various degrees) which will influence change. These are:

- Increased population (a desired outcome if manageable by all three councils – note the definition of manageable is different for each and will be determined during the next phase of SIMP development);
- Increased access (bypasses, airport upgrades and increased services, road upgrades, FIFO/DIDO/BIBO, etc.);
- Primary infrastructure and services (more applicable to Alpha);
- Land and housing availability (and the subsequent impact on housing costs); and
- Governance and project coordination (the ability of government to address change or potential change and the ability of the government and Hancock to coordinate efforts effectively including program implementation and policy development).

27.2 Section B and D: Identified Impact and Impact Analysis

27.2.1 Identified Impact and Impact Analysis

A Summary of the potential social impacts and opportunities during the Project are provided in Table 27-2 below.

Table 27-2 Summary of the potential social impacts and opportunities during the Project

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
History and Settlement								
Increased long-term stability to Emerald (and region)	Positive	Minor	Regional	Construction, Operation	Possible	Low to medium	Enhancement	Low to medium
Profile changing from agriculture to mining	Negative	Moderate	Local	Feasibility	Likely	High	Mitigation	Medium
People move to Alpha from other parts of BRC	Negative	Minor	Local	Construction, Operation	Likely	Short Term	Mitigation	Low
Profile changes from agriculture to mining	Positive	Moderate	Local	Construction, Operation	Possible	Medium	Enhancement	High
People move to Alpha from other parts of BRC	Positive	Minor	Local	Construction, Operation	Likely	Medium	Enhancement	High
Change in profile and settlement and people moving away from long-term family land and homes	Negative	Major	Mining Lease	Construction, Operation, Beyond	Likely	Very High	Mitigation	High
Larger distance between properties or reduced access may breakdown family/social relations	Negative	Minor	Mining Lease	Construction, Operation, Beyond	Likely	Medium	Mitigation	Low

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Demographic								
Population increase in Alpha of more than 5%	Negative	Serious	Local	Construction, Operation, Beyond	Possible	Very High	Mitigation	Medium-High
Population increases by less than 5% in Alpha	Negative	Moderate	Local	Construction, Operation, Beyond	Possible	Medium	Mitigation	Low
Increase in working age population	Negative	Minor/ Insignificant	Local	Construction, Operation, Beyond	Almost Certain	Low/ Medium	Mitigation	Low
Population Increases from within BRC	Positive	Moderate	Local	Construction, Operation	Possible	Medium	Mitigation	High
Population increases from outside of the area	Positive	Minor	Local	Construction, Operation	Unlikely	Minor	Enhancement	High
Culture and Community Dynamics								
Lifestyle changes as a result of increased wages leading to greater disparity in the community	Negative	Moderate	Local	Construction, Operation	Likely	High	Mitigation	Medium - High
Decrease in feeling of security within the community	Negative	Moderate	Local	Construction	Likely	High	Mitigation	Low
Community changes from rural to Mining	Negative	Moderate	Local	Life of Project or beyond	Possible	Medium	Mitigation	Low
Change in social networks	Negative	Moderate	Local	Life of Project or beyond	Possible	Medium	Mitigation	Low
Local capacity building increased	Positive	Moderate	Local	Life of Project or beyond	Almost certain	High	Enhancement	High – Very High
Lifestyle changes because of increased wages	Positive	Moderate	Local	Life of Project	Possible	Medium	Enhancement	High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Housing and Accommodation								
Increased costs of housing and rental	Negative	Major	Local	Life of Project	Almost Certain	Very High	Mitigation	Medium - High
Increased demand on short-term accommodation in Alpha	Negative	Moderate	Local	Life of Project	Likely	High	Mitigation	Medium
Increased supply of housing as investors capitalise on the demand for housing	Positive	Major	Local	Beyond Project	Likely	Very High	Enhancement	Very High
Increased opportunities for investment in housing, accommodation and service providers in Alpha	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High – to Very High
Health, Wellbeing and Social Infrastructure								
Negotiation and uncertainty stresses	Negative	Major	Local (Mining Lease)	Feasibility	Possible	Very High	Mitigation	Medium
Increased potential for accidents because of more traffic	Negative	Major	Local	Life of Project	Possible	Very High	Mitigation	Medium - High
Increased demand on Alpha Hospital	Negative	Major	Local	Life of Project	Almost Certain	Very High	Mitigation	Medium - High
Health concerns – coal dust and other dust	Negative	Moderate	Local	Life of Project	Almost Certain	High	Mitigation	Medium
Increased community concern and anxiety because of potential for increased crime and violence with miners	Negative	Major	Local	Life of Project	Possible	High	Mitigation	Low
Increased potential for vehicle accidents because of driver fatigue	Negative	Major	Local	Life of Project	Possible	High	Mitigation	Low - Medium
Increased demand on emergency services in Alpha – police	Negative	Moderate	Local	Life of Project	Almost Certain	High	Mitigation	Medium
Health concerns associated with road dust as a result of increased traffic	Negative	Moderate	Mining Lease	Life of Project	Almost Certain	High	Mitigation	Low

