

29 | Social Impact Management Plan



Section 29 Social Impact Management Plan

A draft social impact management plan (SIMP) was stipulated in the TOR as a requirement for the SIA; this draft SIMP is presented here. The Project SIMP is modelled from the Alpha Coal Project SIMP within which both Council and the DEEDI SIA Unit were consulted. The SIMP is also modelled on the DEEDI SIA Unit SIMP Guidelines (previously DIP) and subsequent modifications have been made to the SIMP format to better align with the current SIA. The DEEDI SIA Unit has been consulted regarding the SIMP layout and contents, and concurs with its structure.

29.1 Social Impact Management Plan Development Strategy

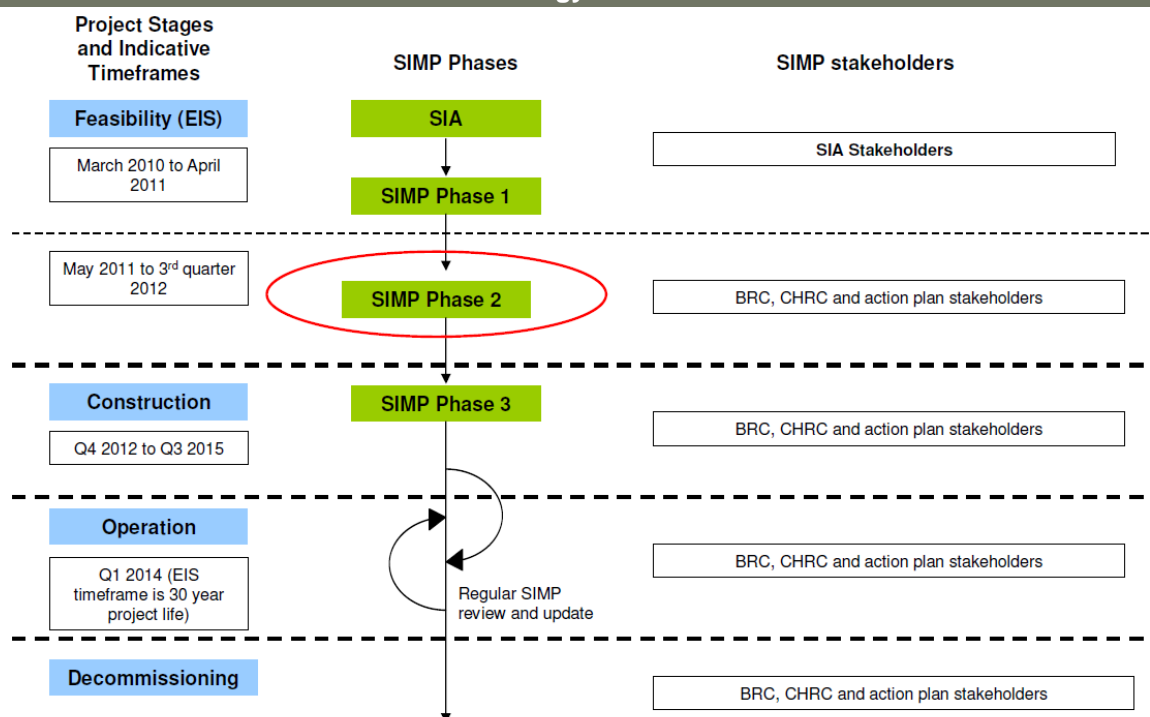
29.1.1 Overview of the SIMP Methodology and Rationale

The SIMP is based on a three phased approach:

- **Phase 1 SIMP Foundation:** Develop the draft SIMP based on the SIA analysis and conclusions
- **Phase 2 SIMP Details:** Consult key stakeholders on the details of the SIMPs, roles and responsibilities, benchmarks, reporting, monitoring and program evaluation; and
- **Phase 3 SIMP Implementation:** Initiate SIMP including mitigation, monitoring, management, and reporting. Review and adapt the SIMP as the Project and community evolve.

This approach is outlined in Figure 29-1 below.

Figure 29-1 Overview of the SIMP Methodology and Rationale





This approach was described to councils in the August and November 2010 consultation meetings as the preferred process for developing the SIMP for the Project. Councils were told that the phased approach for the SIMP would result in a foundation being developed for inclusion in the EIS SIA as Phase 1, the goal being to develop a template for Phase 2 rather than a complete SIMP. Phase 2 would occur between EIS submission to the government and construction commencement, and would detail the benchmarks, roles and responsibilities for the SIMP. Phase 3 would occur prior to construction, as the implementation and ongoing management of the SIMP. The implementation of this phased process was also used on the Alpha Coal Project, and continuing *ad hoc* discussions with the councils have extended the discourse relating to this approach.

The Proponent recognises that local council roles and inputs into the EIS and SIA process are currently limited. The Proponent has designed a three phase process for the Project SIMP in order to increase local council involvement in the development of key SIMP criteria (Phase 2) and implementation through ongoing monitoring, review and adaptation (Phase 3). Phase 3 is the implementation and ongoing management of the SIMP, and will commence prior to construction.

The Proponent envisions a coordinated SIMP finalisation approach with BRC, IRC and CHRC as well as other stakeholders (where appropriate) in order to align the SIMP with council plans and programs. The objective is to leverage off the systems already in place. This process is yet to be determined, but could be coordinated through the proposed Kevin's Corner Consultative Committee or similar body (see Section 8 of the SIA –Volume 2, Appendix T).

This draft SIMP submitted with the Project EIS is within Phase 1. Submission of the draft SIMP does not necessarily signify completion of Phase 1. Further consultation with the DEEDI SIA Unit, local governments as well as state governments (through the SIAU's Social Impact Assessment Cross Agency Reference [SIA CAR] group) may be required to refine the template prior to expansion of the various components. The guideline version available at the drafting of the SIA has many limitations including the suggestion to assess all potential impacts rather than key trigger impacts like population change and increased access. As a result the Project SIMP has been modified to better reflect the findings of the SIA.

