

D | Social Impact Management Plan





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Abbreviations

Abbreviation	Definition
ABS	Australian Bureau of Statistics
BRC	Barcaldine Regional Council
BIBO	Bus in, Bus out
CHMP	Cultural Heritage Management Plan
CHPP	Coal Handling and Processing Plant
CHRCA	Central Highlands Regional Council Area
CLO	Community Liaison Officer
CQU	Central Queensland University
DSDIP	Department of State Development, Infrastructure and Planning
DATSIMA	Department of Aboriginal, Torres Strait Islander and Multicultural Affairs
DEEWR	Department Education, Employment and Workforce Relations
DETE	Department Employment, Training and Education
DIDO	Drive in, Drive out
DoC	Department of Communities
DoCS	Department of Community Safety
DHPW	Department of Housing and Public Works
DTMR	Department of Transport and Main Roads
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
EMRP	Emergency Management and Response Plan
EPCM	Engineering, Procurement and Construction Management
FIFO	Fly in, Fly out
Galilee Basin CSIA Roundtable	Galilee Basin Cumulative Social Impact Assessment Roundtable
Galilee Basin SCCC	Galilee Basin Social Impact Management Plan Community Consultative Committee
HCIPL	Hancock Coal Infrastructure Pty Ltd
HCC	Hancock Consultative Committee
HGPL	Hancock Galilee Pty Ltd
HPPL	Hancock Prospecting Pty Ltd
HIMS	Hancock Integrated Management System
HSECH	Health, Safety, Environment, Community and Heritage



Abbreviation	Definition
ICN	Industry Capability Network
IEP	Indigenous Employment Program
IRC	Isaac Regional Council
KCCC	Kevin's Corner Consultative Committee
LGA	Local Government Area
LOM	Life of Mine
MOU	Memorandum of Understanding
Mtpa	Million tonne per annum
NGO	Non-Government Organisation
OAM	Office of Advanced Manufacturing
OESR	Office of Economic and Statistical Research
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
QH	Queensland Health
QMEA	Queensland Minerals and Energy Academy
QPS	Queensland Police Service
QRC	Queensland Resource Council
RAPAD Board	Remote Area Planning and Development Board
RDA	Regional Development Authority
RFDS	Royal Flying Doctors Service
RUMP	Road Use Management Plan
SIA	Social Impact Assessment
SIA CAR	Social Impact Assessment Cross Agency Reference (Group)
SIAU	Social Impact Assessment Unit
SIMP	Social Impact Management Plan
SEIFA	Socio-Economic Index for Areas
SLA	Statistical Local Area
TMP	Transport Management Plan



Appendix D Social Impact Management Statement

D.1. Introduction

D.1.1. Purpose of the SIMP

The Queensland Government's Sustainable Resource Communities Policy (2008) requires that all proponents undertaking significant resource projects in Queensland develop a Social Impact Management Plan (SIMP). In addition the Environmental Impact Statement (EIS) Terms of Reference for the Kevin's Corner Coal Project (the Project) required the preparation of a SIMP. This SIMP has been prepared for the Hancock Galilee Pty Ltd (HGPL) Kevin's Corner Coal Project and follows the former Department of Infrastructure and Planning's Guidelines to preparing a Social Impact Management Plan (the Guidelines) (September 2010).

As required by the Guidelines and the Terms of Reference for the EIS, this SIMP establishes the roles and responsibilities of the proponent, government, stakeholders and communities throughout the life of the Project in the mitigation and management of social impacts and enhancement of opportunities (as identified in the EIS October 2011) associated with the project construction, operation and closure of the Project.

The SIMP development is a three phased approach:

Phase One: SIMP Foundation – Draft SIMP prepared based on the Social Impact Assessment (SIA) analysis and conclusions, and submitted with the Environmental Impact Statement (EIS);

Phase Two: SIMP Development – Consultation with key stakeholders on the details of the SIMP, roles and responsibilities, reporting, monitoring and review; and

Phase Three: SIMP Implementation – Initiation of the SIMP including implementation, monitoring, management, and reporting.

This SIMP is the product of Phase 2 of the process. It is a living document and will continue to evolve over the life of the Project in consultation with the government, community and other stakeholders.



D.1.2. Objective of the SIMP

The purpose of this SIMP is threefold:

- Summarise the findings from the Social Impact Assessment (SIA) process and findings from targeted engagement undertaken post EIS to further define impacts;
- Provide a rigorous framework and comprehensive program of management to address the potential Project impacts and enhancement measures; and
- Identify through Action Plans, defined roles of the proponent, government, community and other stakeholders within the SIMP framework, supporting an active and ongoing role for these parties throughout the construction, operation and decommissioning of the Project.

D.1.3. Structure of the SIMP

The SIMP is structured, in accordance with the Guidelines, as follows:

Section 1	Purpose and objectives.
Section 2	An overview of the Kevin's Corner Project, Project Area of Influence and potential contribution to regional development.
Section 3	Impact mitigation and management and summary of key social impacts as identified in the SIA. This provides the context for the Project's area of influence and how potential social and economic impacts and benefits will be addressed in the SIMP and Action Plans.
Section 4	Mitigation or enhancement measures to address the identified key social impacts via a series of Action Plans as follows: Action Plan 1: Housing and Accommodation Management Plan Action Plan 2: Workforce Management Plan Action Plan 3: Local and Regional Business Development Plan Action Plan 4: Community Services and Infrastructure Plan Action Plan 5: Community Safety and Wellbeing Plan
Section 5	Framework for the monitoring, reporting and reviewing of the SIMP
Section 6	Stakeholder Engagement Strategy for the Project
Section 7	Commitments to landholders
Section 8	Details the HGPL Dispute Resolution Policy
Appendix A	Details on Project planning (post SIA)
Appendix B	Revised SIA Impacts



D.2. Project Summary

Project Proponent:	Hancock Galilee Pty Ltd
Project Name:	Kevin's Corner Coal Project
Project Location:	Galilee Basin, Queensland, Australia

D.2.1. Project Proponent

Hancock Galilee Pty Ltd (HGPL) is a wholly owned subsidiary of GVK Coal Developers (Singapore) Pty Ltd (GVKCDPL) and is a part of the GVK Group of Companies. Until September 2011, HGPL was owned by Hancock Prospecting Pty Ltd (HPPL), who had held the relevant exploration and mineral development rights since the 1970s.

D.2.2. HGPL Approach to Social Outcome and Responsibility

HGPL as a part of the GVK Group takes a proactive approach to community engagement and seeks to achieve more than just the management of potential adverse social impacts. HGPL expects to contribute to a social outcome of improved livelihoods and amenity in project-impacted communities. To achieve this outcome HGPL will adopt a strategic approach comprised of the following three components:

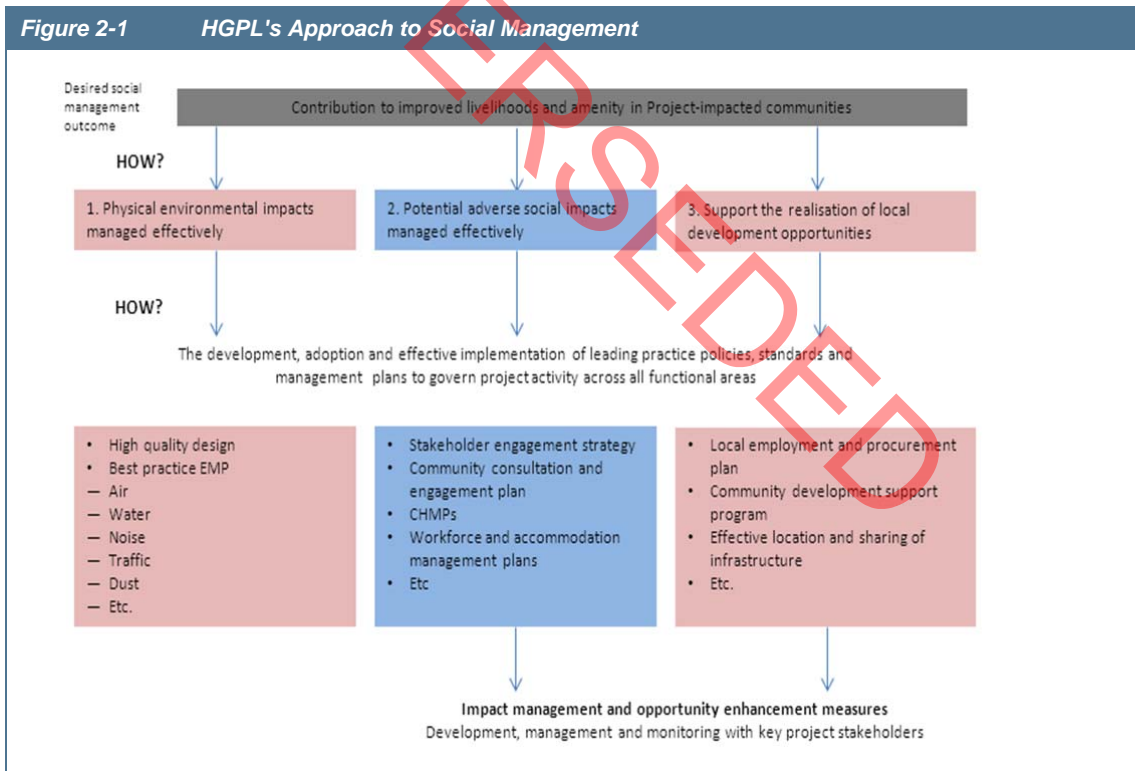
- Effective management of physical environmental impacts;
- Effective management of potential adverse social impacts; and
- Provision of support for the realisation of local development opportunities.

Activities in these three areas will be guided by leading practice policies, procedures, guidelines and management plans. The social outcome will be founded on the implementation of a Project specific social management process that seeks to avoid negative impacts to the maximum extent possible. A schematic representation of this social management approach is shown in Figure 2-1.



D.2.3. Project Operating Philosophy

The Project is developing systems that will employ high levels of technology and sustainability to deliver product to market with the lowest possible energy inputs. The Project will require FIFO service to support the operations but recognises opportunities will be available for local employment and local business development. People will be trained and developed to support the hi-technology systems and state-of-the-art mining equipment. In addition, all workforce associated with LIA will be accommodated in the accommodation village whilst on roster. The Project is looking to provide employee support services to set industry benchmarks for employee retention, and to utilise local businesses where possible which have a natural loyalty to the Project. The Project will provide an opportunity for people to base specialised businesses at the Projects Light Industrial Area, which will also be a hub of services to support the mine as well as offer employment opportunities for the local community.



D.2.4. Project Location

The Kevin's Corner Coal Project (the Project) Hub, the centre for all services, and also the FIFO point is located approximately 90 km to the north of the community of Alpha, which has a population of approximately 430 people (OESR, 2010), and is located within the Barcaldine Regional Council (BRC) area. The Project is situated to the west of the Alpha-Clermont Road, which is a single lane, predominantly gravel road (120 km north-east to Clermont). Barcaldine (140 km), to the west of Alpha, is the nearest community via key road networks with a population of over 1,000 people, while Emerald, is located (170 km) to the east of Alpha and is the closest significant population centre, with a population over 11,000 (Australian Bureau of Statistics ABS, 2006). Figure 2-2 shows the geographical location of the Project in relation to the surrounding communities.

SUPERSEDED



D.2.5. Project Description

The Project aims to develop a 30 million tonnes per annum (Mtpa) product capacity open-cut and underground thermal coal mine to target the coal seams in the Upper Permian coal measures of the Galilee Basin, Queensland, Australia. Mining Lease Application (MLA) 70425 covers the mine site, which extends over Exploration Permit Coal (EPC) 1210 and Mineral Development Licence (MDL) 333.

The coal mine will be supported and is reliant on privately owned and operated rail and port infrastructure facilities, which are proposed to be developed as part of the neighbouring Alpha Coal Project. At the Project site the coal will be mined, washed and conveyed to a train load-out facility where it will be transported to the east coast of Queensland to the port facility of Abbot Point for export. Key relevant infrastructure to be developed as part of the Project includes:

- Coal Handling and Processing Plant (CHPP);
- Three (3) Underground Mine Areas;
- Two (2) Open-Cut Mine Areas; and
- Supporting Infrastructure (including on-site accommodation village for 100% of the workforce (contract and permanent), on-site airstrip, and on-site light industrial area).

D.2.6. Light Industrial Area

The Light Industrial Area (LIA) will be developed on the Mining Lease area, along the mine access road, adjacent to rail, power and water supplies and site airport location. This is an important concentration of services for the site. The LIA will include ancillary service and industrial activities such as the mine wastewater treatment plant, rehabilitation plant nursery, light vehicle servicing and laundry facilities. The LIA will also provide an area for the Project to offer more diversified employment opportunities. There is potential for land to be made available for a range of services, such as:

- Equipment hire service and maintenance;
- Underground equipment off-site major maintenance;
- Open-cut equipment – consignment warehousing and maintenance;
- Electrical services;
- Tyre storage and repair services;
- Light vehicle and small diesel maintenance and repair;
- Contractors mobilisation and storage yards;

- Centralised training (including apprentice training);
- Medical, security services and cleaning contractors;
- Road haulage freight yards;
- Concrete batch plant;
- Site information technology service hubs; and
- Site building and grounds maintenance facilities.

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Figure 2-2 Kevin's Corner Project Location





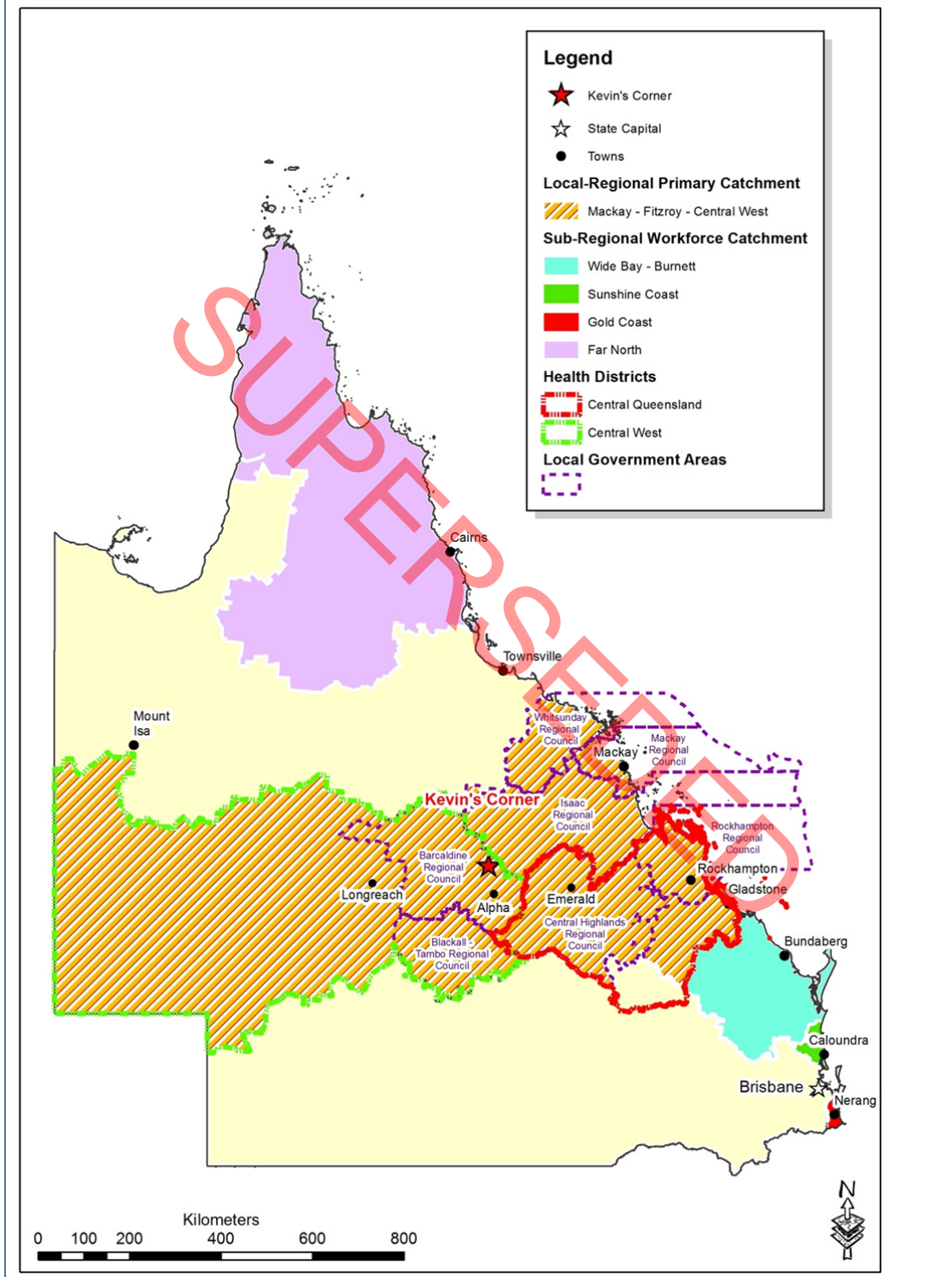
D.2.7. Project Area of Influence - Local and Regional

The local social and cultural area of influence for the Project centres on BRC with a focus on the town of Alpha and the landholdings surrounding the mine site. This is due to the fact that the principal social impacts are likely to be experienced within this area. Interaction with the local community will be limited due to the Project being largely self contained with on site airport and accommodation centre. Therefore, although the Project is within BRC, and noting that the Project site is 90 km north of Alpha, actual Project interaction with the community is anticipated to be low due to geographic separation and Project design. However, appropriate monitoring and mitigation strategies have been developed in this SIMP to ensure that Project interactions with Alpha community including sharing social, recreational and medical resources are positive.

The broader region, including the Isaac, Central Highlands, and Blackall-Tambo Regional Council areas, have been identified as a secondary social and cultural area of influence for cumulative impact management. Other broader impact regions include communities along the major highways to be utilised for the transport of equipment and materials as well as coastal and metropolitan labour source communities (Refer to Figure 2-3). Road safety impacts on infrastructure are addressed in the Community Safety and Wellbeing Plan (refer to Section 4.5).

In preparing this SIMP and undertaking additional analysis and consultation (as detailed in Appendix A), HGPL acknowledge that the Project is likely to considerably draw from the regional workforce and from key source communities including Far North Queensland, Wide Bay Burnett, Sunshine Coast and Gold Coast regions as shown in Figure 2-3. This wider area of influence is shown in Figure 2-3 and is addressed in the Workforce Management Plan (refer to Section 4.2) and Local and Regional Business Development Action Plan (refer to Section 4.3).

Figure 2-3 Regional Catchments – Workforce & Health





D.2.8. Potential Contribution to Regional Development

The Project contributes to timely development in the Galilee Basin whilst ensuring the community benefits and environmental objectives are supported. Economically, the Project will provide long-term contributions of royalties/taxes to the Federal/State economy (over \$AUD600 million per year at full production) and employment and business opportunities locally and regionally.

It is anticipated the Project will require a total investment of approximately \$AUD4.2 billion. As detailed above, it is expected to employ a peak of 1,800 employees during construction and a permanent operational work force of 1,600 people. While it is likely that initially only a small proportion of the workforce will be able to be sourced locally, due to the current limited availability of skilled workers, the Project presents development opportunities for workers locally and regionally and offers an opportunity for local employment diversification. To support this economic development opportunity, HGPL will continue to engage with the Department of Education Training and Employment (DETE) and local service providers to facilitate education and training opportunities to build skills capacity via apprenticeships, traineeships, scholarships and vocational training. Through this process HGPL will also seek to increase employment opportunities for local and regional residents, both with the Project and in the wider economy.

In addition, HGPL is working closely with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) to proactively address Indigenous participation in the Project. It will be important to identify at an early stage where local Indigenous capacity can be enhanced and where opportunities can be harnessed for local Indigenous involvement in the Project. The Project will also work with DETE to develop links to existing local and regional training programs and up-skilling of Indigenous people.

The Project will be part of the largest supply chain systems in Australia. This will lead to significant Project-related expenditure through regional and State suppliers and contractors, creating additional business revenue and jobs (up to 2,000 jobs).