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Increased social problems and deviance as a result of increased disposable income being spent on drug and alcohol consumption	Negative	Moderate	Local	Life of Project	Possible	High	Mitigation	Low
Increased demand on local services and facilities	Negative	Moderate	Local	Life of Project	Likely	High	Mitigation	Medium
Increased wages as a result of employment on Project used unsustainably on entertainment and luxury items	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low
Increased use of social infrastructure requiring maintenance	Negative	Minor	Local	Life of Project	Likely	Medium	Mitigation	Low
Increased health services available in the area to service increased population and the Project	Positive	Major	Local	Life of Project	Likely	Very High	Enhancement	Very High
Increased wages as a result of employment on mines used on luxury goods and entertainment to improve lifestyle	Positive	Moderate	Regional	Life of Project	Likely	High	Enhancement	Very High
Improved service capacity at the Alpha Hospital to service the local population and potentially the Project–immediate response	Positive	Major	Local	Life of Project	Possible	High	Enhancement	Very High
Increased skills in the community to respond to emergencies	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	Very High
Opportunity for local services to expand	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High – Very High
Increase in funds for social infrastructure	Positive	Moderate	Local	Life of Project	Likely	Medium	Enhancement	High
Potential for more volunteers to be available for sport and recreation activities	Positive	Minor	Local	Life of Project	Likely	Medium	Enhancement	High – Very High
Improved availability and choice of sporting and recreational activities	Positive	Minor	Local	Life of Project	Likely	Medium	Enhancement	High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Education and Training								
Increased demand for child care	Negative	Moderate	Local	Life of Project	Likely	High	Mitigation	Medium
Potential for community to share in mine-specific training	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High – Very High
Labour Market and Employment								
Continuity of employment – Clermont	Positive	Moderate	Regional	Life of Project	Likely	High	Enhancement	High – Very High
Increased employment opportunities	Positive	Minor	Regional	Life of Project	Almost Certain	Medium	Enhancement	High
Skills drain from other industries	Negative	Major	Local	Life of Project	Almost Certain	Very High	Mitigation	Medium - High
Perception of workers leaving one sector for mine employment	Negative	Major	Local	Life of Project	Likely	Very High	Mitigation	Medium - High
Change in occupation	Negative	Minor	Local	Beyond the Project	Almost Certain	Medium	Mitigation	Low
Decrease in labourers available to assist on property	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low
Increased employment opportunities	Positive	Major	Local	Life of Project	Almost Certain	Very High	Enhancement	Very High
Employment diversification	Positive	Moderate	Local	Life of Project	Almost Certain	High	Enhancement	Very High
New people to area bring skills for other (non-mining) industries	Positive	Minor	Local	Life of Project	Almost Certain	Medium	Enhancement	Medium - High
Change in occupation	Positive	Minor	Local	Life of Project	Almost Certain	Medium	Enhancement	Medium - High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Industry and Business								
Increased traffic – large haul trucks/road trains	Negative	Moderate	Local	Construction	Almost Certain	Medium	Mitigation	Low-Medium
Deterrence of the tourism industry	Negative	Minor	Local	Life of Project	Likely	Medium	Mitigation	Low-Medium
Increased support, service and supplier opportunities	Positive	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Medium-High
Business opportunities – service and materials	Positive	Moderate	Local	Life of Project	Possible	Medium	Mitigation	High
Income and Cost of Living								
Increases in volume of high mining wages	Positive	Moderate	Regional	Life of Project	Likely	High	Enhancement	High
Increase in wages – mining wages	Positive	Major	Local	Life of Project	Almost Certain	Very High	Enhancement	Very High
Increased services and businesses in the region	Positive	Moderate	Local	Life of Project	Possible	Medium	Enhancement	High
Governance								
Failure to effectively engage with regional planning processes	Negative	Moderate	Regional	Life of Project	Possible	Medium	Mitigation	Low
Success in linking and supporting local government programs	Positive	Moderate	Regional	Life of Project	Possible	Medium	Mitigation	Medium-High
Delivery of health and emergency services not achieved	Negative	Major	Local	Life of Project	Possible	High	Mitigation	Medium
Failure to effectively engage with regional planning process	Negative	Major	Local	Operation	Possible	High	Mitigation	Medium
Failure to effectively engage in local planning process	Negative	Major	Local	Construction	Possible	High	Mitigation	Medium-High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Loss of staff to the mining industry	Negative	Major	Local	Life of Project	Possible	High	Mitigation	Low-Medium
Delivery of funds from grants not achieved	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low-Medium
Failure to engage local government in community engagement processes	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low
Delivery of social services not achieved	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low
Increased responsibility of council results in fatigue	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low
Delivery of funds from grants achieved	Positive	Major	Local	Beyond the Project	Possible	High	Enhancement	Very High
Delivery of services achieved – social, health and emergency services	Positive	Major	Local	Beyond the Project	Possible	High	Enhancement	Very High
Increase in funds through rates, donations and taxes	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High-Very High
Successful engagement with regional planning processes	Positive	Major	Local	Operation	Possible	High	Enhancement	High-Very High
Successful engagement with local planning processes	Positive	Major	Local	Construction	Possible	High	Enhancement	High-Very High
Development of effective links to local government programs	Positive	Moderate	Local	Life of Project	Possible	Medium	Enhancement	High
Potential increase in candidates/staff due to population increases and new skills	Positive	Moderate	Local	Life of Project	Likely	Medium	Enhancement	High
Primary Infrastructure and Access								
Increased use of road and rail	Negative	Minor	Regional	Life of Project	Almost Certain	Medium	Mitigation	Low-Medium