This draft SIMP in its current form is a template designed to be refined with input from key stakeholders, including from local government. The purpose of the SIMP is to establish the roles and responsibilities of the proponent, government, stakeholders, and communities for the mitigation and management of social impacts and enhancement of benefits and opportunities that may be associated with the construction, operation and decommissioning of the Project. The specific mitigation strategies for each of these key impacts will be further developed within Phase 2 of the SIMP, as will overarching action plans focussing on key themes.

This draft plan has identified the key indicators from each of the VSCs which should be tracked for the initial phases of the project. The indicators that will trigger the need for the following actions could include:

- no change – no action required;
- positive change – continue to monitor and explore opportunities to enhance; and,
- negative change (measureable):
 - Less than 5% change – continue to monitor and examine mitigation strategies; and



- Greater than 5% change – implement mitigation strategies and increase monitoring to track effectiveness of mitigation and degree of change.
- negative change (immeasurable) - implement mitigation strategies and increase monitoring to track effectiveness of mitigation and degree of change.

The 5% population change rule was used as this is an industry standard for considering impacts to be significant enough to warrant additional assessment (Burdge, 2004).

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

The benchmarking exercise in Phase 2 will identify population benchmarks (i.e. critical mass populations) that are likely to be necessary for leveraging additional service responses for a range of services, for example an additional teacher at the school. Conversely negative benchmarks for critical mass will examine unmanageable change resulting in a decrease in liveability or standard of living, such as a community losing a teacher. Action plans focussing on detailed planning for key themes will be developed as part of Phase 2 the SIMP.

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

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

29.1.1.1 Cumulative Social Impact Assessment

Further discussion about the cumulative social impact assessment (CSIA) is required with the SIAU. The SIAU has indicated in their responses to the SIA and draft SIMP that they are willing to discuss this with the Proponents.

Topics for discussion with the SIAU include:



- Definition of cumulative, is it:
 - More information on the cumulative social impacts and opportunities between the mine and the rail; or
 - Cumulative social impacts and opportunities of the Project (mine and rail) with other projects in the region. If so, the specific Projects to be included in the CSIA need to be agreed upon prior to undertaking the work, and information will need to be provided by the SIAU.
- Progress on DEEDI funded project to develop a Cumulative Social Impact Assessment methodology.

HGPL will develop a methodology (including time frames) to undertake this work in consultation with the SIAU.

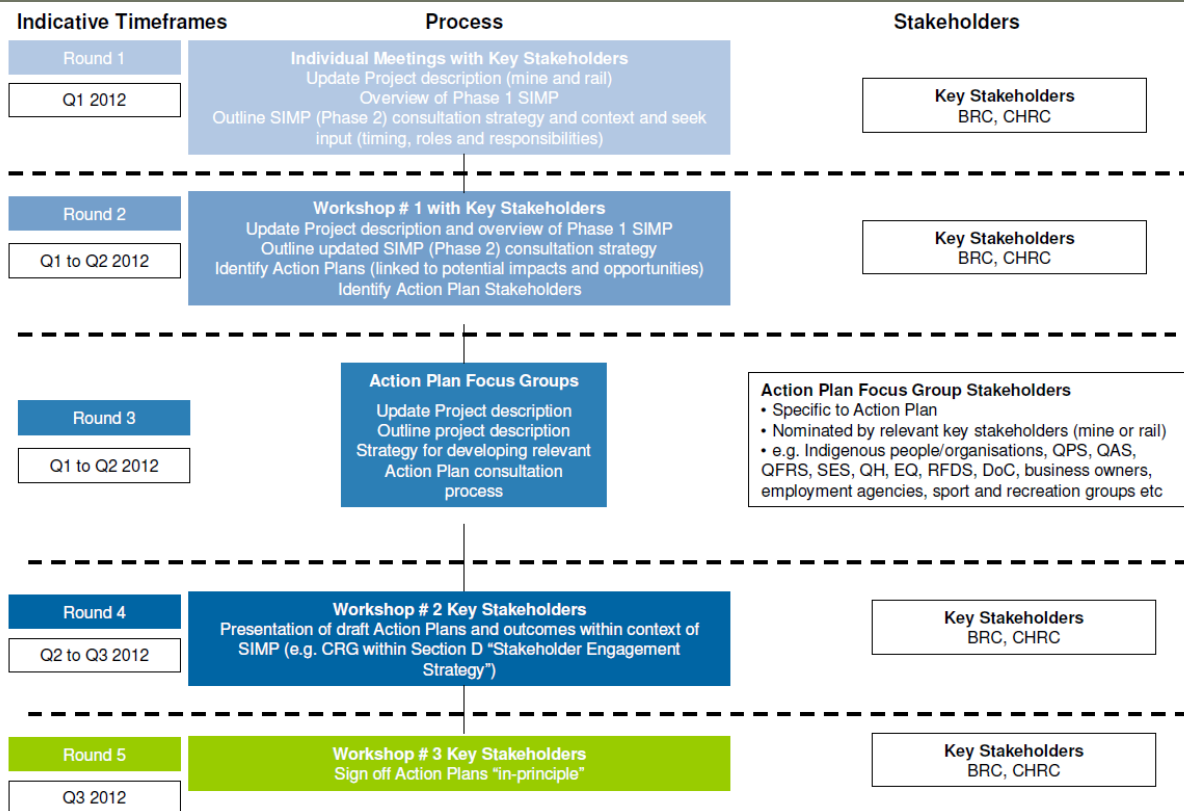
It also needs to be noted that the assessment of social impacts for the Kevin's Corner Project (see EIS Volume 2 Appendix T) was carried out as a cumulative assessment of the social impacts of the Project in addition to the social impacts that are deemed to be likely to have occurred as a result of the Alpha Coal Project.