HGPL will work with key government agencies and local organisations to facilitate access to these opportunities and will work to build the capacity of local businesses to tender and win supply contracts. In particular, HGPL will work with the Industry Capability Network (ICN) to communicate the nature and level of goods and services required for construction and operation and standards for HGPL contractors. HGPL is committed to regional road shows to promote project opportunities to potential suppliers.

With regard to wider community benefit, HGPL aims to deliver the Project in a manner that is of maximum benefit to the local community, and will continue to sponsor community development programs and opportunities in the region. Local communities will also benefit from a flow-on effect generated by improved social infrastructure, transport corridors and the establishment of support service industries required by the Project.

HGPL is committed to working with government and regional stakeholders to maximise the long-term benefits of the Project and potential for contribution to the sustainable development of the region. A key component of this is to ensure the Project is aligned, where possible, with regional strategies and plans, including, but not limited to:

- Sustainable Resource Communities Policy: Social Impact Assessment in the Mining and Petroleum Industries (DSDIP);
- Bowen, Galilee and Surat Basins Health Services Plan 2011-2021 (Queensland Health);
- Work For Queensland – Resources Skills and Employment Plan (Skills Queensland); and
- The Community Plans of BRC, Isaac Regional Council and Central Highlands Regional Council.



D.3. Impact Mitigation and Management

The key expected social impacts from the Project were identified through the SIA process and are presented in this section. Subsequent to the completion of the SIA, and as part of the development of this SIMP, there has been further Project planning and consultation with key stakeholders undertaken by HGPL. Project planning information is provided in Appendix A, and includes workforce profiling (supply and demand), workforce strategies, workforce accommodation and facilities, and workforce health. This additional information has been used in conjunction with the findings from the SIA to develop the Action Plans included in Section 4.

Cumulative impacts of the multiple projects potentially occurring within the Galilee Basin are also considered herein, although, a separate, more detailed Interim Cumulative Impacts Report has also been prepared for the Project (refer Appendix O – Interim Cumulative Impacts Assessment Report). The Interim Cumulative Impact Report addresses potential cumulative impacts (environmental and social) and monitoring and response mechanisms that specifically address cumulative impacts. This is discussed further in Section 5. In addition to this, HGPL is committed to participation in the Galilee Basin Cumulative Social Impact Assessment (CSIA) Roundtable and the Galilee Basin Social Impact Management Community Consultative Committee (SCCC).

D.3.1. Impact Identification and Rating

The purpose of the impact assessment was to identify and evaluate the significance of any potential positive and negative impacts (real and perceived) that the Project could have on the community and assess the significance and likelihood of each across time and geographic scope.

Impacts were identified based on information collected in the baseline and the results of stakeholder consultation, and with consideration of cumulative impacts from other developments taking place in the Project area. Experience with similar projects, regional and other Queensland case studies/experiences has assisted to make assumptions about potential social impacts.

The following impact assessment methodology, adapted from the AS/NZ4360 Risk Management, was used to characterise impacts and assess their potential effects. The impact ranking is derived by examining the magnitude and likelihood of the impact, with consideration given to the geographic context and duration of impact. The magnitude is defined as the outcome or impact of an event, while the likelihood is defined as a general description of probability or likelihood of an event occurring in the study area as a result of the Project, and how often that might occur. Table 3-1 presents the framework that was deployed to determine the level of social impact.

Each potential impact was then assigned an impact rating and categorised from low to very high, as shown in the matrix below.



Potential negative impacts were identified as requiring mitigation. Positive impacts were identified as enhancement opportunities within the community but do not require mitigation.

The Action Plans set out in Section 4 have subsequently been developed to both mitigate negative impacts as well as facilitate opportunities for local and regional businesses and communities to benefit from the Project. Table 3-1 and Table 3-2 show the framework used to determine the significance of the social impacts identified in the SIA.

Table 3-1 Impact Assessment Criteria

Factor	Parameter	Significance Criteria
Magnitude	Insignificant	Slight or unnoticeable socioeconomic effect.
	Minor	Some interference with the socioeconomic environment but within normal community variance or tolerable thresholds. Results in minor changes to existing socioeconomic environment.
	Moderate	Clearly visible effect to the socioeconomic environment. Requires localised remediation. Results in noticeable changes to existing socioeconomic environment.
	Major	Damage to the socioeconomic environment requires significant remediation. Results in serious changes or disruption to the existing socioeconomic environment.
	Severe	Damage to the socioeconomic environment is irreversible, of high impact or widespread. Results in societal change or considerable socioeconomic repercussions in the community.
Duration	Pre-Construction	Impact occurs during feasibility phase
	Construction	Impact occurs during the construction phase
	Operation	Impact occurs during the operation phase
	Closure	Impact occurs during the closure phase
	Life of Project	Impact occurs through all phases
	Post Project Residual	Enduring impacts post Project closure
Likelihood	Rare	Will only occur in exceptional circumstances
	Unlikely	Could occur but not expected
	Possible	Could occur at some time
	Likely	Will probably occur in most circumstances
	Almost Certain	Expected to occur in most circumstances
Level of Impact	Low	No mitigation required
	Medium	Some mitigation may be required
	High	Mitigation and monitoring required
	Very High	Increased mitigation and monitoring required. Enhancement of offsets should be considered, as well as alternatives to reduce the risk

Table 3-2 Significance of Impacts Guidelines Table

Likelihood	Magnitude
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	Insignificant	Minor	Moderate	Major	Severe
Rare	Low	Low	Medium	High	Very High
Unlikely	Low	Low	Medium	High	Very High
Possible	Low	Low	Medium	High	Very High
Likely	Low	Medium	High	Very High	Very High
Almost Certain	Low	Medium	High	Very High	Very High

D.3.2. Summary of Key Social Impacts

Utilising the methodology outlined above, an assessment was undertaken of the social impacts of the Project. A detailed consideration of impacts was provided in the SIA and draft SIMP, submitted with the EIS (Oct 2011). Since this time, the social impacts and mitigation measures have been further refined to provide for a more concise, logical and consistent approach to social impact management, and to align with the former Department of Infrastructure and Planning's Guidelines to preparing a Social Impact Management Plan (the Guidelines)(September 2010).

Appendix B details the refined impact categories and their relationship to the impacts that were originally identified within the SIA. The main impacts are summarised below in Table 3-3.



Table 3-3 Social Impacts and Benefits Summary

	Positive	Negative
High	Decreased unemployment and enhanced economic wellbeing.	Impaired road safety environment <ul style="list-style-type: none">• The use of local roads by heavy vehicles and construction equipment will create a safety risk; and• Increase in traffic could result in driver fatigue or higher accidents rates.
Medium	Access to community services and social infrastructure <ul style="list-style-type: none">• The Project's on-site resources will avoid placing demand on local public services; and• On-site resources could be available to supplement local community resources.	Heightened anxiety regarding the future direction of the region/communities <ul style="list-style-type: none">• A heightened sense of anxiety regarding the perceived future of the region and Alpha community as a result of the introduction of coal mining
	Local/regional infrastructure enhancement <ul style="list-style-type: none">• The Project will deliver significant infrastructure enhancements to the region; and• Development of effective links to government programs.	Interference with Indigenous cultural heritage <ul style="list-style-type: none">• Interference with Indigenous cultural heritage in the region could result in potential conflict and dissatisfaction with the Project and a sense of cultural loss.
Low	Local, regional and Indigenous employment and training opportunity <ul style="list-style-type: none">• The Project will create direct and indirect employment opportunities; and• Training opportunities for the local workforce (including Indigenous) and diverse employment opportunities beyond the traditional agricultural sector.	Housing availability and affordability <ul style="list-style-type: none">• Potential to cause localised inflation in property prices; and• Potential to reduce the availability of rental properties.
	Increased sales for existing local and regional businesses and Increase in the number of businesses based locally <ul style="list-style-type: none">• Increases in local and regional business revenue as a result of Project-related expenditure; and• Increase in business opportunities.	Residents' safety and sense of security <ul style="list-style-type: none">• An influx of a large workforce into the area could decrease residents' sense of safety and security.
	Retention of young residents <ul style="list-style-type: none">• Increases in local employment, training and business opportunities could encourage young residents to stay in Alpha and district.	Impact on local businesses from loss of local employees to the mines <ul style="list-style-type: none">• Loss of seasonal workers.



D.3.3. Stakeholder Engagement

HGPL is committed to engaging openly, transparently and cooperatively to achieve positive outcomes. In the development of this SIMP, extensive work has been undertaken to understand stakeholder views and how the Project may affect communities.

During the SIA, stakeholder consultation in the local and regional study area was conducted through community events and one-on-one consultation. One-on-one consultation with key stakeholders in particular has proven to be an effective means to gather information for the social impact management planning process.

D.3.3.1. Kevin's Corner Consultative Committee

The Kevin's Corner Consultative Committee (KCCC) comprising primarily local Council and State agency representatives was established in early 2012. The KCCC members provided significant feedback in refining the SIMP Action Plans. Their continued input into the SIMP development will ensure that the actions developed have shared ownership at both a local and regional level to ensure positive project impacts are enhanced and negative impacts are successfully managed throughout the life of the Project. Full details of the consultation processes, issues and outcomes are available in the Consultation Report (Appendix R) attached to the SEIS.

D.3.3.2. Ongoing Stakeholder Engagement and Partnerships

HGPL will continue to engage the community and stakeholders because their understanding and feedback are important to social impact management and fostering positive relationships with the community. This engagement will be managed through the ongoing Community and Stakeholder Engagement Plan for the Project. The approach to this is set out in Section 6. The Plan utilises multiple consultation techniques in order to provide opportunities for stakeholders to be engaged with the Project.

Ongoing and expanding consultation with a range of agencies and key stakeholders as set out in Table 3-4, is planned that will facilitate the development and implementation of the Action Plans and identify potential partnerships for the SIMP.



Table 3-4 Key Stakeholder and Project Partners for SIMP Implementation

Stakeholders and Project Partners	Action Plans and Supporting Policies and Procedures				
	Housing & Accommodation Good Neighbour Policy	Workforce Management Local Employment Policy	Local and Regional Business Development Local Participation Plan	Community Services & Infrastructure	Community Safety & Wellbeing Code of Conduct Fit for Work – Fatigue Fit for Work – Drug & Alcohol
Barcaldine Negotiation Table		X	X		
Barcaldine Regional Council	X	X	X	X	X
Blackall-Tambo Regional Council		X	X		
Cairns Regional Council		X			
Central Highlands Development Corporation		X	X		
Central Highlands Regional Council	X	X	X	X	X
Central Queensland TAFE		X			
Central Queensland University		X			
Department of Communities	X			X	X
Department of Community Safety	X				X
Department of Education and Training		X			
Department of Education, Employment and Workplace Relations		X			
Department of Housing and Public Works	X				
Department of State Development, Infrastructure and Planning/Office of Co-ordinator General	X	X	X	X	X
Education Queensland and Industry Partnership		X			
Industry Capability Network			X		
Isaac Regional Council	X	X	X	X	X
Kevin's Corner Community Consultative Committee	X	X	X	X	X
Mackay Regional Council	X	X			
Mackay Whitsunday Regional Economic Development Corporation		X	X		
Non-Government Organisations (local service providers)				X	X
Office of Economic and Statistical Research	X	X	X	X	X
Queensland Ambulance					X
Queensland Fire and Rescue Service					X



Stakeholders and Project Partners	Action Plans and Supporting Policies and Procedures				
	Housing & Accommodation Good Neighbour Policy	Workforce Management Local Employment Policy	Local and Regional Business Development Local Participation Plan	Community Services & Infrastructure	Community Safety & Wellbeing Code of Conduct Fit for Work – Fatigue Fit for Work – Drug & Alcohol
Queensland Health					X
Queensland Health – Central Queensland and Central West				X	X
Queensland Minerals and Energy Academy		X			
Queensland Resources Council	X	X	X		
Remote Area Planning and Development		X	X		
Regional Development Australia		X	X		
Rockhampton Regional Council	X	X	X	X	X
Skills Queensland		X			
Whitsunday Regional Council	X	X	X	X	X



D.4. Impact Mitigation and Management – Action Plans

To manage, and where necessary mitigate or enhance, the identified key social impacts, Action Plans have been developed to address broad issue areas identified through the impact assessment process, and as listed in Table 3-3.

The five Action Plans are as follows:

- Action Plan 1: Housing and Accommodation Management Plan;
- Action Plan 2: Workforce Management Plan;
- Action Plan 3: Local and Regional Business Development Plan;
- Action Plan 4: Community Services and Infrastructure Plan; and
- Action Plan 5: Community Safety and Wellbeing Plan.

Each Action Plan follows the same structure, which has been developed in consideration of fulfilling the requirements detailed in the Guidelines to preparing a Social Impact Management Plan (September 2010). The Action Plans have been designed to provide a transparent approach to managing the potential social impacts of the Project, and are suitable for public distribution. They identify relevant stakeholders and clearly allocate responsibility for all actions.

Each Action Plan contains the following sections:

- Rationale – provides an overview of the context and the logic for the Action Plan contents;
- Social Impacts (negative) and Opportunities (positive) – describes the key social impacts and opportunities addressed through the Action Plan;
- Objectives – are the overarching goals of the Action Plan;
- Targets – the critical markers that demonstrate the achievement of the Action Plan's objectives;
- Actions – the activities that are central to realising the opportunities and managing the negative social impacts addressed through the Action Plan;
- Key Performance Measures – measures that demonstrate performance against specific actions;
- Key Stakeholders / Potential Partner Agencies – as well as HGPL, Government at all levels has a significant role in the planning and delivery of core services such as health, education, emergency services, transport and infrastructure, and employment and training initiatives. Where relevant, these Action Plans identify potential partners for delivery and /or monitoring of a particular action, mitigation strategy or program;



- Timeframe – the timing of the actions with regard to the Project timing; and
- Action Plan Review – the monitoring and reporting program for the Action Plan including monitoring measures, data sources, frequency and responsible agents.

The Action Plans will be updated with additional tasks, information and timing as engagement activities are undertaken to finalise the Action Plans. The Actions Plans will then provide the basis for development of the Monitoring, Reporting and Review Program as outlined in Section 5.

An important step in finalising the Action Plans will be agreeing on suitable quantification of Targets and Key Performance Measures. Where possible, quantification of such measures has already been included within this current revision of the Action Plans. Finalisation will require consultation between HGPL, key stakeholders/Project partners, and the SIA Unit of the Office of the Coordinator General. The allocation of responsibilities (such as provision of data and information) to key stakeholders needs to be finalised. Through this process, the Action Plans (including the supporting plans and policies) will be further developed and refined to ensure the final product is not only comprehensive with respect to managing key potential impacts, but is also actionable and measurable.

D.4.1. Action Plan 1: Housing and Accommodation Management Plan

Rationale

Preparation of this Housing and Accommodation Action Plan is informed by the Coordinator General's Major Resource Projects Housing Policy: Core Principles to Guide Social Impact Assessment (August 2011) document. Key principles of the policy that influence this Action Plan are:

- Early consultation with BRC and the State Government about resource worker accommodation;
- HGPL taking responsibility for workforce accommodation;
- Taking account of worker choice in preferred accommodation;
- Review of the local and sub-regional housing markets; and
- Local and sub-regional housing market impacts.

In response to the Major Resource Projects Housing Policy: Core Principles to Guide Social Impact Assessment and to ensure a safe driving distance to work, and address the concerns of the Alpha community members about impacts on the costs of housing, 100% of the Project workforce will be provided with accommodation on-site.



In addition to 100% provision of workforce accommodation on-site, HGPL will work with the BRC, the State Government, other proponents and housing providers to monitor impacts on the Alpha housing market and the continued availability and affordability of housing in Alpha. With a modest population of 430 residents (Estimated Resident Population (ERP) 2010) in 300 private dwellings and key land development constraints such as infrastructure limitations and flooding, Alpha is vulnerable to demand pressure on its limited housing and temporary accommodation supply.

As well as impacting the local housing market in Alpha, the magnitude of proposed resource development in the Galilee Basin may impact the sub-regional housing market, in particular, housing availability and affordability in the Isaac Regional Council (Clermont) and the Central Highlands Regional Council (Emerald). The sub-regional housing market impacts will need to be monitored and market interventions developed in collaboration with other proponents, the Councils, State Government, communities, workforce members, and housing developers and providers to mitigate impacts and ensure the continued supply of affordable housing. The challenge for governments and the proponents is to monitor housing market impacts and deliver timely mitigation measures.

The Alpha community values its safe and relaxed family lifestyle and while it aspires to sustainable growth, consultation has identified anxiety about the potential impacts of resource development on house prices, safety and security in the town.

The Project workforce accommodation management system aims to minimise the daily contact between the workforce and the Alpha community by providing accommodation, recreation, entertainment and support services on-site which will ensure Kevin's Corner mine workforce remain in the accommodation village during their rostered period. The Project's direct and indirect workforce has the potential to impact the housing markets in Alpha and other communities in the sub-region if they choose to reside in the sub-region. This action plan promotes three key strategies that address the Kevin's Corner workforce accommodation village and the potential local and sub-regional housing market impacts.

1. Provide an accommodation village capable of accommodating 100% of the Project workforce within 10 km of the mine for their rostered period;
2. Identify the accommodation intention of the Project's workers at the time of recruitment and the issuing of contracts and throughout their employment and respond to these intentions in negotiation with the workforce, Councils, the State Government and housing providers; and
3. Identify housing market targets and triggers and work with the Councils, the State Government, proponents of other resource projects, the communities, and housing developers and providers to monitor the housing markets and develop mitigation strategies in response to unacceptable local and sub-regional housing market impacts.



Social Impacts and Opportunities

This plan addresses housing availability and affordability impacts including:

- Potential to cause localised inflation in property prices; and
- Potential to reduce the availability of rental properties.

Plan Objectives

1. Provide accommodation solutions for the Kevin's Corner Coal workforce;
2. Avoid or manage risk of inflation in property prices and rents in the Alpha community; and
3. Contribute to the monitoring and mitigation of local and sub-regional housing impacts.

Targets

- A Project workforce accommodation village (compliant with relevant building codes/standards) with capacity for the Project workforce that includes social and recreational opportunities, and which is suitable for use as required;
- 100% of the Project construction and operational workforce reside in the on-site Project workforce accommodation during work rosters;
- A small proportion of available rental accommodation in Alpha is occupied by the Project workforce and/or Project related contractors;
- Minimal impacts of the Project on housing stress in Alpha;
- Project workforce is satisfied that accommodation meets their needs;
- An evidence-based housing market monitoring program is established to monitor the impacts of the Project on local, sub-regional and regional housing markets;
- All agreed mitigation strategies are deployed to address adverse local and sub-regional housing market impacts; and
- Cooperative partnerships are established between HGPL, Councils, State Government agencies, other projects/proponents and housing providers for the mitigation of local, sub-regional and regional housing impacts.