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement	Residual Ranking
Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Minor	Local	Feasibility	Almost Certain	Medium	Mitigation	Medium
Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Major	Local	Construction	Almost Certain	Very High	Mitigation	High
Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Moderate	Local	Operation	Almost Certain	High	Mitigation	Medium
Increased road use and associated safety and maintenance issues – Alpha–Clermont Road	Negative	Minor	Local	Life of Project	Almost Certain	Medium	Mitigation	Low
Increased access - Alpha–Clermont Road (Project upgrades at Alpha end)	Positive	Major	Local	Life of Project	Almost Certain	Very High	Enhancement	Very High
Potential electricity, water and sewerage upgrades	Positive	Major	Local	Beyond Project	Possible	Very High	Enhancement	Very High
Increased access to Alpha	Positive	Moderate	Local	Beyond Project	Almost Certain	High	Enhancement	Very High
Improved telecommunications	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High-Very High

27.2.2 Mitigation and Management

Table 27-3 below provides an overview of management strategies for the local and regional area.

Table 27-3 Overview of management strategies

Management Strategy	Impact Areas																					
	Local Study Area											Regional Study Area										
	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI
Project Design (FIFO/DID/ BIBO/accommodation)	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓			✓		✓	✓	✓		✓
Hancock Consultative Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓		✓	✓
Community Liaison Officer	✓	✓	✓	✓	✓	✓				✓			✓	✓		✓					✓	
Communication and Community Engagement Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Individual Landholder Compensation Package	✓	✓	✓	✓	✓																	
Ongoing Community Engagement	✓	✓	✓	✓			✓	✓		✓	✓			✓	✓	✓	✓	✓	✓		✓	✓
HPPL Community Development Fund	✓		✓		✓	✓		✓		✓				✓		✓	✓				✓	
Employment and Economic Development Strategy			✓	✓		✓	✓	✓		✓	✓			✓			✓	✓	✓		✓	
Local Employment Policy	✓	✓	✓				✓	✓	✓									✓	✓	✓		
Local Procurement Policy							✓	✓	✓								✓		✓	✓		