29.1.1.2 Overview of SIMP Consultations

As outlined above, consultations with relevant stakeholders are critical throughout the SIMP development process. Figure 29-2 below sets out the consultation process to finalise the SIMP. Timings are indicative only and are subject to:

- Availability of key identified stakeholders and their input into the consultation strategy; and
- A collaborative approach between the SIAU and the Proponent regarding the methodology for the CSIA.

Figure 29-2 presents a proposed consultation strategy, which is subject to feedback from key stakeholders during initial meetings which are planned to be held in Q2 2011. Indicative time frames are included in Figure 29-2 that may be subject to change. This is the time frame HGPL will be aiming to achieve, which is subject to third party commitments.

**Figure 29-2 Proposed SIMP Phase 2 Consultations**



29.1.1.3 SIMP Round 1 Consultations

The first round of consultations will involve the setting up of the Phase 2 SIMP consultations. This will involve individual meetings with the relevant key stakeholders to find out how they would like to participate and any issues with participation.

Key stakeholders in the SIMP consultations have been identified as:

- Barcaldine Regional Council (BRC) – primary;
- Central Highlands Regional Council (CHRC) – secondary;
- Blackall – Tambo Regional Council (BTRC) – secondary; and
- Isaac Regional Council (IRC) – secondary.

BRC will be a principal stakeholder and will therefore form part of a core group within the Kevin's Corner Consultative Committee (KCCC) identified in the EIS. The purpose of the Round 1 meetings is to:

- Update stakeholders regarding the Project Description;
- Outline Project Description (what is in and out); and
- Present the strategy for developing the SIMP (i.e. the consultation process).

The state and local government representatives participating in the key stakeholder workshops may choose to perform a coordination role with their relevant departments. The SIAU has also invited the SIMP development team to present at the SIACAR Group (Social Impact Assessment Cross Agency Reference Group) meetings. The SIAU indicated the following departments, among others, are invited to the meetings:

- Department of Employment, Economic Development and Innovation (DEEDI) including Skills Queensland;
- Department of Local Government and Planning;
- Urban Land Development Authority;
- Queensland Police;
- Queensland Treasury (OESR);
- Department of Local Government and Planning;
- Department of Education and Training;
- Department of Community Safety;
- Department of Communities;
- Department of Main Roads;
- Queensland Health; and
- Department of Environment and Resource Management.

29.1.1.4 SIMP Round 2 Consultations

The details of this step will be developed in Step 1, with final decision with HGPL. An outline of what Step 2 might entail is presented here.

All key stakeholders will be invited to a workshop - 'Workshop 1', subject to guidance from HGPL and the SIAU. Key stakeholders participating in the workshops are likely to be:



- Barcaldine Regional Council (BRC);
- Central Highlands Regional Council (CHRC) (secondary);
- Isaac Regional Council (IRC) (secondary); and
- Blackall - Tambo Regional Council (secondary).

The purpose of the workshop is to:

- Formalise the Round 1 findings described above;
- Finalise the number and scope of management plans (link to potential impacts and opportunities); and
- Identify management strategy stakeholders.

The location, date, timing and agenda for the workshop will need to be determined.

Based on the impacts and opportunities identified in the SIA and feedback received during the EIS public consultation, the proposed action plans include, but are not limited to:

- Stakeholder Engagement Strategy, encompassing:
 - Kevin's Corner Consultative Committee (includes a focus on cumulative impact considerations);
 - Landholder Management Plan; and
 - Community Liaison Role.
- Housing and Accommodation Management Plan, encompassing:
 - Camp Management Plan;
 - Employee Code of Conduct (encompassing a Fatigue Management Plan);
 - Local Housing Strategy;
 - Workforce Housing Strategy and
 - Cumulative Impact considerations.
- Alpha Community Development Fund, *with potential for*:
 - Community Support and other Social Infrastructure contributions (including potential to address cumulative impacts).
- Local Economic Development Strategy, encompassing:
 - Indigenous Participation Plan;
 - Local Industry Participation Plan (LIPPs) incorporating a Local and Regional Supply Chain Involvement Plan
 - Workforce Management Plan
- Components of the Environmental Management Plan that will address key social impacts:
 - Traffic Management Plan;
 - Community Safety and Health Plan; and
 - Dust Management Plan.

A Fitness for Work Plan may also be considered.



29.1.1.5 SIMP Round 3 Consultations

Based on the recommendations of the key stakeholders, subcommittees or focus groups will be established to develop specific action plans. Management strategy focus group stakeholders may include, but not be limited to, the relevant representatives from the following groups' regional offices:

- Indigenous people and their representative organisations;
- Central Highlands Regional Council;
- Department of Employment, Economic Development and Innovation;
- Department of Education and Training;
- Department of Communities;
- Queensland Police Service;
- Queensland Fire and Rescue Service;
- Queensland Ambulance;
- Queensland Health and other health service providers;
- Education Queensland;
- Department of Transport and Main Roads;
- State Emergency Service;
- Royal Flying Doctor Service;
- Commonwealth Department of Education, Employment and Workplace Relations;
- Housing service providers;
- Skills Queensland;
- Local Industry Participation Plan (LIPP) (through DEEDI);
- Chambers of Commerce and business owners;
- TAFE, registered training providers and recruitment companies; and
- Recreational organisations.

There is a potential that different representatives may be required for different action plans.