Table 4-1 Housing and Accommodation Management Actions

Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
WORKFORCE ACCOMMODATION AND MANAGEMENT			
Construct a site-based mining accommodation village with capacity to accommodate 100% of the Project workforce including contract and permanent employees.	<ul style="list-style-type: none">On-site workers accommodation village constructed ahead of Project demand; andWorkforce resident in the on-site workers accommodation village whilst on roster.	HGPL EPC Manager	Preconstruction Pre Full Production
Consult with stakeholders regarding workers accommodation village location, design, size and facilities (incl. medical) management approach.	<ul style="list-style-type: none">BRC and State Government support the accommodation village design, size and location; andWorkforce support the village design and facilities.	HGPL BRC DHPW EPC Manager	Preconstruction and Ongoing
Construct workers accommodation village compliant with current building standards with sufficient social and recreational opportunities and support services to minimise impacts on Alpha services, community safety and social values.	<ul style="list-style-type: none">Compliance with workers accommodation village approvals and conditions of approval; andOn-site social, recreation and support services provided to the satisfaction of Project workforce.	HGPL/EPC Manager	Preconstruction and Ongoing
Implement HGPL Good Neighbour Policy, Workforce Code of Conduct and an Emergency Management and Response Plan (EMRP).	<ul style="list-style-type: none">Reported incidents of antisocial behaviour by Project workforce in Alpha;Number of Code of Conduct breaches; andHealth, Safety, Environment, Community and Heritage (HSECH) advisory bulletins delivered to residents.	HGPL BRC EPC Manager	At Induction Preconstruction and Ongoing
Prepare accommodation village for flooding and any event that would cause the accommodation village to be isolated, including the need for sufficient supplies to be brought in for these emergencies.	<ul style="list-style-type: none">Emergency Management and Response Plan developed and implemented.	HGPL BRC QFRS QAS QPS EPC Manager DoC	Preconstruction
ALPHA ACCOMMODATION			
Monitor the Project impacts on housing availability and affordability in Alpha and the BRC area. Monitoring timeframes and triggers need to consider the time taken to release land for development; and the planning frameworks (e.g. may need to	<ul style="list-style-type: none">Quantitative measures to be agreed.	HGPL BRC State agencies	Ongoing



Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
consider 5 year look ahead).			
Advise the labour market of intentions to operate and recruit on FIFO, DIDO or BIBO basis and the locations of the points of hire.	<ul style="list-style-type: none">Liaison with key stakeholder regarding Workforce Management Plan.	HGPL Skills Queensland	Preconstruction
At the time of recruitment, identify the housing intentions of new Project workforce members (contractors and permanent). Work with BRC and DSDIP to communicate and deliver preferred housing options where possible, in particular, for those Project workforce wishing to reside in Alpha in the future.	<ul style="list-style-type: none">Workforce engagement which includes attitudes towards accommodation; andConsultation with BRC and DSDIP.	HGPL BRC DSDIP	Preconstruction and Ongoing
Consult with BRC on infrastructure needs of Alpha and consider the most appropriate means to support the provision of infrastructure and serviced industrial and residential land in Alpha.	<ul style="list-style-type: none">Participation in Galilee Basin CSIA Roundtable and future implementation of Galilee Basin Social Infrastructure Plan.	HGPL BRC DSDIP	Preconstruction
Explore options for delivering housing in Alpha if feedback from workers is that they intend to reside in Alpha.	<ul style="list-style-type: none">Timely release of serviced land and housing in Alpha for Project workforce; andNumber of Project workers resident in Alpha.	HGPL BRC DSDIP	Ongoing
Monitor the impact on BRC rental stocks as a result of the Project and cooperate with the BRC, DHPW, other Project proponents and housing providers to develop strategies that offset negative impacts. This will include monitoring of social housing and where necessary, liaison with DHPW and DoC.	<ul style="list-style-type: none">Residential vacancy rate in Alpha and BRC;Median land prices for housing in Alpha and BRC do not increase more than standard CPI (or equivalent measures); andNumber of vacant serviced lots of residential land in Alpha and Barcaldine Regional communities.	HGPL BRC DHPW DoC	Ongoing
Housing and retail/commercial property availability and affordability to be a standing item at the Galilee Basin CSIA Roundtable and KCCC/Galilee Basin SCCC.	<ul style="list-style-type: none">Quantitative measures to be agreed.	KCCC/Galilee Basin SCCC Galilee Basin CSIA Roundtable BRC HGPL	Ongoing
Consult with BRC and State Government agencies to understand the existing situation and future planning (short, medium and long term) with regard to housing and accommodation (including rentals); and process for planning for future provision.	<ul style="list-style-type: none">Quantitative measures to be agreed.	HGPL BRC DHPW	Preconstruction
Monitor impacts on affordability and	<ul style="list-style-type: none">Quantitative measures to be agreed.	HGPL	Preconstruction

Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
availability of retail and commercial properties as a result of the Project.		BRC OESR	and Ongoing
SUB-REGIONAL HOUSING MARKET IMPACTS			
Contribute to housing market research that identifies vulnerable housing market segments and vulnerable locations in the sub-region and in other parts of Queensland including workforce source communities. Establish a baseline, targets and triggers and strategies to support housing market monitoring and impact mitigation.	<ul style="list-style-type: none"> Evidence based housing market monitoring program. 	HGPL BRC IRC CHRC DHPW State Government	Preconstruction and Ongoing
Cooperate with State Government, Councils and relevant housing stakeholders and other proponents to develop joint strategies to monitor housing demand generated by resource development in the Galilee Basin and deliver offsets that mitigate unacceptable housing market impacts.	<ul style="list-style-type: none"> Evidence of joint strategies in response to Project generated housing demand; and Joint strategies that support Alpha development planning and housing provision. 	HGPL BRC DHPW	Ongoing
CUMULATIVE IMPACTS			
Work collaboratively with government in regional planning forums addressing housing affordability and availability and encourage other industry stakeholders to cooperate with outcomes from these forums. Report on cumulative housing affordability and availability issues at the KCCC/Galilee Basin SCCC and the Galilee Basin CSIA Roundtable and other forums, as directed.	<ul style="list-style-type: none"> Participation of the Project's senior representatives in planning forums for housing availability and affordability; and Evidence of the Project participation in regional planning forums (Galilee Basin CSIA Roundtable). 	HGPL Councils DSDIP DHPW	

Action Plan Review

The Housing and Accommodation Management Action Plan will be reviewed regularly. As the housing market is dynamic and the different stages of the Kevin's Corner Project will have differential impacts on the housing market, regular review and reporting is critical to achieve the objectives of this Plan.

The achievement of targets that address the agreed objectives for this Action Plan will be measured via the following monitoring program:



Table 4-2 Housing and Accommodation Management Monitoring Program

Monitoring Program and Measures	Data Sources	Frequency	Responsibility
1. Audit the progress of all actions	HGPL compliance register	Quarterly for the first two years; then annually for all subsequent years	HGPL
2. Analyse the impact of the Project workforce accommodation strategy by reviewing: <ul style="list-style-type: none"> • % of Project workforce resident in on-site workforce accommodation during work rosters; • % of Alpha rental stock occupied by Project workforce; and • Ability of Project workforce to satisfy their residential preferences. 	HGPL HR EPC records of accommodation village tenants Workforce residential preference surveys	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL
3. Engage (e.g. via surveys) with the Project workforce to determine: <ul style="list-style-type: none"> • Levels of satisfaction with workforce facilities • Worker's residential preferences. 	Workforce engagement which includes attitudes towards accommodation	At time of recruitment; then six monthly for three year and then annually for all subsequent years	HGPL
4. Identify baseline local and sub-regional housing market data	BRC records REIQ records State Government (OESR) data and analysis	At preconstruction	HGPL
5. Determine the housing market targets and triggers to be used to initiate and guide mitigation strategies at local, sub-regional and regional scales	BRC records REIQ records State Government (OESR) data and analysis	At preconstruction	HGPL
6. Apply housing market targets to the housing market trends to determine the impact of the Project and other resource projects on the Alpha and sub-regional housing market	BRC records REIQ records State Government (OESR) data and analysis	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL Galilee Basin CSIA Roundtable
7. Review the HGPL contribution to housing mitigation such as: <ul style="list-style-type: none"> • Contribution to development planning and infrastructure in Alpha; • Contribution to housing provision in the sub-region. 	BRC records HGPL records	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL
8. Review the evidence of continuing cooperative partnerships between HGPL, BRC, other proponents, the State Government, communities and housing developers and providers.	HGPL records of participation in the Galilee Basin CSIA Roundtable HGPL support for the KCCC/Galilee Basin SCCC HGPL records (investment in development infrastructure	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL



Monitoring Program and Measures	Data Sources	Frequency	Responsibility
	and housing)		

D.4.2. Action Plan 2: Workforce Management Plan

Rationale

Project workforce requirements will need to be considered against a backdrop of other major projects and labour demands in Queensland and other parts of Australia. Accordingly, there is likely to be significant competition for a range of skilled positions. Project timing will significantly influence the ability for the Project to draw from National resources. The Kevin's Corner Workforce Management Action Plan has been prepared to address these issues. It recognises that while some parts of Queensland are experiencing relatively low unemployment rates, there are several areas that have relatively high unemployment rates and workers with some skills transferability, subject to further up-skilling and training to the resources sector.

The development of the Project presents an opportunity to develop the skills of the local workforce and to diversify employment. HGPL is committed to supporting the community's efforts in broadening its skills base and will develop a Local Employment Policy to guide its recruitment and training options for both employees and contractors. HGPL will also support the training and employment of Indigenous people through implementation of a range of Indigenous Participation initiatives.

Social Impacts and Opportunities

This Plan addresses local, regional and Indigenous training opportunities, and in particular:

- Creation of direct and indirect employment opportunities; and
- Training opportunities for the local workforce (including Indigenous people) and diverse employment opportunities beyond the traditional agricultural sector.

Objectives

1. To maximise employment opportunities for local people, including local Indigenous people and other disadvantaged groups; and
2. To facilitate opportunities for people, both locally and regionally to increase their skills capacity for employment in the mining sector.

Targets

Targets to be developed by HGPL in consultation with key stakeholders around the following:

- % of employees to be sourced from the local area* during operations stage of Project;
- % Indigenous employment during construction and % during operations stages of the Project;
- % of HGPL pre-employment training program participants who are long term unemployed; and
- % of HGPL staff trained during operations stage of Project, including number of apprentices, trainees and graduates from the local area*.

** As set out in Local Employment Policy*

SUPERSEDED



Table 4-3 Workforce Management Actions

Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
WORKFORCE SOURCING - LOCAL EMPLOYMENT			
Implementation of Local Employment Policy (LEP) that: <ul style="list-style-type: none">Includes a hierarchy of preferred employment (i) local area (ii) regional area (iii) rest of Queensland (iv) rest of Australia (v) overseas (if and when required);Gives preference to local people and investigates the development of Pre-Employment Training Programs; andNotifies local people of employment opportunities, through local newspapers and media, including Indigenous media.	<ul style="list-style-type: none">Local Employment Policy developed and successfully implemented; andQuantitative measures to be agreed.	HGPL Energy Skills Queensland Department of Employment, Education and Training (DETE) Mining Industry Skills Centre (MISC) Local Councils Local training providers	Preconstruction and Ongoing
WORKFORCE SOURCING - REGIONAL			
Liaise with DEEWR-funded FIFO Coordinators to source workers from areas around Queensland with high unemployment and areas with employment capacity.	<ul style="list-style-type: none">Numbers of workers recruited through DEEWR-funded FIFO Coordinators; andNumber of workers recruited from high unemployment areas.	HGPL Skills Queensland	Preconstruction
REGIONAL WORKFORCE DEVELOPMENT STRATEGY			
Participate in preparation of Central Queensland Workforce Development Strategy by providing workforce estimates and workforce profiles to relevant stakeholders in timely manner to assist with planning and program development and/or identifying short and long term employment gaps.	<ul style="list-style-type: none">Key stakeholders have a list of job positions and skill requirements in a timely manner to enable appropriate planning responses.	HGPL Energy Skills Queensland CQU, TAFE, DETE QMEA, DSDIP Registered training providers	Preconstruction and Ongoing
Work closely with DETE to assist with the delivery of workforce development strategies that link with existing local and regional, training programs and up-skilling.	<ul style="list-style-type: none">Employment and Training Strategy developed and agreed between DETE and HGPL.	HGPL DETE	Preconstruction and Ongoing
INCREASED WORKFORCE PARTICIPATION			
Project recruitment will allow equal opportunity for all, and facilitate active inclusion of disadvantaged groups, e.g. Indigenous people, women,	<ul style="list-style-type: none">Recruitment policy developed and successfully implemented; andAnti-discrimination and cultural awareness training is included	HGPL BRC Indigenous groups	Preconstruction and Ongoing



Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
mature workers and disabled people, specifically via: <ul style="list-style-type: none">• Anti-discrimination and cultural awareness training during induction;• Strategies to increase number and % of local area residents and under represented groups participating in skills development training;• Strategies to increase number of Indigenous employees; and• Number and % of staff trained, including number of apprentices, from the local area.	within induction and 100% of staff are inducted.	DETE DSDIP	
TRAINING AND SKILLS DEVELOPMENT			
Work with Skills Queensland to identify skills gaps in the local community and to tap into opportunities, e.g. programs available for skilling workers to fill these gaps (ongoing assessment).	<ul style="list-style-type: none">• A suite of training programs have been documented to be delivered by government; and• Relevant training partnership agreements with government.	Skills Qld TAFE CQU RAPAD BRC DSDIP DATSIMA Not-for-profit organisations/training providers	Preconstruction
Consider local needs in recruitment of key Project positions. Investigate opportunities to backfill jobs through training, where critical employment gaps are created by the Project. Investigate clauses in HGPL employment contracts that specify a start date after a replacement to fill existing position of employment in local town.	<ul style="list-style-type: none">• HGPL contract clauses developed as part of recruitment policy.•	Skills Queensland BRC	Preconstruction
Investigate the development of a locally based community access to training program.	<ul style="list-style-type: none">• Number and % of local area residents and underrepresented groups participating in skills development training; and• Number and % of staff trained, including number of apprentices, from the local area.	HGPL Skills Queensland DEEDI TAFE RAPAD BRC Agricultural Colleges -	Preconstruction and Ongoing



Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
		Emerald and Longreach Not for profit organisations/training providers	
Investigate the opportunity to establish a combined proponent training association that provides a range of programs targeting core skills and competencies required for the Project.	<ul style="list-style-type: none">Quantitative measures to be developed.	HGPL Other proponents Queensland Resources Council	Preconstruction and Ongoing
Engage with DETE, TAFE, CQU, and relevant registered training providers to develop a suite of training programs for delivery and/or private training providers.	<ul style="list-style-type: none">Evidence of communication of workforce requirements to DSDIP and DETE; andNumber of BRC and other students given work experience and/or receiving scholarships or financial support.	Emerald TAFE CQU Registered Training Providers DETE	Preconstruction
WORKFORCE RETENTION			
Develop a multi-skilled workforce that promotes and supports individual career path progression. HGPL will investigate a range of staff development programs, including a Professional Development program and career path progression to support workforce retention.	<ul style="list-style-type: none">HGPL labour force retention rates.	BRC DEEDI Skills Queensland	Preconstruction and Ongoing
APPRENTICESHIPS AND TRAINEESHIPS			
Implement a community based local trainee and apprenticeship program in the BRC area (once operations commence) targeted to both the industry requirements as well as wider community needs. In particular, HGPL will develop a: Graduate Program; Traineeship Program; Indigenous training programs; and Apprenticeship programs.	<ul style="list-style-type: none">Number of Project-funded apprentices and trainees employed by local businesses;Number and % of local area residents and underrepresented groups participating in skills development training; andNumber of and type of training programs delivered across Project - by provider and trainee.	BRC, local schools, DETE RAPAD BRC Not-for-profit organisations/training providers	Preconstruction
To address long-term supply of electro-technology workers, investigate the applicability of the Apprenticeship Incubator Program to the Project currently being developed by Energy Skills Queensland.	<ul style="list-style-type: none">Opportunities investigated with Energy Skills Queensland.	Energy Skills Queensland	
SCHOOL TO INDUSTRY PATHWAYS			



Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
Establish key contacts at key schools in BRC, IRC and CHRC. Schools to conduct presentations about vocational opportunities to encourage applications for workforce opportunities.	<ul style="list-style-type: none"> Established contact at key schools; and Annual presentation is given to BRC, IRC and CHRC schools. 	Emerald High School, Clermont School Alpha School	Preconstruction and Ongoing
Investigate the establishment of a scholarship program to provide opportunities to local students and facilitate access to employment opportunities at the mine.	<ul style="list-style-type: none"> Scholarships promoted and awarded annually; Number or % of scholarships recipients which end up gainfully employed, either at the mine or elsewhere; and Quantitative measures to be developed. 	Local schools – Emerald, Alpha, Clermont, Barcardine	Preconstruction and Ongoing
Work with QMEA and QRC to expand their existing programs into the local area and in regional areas of high unemployment, as a means to encourage young people to start careers in the resource sector.	<ul style="list-style-type: none"> Number of school to industry pathway programs provided to local schools in local area. 	QMEA QRC Local schools Schools in areas of high unemployment	Preconstruction and ongoing
INDIGENOUS PARTICIPATION			
HGPL will work with the Australian and Queensland Governments, QRC to implement their Memorandum of Understanding (MOU), as applicable to Project. HGPL will work with key stakeholders to investigate the expansion of the Bowen Basin Indigenous Participation Partnership (BBIPP) to Galilee Basin.	<ul style="list-style-type: none"> Indigenous Participation Partnership established for Galilee Basin. 	Bowen Basin Indigenous Participation Partnership (BBIPP) DATSIMA Local Indigenous groups DEEWR	Preconstruction and ongoing
Appoint a dedicated Indigenous Liaison Officer position to provide employment information and business development and contracting opportunities to Indigenous people, and assist with: Establishing an Indigenous Liaison Committee (ILC); and Developing Indigenous Participation initiatives that identify direct employment opportunities offered by the Project, retention strategies and capacity building strategies locally and regionally for indigenous participation.	<ul style="list-style-type: none"> Attendance and participation at Negotiation Table meetings; Recruitment and retention of Indigenous Liaison Officer; Regular meetings of ILC and feed into Galilee Basin CSIA Roundtable. 	DATSIMA Local indigenous groups/Organisations DEEWR Job Services Australia	Preconstruction
Identify potential barriers to indigenous participation and work with key	<ul style="list-style-type: none"> Indigenous workforce participation; 	DATSIMA	Preconstruction



Actions	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
stakeholders to develop appropriate strategies to support increased indigenous workforce participation.	<ul style="list-style-type: none">Evidence of supporting key stakeholder to develop programs to support increased indigenous workforce participation.	Skills Queensland	and ongoing
TARGETED SKILLED MIGRATION			
Regularly monitor the Pit Crew Report to review the labour market and the need (if at all) for skilled migration For critical labour force shortages for identified skilled position, determine if targeted skilled migration will be required Provide settlement support to attract and retain migrants	<ul style="list-style-type: none">EMA developed in a timely manner if required.	HGPL DSDIP	Preconstruction
CUMULATIVE IMPACTS			
Report on cumulative workforce management issues at the KCCC/Galilee Basin SCCC and the Galilee Basin CSIA Roundtable.	<ul style="list-style-type: none">Attendance at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable;Number of issues raised at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable; andNumber of issues resolved at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable.	HGPL KCCC/Galilee Basin SCCC Galilee Basin CSIA Roundtable Local Community Council representatives from FIFO source communities Other mining proponents	Preconstruction and Ongoing

Action Plan Review

Achievement of targets that address the agreed objectives for this Action Plan will be measured via the following monitoring measures:

Table 4-4 Workforce Management Monitoring Program

Monitoring Program and Measures	Data Sources	Frequency	Responsibility
1. Audit the progress of all actions	HGPL compliance register	Quarterly for the first two years; then annually for all subsequent years Report provided to Office of Coordinator-General	HGPL
2. Review HGPL employment statistics to determine: <ul style="list-style-type: none">Number of local employees;Number of Indigenous employees; andNumber of women.	HGPL HR employment register	Quarterly for the first two years; then six monthly for three year and then annually for all subsequent years Report annually to KCCC/Galilee Basin SCCC	HGPL



Monitoring Program and Measures	Data Sources	Frequency	Responsibility
<p>3. Review employment and training statistics to determine:</p> <ul style="list-style-type: none">• Number and % of local area residents and underrepresented groups participating in skills development training;• Number of and type of training programs delivered across Project - by provider and trainee;• Evidence of regular communication of workforce requirements to DSDIP and DETE;• Number of BRC and other students given work experience and/or receiving scholarships or financial support;• Number of local residents accessing training courses; and• Relevant training partnership agreements with government developed.	<p>HGPL HR employment register</p> <p>DETE statistics</p>	<p>Quarterly for the first two years; then six monthly for three year and then annually for all subsequent years</p> <p>Report annually to KCCC/Galilee Basin SCCC</p>	<p>HGPL</p>



D.4.3. Action Plan 3: Local and Regional Business Development Plan

Rationale

HGPL recognise the potential for local and regional businesses to benefit from the Project and will actively pursue a local procurement policy, consistent with business requirements. The policy will be reflected in HGPL procurement practices including tendering and contracts associated with the mine construction and operations. HGPL and HGPL contractors will be required to report on the measures that they have taken to implement the policy in their supply chain as well as the outcomes of implementation. The capacity of local businesses to tender for contracts will be enhanced through the Local Industry Participation Plan (LIPP).

Social Impacts and Opportunities

This plan addresses increased sales for existing local, regional and Queensland businesses and increasing the number of businesses based locally. The plan addresses, in particular:

- Increases in local and regional business revenue as a result of Project-related expenditure; and
- Increase in business opportunities as a result of the Kevin's Corner Coal Project.