Management Strategy	Impact Areas																					
	Local Study Area											Regional Study Area										
	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI
Other technical study management strategies																						
EMP (dust, noise, ecological)					✓																	
Traffic Management Plan		✓			✓				✓	✓						✓					✓	✓
Emergency Response Plan			✓		✓			✓		✓						✓			✓		✓	

HS – History and Settlement, D – Demographic, CC – Culture and Community Dynamics, HA – Housing and Accommodation, HW – Health, Wellbeing and Social Infrastructure, ET – Education and Training, LM – Labour Market and Employment, IB – Industry and Business, IC – Income and Cost of Living, G – Governance, PI – Primary Industry and Access

27.3 Section D: Monitoring, Reporting and Review

27.3.1 Monitoring

Table 27-4 outlines some potential monitoring options to be discussed during Stage 2 of the SIMP.

Table 27-4 Potential Monitoring Options

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
History and Settlement					
Landholder's property	Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey)	To reduce the type and frequency of physical splintering	HPPL and landholders	As required	• Ability to access • Time to access
Regional community	Communication with regional community members about the Project (inc. stakeholder engagement specialists and complaints database)	To reduce the type and frequency of physical splintering	HPPL and members of the regional community	As required	• Ability to access • Time to access
Physical construction impacts	Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey)	To reduce the type and frequency of physical construction impacts	HPPL and landholders	As required	• Physical construction impacts as reported by landholders
Change in regional profile	Media coverage, feedback form for tourists, feedback form at councils for residents	Promote the mining and agricultural aspects of the region	Council and HPPL	Ongoing	• Feedback from tourists • Feedback to councils

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Attracting and retaining people and families	New arrival questionnaire (voluntary), relocation (moving away) questionnaire (voluntary), current resident questionnaire (voluntary)	Determine the pros and cons of residing in the area – help inform council of future planning decisions	Council in collaboration with HPPL	Ongoing	• Questionnaire results on questions such as: • Number of people staying in the region • Number of people coming to the region • Number of former residents returning to the region • Level of satisfaction with community infrastructure and services • Areas to improve • Reason for movement • Views on the current mine accommodation strategy
Demographic					
Change in population numbers	Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	To increase the population of the local and regional study area in a manageable way	HPPL and councils	PIFU/OESR – annual ABS Census – every 5 years	• Population numbers across the local and regional study area • Other projects and policies impacting the local and regional study area that will change the population numbers • Council records and feedback • Differences between changes and population projections

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Demographic change	Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	To develop programs and policies to better integrate newcomers into the community	HPPL and councils	PIFU/OESR – annual ABS Census – every 5 years	• Population numbers across the local and regional study area • Other projects and policies impacting the local and regional study area that will change the population numbers • Council records and feedback
Number of full time equivalent (FTE) workers in the region – effect on emergency services responsibilities	HPPL HR data and accommodation village stay data	Determine the increased level of emergency service delivery requirements in the area (factoring in onsite services)	HPPL, OESR (PIFU), and BRC	Annually	• Number of workers employed from outside the region • Number of stays at the accommodation village • Number of stays at other temporary accommodation in the region (hotels, motels, bed and breakfast, caravan)
Changes in Indigenous population (including ratio)	Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	To monitor changes in the Indigenous population and develop policies and strategies to manage any change	HPPL and BRC	Annually	• Population changes in general • Population changes for Indigenous Groups • Effectiveness of Indigenous programs
Culture and Community Dynamics					
Increased local capacity for non-mine related work	Business survey / questionnaire, social services survey / questionnaire	To monitor increased local capacity	HPPL and BRC	Every 5 years	• Positions filled • Skills identified • Skills shortages