Based on the outcomes of Workshop 2 (see Figure 29-2), a consultation strategy for each of the action plans will need to be developed. This will need to include the logistical details of the management strategy consultations. The following provides a potential guide for the focus groups:

- Formalise the Round 1 findings;
- Begin development of context of the specific Management Plan and relevant potential impacts and opportunities;
- Conduct initial discussion of potential indicators and thresholds.
- Confirm indicators and thresholds;
- Develop action plans (scale for level of impact and opportunity).
- Confirm action plans if impact or opportunity occurs.



There is a six-month window identified to undertake the consultations for the draft action plans.

29.1.1.6 SIMP Round 4 Consultations

Workshop 2 will also be held with the combined key stakeholders. The purpose of the workshop will be to present the draft action plans for the key stakeholders to consider and provide feedback on (see Figure 29-2).

Key stakeholders will be informed of a time frame to provide any feedback on the draft action plans.

The location, date, timing and agenda for the workshop will need to be determined.

29.1.1.7 SIMP Round 5 Consultations

Once feedback has been received on the draft action plans, the final workshop will be held to seek "in principle" sign-off for the action plans at Workshop 3 (see Figure 29-2).

Once "in principle" sign-off has been received (at the workshop), the action plans will be incorporated into the draft SIMP.

The location, date, timing and agenda for the workshop will need to be determined.

29.1.1.8 Timing of Consultations

The time frames outlined on Figure 29-2 have taken into consideration the following advice from the SIAU:

- regular versions of the draft (see Table 29-1 below);
- version of the draft SIMP to be presented to the SIACAR (provided to the SIAU prior to the meeting for distribution);
- version of the updated draft SIMP provided to the SIAU for the Coordinator-General's Report; and,
- recognition of the need to undertake proactive and considered consultations in order to develop a working relationship with stakeholders and to gain their support for the SIMP processes and outcomes.

Time frames for consultations will also be subject to feedback from key stakeholders and stakeholders participating in the development of action plans.

The SIAU recognised that longer timeframes are required to allow for SIMP consultations, including stakeholder feedback on the mitigation and management of social impacts identified by the Proponent for the project. The draft SIMP is required to align with the Queensland Government – Social impact assessment: guideline to preparing a social impact management plan (DIP, 2010). The assessment carried out in the EIS process will inform the preparation of the Coordinator-General's report in relation to the draft SIMP and any further work required by the Proponent to finalise the SIMP for the project.

The Proponent will provide regular updated versions of the draft SIMP throughout the consultation process



29.1.2 Social Impact Management Plan (SIMP) – Action Plans

The SIAU has requested that action plans (referred to as action plans in the SIMP Guidelines) be developed to address potential social impacts and opportunities. HGPL will develop these plans as outlined above, through the Phase 2 SIMP process.

29.1.2.1 Potential Action Plans

Based on the impacts and opportunities identified in the SIA, the proposed action plans are set out as follows (but not limited to):

- Stakeholder Engagement Strategy, encompassing:
 - Kevin's Corner Consultative Committee (includes a focus on cumulative impact considerations);
 - Landholder Management Plan; and
 - Community Liaison Role.
- Housing and Accommodation Management Plan, encompassing:
 - Camp Management Plan;
 - Employee Code of Conduct (encompassing a Fatigue Management Plan);
 - Local Housing Strategy;
 - Workforce Housing Strategy and
 - Cumulative Impact considerations.
- Alpha Community Development Fund, *with potential for*:
 - Community Support and other Social Infrastructure contributions (including potential to address cumulative impacts).
- Local Economic Development Strategy, encompassing:
 - Indigenous Participation Plan;
 - Local Industry Participation Plan (LIPPs) incorporating a Local and Regional Supply Chain Involvement Plan
 - Workforce Management Plan
- Components of the Environmental Management Plan that will address key social impacts:
 - Traffic Management Plan;
 - Community Safety and Health Plan; and
 - Dust Management Plan.

A Fitness for Work Management Strategy may also be considered.

The action plans will include the following elements:

- Potential impacts and opportunities, related indicators and thresholds for action plans to be implemented;
- Action plans for potential impacts and opportunities during construction, operation and decommissioning if thresholds have been triggered;
- Roles and responsibilities for relevant stakeholders;
- Planning, monitoring and reporting; and
- Stakeholder engagement.

The action plans will feed into the broader SIMP sections as per the SIMP Guidelines of:

- Monitoring and Reporting; and
- SIMP Dispute Resolution.

The SIMP action plans will be non-binding while being developed and will be subject to HGPL final sign-off as part of the internal Project approval process (during construction, operation and decommissioning) to allow for Project changes and amendments. All action plans will be conditional on a range of commitments from the Queensland Government, Regional Councils and other stakeholders throughout Project construction, operation and decommissioning.

With respect to the Landholder Management Plan, the KCCC will have input into the development of the draft plan, and the draft plan will be provided to landholders for feedback before finalisation.

29.1.3 Phase 2 Social Impact Management Plan (SIMP) Roles and Responsibilities

HGPL has the long-term management and implementation responsibility of the SIMP throughout the Project life cycle; however, it is acknowledged that the SIMP cannot be developed nor implemented without the support of government (at all levels), non-government organisations and community members. During the Phase 2 development of the SIMP (in particular the development of action plans), HGPL will work with relevant stakeholders to identify the appropriate roles and responsibilities.

29.1.4 Social Impact Management Plan (SIMP) Consultation and Reporting Time Frame

Phase 2 SIMP consultations will be built on the consultations undertaken in the SIA as part of the EIS. Throughout Phase 2 of the SIMP development, a number of versions will need to be supplied to the SIAU. Each version of the draft SIMP will include the updates from the work undertaken. A time frame for the SIMP versions to be provided to the SIAU is shown in Table 29-1.