Objectives

1. To maximise local and regional business growth;
2. To ensure Queensland suppliers, contractors and manufacturers are given full, fair and reasonable opportunity to tender and participate in all stages of the Project;
3. To promote and implement fair and equitable access for local small businesses to supply chain tendering; and
4. To facilitate access to business development opportunities for local and Indigenous businesses.

Targets

Targets to be developed by HGPL in consultation with key stakeholders around the following:

- % local business participation of suppliers by operation stage of the Project;
- % regional business participation of suppliers by operation stage of the Project; and
- % of local, regional and Indigenous businesses satisfied with access to business development opportunities provided during operations stage of the Project.



Table 4-5 Local and Regional Business Development Actions

Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
LOCAL INDUSTRY PARTICIPATION PLAN (LIPP)			
Develop a Local Industry Participation Plan (LIPP) and Industry Capability Network (ICN) website portal for suppliers to register their expression of interest to work with the Project and receive regular updates about procurement and tendering opportunities and Project standards.	<ul style="list-style-type: none">Develop and Implement LIPP; andICN portal established and utilised (i.e. number of hits).	HGPL DSDIP ICN	Preconstruction and Ongoing
Inclusion of HGPL LIPP contractual requirements in sub-contractor contracts documentation, including having LIPP conditions in Contracts and Procurement Procedures.	<ul style="list-style-type: none">Contractor documentation aligns with LIPP.	HGPL Contractors	Ongoing
PROCUREMENT			
Engage and register with the Industry Capability Network (ICN).	<ul style="list-style-type: none">Evidence of communication of contract opportunities to ICN.	HGPL ICN	Preconstruction and Ongoing
Communicate and promote Project procurement requirements through the Project's website and communications materials, as well as local industry communication channels to ensure local businesses are aware of tender opportunities. Website to include links to DSDIP's service range, including that of the Office of Advanced Manufacturing (OAM).	<ul style="list-style-type: none">Number of regional businesses pre-qualified to supply HGPL; andEvidence of utilisation of website by local and regional businesses.	DEEDI ICN OAM	Preconstruction and Ongoing
SUPPORT LOCAL ECONOMIC DEVELOPMENT			
Implement a 'buy local' program to support the sustainability of local and regional businesses. HGPL LIPP to require sub-contractors to do the same.	<ul style="list-style-type: none">Contracts let to - local area, Central Queensland, Rest of QLD, Rest of Australia, Overseas (Construction and Operations).	HGPL HGPL Contractors BRC Local business	Preconstruction and Ongoing
Establish a Local Supplier Register.	<ul style="list-style-type: none">Existence and use of the Local Supplier Register; andNumber of regional businesses pre-qualified to supply HGPL.	BRC Local businesses	Preconstruction
Provide support for BRC to ensure that sufficient industrial land and services are available to encourage the establishment of mine support industries in the BRC area.	<ul style="list-style-type: none">Number of serviced industrial lots available in the BRC area; andUse of the Project Light Industrial Area by local businesses and services.	BRC HGPL	Preconstruction and Ongoing
BUILDING CAPACITY FOR LOCAL AND REGIONAL BUSINESSES			



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
Partner with key stakeholders such as local government, DSDIP and ICN to introduce a Regional Capacity Building Program to facilitate training on generic tender and contract requirements (e.g. insurances, standards, quality, and documentation).	<ul style="list-style-type: none">Number of workshops held for local suppliers;Attendance rates of local suppliers at workshops; andNumber of procurement and tendering workshops in regional centres (Barcaldine, Emerald, Clermont, and Alpha).	BRC IRC CHRC ICN DSDIP	Preconstruction and Ongoing
Partner with key stakeholders to deliver a regional capacity building program including general business management seminars and to up-skill local and regional businesses in key areas such as business start-up, financial planning, resource management, OH&S, environmental management, capability, financial stability and quality.	<ul style="list-style-type: none">Number of workshops held for business development; andAttendance rates of local and regional businesses at business development workshops.	BRC DSDIP Business community RAPAD Not-for-profit organisations	Preconstruction and Ongoing
As part of Regional Capacity Building Program investigate the opportunity to host an 'Open Day'/Mining Expo in the sub-region to engage with local community/ future employees and businesses/suppliers about the Project and what various agencies are able to offer to build local skills and capacity.	<ul style="list-style-type: none">Opportunity investigated.	HGPL DATSIMA DSDIP Indigenous community BRC RAPAD Not-for-profit organisations	Preconstruction
INDIGENOUS PARTICIPATION			
As part of Regional Capacity Building Program engage with DATSIMA and DSDIP to undertake 'readiness programs' with identified Indigenous businesses.	<ul style="list-style-type: none">Number of 'readiness programs' conducted with Indigenous businesses.	HGPL DATSIMA DSDIP Indigenous community BRC RAPAD Not-for-profit organisations	Preconstruction and Ongoing
CUMULATIVE IMPACTS			
Report on cumulative local and regional business development issues at the KCCC/Galilee Basin SCCC and the Galilee Basin CSIA Roundtable.	<ul style="list-style-type: none">Attendance at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable;Number of issues raised at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable; and	HGPL KCCC/Galilee Basin SCCC Galilee Basin CSIA Roundtable Local Community	Preconstruction and Ongoing



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
	<ul style="list-style-type: none"> Number of issues resolved at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable. 	Other mining proponents	

Action Plan Review

Achievement of targets that address the agreed objectives for this Action Plan will be measured via the following monitoring measures:

Table 4-6 Local and Regional Business Development Monitoring Program

Monitoring Program and Measures	Data Sources	Frequency	Responsibility
1. Audit the progress of all actions	HGPL compliance register	Quarterly for the first two years; then annually for all subsequent years Report provided to the Office of the Coordinator-General	HGPL
2. Review procurement reports to determine: <ul style="list-style-type: none"> %of contracts let to - local area, Central QLD, rest of Queensland, rest of Australia, Overseas (Construction and Operations); Value of Contracts let to - local area, Central QLD, Rest of QLD, Rest of Australia, Overseas (Construction and Operations); and Number of regional businesses pre-qualified to supply HGPL. 	HGPL procurement reports	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years. A reporting format will be finalised in collaboration with ICN and DSDIP during preparation of the LIPP. An annual report shall be submitted to DSDIP in July each year, in line with requirements set out in the Local Industry Policy (2010).	HGPL
3. Undertake local and regional business stakeholder surveys to determine satisfaction about access to opportunities at the Project.	Local and Regional business stakeholder survey	Report annually to KCCC/Galilee Basin SCCC	HGPL
4. Determine stakeholder participation in the Project by: <ul style="list-style-type: none"> Reviewing the number of workshops held for business development; and Attendance rates of local and regional businesses at business development workshops. 	Attendance rates at business training seminars and forums Key stakeholder records for number of workshops held for business development.	Report annually to KCCC/Galilee Basin SCCC	HGPL
5. Undertake regular reporting as required by the LIPP outcome reports framework	HGPL procurement reports LIPP outcome reports	Report annually to State Government	HGPL



D.4.4. Action Plan 4: Community Services and Infrastructure Plan

Rationale

HGPL believe that through investment in social infrastructure, the Project can contribute to improved livelihoods and amenity in Project-impacted communities. The Hancock Community Development Fund is an important part of achieving this goal and is the means by which HGPL can support the realisation of local development opportunities. The Hancock Community Development Fund will be managed jointly with BRC.

Social Impacts and Opportunities

This plan addresses the potential for local and regional infrastructure enhancement via:

- The Project delivering significant infrastructure enhancements to the region;
- Development of effective links to government programs;
- Access to community services and social infrastructure;
- The Project's on-site resources will avoid placing demand on local public services; and
- On-site resources could be available to supplement local community resources (mutual assistance).

Objectives

1. To use the Hancock Community Development Fund to enhance and improve community services and infrastructure in the local community and source workforce communities; and
2. To identify priority community infrastructure through the Galilee Basin Social Infrastructure Plan and where appropriate address potential Project impacts in broader Project catchment.

Targets

- Hancock Community Development Fund is used to ensure that there are no service capacity (within HGPL control) complaints as a result of the Project.

*Table 4-7 Community Services and Infrastructure Actions*

Action	Key Performance Measure	Key Stakeholders and Potential Partner Agencies	Timeframe
Assist BRC with community infrastructure development, based on priorities set out in BRC Community Plan and/or Galilee Basin Social Infrastructure Plan for key infrastructure such as roads, telecommunications, and recreation and emergency services. HGPL will provide one-off and ongoing contributions as agreed with BRC as part of the Hancock Community Development Fund including: <ul style="list-style-type: none">Digital television transmission;Upgrades to Alpha-Clermont Road, Hobartville Road and Degulla Road;Expansion of the Alpha Airport;Fully equipped Ambulance and five years of funding for supporting resources;New 50 metre swimming pool in Alpha; andFinancial support for the Alpha Council and Community Support Fund.	<ul style="list-style-type: none">Completion of infrastructure projects negotiated by agreement.	BRC HGPL Central West HHS Local community	Preconstruction
Develop a framework to guide development of community services and social infrastructure in partnership with BRC to be supported through ongoing annual contributions from the Hancock Community Development Fund.	<ul style="list-style-type: none">Projects approved under the Hancock Community Development Fund for developing the capacity of community services or enhancing social infrastructure; andBRC residents satisfied with their community and lifestyle.	BRC HGPL Local community Community groups/organisations	Ongoing
Participate in the development of Galilee Basin Social Infrastructure Plan	<ul style="list-style-type: none">Priority social infrastructure needs in Galilee Basin identified.	HGPL Other proponents Local Councils GB CSIA Roundtable	
Establish a process for the KCCC/Galilee Basin SCCC and local community to provide guidance for funding allocations (i.e. determine circumstances for in full or 2 for 1 ratio donations) from the Hancock Community Development Fund. This will be based on key community needs and an assessment of effectiveness of community projects through the life of the Project.	<ul style="list-style-type: none">KCCC/Galilee Basin SCCC consulted on process that is established to guide the Hancock Community Development Fund allocations.	KCCC/Galilee Basin SCCC HGPL BRC	Ongoing



Action Plan Review

Achievement of targets that address the agreed objectives for this Action Plan will be measured via the following monitoring measures:

Table 4-8 Community Services and Infrastructure Monitoring Program

Monitoring Program and Measures	Data Sources	Frequency	Responsibility
1. Audit the progress of all actions.	HGPL compliance register	Quarterly for the first two years; then annually for all subsequent years Report provided to the Office of the Coordinator-General	HGPL
2. Audit Hancock Community Development Fund to ensure it is addressing social infrastructure capacity, via: <ul style="list-style-type: none">• Number of community development fund applications made;• Number of grants awarded; and• Number of projects completed in a timely fashion.	BRC/HGPL records for Hancock Community Development Fund	Report annually to KCCC/Galilee Basin SCCC Galilee Basin CSIA Roundtable	HGPL
3. Survey of BRC residents and key stakeholders to determine satisfaction: <ul style="list-style-type: none">• With management of social impacts and contributions made through Hancock Community Development Fund; and• That there are clear and transparent guidelines for assessment of funding applications.	Community and Key Stakeholder Survey	Report annually to KCCC/ Galilee Basin CSIA Roundtable	HGPL
4. Report on community service and infrastructure issues at the KCCC/Galilee Basin SCCC and the Galilee Basin CSIA Roundtable.	<ul style="list-style-type: none">• Attendance at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable;• Number of issues raised at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable; and• Number of issues resolved at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable.	HGPL KCCC/Galilee Basin SCCC Galilee Basin CSIA Roundtable Local Community Other mining proponents	Preconstruction and Ongoing



D.4.6. Action Plan 5: Community Safety and Wellbeing Plan

Rationale

The Alpha community values its safe and relaxed family lifestyle and while it aspires to sustainable growth, consultation has identified anxiety about the potential impacts of resource development on safety and security in the town.

The local community, in particular Alpha value a lifestyle that is safe, comfortable and ideally suited to families. HGPL is committed to protecting this lifestyle, wellbeing of the community and its employees.

Social Impacts and Opportunities

This plan addresses the following social impacts:

- Impaired road safety environment;
- The use of local roads by heavy vehicles and construction equipment can create a safety risk;
- Change in the unwritten road use protocols common on rural roads;
- Increase in traffic could result in driver fatigue or higher accidents rates;
- Heightened anxiety regarding the future direction of the region/communities;
- A heightened sense of anxiety regarding the perceived future of the region and Alpha community as a result of the introduction of coal mining; and
- An influx of a large workforce into the area could decrease residents' sense of safety and security.

Objectives

1. To support emergency services in the region during construction and operation of the mine;
2. To minimise road safety risks to employees and the local community;
3. To minimise the impacts on the safety and security of the local community;
4. To optimise positive interaction between the workforce and local community, on and off the Project site;
5. To optimise the safety of the mine and its employees; and



6. To facilitate open and transparent engagement with key stakeholders on health and wellbeing issues and impacts.

Community safety and wellbeing impacts addressed by other Kevin's Corner plans:

- Interference with Indigenous Cultural Heritage and consultation with Traditional Owners – addressed by Cultural Heritage Management Plan (CHMP);
- Impacts on air and water quality, noise and vibration – addressed by Environmental Management Plan (EMP) (SEIS Volume 2, Appendix T1);
- Impacts on road and transport safety- Transport Management Plan (TMP) and Road Use Management Plan (RUMP); and
- Emergency Management and Response Plan (EMRP).

Targets

Targets to be developed by HGPL in consultation with key stakeholders around the following:

- 100% of employees and contractors are informed of key workforce policies including the Fit for Work- Drug and Alcohol Procedure, Good Neighbour Policy, Workforce Code of Conduct and Fit for Work- Fatigue Management Procedure;
- The number and or % of behavioural infringements issued by the authorities in BRC area does not exceed the average increase in crime and safety levels recorded at Project commencement (baseline year);
- The number and % of traffic infringements issued by the authorities does not exceed the average increase recorded at Project commencement (baseline year); and
- % of the community that perceive Alpha to be a safe and secure town.



Table 4-9 Community Safety and Wellbeing Actions

Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
ROAD SAFETY			
Review and update vehicle numbers as needed to inform development of Road Use Management Plan (RUMP) and Traffic Management Plan (TMP) through the life of the Project.	<ul style="list-style-type: none"> Revised vehicle numbers used in RUMP and TMP. 	HGPL DTMR	Preconstruction and Ongoing
Consult DTMR and key stakeholders on the development and implementation of RUMP including consideration of road conditions; education and engagement of employees and stakeholders; and links to the Fit for Work- Fatigue Management Procedure.	<ul style="list-style-type: none"> Consultation on RUMP undertaken; and Road use managed as planned (i.e. limited variation to RUMP). 	HGPL DTMR QPS QFRS QAS QH BRC	Preconstruction and Ongoing
Consult with key stakeholders on the development and implementation of a TMP including on-road traffic control and prior advice (advertising etc.) to minimise the impact of road disruptions for the local community; and education and engagement of employees and stakeholders.	<ul style="list-style-type: none"> Consultation on TMP undertaken; Community awareness of upcoming traffic disruptions; and Number of near miss reports and traffic incidents on public roads. 	HGPL DTMR QPS QFRS QAS BRC Central West HHS (QH) Local Community	Preconstruction and Ongoing
DISASTER AND EMERGENCY MANAGEMENT			
Implement an Emergency Management and Response Plan, in consultation with emergency services to ensure shared knowledge of key aspects including evacuation routes, emergency transfer plans, first-aid facilities/supplies. Development of the plan will also include education of employees and stakeholders and where possible capturing the flow-on effects to other social service providers.	<ul style="list-style-type: none"> Emergency Management and Response Plan developed. 	HGPL QAS QFRS QPS DoC	Preconstruction and Ongoing
Develop and implement a Memoranda of Understanding (MoU) with key service providers to define protocols for accessing assistance from mine-based resources and infrastructure. MOU to address: <ul style="list-style-type: none"> Access to the Kevin's Corner airport as an evacuation route in the event of an incident in the region, and the landing 	<ul style="list-style-type: none"> MoU in place and reflected in management plans and standard procedures; and Relevant agencies are engaged as needed and provided with relevant and up to date information (e.g. maps/lists etc.). 	HGPL QPS QFRS QAS RFDS Rural Fire Brigade Central West and	Preconstruction and Ongoing



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
<p>of helicopters and fixed wing Royal Flying Doctor Service planes;</p> <ul style="list-style-type: none">• Compatibility set up and access to the Project communications system, and incident management systems;• Mutual assistance in the event of an incident on-or off-site;• Provision of site maps to assist in on-site emergencies including evacuation maps with arranged meeting points;• Provision of a list of equipment retained on-site to facilitate use if required and ensure on-site equipment is compatible with that of other service providers. Equipment installed on-site will match Australian Standards;• Regular inductions of current emergency services personnel;• Cross-training exercises between the emergency service providers and the Project response and rescue team including multi-casualty incident training;• Interface between emergency services and potential medical service contractors on-site (including services and supplies offered on-site);• Use of site meeting room(s) during on-site visits, work arrangements and emergencies; and• Ongoing consultation between emergency services agencies and HGPL.		<p>Central Queensland HHS (QH) DoCS</p>	
<p>Support resource planning for emergency services via provision of information (e.g. employee numbers, work program) to ensure agency resourcing meets the needs of the local community and mine site. This information is to be kept updated as the Project changes, and provided to emergency services regularly.</p>	<ul style="list-style-type: none">• Key agencies have required information (e.g. employee numbers, work program);• Updated information provided on an annual basis; and• Agency resourcing meets the needs of the local community and mine site.	<p>HGPL QPS Central West and Central Queensland HHS (QH) QFRS QAS DoC BRC OESR</p>	<p>Preconstruction</p>
<p>Collate a contact list of relevant local and regional emergency service agencies and</p>	<ul style="list-style-type: none">• Contact list developed and distributed; and	<p>HGPL</p>	<p>Preconstruction and Ongoing</p>

Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
personnel to facilitate delivery of this Action Plan. Investigate the establishment of a web-based, interactive system to support this database.	<ul style="list-style-type: none"> Contact list kept up-to-date. 	QPS QFRS QAS RFDS Rural Fire Brigade Central West and Central Queensland HHS (QH)	
Recruit a dedicated Response and Rescue Team to be based on-site due to the nature of mining (underground, confined space).	<ul style="list-style-type: none"> Response and rescue team recruited. 	HGPL QFRS QPS QAS DEEDI	Construction and Operation
WORKFORCE			
Implement Fit for Work - Fatigue Management Procedure. Investigate the use of a mechanism to monitor vehicle movements (planned versus actual) to enable better/more appropriate fatigue management. Development of the plan should also include relevant engagement and education of employees and stakeholder. Investigate the provision of a bus service from Alpha to site for employees residing in Alpha .	<ul style="list-style-type: none"> Fatigue Management Policy developed; and Low number of near miss reports and traffic incidents on public roads. 	HGPL QPS Local Community	Preconstruction and Ongoing
Develop and implement a work roster to: <ul style="list-style-type: none"> Allow QFRS Alpha auxiliary personnel and emergency service volunteers to attend training and other duties i.e. volunteers employed by the mine would be placed on a staggered roster; and Minimise the impacts on family functioning and travel time for employees. 	<ul style="list-style-type: none"> Roster implemented that meets the needs of HGPL and employees. 	HGPL QFRS DSDIP Mining Families	Construction and Operation
Adopt employee agreements for local staff that where possible: <ul style="list-style-type: none"> Encourage employee volunteering arrangements to be maintained. For example, ensuring that emergency service volunteers are paid during emergency response call outs where such call outs occur during work time. 	<ul style="list-style-type: none"> Employee agreement which considers volunteer commitments adopted. 	HGPL QFRS DSDIP	Construction and Operation