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Concern about construction workers and construction camps affecting community	Communication with community about the Project (inc. land liaison officers, complaints database and landholder survey)	If a landholder or the community requires support, it is provided in a timely and sensitive manner.	HPPL and community	As required	• Type and length of support provided • Complaints from landholders and the community about workforce or construction camps
Increased crime and deviance – including drug and alcohol use, property crime and domestic violence	HPPL code of conduct violations, police incident reports, police feedback	To monitor changes in crime and deviance prevalence in the community and develop strategies to address	HPPL and police	Annually	• Number of violations for the code of conduct regarding failed drug and alcohol tests • Change in crime and deviance incidences annually (OESR data) • Police perceptions of changes
Integration of new arrivals into the community	Community survey / questionnaire	To increase the rate of integration into the community	BRC and HPPL	Every 5 years	• Feedback on the welcome to community and welcome to country worker orientations • Feedback on the community mine orientation • Feedback from Alpha residents
Housing and Accommodation					
Changes in land availability (residential, commercial, industrial, open spaces)	Amount of land available to council	Maintain a balance between land availability and demand	Council with HPPL support	Annually	• Land availability • Unsold land / housing • Future land available to develop
Increased cost of housing – rentals and purchases	Realtors lists of rental rates, sales prices, and volume of sales	Maintain reasonable housing supply and costs	HPPL, BRC and selection of real estate agents	Quarterly – Annually	• Change in rental rates • Change in house prices • Change in sale volumes • Change in listing volumes

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Effect of onsite accommodation strategy	Community survey / questionnaire	Maintain a balance between Project requirements and community growth objectives	HPPL, BRC and selection of real estate agents	Every 5 years	• Change in population • Change in housing costs • Changes in public sentiment
Health, Wellbeing and Social Infrastructure					
Increased demand on health and emergency service providers	Feedback for emergency services providers	Manage changes in the level of demand on regional emergency services providers. Not impact on local services delivery as a result of the Project demands	HPPL and emergency services providers	Ongoing	• FTE workforce • Auditing of emergency response plans • Feedback on shared training and operations • Feedback on impact of Project demands • Feedback on incidences where the community coverage was reduced by Project requirements
Increased stress	Community survey / questionnaire, feedback to council/social service providers, feedback to HPPL	To manage Project related stresses on the community and landholders and action incidences appropriately	HPPL	Ongoing	• Number and types of incidences recorded in the Issues and Risks Registry • Number and types of incidences reported to council/social service providers

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased crime and deviance – including drug and alcohol use, property crime and domestic violence	HPPL code of conduct violations, police incident reports, police feedback	To monitor changes in crime and deviance prevalence in the community and develop strategies to address	HPPL and police	Annually	• Number of violations for the code of conduct regarding failed drug and alcohol tests • Change in crime and deviance incidences annually (OESR data) • Police perceptions of changes
Decreased road safety	Police and emergency services reports of accidents and near misses, worker reports of incidents and near misses, traffic volume counters in the Alpha/key locations	Increase road safety by increasing awareness and changing behaviours	HPPL, emergency service providers, BRC	Ongoing	• Number of accidents and outcomes – including who was involved • Number of health and safety incidences reported by workers regarding road safety • Feedback on road safety and driving habits programs and strategies
Changes in existing social networks	Community survey / questionnaire	To increase the rate of integration into the community	BRC and HPPL	Every 5 years	• Feedback on the welcome to community and welcome to country worker orientations • Feedback on the community mine orientation • Feedback from Alpha residents
Changes in services demands result in hitting critical mass on services (ambulance, doctor, nursing, police, other services and organisations	Internal systems for the allocation of additional staff and service delivery	Proactively manage services demands in order to maximise opportunities for a manageable and rational expansion of services	Service providers in collaboration with HPPL	Ongoing	• HPPL HR to provide information on workforce movements and strategies that could impact on service requirements • Service providers monitor changes in demand