Table 29-1 SIMP reporting - Phase 2

Milestone	Estimated Timeframe
Round 1: Minor comments from SIAU and other agencies (through SEIS) already addressed, including finalised consultation process for the Phase 2 SIMP (key stakeholders only)	Q1 2012
Round 2: Initial feedback from key stakeholders during Phase 2 SIMP consultation set-up, including number of action plans to be developed and stakeholders to be invited in the development of the action plans. This version of the SIMP will aim to be provided to the SIACAR group	Q1 to Q2 2012
Round 3: Initial outcomes from Action Plans Focus Groups	Q1 to Q2 2012
Draft Action plans	Q2 to Q3 2012

Milestone	Estimated Timeframe
Round 4: This version of the SIMP will aim to be provided to the SIACAR group	Q2 to Q3 2012
Round 5: In-principle support from Key Stakeholders	Q3 2012
Final SIMP	Q3 2012

A key deliverable will be the draft SIMP submitted in mid 2012, after edits and initial stakeholder feedback. This version will be used by the SIAU for the Coordinator-General's Report. At the end of the SIMP Phase 2 process, the final SIMP will be provided to the SIAU.

Phase 3 of the SIMP will begin to be implemented as soon as approval on the final SIMP has been provided by the SIAU and the Project is ready to begin preliminary construction phases. This will continue through the Project life cycle (construction, operation and decommissioning).

29.2 Section A - Project Overview

29.2.1 Project Location

The Project is located in the Galilee Basin, approximately 90 km (by road) to the north of the community of Alpha in the Barcaldine Regional Council area. The population of Alpha was estimated in 2009 to be 416 people (OESR, 2010). The Project is situated to the west of the Alpha-Clermont Road (also known as the Clermont-Alpha Road and the Tambo-Clermont Road). This road is a single lane, predominantly gravel road which will require upgrading between the Project site and Alpha in order to accommodate the Project associated transportation requirements. The Project is accessible to the rest of the State via Alpha along the Capricorn Highway. This highway connects the community of Longreach in the west to Rockhampton in the east via Emerald. Barcaldine is the nearest community via appropriate road networks with a population over 1,000 and is situated to the west of Alpha. Emerald is the closest population centre over 10,000 and is situated to the east of Alpha. The population density for the region is less than 1 person per square kilometre. The Project will require water and electricity services to be sourced from the east because there are insufficient supplies in the region. Figure 29-1 below shows the geographical location of the Project.

29.2.2 Brief Project Summary

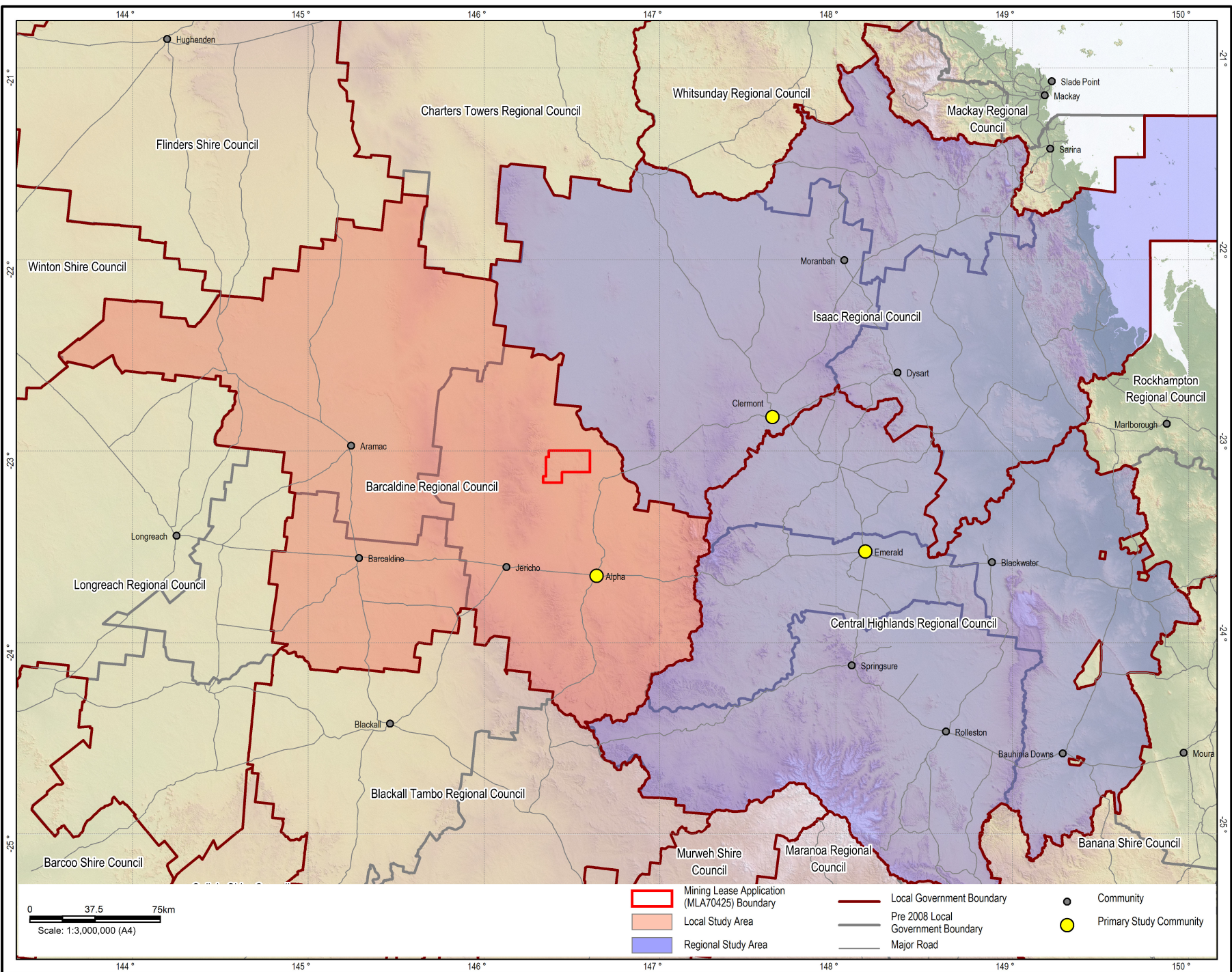
The proposed Kevin's Corner Coal Project (the Project) aims to develop a 30 million tonnes per annum (Mtpa) product capacity open cut and underground thermal coal mine to target the coal seams in the Upper Permian coal measures of the Galilee Basin, Queensland, Australia. The coal mine will be supported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