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
Enforce Fit for Work - Drug and Alcohol Procedure. Enforcement should include random drug and alcohol testing of employees, contractors and consultants to enable zero tolerance to be upheld.	<ul style="list-style-type: none">• Drug and Alcohol Policy developed;• Relevant education undertaken with 100% of employees and contractors;• Random drug and alcohol testing undertaken; and• Limited negative feedback received from workers/local community regarding drug/alcohol use and behaviour.	HGPL Local Community	Preconstruction and Ongoing
Implement Workforce Code of Conduct to maximise positive social behaviour for employees, contractors and consultants on-site and in the local community.	<ul style="list-style-type: none">• Code of Conduct developed;• Relevant education undertaken with 100% of employees and contractors; and• Limited negative feedback received from workers/local community regarding behaviour.	HGPL Local Community	Preconstruction and Ongoing
Incorporate the following into employee and contractor agreements: <ul style="list-style-type: none">• Fit for Work - Drug and Alcohol Procedure;• Workforce Code of Conduct;• Good Neighbour Policy; and• Fit for Work Fatigue Management Procedure.	<ul style="list-style-type: none">• Policies and planning included in employee and contractor agreements.	HGPL Local Community	Construction and Operation
Establish mining family support groups in towns identified as supplying FIFO workforce.	<ul style="list-style-type: none">• Mining family support groups established where appropriate;• Participation in mining family support groups; and• Value derived from groups (measured via survey).	HGPL Mining Families DoC	Construction and Operation
Implement an education program for workers and contractors incorporating: <ul style="list-style-type: none">• Socially acceptable behaviour;• Cultural awareness;• Dealing with changed family functioning and relationships;• Protecting the locals' way-of-life;• Fit for Work - Drug and Alcohol;• Fit for Work- Fatigue Management;• Workforce Code of Conduct;• Good Neighbour Policy;• Health and Wellbeing;	<ul style="list-style-type: none">• Education program developed;• Program delivered to 100% of workers and contractors;• Understanding of key components by workers (measured via survey); and• Number of negative reports and code breaches received from workers and local community regarding behaviour.	HGPL Mining Families Local Community	Preconstruction and Ongoing



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
<ul style="list-style-type: none"> Domestic violence (this may be delivered by Police Domestic Violence Officers); and Disciplinary measures for infringement of policies and codes of conduct. <p>This program may be delivered through inductions identified in the Workforce Management Plan.</p>			
Promote a healthy living environment through the inclusion of recreational facilities such as a pool, gym, tennis court on-site.	<ul style="list-style-type: none"> Mining site planning and development includes facilities such as pool, gym, tennis court. 	HGPL Mining families	Construction and Operation
Provide good communication services at the mine site, including phone and internet access to assist workers in maintaining contact with family and friends.	<ul style="list-style-type: none"> Communication services provided; and Minimal disruption to communication services (e.g. loss of service). 	HGPL Mining Families Communication service providers	Construction and Operation
Develop and promote involvement in a social and recreational program (calendar of events) for workers on- and off-site.	<ul style="list-style-type: none"> Social Program developed and implemented; Awareness of social program among employees (measured via survey); and Participation in social program. 	HGPL BRC Local Community	Construction and Operation
HEALTH			
Investigate opportunities to support health of Alpha and broader region via provision of mutual assistance through GP services to the community through an 'open clinic' arrangement.	<ul style="list-style-type: none"> Open clinic arrangement investigated and established. 	HGPL BRC Central West HHS (QH) Local Community	
<p>Support workforce health via:</p> <ul style="list-style-type: none"> Investigating the feasibility of recruiting dedicated on-site medical personnel (potentially including GP, paramedic, physiotherapist); Establishment of an Employee Assistance Program (EAP) to assist employees dealing with personal issues and cope with family changes; and Provision of health and fitness support, facilities and recreational opportunities. 	<ul style="list-style-type: none"> Dedicated medical services recruited; EAP established; Awareness of medical services, EAP among employees (measured via survey); and Establishment of health and fitness services and facilities. 	HGPL BRC Central West HHS (QH) Mining Families Local Community QAS	Preconstruction
Report on cumulative safety and wellbeing issues at the KCCC/Galilee Basin SCCC and the Galilee Basin CSIA Roundtable.	<ul style="list-style-type: none"> Attendance at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable; Number of issues raised at 	HGPL KCCC/Galilee Basin SCCC Galilee Basin CSIA	Preconstruction and Ongoing



Action	Key Performance Measures	Key Stakeholders and Potential Partner Agencies	Timeframe
	KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable; and <ul style="list-style-type: none">Number of issues resolved at KCCC/Galilee Basin SCCC and Galilee Basin CSIA Roundtable.	Roundtable Local Community Other mining proponents	
Consult with the regional arms of Queensland Health to better understand the capabilities and needs of local and regional medical centres/hospitals.	<ul style="list-style-type: none">Ongoing consultation undertaken through life of the Project.	HGPL Central West and Central Queensland HHS (QH) QAS	Preconstruction and Ongoing
COMMUNITY			
Develop and implement a Good Neighbour Policy to guide positive interactions between the HGPL staff, contractors and consultants, and the local community, particularly neighbouring landholders.	<ul style="list-style-type: none">Good Neighbour Policy developed; Relevant education undertaken with 100% of employees and contractors;Number of infringement actions taken; andNumber of negative feedback received from workers/local community regarding behaviour.	HGPL Local Community Landholders	Preconstruction and Ongoing
Implement a Landholder Management Plan to ensure HGPL engages appropriately with affected landholders to monitor impacts on agricultural productivity.	<ul style="list-style-type: none">Landholder Management Plan developed;Landholder meetings undertaken on regular basis (appropriate timeframe to be confirmed with landholder); andNumber of issues resolved in consultation with landholders.	HGPL Landholders	Construction and Operation
Host 'get to know you' functions for the community to meet the Project team and staff members.	<ul style="list-style-type: none">Functions held with good turn out by community.	HGPL Local Community	Construction and Ongoing

Action Plan Review

Achievement of targets that address the agreed objectives for this Action Plan will be measured via the following monitoring measures:

*Table 4-10 Community Safety and Wellbeing Monitoring Program*

Monitoring Program and Measures	Data Sources	Frequency	Responsibility
1. Audit the progress of all actions	HGPL Compliance Register	Quarterly for the first two years; then annually for all subsequent years	HGPL
2. Survey the local community to determine: <ul style="list-style-type: none">• Perceptions of safety and security (including antisocial behaviour as a result of drugs/alcohol) and effectiveness of plans/programs;• Awareness of upcoming traffic disruptions (during construction); and• Attitudes towards workforce interaction with the local community.	Community surveys	Six monthly during construction; yearly during operation	HGPL
3. Analyse effectiveness of actions by reviewing: <ul style="list-style-type: none">• Number of near miss reports and traffic incidents on public roads;• Number of security/safety incidents reported by local community, and attributed to mine employees;• Number of infringement notices issued for traffic incidents and safety/security incidents; and• Number of mine incidents and emergencies.	QPS incident/ infringement data (note: request for this information needs to be made in writing) HGPL mine incident records HGPL community information line records RUMP/TMP reports HSECH audits	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL
4. Review support for emergency services in the region to ensure access to services, equipment and resourcing as required	HGPL HR records and MOU partner records	At the time of setting up the MOU and at yearly review	HGPL and MOU Partners
5. Audit HGPL induction/education programs to ensure 100% of employees and contractors are informed of: <ul style="list-style-type: none">• Fit for Work - Drug and Alcohol;• Good Neighbour Policy;• Workforce Code of Conduct; and• Fit for Work - Fatigue Management;	HGPL HR records	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL
6. Survey employees and contractors to determine: <ul style="list-style-type: none">• Awareness of workforce policies and programs;• Understanding of key components of induction/education program;• Awareness of medical services and EAP;	Employee/contractor survey Social/recreational program records	Quarterly for the first two years; then six monthly for three years and then annually for all subsequent years	HGPL



Monitoring Program and Measures	Data Sources	Frequency	Responsibility
<ul style="list-style-type: none">• General health and wellbeing;• Participation in social and recreational program;• Attitudes towards workforce interaction with the local community; and• Perception of effectiveness of workforce plans, procedures and programs.			
7. Survey mining families to determine: <ul style="list-style-type: none">• Participation in mining family support groups;• Value derived from support groups; and• General health and wellbeing.	Mining family surveys	Annually for life of the Project	HGPL
8. Review the evidence of continuing cooperative partnerships between HGPL, BRC, State Government agencies, other proponents and the local community on health and wellbeing issues	HGPL records of participation in the Galilee Basin CSIA Roundtable HGPL support for the KCCC/Galilee Basin SCCC HGPL records (employee/community survey results)	Quarterly for the first two years; then six monthly for three year and then annually for all subsequent years	HGPL
9. Determine the safety of the environment, the workforce and the communities through analysis of: <ul style="list-style-type: none">• Reported incidents of antisocial behaviour by KC workforce in Alpha;• Number of Workforce Code of Conduct breaches; and• Number of Health, Safety, Environment, Community and Heritage (HSECH) advisory bulletins delivered to residents.	QPS HGPL HR	Quarterly for the first two years; then six monthly for three year and then annually for all subsequent years	HGPL



D.4.7. Supporting Plans and Policies

A summary of SIMP Supporting Plans, Procedures and Policies are detailed below. In order to provide key stakeholders at a State, Regional and Local level with greater certainty as to their overall content and to ensure key stakeholder ownership for shared implementation, they will be further developed through consultation with relevant key stakeholders.

All plans, procedures and policies listed in Table 4-11 will be submitted as part of the approved SIMP.

Table 4-11 SIMP - Supporting Plans, Procedures and Policies

Supporting Plan/Policy	Action Plans				
	Housing & Accommodation	Workforce Management	Local Business Development Plan	Community Services & Infrastructure	Community Safety & Wellbeing
1. Good Neighbour Policy	X				X
2. Workforce Code of Conduct	X				X
3. Local Employment Policy		X			
4. Local Industry Participation Plan			X		
5. Fit for Work - Fatigue Management Procedure					X
6. Fit for Work- Drug and Alcohol Procedure					X



D.4.8. Cumulative Impacts

Cumulative impacts cannot be understood by focussing on an individual mining operation, and require a well-developed understanding of the impacted environment and collaborative action to address them in many cases (Franks et al, 2010).

HGPL has prepared a Cumulative Impact Assessment Report (Volume 2, Appendix O of the SEIS), to address social impacts and other impacts (including air quality, groundwater, surface water hydrology, geomorphology, traffic, habitat and species of significance). The report will be progressively reviewed based on current conditions existing in the Galilee Basin, and HGPL will participate in processes that monitor and mitigate the cumulative social impacts in the Basin.

For ongoing cumulative impact monitoring and response to be successful, a number of mechanisms are proposed.

Maximising the benefits for local and regional communities, and mitigating the negative impacts of Alpha Coal and Kevin's Corner Coal Projects and other Galilee Basin projects will require cooperation between HGPL, other proponents and Local and State Governments. A Galilee Basin Cumulative Social Impact Assessment (CSIA) Roundtable will be a key mechanism to address cumulative social impacts of resource projects in the Galilee Basin.

The proposed Galilee Basin CSIA Roundtable will have a specific focus on the identification and assessment of cumulative social impacts, mitigation and management strategies; and initiatives that require a collaborative approach by state and local government and the resource industry. The Galilee Basin Cumulative Social Impact Study will be prepared to assess cumulative social impacts for relevant issues such as, but not limited to population, workforce, accommodation, health and housing and use of community infrastructure and services. The Galilee Basin Social Infrastructure Plan will determine short, medium and long term strategies for the delivery of social infrastructure initiatives through partnerships between industry, communities, and governments.

The Galilee Basin Social Impact Management Plan Community Consultative Committee (SCCC) will work at a local and regional level to ensure SIMP implementation and the coordination of programs. To date, HGPL has established the Kevin's Corner Consultative Committee (KCCC) to ensure ongoing engagement with key stakeholders (Local and State Government agencies) in a local forum to guide actions during phase two of the SIMP. The membership and nature of the KCCC will change to reflect the shift from plan development to plan implementation. There is an opportunity for the lessons and experiences of the KCCC to inform the proposed Galilee Basin SCCC.



D.5. SIMP Monitoring, Reporting, and Reviewing

HGPL will manage the implementation of the SIMP. The team who will manage the social performance of the Project will consist of the Operations Manager, Human Resource Manager, Community Liaison Officer, and Health, Safety and Environment department representatives of HGPL. This team reflects the integrated nature of the Project SIMP and will work together closely to ensure effective SIMP implementation and monitoring.

D.5.1. SIMP Monitoring Program

Detailed monitoring programs and measures that are directly linked to the identified social impacts are presented in each of the Action Plans in Section 4. Figure 5-1 presents the SIMP monitoring and reporting program.

Additional Monitoring Measures

HGPL will discuss with BRC and agree on key indicators (i.e. what they regard as most important) for improved livelihoods and amenity, and the means to measure them (such as through community surveys and the analysis of consultation feedback) for inclusion in the monitoring program. Further additional monitoring measures are likely to emerge during consultation associated with the SIMP and as the Action Plans are implemented.

Guiding and Monitoring Mechanisms

HGPL has worked closely with the membership of the KCCC to inform and review the preparation of the SIMP to date. The KCCC will continue to be supported by HGPL as the SIMP moves to finalisation and implementation. However, it is envisaged that the KCCC group will evolve into the proposed Galilee Basin SCCC.

In addition to local actions, the SIMP seeks to implement sub-regional mitigation measures and sub-regional impacts monitoring. This scale of activity requires a sub-regional entity, capable of monitoring the sub-regional performance of the SIMP. The Galilee Basin CSIA Roundtable provides a vehicle for informing and monitoring sub-regional level activity.

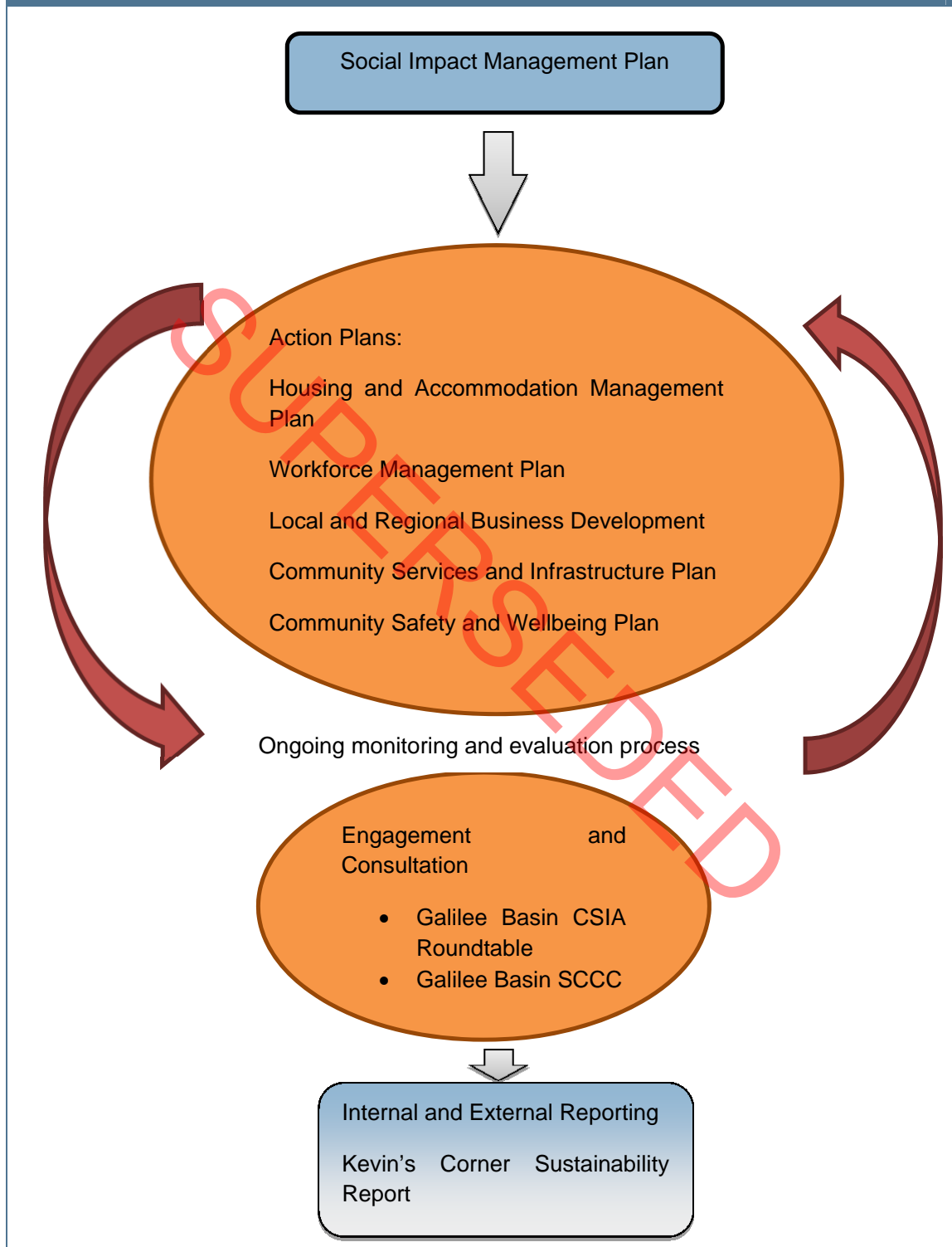
Data Sharing

HGPL is committed to participation in annual data collections conducted by OESR.

The SIMP monitoring program relies on the cooperation of a range of agencies to share their data. A data register will be developed by the HGPL Team to ensure that meta-data is recorded and data sets are safely stored in compatible formats. The HGPL will also develop protocols for data sharing that provide Government and other agencies with certainty that data analysis and reporting will not breach confidentiality or compromise the validity of data.



Figure 5-1 SIMP Monitoring and Reporting Process





D.5.2. Future Opportunities for Integration with the Global Reporting Initiative

There is an opportunity for the SIMP, and the associated monitoring and evaluation program to be developed in consideration of the Global Reporting Index (GRI) Reporting Framework. The GRI is an internationally recognised sustainability reporting framework, developed to allow reporting against the triple bottom line: environmental, social and economic.

Reports based on the GRI Reporting Framework disclose outcomes and results that occurred within the reporting period in the context of the organisation's commitments, strategy, and management approach. Reports can be used for a number of purposes:

- Benchmarking and assessing sustainability performance with respect to laws, norms, codes, performance standards, and voluntary initiatives;
- Demonstrating how the organisation influences and is influenced by expectations about sustainable development; and
- Comparing performance within an organisation and between different organisations over time.

Reporting against the GRI is directed by the Sustainability Reporting Guidelines, which provides direction on how and what to report on, including direction on what are referred to as 'Standard Disclosures'. The three types of Standard Disclosures are:

- Strategy and Profile: Disclosures that set the overall context for understanding organisational performance such as its strategy, profile, and governance;
- Management Approach: Disclosures that cover how an organisation addresses a given set of topics in order to provide context for understanding performance in a specific area; and
- Performance Indicators: Indicators that elicit comparable information on the economic, environmental, and social performance of the organisation.

Overall, integrating the SIMP (and other management plans, including the Project Environmental Management Plan) into the GRI Reporting Framework provides an opportunity for the Project to drive sustainable outcomes within an internationally recognised structure. Utilising such a structure also allows for a range of Project reporting to be achieved through compilation of a single document.



D.6. Community and Stakeholder Engagement Approach

The approach to community and stakeholder engagement will be further developed in as the Project moves to the next stage. Stakeholder consultation is required as part of the Project's commitment to monitor and respond to impacts caused by the Project. For example, outcomes from regular meetings with local councillors and business leaders would be used to assess local requirements and to provide business opportunities or sustainable alternatives where possible.

Regular Project updates will be provided through a variety of communication channels including face-to-face meetings, the Project hotline, media releases, fact sheets and newsletters. Feedback from external parties provides insight from the community and assists with shaping Project messages.

Keeping the community up-to-date and engaged with the Project is vital for aligning with community values and securing long-term community support. Although construction and operational impacts may be isolated to particular geographic locations, the general community will have an interest for work in their 'backyard'.

D.6.1. Engagement Mechanisms

Table 6-1 below summarises key stakeholder groups, activities or tools which may be used to implement the Project Community and Stakeholder Engagement Plan.