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased funds for service providers and government	Budgets	Sufficient funding available to manage service delivery	BRC and service providers – supported by HPPL	Ongoing	• Number of applications completed • Value of funding received • Amount of funding required
Changes in the use and maintenance of community infrastructure	Feedback from council and community (survey / questionnaire)	Manage changes in the level of demand for community infrastructure	HPPL and emergency services providers	Annually	• Feedback on impact of Project demands • Feedback on incidences where the community coverage was reduced by Project requirements • Feedback from community survey / questionnaire
Education and Training					
Increase in child care demand	Feedback from child care centre	Provide sufficient levels of child care services for the community	Child care providers, with support from BRC and HPPL	Ongoing	• Number of spaces available • Limiting factors like available staff and number of options
Changes in demand result in hitting critical mass for schools	Internal systems for the allocation of additional staff and service delivery	Proactively manage services demands in order to maximise opportunities for a manageable and rational expansion of services	Alpha school in collaboration with HPPL	Annually	• HPPL HR to provide information on workforce movements and strategies that could impact on service requirements • School monitors changes in demand
Increased training opportunities	Community survey / feedback	Increase training opportunities in the community	HPPL	Every 5 years	• Opportunities for the public or other organisations to participate in Project training • Level of interest in opportunities offered

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Labour Market and Employment					
Potential loss of staff to mine	Business survey / questionnaire, feedback from council and other businesses/service providers	Employ locals where possible while managing the effect on other businesses and services providers	HPPL and councils	Ongoing	• Number of workers lost to the Project • Impact of loss on the business / services provider
Increased employment opportunities	ABS Census data, local employment numbers, business survey / questionnaire	Increase employment opportunities	HPPL, council	ABS (every 5 years) Survey (every 5 years)	• Number of locals employed by the Project • Number of new businesses • Business expansion
Increase in skilled workers	ABS census data	Increase the number of skilled workers in the region	HPPL	ABS (every 5 years)	• Employment by industry • Employment by trade • Level of qualifications
Industry and Business					
Increased competition for workers	Business survey / questionnaire	Employ locals where possible while managing the effect on other businesses and services providers	HPPL	Every 5 years	• Number of workers lost to the Project • Number of workers gained • Changes in skills of workers
Increased support and supplier opportunities	Business survey / questionnaire	Increase potential customer base for regional businesses through Project policies and programs	HPPL	Every 5 years	• Increased business profit • Increased workforce • Ability to compete for and win contracts with the Project

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased customer base	Business survey / questionnaire	Increase potential customer base for regional businesses through Project policies and programs	HPPL	Every 5 years	• Increased business profit • Increased workforce • Increased sales
Potential loss of livelihood	Business survey / questionnaire, feedback from council and other businesses/service providers	Employ locals where possible while managing the effect on other businesses and services providers	HPPL and councils	Ongoing	• Number of workers lost to the Project • Impact of loss on the business / services provider
Increased accommodation and service business opportunities	Business survey / questionnaire	Increase potential customer base for regional businesses through Project policies and programs	HPPL	Every 5 years	• Increased business profit • Increased workforce • Ability to compete for and win contracts with the Project
Income and Cost of Living					
Increased income/disposable income	Business survey / questionnaire, community survey / questionnaire	Monitor effects of increased disposable income on the community	HPPL and BRC	Every 5 years	• Increased sales for regional businesses • Changes in community dynamics
Changes in the cost of living	Community survey / questionnaire, Business survey / questionnaire, Realtors lists of rental rates, sales prices, and volume of sales	Maintain reasonable housing supply and costs	HPPL, BRC and selection of real estate agents	Surveys / Questionnaires (every 5 years) Real estate data (quarterly–annually)	• Changes in costs of goods and services • Change in number of businesses and services provided • Change in rental rates • Change in house prices • Change in sale volumes • Change in listing volumes

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased services locally due to increased demand	Business survey / questionnaire, community survey / questionnaire	Monitor changes in services available in the community	HPPL and BRC	Every 5 years	• Increased sales for regional businesses • Changes in population
Governance					
Local capacity building and skills development	Council reporting	To monitor increased local capacity at BRC	HPPL and BRC	Annually	• Positions filled • Skills identified • Skills shortages • Positions lost to the Project • Positions gained by the Project
Increase in governmental responsibility	Council reporting	To monitor increase in levels of responsibility at BRC and the ability of council to manage increases	HPPL and BRC	Annually	• Increases in demand • Ability to keep up with demand • Skills and workforce requirements
Increased profile with State and Federal governments	Council reporting	To monitor increased profile of BRC with State and Federal governments	HPPL and BRC	Annually	• Number of funding grants received • Value of funds received • Feedback from State and Federal regulators regarding regional requirements and their commitments
Increased rates due to population growth	Council reporting	To monitor ability of council to manage changes	HPPL and BRC	Annually	• Increase in rates • Infrastructure expansion, upgrades and new development to accommodate increased demand – including cost