The Project will look to employ a combined workforce of approximately 2,500 at the peak of construction in 2014. Long-term employment during operations will be maintained at approximately 1,500 people per year for the Life of Mine (LOM), scheduled across a 30 year span. The Project will also create flow-on (indirect) employment opportunities for the region.

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

29.2.3 Social and Cultural Area of Influence

The regional study area includes Isaac Regional Council (with a focus on Clermont), and Central Highlands Regional Council (with a focus on Emerald). The local study area includes Barcaldine Regional Council with a focus on Alpha. Figure 29-3 shows the Project in relation to the regional councils. Potential FIFO airports will be identified based on workforce numbers from various regions throughout Queensland, and possibly Australia as a whole.



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Datum: GDA94, MGA Zones



I HANCOCK GALILEE PTY LTD
Kevin's Corner Project
Environmental Impact Statement

STUDY AREAS

Job Number: 4262 6660
Revision: B
Date: 12-09-2011
Figure: 29-3

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29.2.4 Social baseline summary

29.2.4.1 Regional Study Area

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

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

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

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

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

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



Clermont is also serviced by a P-12 state school, which also has further capacity and has boarding facilities for both primary and secondary students.

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

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

Median income levels across the regional study area are above those of Queensland as a whole, particularly in Emerald. This is indicative of the influence of the mining industry, which is known for its high salaries. Correspondingly, housing is also more expensive than across Queensland as a whole, particularly in Emerald, where 2008 median weekly rental prices were approximately \$50 above the rest of the State. Community consultation indicated that demand for housing is high in Emerald, and current prices can be prohibitive for people who don't work in the mining industry. These prices are largely fuelled by shortages in housing supply. Consultation with CHRC revealed that land supply is available for development however no developers were acting on this at the present time.

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

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



29.2.4.2 Local Study Area

Barcaldine Regional Council is a predominantly agriculture based region in central west Queensland. The area around the Alpha community is a primarily cattle region with a population of approximately 450 residents. The population of the council area as a whole is 3,376 (2009 estimate) and covers an area of 53,677 km², which works out to 1 person per 15.9 km². The population of the council area is predominantly located in five main communities. The number in brackets indicates the distance to the Project site by main road:

- Alpha (~90 km);
- Jericho (~140 km);
- Barcaldine (~230 km)
- Aramac (~300 km); and
- Muttaborra (~390 km).

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

Housing supplies are limited in Alpha, with most houses currently occupied and limited land available for subdivision. Speculation about the growth of mining in the Galilee Basin has fuelled price rises in land and housing over the last two to three years. This has seen prices in Alpha increase up to 300%, and resulted in the 10 lots released by council in 2010 being purchased immediately. Council has 20 more lots to release in the future, and is exploring opportunities with the State to unlock up to 200 more. The residential property market has slowed over the past five months with no sales finalised in the area (Century 21, 2011).

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

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

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



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

Incomes in the region are substantially lower than in the rest of the State, with average individual incomes of \$435/week and an average family income of \$1,041/week. In Alpha the incomes were \$469/week and \$1,048/week respectively (ABS, 2006). The cost of living was also relatively low with housing prices reflecting incomes; however, recent mining boom speculation has resulted in significant house sale price increases of over 300%. Rental rates have also increased with the average weekly rental price now ranging between \$180 and \$230 (Century 21, 2011). Most people do the majority of their spending outside the community due to the limited number of stores and merchandise/goods available. Local business expansion is limited by the population size, subsequent market size and freight barriers, which means the cycle of people travelling outside the region for goods, is likely to continue.

The council itself was formed in 2008 with the amalgamation of the former shires of Aramac, Barcaldine and Jericho. The resulting regional council covers an area of approximately 53,677.3 km², or 3.1% of the total area of Queensland. The council has a Mayor and six Councillors, and conducts its activities throughout the region rather than remaining centrally located in Barcaldine town. BRC lies within the jurisdiction of the Central West Regional Plan, a statutory long-term strategic framework covering Barcaldine, Blackall-Tambo and Longreach regional councils. BRC has a community plan and corporate plan, and recognises the opportunities mining development can bring to the region if managed appropriately.

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

29.2.5 Potential Contribution to Regional Development

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



The Proponent will work with local businesses and service providers to minimise the negative impacts on their operations. The Proponent will continue to sponsor community development programs and opportunities in the region.

29.2.6 SIA Stakeholder Engagement

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

- population growth/housing;
- local economy (employment and business opportunities);
- power supply (brought to the region);
- health (increased services);
- roads (upgrades);
- infrastructure (upgrades);
- education (increased opportunities); and,
- community services.

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

- other projects also conducting consultation;
- relatively small population;
- perception that your opinion does not matter;
- lack of interest in the Project;
- difficulty in engaging some members of the public (silent majority);
- support for the Project;
- failure of the Project to effectively engage the community (not indicated); or
- the Project effectively engaged the community so no additional queries were required (by members of the public).