Table 6-1 Stakeholder Groups, Activities, and Tools

Stakeholder	Primary Interest in Project	Engagement Mechanisms	Timing
State Government agencies	Economic development of the State Impact on service delivery and resourcing Impact on housing affordability Impact on local road networks Employment and training opportunities Impact on primary infrastructure	Project website Kevin's Corner Consultative Committee Galilee Basin CSIA Roundtable State Government Committee	Updated as required Varies depending on tasks and phase of the Project Every 6 months
SIAU, DSDIP	SIMP compliance with conditions	Project website Meetings	Updated as required Annual, with SIMP review
BRC	Local lifestyle and livelihoods Impact on local road networks Regulations around accommodation village Opportunities for local business and employment Changes in local demographic profile Impact on agricultural land	Meetings Project website Kevin's Corner Consultative Committee Council Liaison Officer 1300 number	Quarterly Updated as required Varies depending on tasks and phase of the Project
Directly impacted landholders	Property acquisition arrangements Protection of agricultural land	Land liaison officers Project newsletter	As required (min. fortnightly contact)



Stakeholder	Primary Interest in Project	Engagement Mechanisms	Timing
	Impacts on cattle operations Access and connectivity Environmental impacts	1300 number	Quarterly
Indigenous community and Traditional owners	Preservation of cultural and environmental values Impact on cultural heritage Employment and training opportunities Business opportunities	Project website Indigenous Liaison Officer 1300 number	Updated as required As required
BRC (Alpha & Jericho) community	Preservation of lifestyle – safety and security Impacts on demographic profile Community cohesion Employment opportunities Business/procurement opportunities Improved service delivery	Project website Participation in Regional Shows Project newsletter 1300 number	Updated as required Annual Quarterly
Local and regional businesses and service providers	Local amenity Business/procurement opportunities Improved service delivery Attraction/ retention of key service workers	Project website Other Community Consultative Committees Project newsletter 1300 number	Updated as required Quarterly Quarterly
Project workforce	Road safety Living conditions in accommodation village Rosters Family health and wellbeing	Project website Education (Induction) Program 1300 number	Updated as required
Other projects	Cumulative social impacts Cumulative environmental impacts SIA and EIS compliance and approvals	Kevin's Corner Consultative Committee Galilee Basin CSIA Roundtable 1300 number	Varies depending on tasks and phase of the Project



D.6.2. Management Strategies

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

Consultative Committees

HGPL has established the Kevin's Corner Consultative Committee (KCCC), however it is likely that current representatives from the KCCC will evolve into the Galilee Basin SCCC. The Galilee Basin SCCC will act as a forum for proponents within the region to work collaboratively on the development of their respective SIMPs and eventually the management and monitoring of the SIMP once implemented (Phase 3). Membership of this working group will comprise senior company (including Indigenous Liaison Officer) and local government representatives, with input and participation from key community and industry stakeholder groups as required.

Indigenous Participation is a critical component to the Project both from a workforce perspective and as a means to provide potential opportunities for local indigenous businesses. HGPL have committed to employ an Indigenous Liaison Officer for the Project. It is critical that this position is represented on the KCCC to provide a linkage from other indigenous initiatives associated with the Project through the Cultural Heritage Management Plan and other agreements.

In addition, to embedding indigenous involvement in its formal consultative committee process, HGPL is also committed to ongoing involvement in the Barcaldine Negotiation Table. In May 2012 HGPL attended the Barcaldine Negotiation Table coordinated by DATSIMA and presented a Project overview. HGPL believe that early and ongoing involvement with Indigenous groups, over and above formal agreements negotiated by the Project, will ensure that Project opportunities for workforce participation and business development are maximised. This early working relationship will also assist in identifying potential barriers, so that appropriate strategies to overcome these can be developed in partnership with key stakeholders.

HGPL will also participate in the Galilee Basin CSIA Roundtable which is likely to be convened by the Queensland Department of State Development, Infrastructure and Planning (DSDIP) for involvement in high-level cumulative social impact and opportunity discussions. Representatives of EPCM organisations engaged by HGPL may be required to meet with and participate in the Galilee Basin CSIA Roundtable meetings so that they remain cognisant of issues of concern to the community and government stakeholders.



D.6.3. Review

The Community and Stakeholder Engagement Plan will be reviewed by the Community Liaison Officer and other relevant representatives from HGPL, 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.

The plan will then be updated to reflect changes to the Project, issues and opportunities, and stakeholder details. For mine closure, a specific plan will be developed and matters it will consider are set out in Section 6.4.

D.6.4. Closure Planning

Closure planning for the Project is estimated to occur five years before the expected mine closure. Based on mine life in excess of 30 years, this is not likely to commence before approximately 2038, assuming construction commences in 2013.

Closure planning will serve to:

- Plan and provide effectively for retrenchment, redeployment or re-skilling of employees;
- Engage with key stakeholders to optimise potential social benefits of closure;
- Facilitate safe and sustainable closure processes;
- Manage contractors' compliance with environmental and rehabilitation requirements for the site post-closure;
- Plan for remediation of the land to a level that satisfies regulatory requirements and optimises future beneficial land uses;
- Provide detailed closure information to local and State Government agencies to assist in planning; and
- Reduce long term social risk and liabilities.



D.7. Landholders

Landholders are key stakeholders in the development of the Kevin's Corner Coal Project, and Hancock Galilee Pty Ltd (HGPL) is committed to building strong and beneficial relationships with those impacted by the mine. HGPL proposes to minimise and mitigate the potential impacts to properties resulting from construction and operation of the Kevin's Corner mine.

HGPL has met with landholders to discuss the issues raised during the EIS period and is committed to ongoing consultation throughout the Project's life. The following areas have been identified for proactive management of potential impacts by HGPL:

- Groundwater;
- Stock Routes;
- Air, Noise, Dust and Visual Amenity;
- Weeds and Pests; and
- Complaints and Dispute Resolution.

D.7.1. HGPL Commitments

To date HGPL has committed to:

- Ongoing consultation with landholders regarding the realignment of stock routes;
- Establishing make-good agreements that address the concerns regarding groundwater impacts resulting from the Project;
- Minimising the impacts to visual amenity, air and noise on neighbouring landholders by taking into account the interests of landholders in the development of infrastructure and operating procedures during the design phase;
- Pest and Weed Management;
- Compensation on a case-by-case basis with some landholders; and
- Developing land access agreements and appropriate protocols with landholders to minimise access impacts.

In addition, HGPL is committed to proactive engagement and the implementation of a Landholder Management Plan (this document), which will ensure HGPL listens to its neighbours, communicates clearly and consistently about Project activities, responds effectively to issues, regularly reviews and updates land access procedures, and provides 'mutual assistance' where possible. This will be in accordance with the Kevin's Corner Coal Project – Good Neighbour Policy.



HGPL will seek to engage landholders as required to monitor and address issues such as agricultural productivity as they arise.

D.7.2. Managing Project Impacts

Areas of concern to landholders impacted by the construction and operation of the Project have been identified through consultation during the EIS process. Each of these areas is addressed in Table 7-1 below. Additional concerns will be identified and addressed through ongoing engagement with landholders during the life of the Project.

Table 7-1 Management of Project Impacts

Area of Impact	Response
Groundwater Extraction of groundwater on the Kevin's Corner mine site may potentially reduce the usable groundwater resources in the area	<p>HGPL is committed to establishing make-good agreements with landowners, which will include:</p> <ul style="list-style-type: none">• A commitment that all groundwater monitoring will be conducted and assessed by a suitably qualified independent expert;• Details regarding the groundwater bore baseline data;• Access to groundwater data and monitoring results;• Groundwater level data trends and comparison to Environmental Authority Condition trigger values;• Details regarding the groundwater monitoring network and dewatering scheme;• Provision for the repair or replacement of damaged bores or water supply infrastructure, if HGPL is deemed to have caused the damage;• The replacement of diminished groundwater, or same quality or better water quality, and volume;• A subsidy to cover additional costs associated with larger pumps, deeper depths, additional water related infrastructure, power costs and spare parts;• Financial provisions to ensure future costs are covered;• A dispute resolution mechanism; and• In the absence of agreement, the provision for arbitration to settle the terms of the agreement. <p>Baseline assessments will provide information on the characteristics of the groundwater and the water bore including:</p> <ul style="list-style-type: none">• Water level, quality, bore depth and diameter;• Type of construction; and• Type of pumping infrastructure and pumping details. <p>A groundwater monitoring and reporting process for potentially impacted bores will be established by HGPL, which is expected to include:</p> <ul style="list-style-type: none">• Regular testing of the bores;• Review of the results against the baseline and historical trends; and• Notification and sharing of results with the landholder.
Stock Routes The development of a mine site and associated infrastructure at Kevin's Corner will impact on existing stock	<p>HGPL has proposed to realign existing stock routes to maintain network connectivity. The new stock routes are currently being determined in consultation with affected landholders. It is intended that the proposed stock routes will share similar reserve widths and infrastructure provisions (e.g. bores, holding yards) as the existing routes.</p>



Area of Impact	Response
routes.	
Air, Noise, Dust and Visual Amenity The visual amenity, noise and air quality of the surrounding landholders may potentially be impacted by the construction and operation of the Kevin's Corner Coal Project.	HGPL will develop an Environmental Management Plan and Plan of Operations which will ensure that air, noise, dust and visual amenity impacts from the construction and operation of the Kevin's Corner mine and associated infrastructure will be minimised. These documents will stipulate the management and mitigation measures that are to be undertaken on site to reduce impacts to surrounding communities. Ongoing monitoring will be conducted at sensitive receptor locations to ensure that the adopted air, noise and dust objectives are met. If through compliance monitoring during the construction and operational phase it is determined that sensitive receivers are being impacted in a way that was not predicted in the EIS and SEIS, then individual mitigation on a case by case basis will be discussed.
Pests and Weeds The Kevin's Corner mine site may potentially become a source of weeds and pests, which may spread to neighbouring properties.	HGPL has developed a Pest and Weed Management Plan (Volume 2, Appendix T4.02 of the SEIS) as part of the Environmental Management Plan. The Pest and Weed Management Plan will stipulate a number of management measures that are to be undertaken on site to limit the impact of weeds and pests to surrounding properties.
Complaints and Dispute Resolution	Due to the small number of impacted properties, all landowners have been provided direct contact details for a senior representative of HGPL to whom they can address any complaints or disputes. HGPL is committed to continual engagement with landowners through the life of the Project. All landholders will also have access to the Complaints and Dispute Resolution process as set out in the Good Neighbour Policy.

HGPL is committed to building strong and beneficial relationships with the landholders impacted by the Project. During the design phase, HGPL will take into account the interests of landholders in the development of infrastructure and operating procedures, and will seek to minimise and mitigate impacts at every opportunity.

The Environmental Management Plan and Plan of Operations will stipulate measures to minimise impacts from the mine on neighbouring properties, and an ongoing monitoring program to assess outcomes against adopted objectives. HGPL is committed to ongoing engagement with landholders through the life of the Project, and will address any unforeseen impacts as they are identified.



D.8. *Dispute Resolution*

D.8.1. Complaints, Enquiries, and Comments

Tracking complaints, enquiries and comments relating to the Project is vital for improving interactions with community members and stakeholders as it allows for the development of proactive communication activities as well as development of robust mitigation options.

The following definitions classify the feedback that will be received from external parties. These definitions have been used to determine how reasonable and consistent responses will be supplied in a timely manner.

Complaint: An expression of dissatisfaction with the organisation, its processes or operation; the complainant seeks a response about a particular matter/s.

Enquiry: A question about the Project's development that requires analysis or further examination of Project details; negative viewpoints are not articulated.

Comment: Positive, negative or neutral feedback about the Project is provided and no further interaction with Project personnel is required.

The Project Community Liaison Officer will be the first point of contact for managing complaints, enquiries and comments. Ongoing communication with the complainant will also be undertaken by this team. Although the Community Liaison Officer will be the primary contact for the complainant, in certain cases, technical information may be sought from HGPL team members and/or contractors before a response is provided. HGPL will establish a system for capturing and communicating this feedback so that it can be monitored directly by HGPL and the Operations Manager for the Project.

Service standards associated with responding to complaints, enquiries and comments have been established by HGPL which will enable HGPL to provide a timely response. In cases, where contractors are used by the Project, HGPL will include their requirements relating to dispute resolution service standards.

HGPL will monitor frequency and number of complaints received, on a weekly basis. Reporting will outline the status of the complaints, enquiries and comments. Where necessary, assistance to close-out certain issues and/or implementing new Project standards or addressing behaviour will be considered by HGPL.

The Community Liaison Officer will be employed by HGPL to assist with managing the interface between the Project and community to ensure issues and opportunities are acted upon in a timely manner.

From the outset, 'negotiable' and 'non-negotiable' will be defined to assist the community's understanding for the Project's opportunities and limitations. For example, noise and dust management strategies will be developed in consultation with the community, yet be directed by regulatory standards and construction methods.



Table 8-1 describes the Project's service standards for responding to complaints and enquiries.

Table 8-1 Response Times for Complaints and Enquiries

Category	Response time	Resolution time*
Complaints –calls received on the 24 hour 1300 information line	Initiate investigation upon receipt of complaint. Within two hours of receiving the complaint provide an update to the complainant about the actions being taken to investigate the matter.	Depending on nature complaint, as soon as practical, with an update provided. Further update provided 24 hours after initial complaint.
Complaints – office phone, face-to-face, emails and written complaints	Response as above, but only within business hours.	Depending on nature complaint, as soon as practical, with an update provided. Further update provided 24 hours after initial complaint.
General enquiries	Response to the initial contact is provided within two business days.	Five business days
Written enquiries	Response to the initial contact is provided within two business days.	Five business days

Note: *After time received

D.8.2. Management and Feedback of Issues

Identifying and classifying potential issues/risks are vital for developing effective communication tools and consultation activities. Consultation activities can be re-prioritised and a more proactive approach to responding to community and stakeholder issues can be achieved. The roles and responsibilities of key Project personnel will be used to describe how feedback and issues will be managed.

HGPL Community Liaison Officer

For any given interaction with a community member or a stakeholder, the HGPL Community Liaison Officer will ensure all relevant information is recorded on the community consultation form or recorded directly into a consultation management database.

The Officer is responsible for ensuring any actions from these entries are closed-out and any documents created as part of the investigation are uploaded into consultation management database. All communication with the community member or the stakeholder should be led or facilitated by the Officer.

Common themes or major issues from feedback provided by community members or stakeholders should be highlighted to Project management and, in turn, the relevant contractor. Mitigation options to address issues will be investigated and, where appropriate, strategies should be implemented as a means to reduce the impact associated with the concern. In other instances, recommendations that alter the Project and/or a contractor's



standards and processes may need to be drafted, reviewed and approved by management. This information would be prepared by the Officer in partnership with the Action Officer.

Action Officer

The Action Officer is any member of the Project team (including EPCM organisations) who has been assigned an action associated with responding to details provided by the HGPL Community Liaison Officer. The Action Officer will ensure the action is closed-out in a timely manner and the appropriate information is supplied for uploading to the database.

The Action Officer may alert the HGPL Community Liaison Officer to the feedback, yet the HGPL Community and Stakeholder Liaison Officer is responsible for making decisions for managing the issue.

D.8.3. Escalation and Dispute Resolution

When reviewing issues for escalation, the following matters will be considered:

- The seriousness of the issue in terms of the impact it may have on safety (public and workers), stakeholders or the Project's reputation;
- Measures taken by Project personnel have failed to quell or prevent a potentially damaging issue;
- The issue may have a negative impact on the Project owners or other government stakeholders, as opposed to the Project itself;
- The issue is outside of the Project scope but may have impact on the long-term implementation of the Project;
- The issue has potential to escalate in seriousness or affect more people; and
- The issue has potential or existing negative media connotations.

When a complaint has not been answered to the satisfaction of the person making the complaint or within the timeframes indicated in Table 8-1, the matter will be elevated to the HGPL Community Liaison Officer. An independent mediator will only be used when a complaint still cannot be resolved after a meeting with Project Operations Manager.

In certain cases an independent technical assessment may also be required. Should the matter relate to damage to property an independent insurance assessor would be included in the investigation.

Details of any communication about complaints must be recorded on the Project's database by any party who receives the feedback. Furthermore, minutes generated from discussions with the complainant will be distributed by HGPL where applicable, to the independent



mediator within two business days of each meeting. Figure 8-1 outlines the escalation flow for complaints received by the Project.

Figure 8-1 Complaint Escalation Flow Diagram



D.8.4. Issues and Risks Register

Responsibility for development of the Issues and Risks Register will reside with HGPL and it will be managed by the HGPL Community Liaison Officer. The grievance mechanism will be a part of this register. All staff will be made aware of the existence of the register during staff inductions and where appropriate, trained to use the register.

D.8.5. Database Software

Community Consultation software will be used to capture and respond to complaints, enquiries and comments. Community issues will also managed through the tracking of trends presented within this database

SUPERSEDED



D.9. References

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Appendix A Project Planning (Post SIA)

Post EIS, there has been further Project planning and consultation with key stakeholders undertaken by HGPL. This information is provided below and should be considered in conjunction with the findings from the SIA. This information has been used to support the development of the Action Plans (refer Section 4).

A.1. Project Workforce Management Overview

The Kevin's Corner projected workforce is provided to highlight workforce demand, identify likely supply sources and key strategies that the Project will use to develop its workforce supply. The final workforce numbers are subject to a number of variables, including the Project achieving Final Investment Decision.

By highlighting as early as possible the likely workforce demand, HGPL is demonstrating its commitment to actively engage with key stakeholders locally and regionally to build capacity to respond with skilled labour for the Project.

The Work for Queensland Resource Skills and Employment Plan has been reviewed in the development of this SIMP. The Queensland Resource Skills and Employment Plan sets out requirements for SIMP related workforce planning and specifies the need to consider skill needs and shortage and detail strategies to address these skills needs, including support for increased local and regional workforce participation.

To meet these requirements the SIMP will specifically:

- Support local skills and employment;
- Support Work For Queensland priorities in connecting jobseekers from areas of high unemployment to job opportunities;
- Identify other labour sources from around Queensland and Australia; and
- Clearly quantify skill gaps that will need to be met through migration strategies.

At the time of preparing this plan, the Queensland Government had also engaged Regional Development Australia to undertake Regional Engagement for their proposed Central Queensland Resources Catchment Workforce Development Strategy. This strategy provides a comprehensive resource of regional workforce development initiatives with which the Project may potentially collaborate with in the future. This would assist the Project with meeting future workforce needs.



A.2. Workforce Demand

The anticipated mine workforce during the construction phase will be a maximum of 1,800 people, with approximately half on-site at any time. The operational workforce is estimated to be 1,600 people per year for the Life of Mine (LOM) (with a mine life in excess of 30 years). The Project will also create flow-on (indirect) employment opportunities for the region.

The estimated total number of construction personnel at the peak of the nine year construction program is in year three Table A-1.

Table A-1 Estimated Construction Workforce Numbers

Personnel Data Summary	Year of Construction								
	2013	2014	2015	2016	2017	2018	2019	2020	2021
Construction workforce total (persons)	1000	1500	1800	1500	1000	750	500	250	250

*Base year, assumes Project approval in late 2012 and Financial Investment Decision (FID) and Project Commencement in 2013

The workforce is anticipated to be predominantly Fly-in, Fly-out (FIFO) with workers being collected from key regional centres throughout Queensland (including South East Queensland) and flown to the on-site airport. While HGPL would seek to recruit locally, additional resources will be required due to the limited employment pool as a result of the small population, competition with existing employment opportunities, as well as competition with other resource projects in the area, specifically the Alpha Coal Project (scheduled to come online prior to this Project). The Project will also explore opportunities bus-in, bus-out (BIBO) opportunities for local residents and from key regional centres. However, due to the Project's location it will not be feasible, from a safe driving distance perspective, for rostered employees and contractors to commute on a daily basis.

Operations are due to commence at the end of year three and ramp up to full production by year eight with a peak operations workforce of approximately 1,800. Table A-2 shows the total operations workforce numbers over the life of the Project.