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Primary Industry					
Change to access via roads	Department of Transport and Main Roads (DTMR) reporting, council feedback, community survey / questionnaire	Monitor impacts on road access and manage change	HPPL and councils	DTMR and council ongoing Surveys / Questionnaires (every 5 years)	• Increased use by Project • Increased or decreased use by tourists • Increased or decreased use by regional residents
Change to access via airport	Councils and airport operators' feedback	Monitor impacts on air access and manage change	HPPL and councils		• Change in airport use • Commercial flight opportunities available
Change to access via rail	Councils and rail operators' feedback	Monitor impacts on rail access	HPPL and councils		• Changes in rail use •
Key utilities (water and electricity) brought into the region by the Project	Councils feedback	Monitor changes to water and electricity supply in the community and the cumulative effect on the Project impacts	HPPL and councils		• Utilities continued to Alpha • Impact of utilities on community • Impact of utilities on impact of the Project on Alpha
Infrastructure upgrades (project related and council anticipated)	Councils feedback	Monitor impacts on infrastructure and the cumulative effect on the Project impacts	HPPL and councils		• Impact of infrastructure upgrades on community • Impact of infrastructure upgrades on impact of the Project on Alpha

27.3.2 Reporting

27.3.2.1 Reporting to stakeholders

The Proponent will report the findings of the monitoring strategy as part of their Project annual reporting through the SIMP, Communications and Community Engagement Plan, Community Liaison role and/or Hancock Consultative Committee (HCC). The Proponent and the councils will determine the most appropriate reporting mechanism as part of Stage 2 of the SIMP development process.

27.3.2.2 Reporting to the Social Impact Assessment Unit

As per the draft SIMP Guidelines, The Proponent will report on the monitoring program to the Social Impact Assessment Unit of the Department of Infrastructure and Planning on an annual basis during construction.

The Proponent will report on the operational impacts of the Project to the Social Impact Assessment Unit of the Department of Infrastructure and Planning every three years.

As per the draft SIMP Guidelines, reports prepared for the Social Impact Assessment Unit will include:

- An overview of the effectiveness of implementation;
- An assessment of progress against nominated performance indicators;
- An explanation of why any actions were not undertaken as planned and if required; and
- Strategies to improve future performance.

27.3.3 External Review

The Proponent will agree to an external review of the SIMP when requested by the Social Impact Assessment Unit of the Department of Infrastructure and Planning. Details of the review will be determined at a later date.

27.3.4 Amendment and Termination

Amendments and updates to the SIMP will be considered as part of the SIMP internal SIMP Review, which will be timed with the Reporting to the SIAU and councils, and will consider findings of the external reviews.

27.4 Section E: Communications and Community Engagement

27.4.1 Overview

The Proponent will develop a Communications and Community Engagement Plan for the construction and operation of the Project. The Communications and Community Engagement Plan will align with the International Association for Public Participation (IAP2) Spectrum (refer to Figure 27-4).

Figure 27-4 IAP2 Spectrum

iap2
International Association for Public Participation Australasia

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
• Fact sheets • Web Sites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory • Committees • Consensus building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

Source: IAP2, 2010

The Proponent will allocate resources to ensure that the Communications and Community Engagement Plan is able to be developed, implemented and reviewed in a timely fashion. Resources

include stakeholder engagement personnel at the corporate level and on site, appropriate funding and relevant policies and procedures.

27.4.2 Construction and Operations

27.4.2.1 Stakeholders

Stakeholders who could be included (but not limited to) in the Communications and Community Engagement Plan are summarised in Table 27-1.