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



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

The Proponent will establish a dedicated Community Liaison role (either a dedicated person or group) tasked with managing relationships in the communities. This role will be the primary line of communication between the Project and stakeholders. Some key objectives with council will be to maintain current relationships, proactively engage in coordination efforts with planning, identify and exploit synergies with council policies and programs, and collaborate on future initiatives.

In the absence of a similar body or forum, the Proponent will establish the Kevin's Corner Consultative Committee (KCCC). The KCCC will act as a forum for the Project and councils to work collaboratively on Phase 2 of the SIMP and eventually collaborate on the management and monitoring of the active SIMP (Phase 3). The KCCC may eventually transition to a forum for the discussion of future planning and other issues relevant to the Project and councils.

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

29.2.7 Project Monitoring Process

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

29.2.8 Proposed Workforce Profile

29.2.8.1 Construction

The anticipated mine workforce during the construction phase is 1,500 people, approximately a quarter of which will be on site at any time. The construction split will be based around activities and work. The split will be Group A (construction including Mine Infrastructure Area [MIA] and Mine Enabling Infrastructure scope), and Group B (the Coal Handling and Preparation Plant [CHPP] workforce).

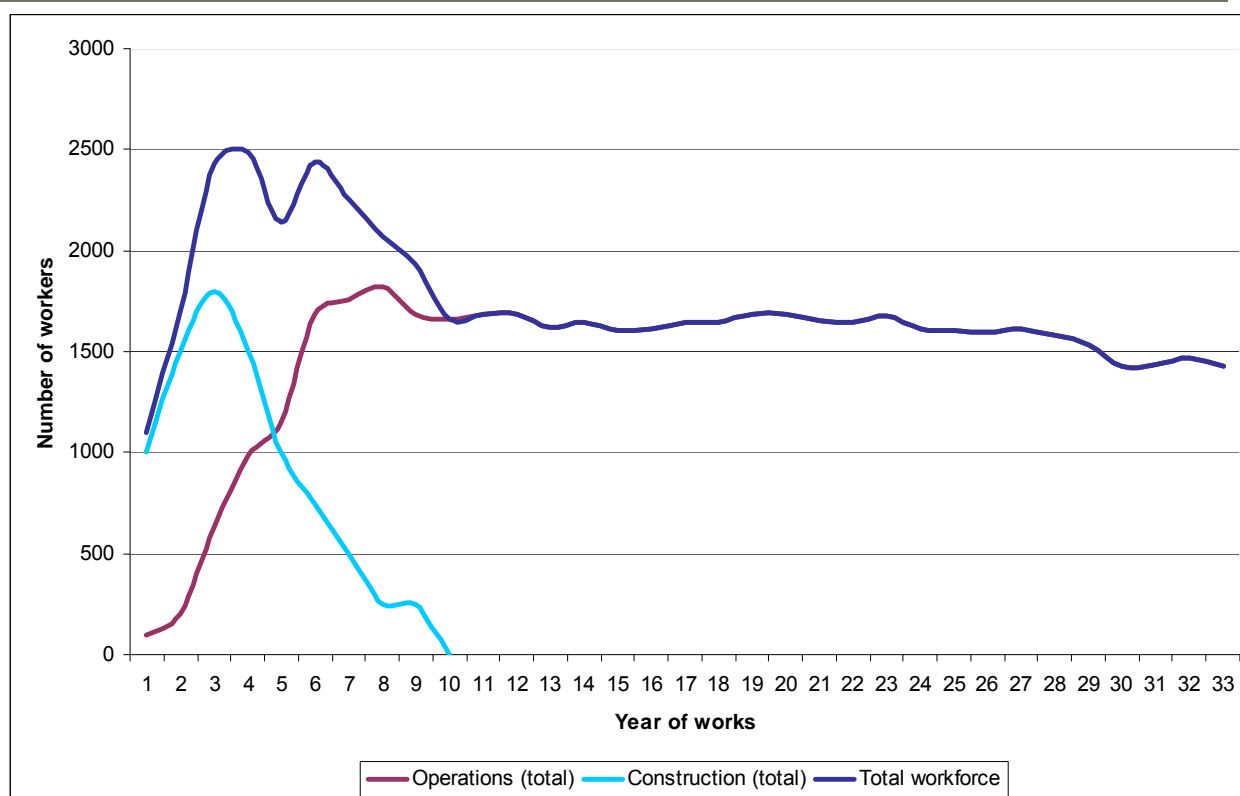
While the Proponent would like to recruit locally the reality is that limited numbers of personnel will be sourced from the local area because of the low population levels as well as the likely drain on the existing pool of potential workers that would have occurred as a result of the Alpha Coal Project. Therefore it is assumed that the majority of the construction workforce will originate from or at least depart for the Project site from South East Queensland. Previous experience of new mine developments suggest that a percentage will originate from Central and North Queensland regional centres such as Mackay, Rockhampton, and Townsville.

It is therefore likely that approximately 95% of the construction workforce will be brought to the site using FIFO arrangements from South East Queensland, other regional areas of Queensland and the rest of Australia.