Table A-2 Operational Workforce Numbers

Personnel Data Summary	Year of works										
	2013*	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total (persons)	100	200	634	987	1,144	1,687	1,754	1,822	1,684	1,658	1,684
Operations - General & CHPP	100	100	100	150	150	150	150	150	150	150	150
Operations - Surface Mining	-	100	458	460	460	569	540	453	315	334	320
Operations - Underground	-	-	76	377	534	969	1,064	1,219	1,219	1,174	1,214
Personnel Data Summary	Year of works										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Total (persons)	1,686	1,623	1,645	1,601	1,614	1,644	1,646	1,686	1,684	1,656	1,646
Operations - General & CHPP	150	150	150	150	150	150	150	150	150	150	150
Operations - Surface Mining	322	330	330	326	317	337	360	384	386	384	380
Operations - Underground	1,214	1,143	1,165	1,125	1,147	1,157	1,136	1,152	1,148	1,122	1,116
Personnel Data Summary	Year of works										
	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Total (persons)	1,677	1,613	1,602	1,596	1,611	1,578	1,531	1,425	1,440	1,465	1,430
Operations - General & CHPP	150	150	150	150	150	150	150	150	150	150	150
Operations - Surface Mining	439	447	451	445	462	451	440	447	440	442	430
Operations - Underground	1,088	1,016	1,001	1,001	999	977	941	828	850	873	850

*Base year, assumes Project approval in late 2012 and Financial Investment Decision (FID) in 2013.

Workforce Trade Skills

The needs of the mine for trade and skilled workers vary according to the stages of mine development and the operational requirements. Table A-3 presents a selection of trade workers predicted for the construction stage and Table A-4 and Table A-5 shows the skilled workers needed during the mine's operation to year 15. The main trades and skills have been selected for presentation in these tables.



Table A-3 Selected Workforce Trade Skills – Mine Construction

Trade Skills	Year of Construction								
	2013*	2014	2015	2016	2017	2018	2019	2020	2021
Mechanical	63	126	152	126	63	57	38	19	19
Boiler Maker	35	34	41	34	35	15	10	5	5
Fitter	51	75	90	75	51	8	5	3	3
Welder	27	45	54	45	27	5	4	2	2
Electronics	25	27	31	26	25	24	15	9	9
Electrician	26	28	34	28	26	18	12	6	6
Plant Operators	220	330	380	330	220	100	74	36	36
Truck Drivers	94	145	173	145	94	38	25	13	10
Others**	300	450	550	440	300	120	80	40	30
TOTAL WORKFORCE	1000	1500	1800	1500	1000	750	500	250	250

*Base year, assumes Project approval in late 2012 and Financial Investment Decision (FID) in 2013.

**Others include crane operator, crane chasers, drillers, shotfirer, rigger

Table A-4 Workforce Skills – Mine Operation Years 1-9

Trade Skills	Year of Operation								
	2013*	2014	2015	2016	2017	2018	2019	2021	2022
Management	9	17	49	53	53	63	60	61	59
Professional	1	11	29	29	29	28	28	20	20
Fitter	6	12	35	38	38	45	43	38	29
Electrician	4	7	21	23	23	27	26	22	17
Welder	1	2	5	6	6	7	6	6	4
Plant Operator (Mine)	53	105	294	321	321	378	363	317	245
Plant Operator (Processing)	5	9	26	28	28	33	32	28	22
Admin	8	16	44	48	48	56	54	47	36
TOTAL OPEN-CUT	100	200	558	610	610	719	690	603	465
TOTAL UNDERGROUND	0	0	76	377	534	969	1064	1219	1219

*Table A-5 Workforce Skills – Mine Operation Years 10-15*

Trade Skills	Year of Operation					
	2023	2024	2025	2026	2027	2028
Management	61	59	61	59	61	61
Professional	20	18	20	20	20	
Fitter	30	29	29	30	30	30
Electrician	18	17	18	18	18	18
Welder	5	4	4	4	4	4
Plant Operator (Mine)	255	247	248	253	253	250
Plant Operator (Processing)	23	22	22	22	22	22
Admin	38	37	37	38	38	37
TOTAL OPEN-CUT	484	470	472	480	480	476
TOTAL UNDERGROUND	1174	1214	1214	1143	1165	1125

**Base year, assumes Project approval in late 2012 and Financial Investment Decision (FID) in 2013.*

In addition to the trades highlighted in Table A-3, Table A-4, and Table A-5, there are a range of other skilled and semi-skilled workers required for the mine including scaffolders, riggers and crane operators. Professionals including mechanical engineers and mine managers are also required at both the construction and the operational stages.

Based on industry practice, the likely rosters for the construction workforce will be up to a 12 hour shift per day, over a 21 days on and 7 days off roster with appropriate fatigue breaks as part of the roster. Roster rotations will occur during the week encouraging workers to have regular weekends at home. As with other mines, the scheduling and determination of rosters and rotations for operations workers will be based on the requirements of the position. For example, some positions may require personnel to work a nine days on, five days off (9/5) roster, while others may be more flexible and a 14 days on, seven days off (14/7) or a seven days on, four days off (7/4) roster can be adopted.

A.3. Workforce Supply

Project workforce requirements will need to be considered against a backdrop of other major projects and labour demands in Queensland and other parts of Australia. According to Skills Australia 2011 Interim Report on Resources Sector Skills Needs, at a National level, operations jobs will increase from 187,700 in 2010 to 270,600 in 2016. In the same period, workers required on short term construction jobs will increase from 103,000 to 255,000.

Accordingly, there may be likely to be significant competition for a range of skilled positions. In particular, occupational shortages in the following skills areas:

- Electrician and instrumentation technicians;



- Earthmoving operators;
- Welder;
- Drillers;
- Mechanical fitters and machinist;
- Miners (surface and open-cut);
- Riggers;
- Steel fixers; and
- Carpenters.

Project timing, will significantly influence the ability for the Project to draw from National resources.

A.3.1. Queensland

The Annual Workforce Report of the Resources Industry (2012) quantifies key workforce data from the mining industry data relating to turnover and demand. They have identified five key issues likely to impact on the Project and all future resource projects in Queensland:

1. The Queensland mining industry is forecast to increase by 30,000 additional workers in the next five years;
2. Workforce turnover is contributing significantly to industry costs, with turnover rates for non-resident workforce significantly higher than other workers;
3. Non-resident workforces are likely to significantly increase. Additional mining workforce could comprise 75% non-resident workforce;
4. The industry workforce is ageing with almost one third of new recruits are 50 years or older; and
5. Severe workforce shortages exist in key job categories and these will worsen as demand grows. These include Electro Technical Trades, Geosciences, Engineers, Supervisors, Mechanics, maintenance operations and internal candidates for statutory roles.

The Project Workforce Management Plan (refer Section 4.2) has been prepared to address these issues. It recognises that while some parts of Queensland are experiencing relatively low unemployment rates, there are several areas that have relatively high unemployment rates and workers with some skills transferability, subject to further up-skilling and training to the resources sector.

As shown in Figure A-1 below, as at May 2012, Queensland sub-regions experiencing the highest unemployment were Wide Bay Burnett, Sunshine Coast, Gold Coast and Far North Queensland. The challenge will be to refocus or initiate skilling and other support activities



that assist workers and jobseekers in these communities to access opportunities in the resources sector.

Figure A-1 Queensland Regions: Unemployment Rates (DEEWR, May 2012)

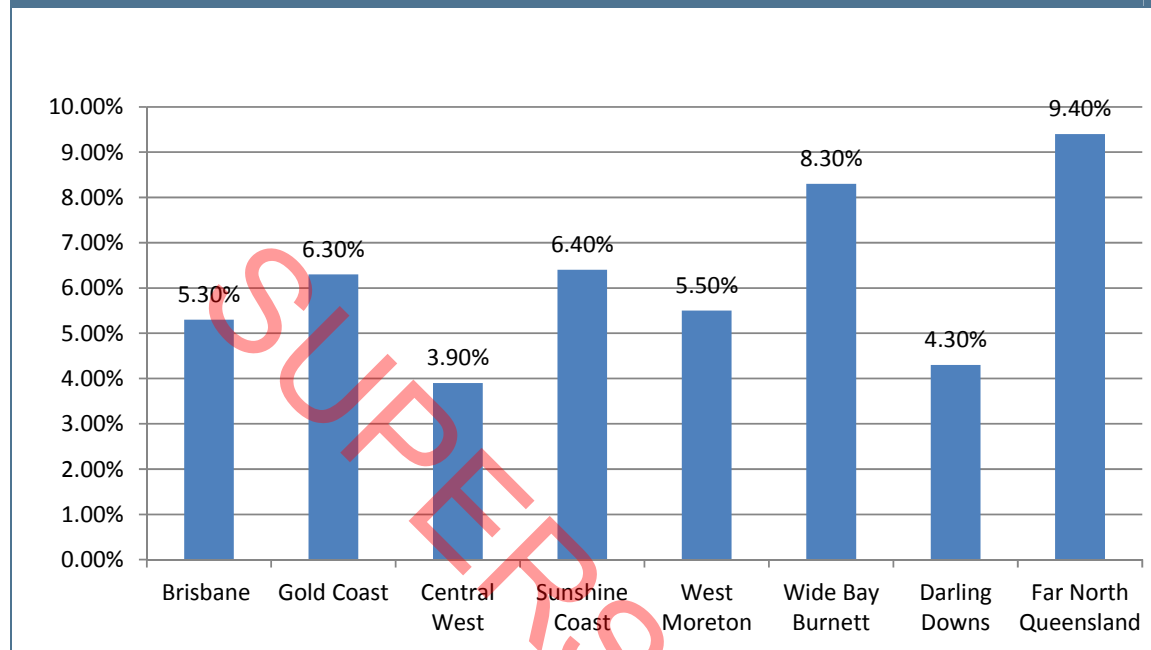
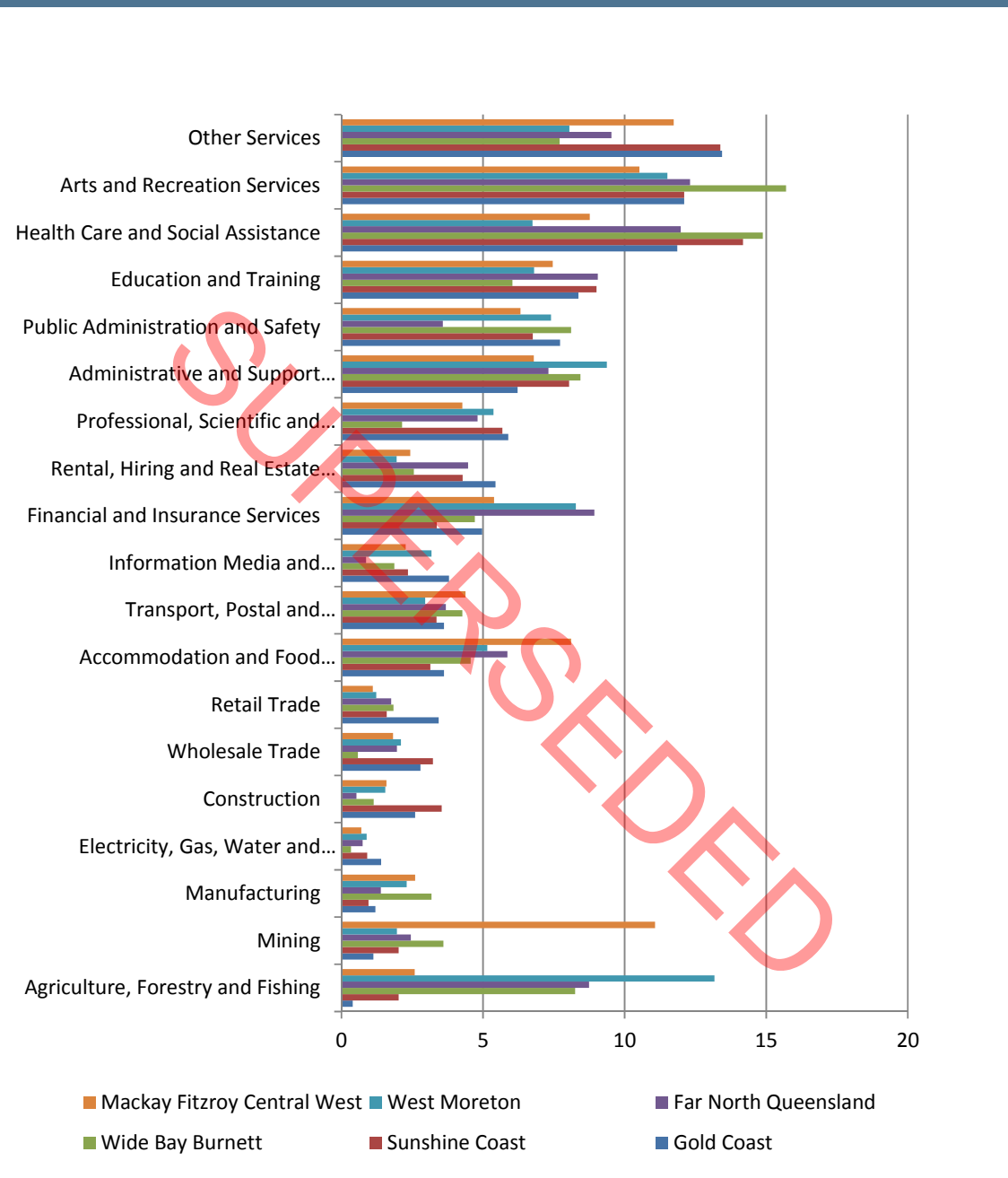


Figure A-2, shows the labour force profile (by Industry occupation) for these regions with highest unemployment. The Gold Coast and Sunshine Coast offer considerable transferability of skill base, given high workforce representation in construction activities.



Figure A-2 Queensland Regions: Industry Employment Comparisons (DEEWR, May 2012)



Far North Queensland and Wide Bay Burnett have high representation in health care and social assistance. Not surprisingly, the Mackay Fitzroy Central West region has a high representation of persons working in the mining industry. Hence the ability for the local region to contribute significantly to the Project workforce is likely to be limited by existing employment pressures. Sourcing strategies will need to consider accessing labour outside the region.



The Annual Workforce Report of the Resources Industry identified some trends that will have some considerable impacts on the Project workforce and the likely workforce catchments for the Project, as shown on Figure 2.3, in particular:

- Over one third of current employees live more than 300 kilometres from their place of work;
- Non-resident workforce will increase to over 20,000 or an additional 5000 by 2014;
- In Mackay Fitzroy Central West Region of Queensland 38% of industry workers do not live in the region;
- The northern parts of the Brisbane Region and West Moreton, Wide Bay Burnett, and Far North Regions are more likely to be home base regions;
- Only 4% of employees resident in other locations of Australia, mainly NSW and the Northern Territory; and
- Employees who live more than 300 kilometres from their workplace left their employment at a rate of more than double the industry turnover rate.

In the first instance, the Project workforce will be sourced locally and within the BRC area. Other Queensland regions will then be targeted, however, given the FIFO nature of the workforce, it is possible to source the workforce nationally. For key skill shortages, international workers may need to be used. On this basis, the role of skilled migration would be used to fill genuine gaps that have been proactively identified in advance of need by HGPL, in the labour market. This would only be used after considering options to improve the participation and skill levels of the Queensland workforce. Acknowledging the challenges of targeting skilled migrants to regional locations, such as Kevin's Corner, may necessitate the use of targeted employer sponsorship programs.

A.4. Key Workforce Strategies

A number of key strategies have been identified to address the potential workforce shortages identified as outlined above. These include:

- Participation in a Regional Workforce Development Strategy;
- Improved Workforce Retention Rates;
- Increased Workforce Participation – Indigenous and Women;
- Linkages to School to Industry Pathways; and
- Providing Apprenticeships and Traineeships.

More specific actions are set out in Workforce Management Plan (refer Section 4.2).



A.4.1. Regional Workforce Development Strategy

The Project is located in the Mackay Fitzroy Central Queensland Region which has four major sectors to its economy, namely; resources, construction, agriculture and tourism. There is a need to take a longer term strategic approach to future workforce needs at the regional level and develop a strategy inclusive of these four key sectors so that the region's employment is resilient and adaptable to market fluctuations. HGPL views a Regional Workforce Development Strategy as a critical component to developing their future workforce. HGPL will actively participate in the development of a future Central Queensland Workforce Development Strategy, by providing workforce data to the regional body responsible for its development.

A.4.2. Workforce Retention

Recognising that high turnover rates in the resource sector need to be proactively addressed, HGPL will develop best practice recruitment strategies that match peoples' skills, aptitude and attitude to work to their workforce needs. This recognises that working conditions can be very demanding and that some positions offered by the Project will not provide the best transition from unemployment to workforce.

HGPL recognises the need to consider, at an early stage, how the Project will manage its people. The Project will value having a multi-skilled labour force with minimal demarcation. This approach includes giving employees, whether staff or contractors, responsibilities for decision-making and also regard for their own welfare and those around them. Such delegation of authority will help to develop a strong workforce culture and enhance careers for talented personnel, while also retaining knowledge and experience in the business. This will be crucial to attract and retain the most suitable employees to the Project.

A.4.3. Workforce Participation – Women and Indigenous

Increasing workforce participation will be one of the key ways to address local and regional workforce supply. In particular, the Project will investigate opportunities to increase women's participation in the Project workforce. The operating philosophy of the mine will considerably assist female participation, by virtue of the fact that key parts of the mine operations will be managed off-site. HGPL will work with QRC on implementing relevant strategies from their Women in Resources Action Plan and determine applicability of their targets to the Project.

Indigenous Australians are also significantly under-represented in the resource sector. Currently, Indigenous Australians only represent five per cent of the mineral sector workforce (National Resource Sector Employment Taskforce, 2010). HGPL will work with key stakeholders and look to implement proven strategies that address barriers and create sustainable employment opportunities.

The Australian and Queensland Governments and QRC re-signed a two-year memorandum of understanding (MOU) in August 2011 committing 'to work in partnership with each other

and with indigenous stakeholders to create sustainable economic development and employment opportunities that will contribute to building strong and sustainable Indigenous families and communities in Queensland.'

Under the MOU all parties will fund the continuation of the current North West Queensland Indigenous Resource Industry Initiative (NWQIRII) as well as expanding the collaboration to a new Bowen Basin Indigenous Participation Partnership (BBIPP). HGPL will work with other stakeholders to facilitate the expansion of this program to Galilee Basin via the Galilee Basin Cumulative Social Impact Assessment (CSIA) Roundtable.

A.4.4. School to Industry Pathways

School to Industry Pathways are a mechanism to match the emerging workforce needs of the Project with skills demand to improve retention of youth in the region. HGPL recognise the need to improve and expand opportunities for school leavers to further their careers and obtain quality education within regional centres.

Queensland Minerals and Energy Academy (QMEA) is currently developing the Regional Agriculture and Mining Industry Training package aimed at developing a model of cross-industry participation in regions where agriculture and resource sector activities co-exist. HGPL will work with QMEA to determine applicability of this package to the Kevin's Corner Coal Project.

In partnership with QMEA, and QRC, HGPL will investigate the opportunity to expand their existing program, which has been developed and implemented in other regions to assist young people to start careers in the resources sector. In addition, consideration of expansion of this program could be considered for regional centres with high unemployment.

The Gateway to Industry Schools Program provides an opportunity for young people to undertake structured workplace learning, industry contextualised school learning, school based apprenticeships and traineeships, full time employment or further study through industry-school partnerships.

The Manufacturing and Engineering Gateway Schools project provides a structured manufacturing and engineering career development model for Years 8 to 12 students.

HGPL will work with key stakeholders to investigate the appropriateness of a range of these programs within the local and regional workforce catchment areas.

A.4.5. Apprenticeships and Traineeships

HGPL recognises that traditional apprenticeships are a well-established means by which the Project can develop and support skills, and therefore provide a future labour force supply. Apprenticeships typically involve three to four years of on/off job training. Upon completion, the apprentice will be a qualified tradesperson capable of working at a high skill level within their occupation.



Apprenticeships are a critical training pathway and HGPL will actively support apprenticeships specifically during the operations phase of the Project and will partner with regional training organisations to ensure that training meets Project needs.

Energy Skills Queensland has recently developed an Apprentice Incubator Program with the aim of significantly adding to the supply of skilled electro technology workers within in the energy and resources sector to reduce potential skills shortages.

Traineeships are generally of a shorter duration than apprenticeships and cover a wide range of (non-trade) occupations. They cover a diverse range of occupations in hospitality, business administration and information technology all of which will be required to support the Project.

HGPL will investigate implementing appropriate traineeships and apprenticeship opportunities including nationally accredited:

- Two-year traineeships in:
 - Coal mining;
 - Civil earthworks;
 - Logistics including warehousing and transport;
 - Business administration; and
 - Hospitality.
- Apprenticeships in:
 - Heavy diesel fitting;
 - Electrical;
 - Mechanical; and
 - Electronics.
- Cadetship Program for undergraduates in applicable university level courses.