Table 27-5 Communications and Community Engagement Plan – Stakeholders

Stakeholder Group	Stakeholders
Landholders	• Landholders will be directly impacted by the Project
Regional Councils	• Barcaldine Regional Council • Isaac Regional Council • Central Highlands Regional Council
Queensland Government	• Department of Infrastructure and Planning (Social Impact Assessment Unit) • Department of Employment, Economic Development and Innovation; • Department of Communities; • Department of Education and Training; • Queensland Police; • Department of Transport and Main Roads; • Department of Environment and Resource Management; and • Queensland Health.
Residents of the local and regional study areas	• People living in the Local Government Areas of Barcaldine, Isaac and Central Highlands regional councils.
Service providers in the regional study area	• For example, health, education, training, emergency services.
Businesses in the regional study area	• Businesses based in the towns of Alpha, Clermont, and Emerald, this may occur through local progress associations or Chambers of Commerce. Additional businesses in other communities may be considered
Interest groups	• For example, environmental groups, industry groups

27.4.2.2 Actions

Actions or tools which could be used (but not limited to) to implement the Communications and Community Engagement Plan are summarised in Table 27-6.

Table 27-6 Communications and Community Engagement Plan – Tools and Actions

Action	IAP2 Spectrum	Stakeholder	Purpose	Timing
Land liaison officers	Collaborate	Landholders	Provide Project updates, raise, discuss and address ways of addressing any issues specific to landholders	As required (at least fortnightly contact)
Meetings with Regional Councils	Collaborate	Barcaldine Regional Council, Isaac Regional Council and Central Highlands Regional Council	Provide Project updates, participation in Regional planning exercises, raise, discuss and address ways of managing any issues at the regional level	Every two months
Hancock Consultative Committee	Collaborate	The Project, regional councils – potentially other projects and State agencies. Possible inclusion of other key stakeholders by invite as necessary	Collaborate on Stage 2 of the SIMP, provide Project updates, raise, discuss and address ways of managing any issues at the regional level, review planning documents, and align activities.	Varies depending on tasks and phase of the Project
Other Community Consultative Committees	Involve	Residents, businesses and services providers in the regional study area	Provide Project updates, raise, discuss and address ways of addressing any issues at the regional level	Every quarter
State Government Committee	Involve	Relevant State Government Departments	Provide Project updates, raise, discuss and address ways of addressing any issues.	Every 6 months
Participation in Regional Shows	Consult	Residents in the regional study area	Provide Project updates, raise, discuss and address issues.	Annual
Project website	Inform	All stakeholders	Provide Project updates, and publish newsletters, monitoring data, and minutes of relevant Project meetings.	Updated as required
Project newsletter	Inform	Landholders; residents, businesses and service providers in the regional study area	Provide Project updates	Quarterly
Meetings with SIAU	Inform	SIAU	To provide Project updates	Annual with SIMP review
1300 number	N/A - Collect	All stakeholders	Stakeholder's contact HPPL regarding the Project	Daily

27.4.2.3 Management Strategies

The Proponent and their construction contractors will develop management policies and processes to support the development and implementation of the Communications and Community Engagement Plan. The Community Liaison role will be the principle contact between all stakeholders and the plan, and will be responsible for implementation and management of the plan.

27.4.2.4 Review

The Communications and Community Engagement Plan will be reviewed by the Community Liaison role and other relevant representatives from the Proponent, and their contractors on an annual basis. The review will include an assessment of the effectiveness and efficiency of engagement policies, processes and tools. Relevant stakeholders may be requested to participate in the review, including but not limited to councils.

27.5 Section F: Issues and Risks Action Plan

The Proponent will develop a dispute resolution mechanism within the Issues and Risks Registry which supports an active response to community and stakeholder concerns about social impact issues. The dispute resolution mechanism will be aligned with organisational processes and will include:

- A dedicated pathway and process for handling grievances;
- Relevant policies dedicated to or associated with preventing and/or handling community grievances;
- Maintenance of a data base to record and track any community grievances and which support the relevant policies and procedures; and
- Appropriate resources for handling grievances.

The grievance procedure within the Issues and Risks Registry will be developed based on the following six principles, stipulating it will be:

1. Legitimate;
2. Accessible;
3. Predictable;
4. Equitable;
5. Rights-compatible; and
6. Transparent (Human Rights Council, 2008).

This will all form part of the Issues and Risks Action Plan within the Communication and Community Engagement Plan.