A.5. Workforce Accommodation and Facilities

The construction and operations workforce will be housed in an on-site accommodation village. HGPL will design and construct a workers village which provides social and recreational opportunities support services (i.e. medical personnel and facilities) and social infrastructure (i.e. communications). The accommodation village will be designed to achieve two key outcomes:

1. Provide a space which encourages a sense of ownership, a home-away-from-home and a high quality lifestyle, helping to facilitate workforce retention; and
2. Minimise impacts on Alpha services, community safety and social values by reducing the need for the workforce to leave the accommodation village.

The accommodation village comprises the following key facilities:

- Dining room and kitchens;
- Wet mess;
- Laundry facilities;
- Common rooms;
- Gymnasium;
- Swimming pool;
- Cricket/football pitch; and
- Tennis and basketball courts.

The accommodation village will consist of separate, air conditioned rooms with en-suite, small fridge, television, telephone and internet connection. Spare rooms will be reserved for contract services to the mine in order to relieve accommodation pressures on Alpha and other nearby settlements. Furthermore, all personnel will be required to stay at the accommodation village site for the entire duration of their on-site roster, again minimising the potential for impacts on Alpha.

A.6. Workforce Health

In recent years' research, Government inquiries and media scrutiny of mine workforce populations has examined the impacts of the mining and FIFO lifestyle on mine workers and their families. Findings suggest that the key health needs for mining workers include treatment for physical injury, respiratory illness, mental health and chronic disease such as heart disease and cancer (Western Australian Government 2005). Furthermore, workers are also prone to health risk behaviours because of increased levels of alcohol intake, to drug



and tobacco use, obesity and weight issues, and chronic fatigue (particularly among those working shifts).

Consequently there has been a move to implement a proactive approach to health and wellbeing issues. An induction program will outline the opportunities to optimise health and wellbeing, and the expectations and management measures to reduce exposure to risk. A series of Procedures and Action Plans will incorporate management strategies to address these issues including:

- Fit for Work (Fatigue Management) Procedure;
- Fit for Work (Workforce Drug and Alcohol) Procedure;
- Kevin's Corner Coal Mine Operators OH&S Policy;
- Action Plan 4: Community Services and Infrastructure Plan; (refer to Section 4.4); and
- Action Plan 5: Community Safety and Wellbeing Plan (refer to Section 4.5).

Management of the health and wellbeing of the Project workforce will be the joint responsibility of the mine operators, service providers, and regulatory agencies. All personnel will be responsible for maintaining their personal health and general fitness for work. No person should attend work where their performance, judgement and decision-making ability, concentration or coordination is knowingly affected or impaired. Fitness for work can be affected by a range of factors such as stress, fatigue, drugs (including alcohol) and physical fitness.

To manage fitness for work, the Kevin's Corner Coal Mine Operator will adopt preventative/proactive and remedial approaches to ensure the health and safety of their workforce, and to provide a safe and healthy working environment. Where appropriate, the health of mine worker families is also considered, for example through support for Family Support Groups.

A.6.1. Remedial Approach

The remedial approach involves the recognition of personnel not fit for work and clear management response processes to manage these situations. The remedial approach in general is designed to assist employees that have been identified with problems to return to work in a fit and healthy state. Remedial processes will be detailed in Occupational Health and Safety (OH&S) Policy including:

- Fit for Work (Fatigue Management) ;
- Fit for Work (Workforce Drug and Alcohol); and
- Kevin's Corner Coal Mine Operators OH&S Policy.

A.6.2. Proactive Approach

Proactive approaches to health and wellbeing management aim to empower personnel to make informed choices about their lifestyle and self-management in order to maintain an optimal level of health, fitness and safety.

The proactive approach can include:

- Education and awareness for personnel, and defining behavioural expectations;
- The provision of health/fitness support and programs;
- Consultation with people on their requirements;
- Defining behavioural expectations; and
- Review and design of relevant organisation procedures and practices.

Opportunities for proactive health management are detailed in Table A-6 below.

Table A-6 Opportunities for Proactive Health Management

Program	Details
Education, Training and Health Promotion	<p>All staff will be educated on health and wellbeing-related programs and policies developed and implemented by the proponent. This will be part of the induction process, and where relevant, elements of these plans will be incorporated into Project contractual documentation, including for both on-site workers and contractors.</p> <p>Key information relating to health and wellbeing which will be disseminated and discussed with workers includes, but is not limited to:</p> <ul style="list-style-type: none"> • Health, fitness and nutrition; • Lifestyle/Fit for Work factors such as drugs, alcohol and fatigue management; • Stress management; and • Coping with shift work, family stress and psychological health.
Provision of Health and Fitness Support	<p>The preliminary design of the Kevin's Corner Accommodation Village shows a range of facilities and services which have been incorporated in response to health and wellbeing management. These include recreational and lifestyle facilities, and are described in further detail below.</p>
Exercise, Fitness and Recreational Facilities	<p>A range of exercise and fitness facilities will be provided on the site with the current design, as detailed above in Section 4.6.</p> <p>Facilities provided will need to be sufficiently serviced and maintained, and if possible instructions on use of the facilities should be provided. Tailored fitness advice could also be provided, and be integrated with the health assessment process detailed below.</p> <p>Support may also be provided for workers while at home, for example through provision of subsidised gym memberships.</p> <p>Other facilities shown in the current design include BBQ and seating areas, a tavern and a beer garden, and an internet café.</p>
Health (Fitness for Work) Assessments	<p>A health assessment program, including health check-ups, will be completed for all workers to allow management of health while working on the Project. This program will aim to achieve a</p>

Program	Details
	<p>number of outcomes:</p> <ul style="list-style-type: none"> • Assist mine workers to maintain or improve their general health and wellbeing; • Determine a mine workers fitness for work, including recognition and assessment of past or current medical conditions; • Provide a tool for monitoring the health of mine workers, allowing identification of potential health and wellbeing impacts relating to the mine workers environment; and • Health assessments may be conducted at various stages or in a range of situations, i.e. pre-placement, job transfer, return to work, or on request.
Employee Assistance Program	An Employee Assistance Program (EAP) will be made available by the Kevin's Corner Coal Mine Operator and will assist employees and contractors with health and wellbeing-related issues that impact their fitness for work. Access to the EAP will be free for workers and their families.
Communications	Communication infrastructure will be provided within the accommodation village, to allow workers to have direct and easy contact with family and friends external to the camp. The current design shows an internet café within the accommodation village and internet access in rooms.
Family Support Groups	Establishment of, or encouraged involvement in, mining family support groups in towns identified as supplying FIFO workforce. A range of online and telephone opportunities already exist for mine workers and their families, including Mining Family Matters (http://www.miningfm.com.au/), and the newly established Mining Families Support Group (http://miningfamiliesupportforums.com.au/).
Healthy Eating Program	<p>Most mine canteens provide a range of health options and eating advice, i.e.:</p> <ul style="list-style-type: none"> • Healthy eating options and advice within the kitchen/dining area; • Organising of in-house social and recreational events; • Provision of good communication services, including phone and internet services (note: an internet café is shown in the current design).



A.7. Regional Health and Mutual Assistance

It is believed that through investment in social (including health) infrastructure, the Project can contribute to improved livelihoods and amenity in project-impacted communities, including through allocations from the Hancock Community Development Fund. This fund presents a means by which the Kevin's Corner Coal Mine Operator can support the realisation of local development opportunities, and will be jointly managed with BRC.

The enhancement of regional health infrastructure will need to link in with existing government programs, and be undertaken in consultation with the relevant arms of Queensland Health, most importantly the Central West Region Health and Hospital Service (HHS) which is based out of Longreach. The Central Queensland HHS will also be consulted, considering it houses the nearest major hospitals in Emerald, Rockhampton and Gladstone.

With a predominantly FIFO workforce and with a range of health and medical services being provided at the site (refer below for additional details), the likelihood of the Project putting pressure of health resources within the immediate area are highly unlikely, i.e. there is unlikely to be any demand on Alpha hospital or associated health practitioners.

Use of health services by the Project will more likely occur as a result of accident and emergency situations, with Emerald Hospital (150 km from Alpha), Rockhampton Base Hospital (400 km from Alpha) and Gladstone Hospital (450 km from Alpha) all providing services able to manage a range of emergency presentations and emergency care until transfer to a higher-level hospital when required. The Bowen, Galilee and Surat Basins Health Services Plan 2011-2021 (Queensland Health 2012) provides further details of the current planning around provision of health services in the region.

Emergency management and response planning will be a key process to be undertaken prior to the Project commencing. Agreement will need to be reached with the relevant stakeholders (Queensland Health, Queensland Police Service, Queensland Ambulance Service, etc.) as to how the Kevin's Corner Coal Mine Operator manages such incidents.

A.7.1. Medical Services and Facilities

As noted above, the Kevin's Corner Coal Mine Operator will need to provide medical services for the workers. The types of services to be provided will be based on the number of mine workers and their expected medical and dental requirements, ease of access and availability to external facilities and services. Consideration may also need to be given to issues around management of: a) emergencies; and b) chronic or existing health problems (i.e. tooth decay, eye problems and skin problems), where it has been shown that FIFO mine workers often neglect such matters (Trenwith 2011).

A range of medical services will be further investigated to determine the feasibility of providing them on site including:



- Medical Advisor, or nurse;
- Paramedic;
- Occupational Therapist/Pharmacist;
- Dentist; and
- Psychologist/counsellor.

Suitable facilities and equipment to support these positions will need to be provided within the mine site. Where services are offered external to the site, agreement to accessing existing facilities will need to be developed. For example, there may be an option to utilise space within the Alpha Hospital. As previously mentioned, the provision of medical services and facilities will be determined in consultation with relevant agencies.

A.7.2. Mutual Assistance

In addition to providing support and health programs for mine workers and their families there are also opportunities to share elements of this with the residents of the Alpha Township and the region more broadly. This could include allowing Alpha residents to have access to mine recreational, sporting, and medical facilities. In some cases, this may be achieved through residents travelling to the site (i.e. to utilise sporting facilities or an 'open clinic' for medical or dental services), or alternatively services could be offered within the Alpha Township (i.e. the mine doctor or dentist could run clinics in town 1 day per week or per month).

The feasibility of providing mutual assistance will be assessed and consider the mine's operations, including the project phase (construction versus operation), workforce size and medical requirements. The need for medical personnel to be able to succeed and continue their professional development will also be a key consideration. Consultation with the Central West HHS will be undertaken prior to commencement of construction, and will ensure that the outcome is consistent with the planning for the region.

Appendix B Revised SIA Impacts

As outlined in Section 3, a detailed consideration of impacts was provided in the SIA and draft SIMP, submitted with the EIS for public comment in October 2011. Since this time, the social impacts and mitigation measures have been further refined to provide for a more concise, logical and consistent approach to social impact management. The table overleaf, details the refined impact categories and their relationship to the impacts that were originally identified within the SIA.

SUPERSEDED



Table B-1 Revised SIA Impacts

SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
Access to community services and social infrastructure	Medium	Health, Wellbeing and Social Infrastructure	Increased local community and health services	Pos	LoP	Moderate	Possible	Medium
			Improved service capacity at the Alpha Hospital to service the local population and potentially the Project-immediate response	Pos	LoP	Minor	Likely	Medium
			Potential for more volunteers to be available for sport and recreation activities, increasing the availability of such activities	Pos	LoP	Minor	Likely	Medium
		Governance	Increase in funds through rates, donations and taxes	Pos	LoP	Moderate	Likely	High
			Delivery of services achieved – social, health and emergency services	Pos	LoP	Moderate	Possible	Medium
			Delivery of health and emergency services not achieved	Neg	LoP	Major	Possible	High
			Development of effective links to local government programs	Pos	LoP	Moderate	Possible	Medium
		Education and Training	Increase in school places due to population increase – elementary & secondary	Pos	LoP	Moderate	Possible	Medium
Impaired road safety environment	High	Health, Wellbeing and Social Infrastructure	Increased potential for accidents because of more traffic or driver fatigue	Neg	LoP	Major	Likely	High
		Industry and Business	Increased traffic – large haul trucks/road trains	Neg	Con	Major	Almost Certain	Very High
		Primary Infrastructure and Access	Increased road use – associated safety issues	Neg	Feas	Moderate	Almost	High



SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
			and maintenance - Capricorn Highway				Certain	
					Con	Major	Almost Certain	Very High
					Oper	Moderate	Almost Certain	High
			Increased road use and associated safety and maintenance issues – Alpha-Clermont Road	Neg	LoP	Moderate	Likely	High
			Increased access - Alpha-Clermont Road	Pos	LoP	Minor	Almost Certain	Medium
Heightened anxiety regarding the future direction of the region / communities	Medium	History and Settlement	Profile changing from agriculture to include mining	Neg	Feas	Moderate	Possible	Medium
				Pos	LoP	Moderate	Possible	Medium
			People move to Alpha from other parts of BRC	Neg	Con, Oper	Moderate	Possible	Medium
				Pos				
			Larger distance between properties or reduced access may breakdown family/social relations	Neg	Beyond	Moderate	Likely	High
		Culture and Community Dynamics	Lifestyle changes as a result of increased wages	Neg	LoP	Moderate	Possible	Medium
				Pos	LoP	Moderate	Unlikely	Medium
			New arrivals upset balance of power in the community	Neg	LoP	Moderate	Possible	Medium
		Health, Wellbeing and Social	Negotiation and uncertainty stresses	Neg	Feas	Moderate	Unlikely	Medium



SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
		Infrastructure	Increased community concern and anxiety because of potential for increased crime and violence with miners	Neg	Con, Oper	Moderate	Possible	Medium
		Income and Cost of Living	Increases in volume of high mining wages	Pos	LoP	Moderate	Likely	High
			Increase in the cost of living (including housing costs) (regional)	Neg	LoP	Moderate	Possible	Medium
			Increase in the cost of living (particularly housing costs) (local)	Neg	LoP	Moderate	Possible	Medium
Interference with Indigenous Cultural Heritage	Medium	N/A (refer Cultural Heritage Management Plan – see Volume 2 Section 18 of the EIS)	N/A	Neg				
Housing availability and affordability	Low	Demographics	Population increase in Alpha of more than 5%	Neg	LoP	Serious	Possible	Very High
			Population increases by less than 5% in Alpha	Neg	LoP	Minor	Likely	Medium
			Population Increase	Pos	LoP	Moderate	Possible	Medium
		Housing and Accommodation	Increased costs of housing and rental	Neg	Con, Oper	Major	Almost Certain	Very High
Residents' safety and sense of security	Low	Health, Wellbeing and Social Infrastructure	Increased community concern and anxiety because of potential for increased crime and violence with miners	Neg	Con, Oper	Moderate	Possible	Medium
		Primary Infrastructure and Access	Potential for spills, releases, fires or explosions causing safety hazards to communities	Neg	LoP	Major	Rare	High
Local, Regional and Indigenous Employment	Low	Culture and Community Dynamics	Local capacity increased	Pos	LoP/ Beyond	Moderate	Almost Certain	High



SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
and Training Opportunity (incorporating the outcomes of the ILUA and the CHMP)		Health, Wellbeing and Social Infrastructure	Increased skills in the community to respond to emergencies	Pos	LoP	Moderate	Possible	Medium
		Education and Training	Potential for community to share in mine-specific training	Pos	LoP	Minor	Likely	Medium
		Labour Market and Employment	Change in occupation	Neg	Beyond	Minor	Likely	Medium
			Increased employment opportunities	Pos	LoP	Moderate	Almost Certain	High
			New people to area bring skills for other (non-mining) industries	Pos	LoP	Moderate	Almost Certain	High
		Health, Wellbeing and Social Infrastructure	Increased wages as a result of employment on Project	Neg	LoP	Moderate	Possible	Medium
				Pos	LoP	Moderate	Likely	High
		Income and Cost of Living	Increase in wages – mining wages	Pos	LoP	Moderate	Likely	High
Increased sales for existing local and regional businesses and increase in the number of businesses based locally	Low	Industry and Business	Increased support, service and supplier opportunities	Pos	LoP	Moderate	Possible	Medium
			Business opportunities – service and materials	Pos	LoP	Moderate	Likely	High
			Increased competition (loss of staff)	Neg	LoP	Moderate	Possible	Medium
		Income and Cost of Living	Increased services and businesses in the region	Pos	LoP	Moderate	Likely	High
		History and Settlement	Increased long-term stability to Clermont, Emerald and region	Pos	LoP	Minor	Likely	Medium



SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
Local / regional infrastructure enhancement	Medium	Governance	Successful engagement with local and regional planning processes	Pos	LoP	Moderate	Possible	Medium
			Development of effective links to local government programs	Pos	LoP	Moderate	Possible	Medium
		Primary Infrastructure and Access	Increased road use and associated safety and maintenance issues – Alpha–Clermont Road	Neg	Feas	Moderate	Almost Certain	Medium
					Con	Major	Almost Certain	Very High
					Oper	Moderate	Almost Certain	High
			Improved telecommunications	Pos	LoP	Moderate	Possible	Medium
N/A	N/A	Health, Wellbeing and Social Infrastructure	Increased potential for accidents because of more traffic or driver fatigue	Neg	LoP	Major	Likely	High
		Industry and Business	Increased traffic – large haul trucks/road trains	Neg	Con	Major	Almost Certain	Very High
		Primary Infrastructure and Access	Increased road use – associated safety issues and maintenance - Capricorn Highway	Neg	Feas	Moderate	Almost Certain	High
					Con	Major	Almost Certain	Very High
					Oper	Moderate	Almost Certain	High
			Increased access - Alpha–Clermont Road	Pos	LoP	Minor	Almost Certain	Medium

SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
<p>The Community Projects Fund supports community based projects aimed at increasing community capacity within the region. The Community Projects Fund will be managed jointly with the BRC and is available to contribute to social infrastructure according to priorities set by the community through the BRC. Likely priorities are:</p> <ul style="list-style-type: none"> • Social, Health and Wellbeing; • Education and Training; • Environment; and • Economic Development. 		Governance	Failure to effectively engage with regional planning process	Neg	LoP	Moderate	Possible	Medium
			Failure to effectively engage with local planning process	Neg	LoP	Moderate	Possible	Medium
			Development of effective links to Local Government programs	Pos	LoP	Moderate	Possible	Medium
		Health, Wellbeing and Social Infrastructure	Increased demand on Alpha Hospital	Neg	LoP	Major	Almost Certain	Very High
			Increased demand on emergency services in Alpha – police	Neg	LoP	Moderate	Almost Certain	High
			Increased demand on local community services and facilities	Neg	LoP	Moderate	Likely	High
			Increased use of social infrastructure requiring maintenance	Neg	LoP	Minor	Likely	Medium
			Potential for more volunteers to be available for sport and recreation activities, increase availability of such activities	Pos	LoP	Minor	Likely	Medium
			Increase in funds for social infrastructure	Pos	LoP	Moderate	Unlikely	Medium
			Improved availability and choice of sporting and recreational activities	Pos	LoP	Minor	Likely	Medium
		Demographics	Population increase in Alpha of more than 5%	Neg	LoP	Serious	Possible	Very High
		Education and Training	Increased demand for child care	Neg	LoP	Major	Likely	Very High
		Culture and Community Dynamics	Lifestyle changes as a result of increased	Neg	LoP	Moderate	Possible	Medium



SIMP Revised Impacts	SIMP level of impact	SIA Valued Social Components	SIA Impacts	SIA Pos/Neg	Duration	Significance	Likelihood	SIA Level of Impact
		Labour Market and Employment	wages	Pos	LoP	Moderate	Unlikely	Medium
			Skills drain from other industries	Neg	LoP	Major	Possible	High
			Decrease in labourers available to assist on property	Neg	LoP	Moderate	Unlikely	Medium
			Perception of workers leaving one sector for mine employment	Neg	LoP	Moderate	Likely	High
			Increased competition within industry (many employment opportunities)	Pos	LoP	Moderate	Likely	High
		Industry and Business	Deterrence of the tourism industry	Neg	LoP	Moderate	Possible	Medium
		Primary Infrastructure and Access	Improved telecommunications	Pos	LoP	Moderate	Possible	Medium