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

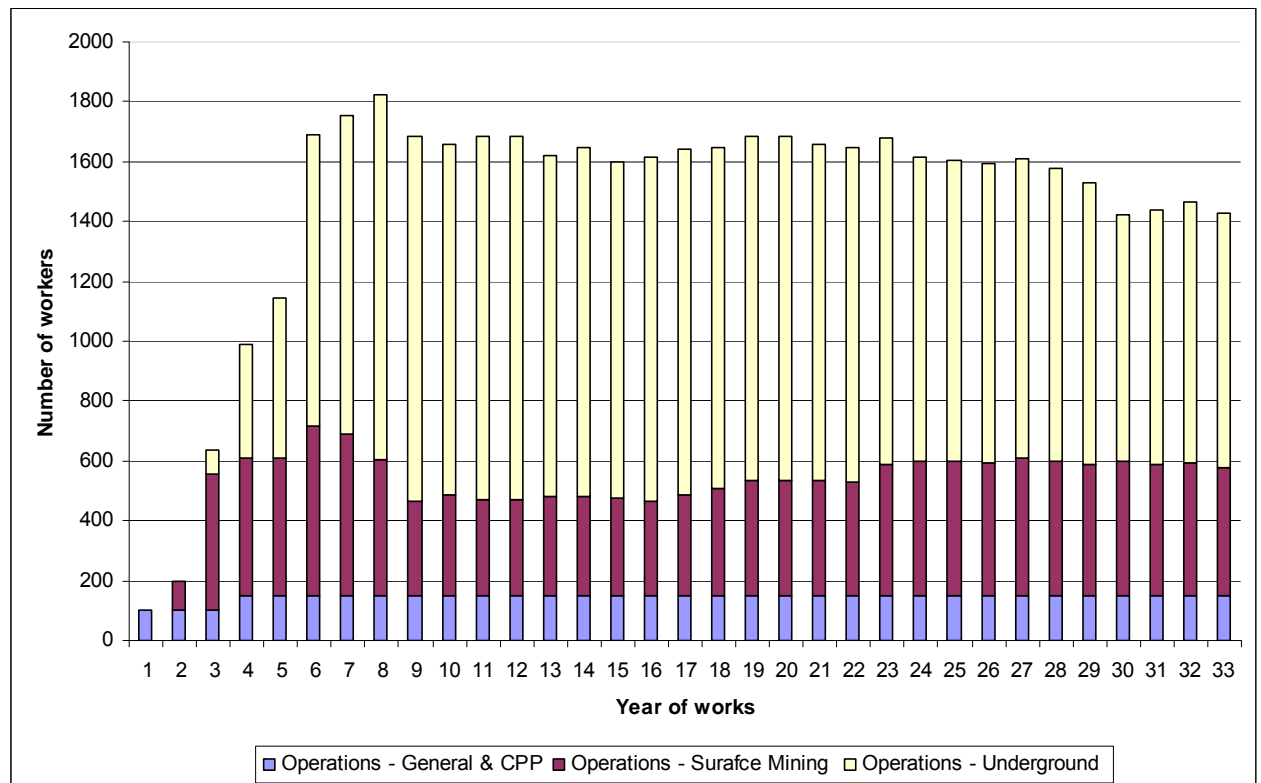
Figure 29-4 illustrates the construction workforce numbers per year as well as the operations workforce numbers and the total workforce numbers per year. The construction workforce will ramp up over a three year period before beginning to ramp down as civil earthworks activities are completed.

Figure 29-4 Kevin's Corner Coal Project Construction and Operations Workforce Numbers



29.2.8.2 Operation

The Project will have a peak workforce of approximately 1,800 workers. These are approximate numbers as the exact numbers are likely to change, but within the anticipated range for the final workforce. Table 29-5 illustrates the workforce numbers required for the project based on a 30 year mine life. The ramp up process takes approximately six years.

**Figure 29-5 Kevin's Corner Coal Project Operation Workforce Numbers, 30 Year Mine Life**

There is currently limited relevant experience within the local study area, with only 0.7% of all employed people employed in the mining sector. This combined with a low population base and the likely drain on the existing pool of potential workers as a result of the Alpha Coal Project makes it impossible to source the workforce from the local study area. Despite the vast coal mining experience in the regional study area, the small population and high employment will impact on the ability of the Proponent to attract suitably qualified workers from within the regional area. Because of this, it is expected that the majority (at least 95%) of the Project's operational personnel will be recruited from outside the area.

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

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



29.2.8.3 Local Employment and Procurement

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

29.3 Section B - Social Impacts and Impact Management

29.3.1 Impact Categories and Context

29.3.1.1 Categories

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

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

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

29.3.1.2 Context

The purpose of the impact assessment is to identify and assess key potential impacts associated with the Project and how they will affect the population in the study areas. A brief overall assessment of the potential impacts is provided below, followed by a more thorough assessment of the individual impacts assessed in the sub-sections for each VSC. The SIA for the Project should be the first point of reference for clarification on the impacts assessed and the context behind the assessment. Table 11.1 below shows the impacts that were assessed as part of the SIA that were ranked as medium or above, as well as summarising the analysis behind these assessments. Further details regarding the mitigation and enhancement strategies addressing these impacts will be developed through Phase 2 of the SIMP. The SIMP is a management plan for those assessed impacts. For more details regarding the SIA, refer to Volume 2, Appendix T.



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

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

Negative impacts attributed to the regional study area are manageable provided the Project and the councils stay ahead of potential impacts and implement relevant programs. The main potential negative impact is the increase in traffic and thus the potential for accidents and road damage. The vehicle movements associated with the Project were determined to be within the current range acceptable to the road standards; however, the increase is sufficient to warrant the Project and councils exploring road safety programs in conjunction with local police and emergency service providers. Education programs and company policies are proven means for reducing traffic accidents, and can include reduced shift lengths on the last rotation day to allow travel time, and fatigue management plans. The Proponent is examining policies regarding maximum work hours per day to reduce the potential for fatigue and maintain worker health and safety. For more information on the potential traffic issues see Volume 2, Appendix R.

Unmanageable population growth is not anticipated to occur as a result of the Project; however, Phase 2 of the SIMP will identify indicators and mitigation options should this eventuate. This is more likely to be a result of cumulative impacts than directly attributable to the Project, though the removal of key limiting factors in the region such as essential service upgrades or improvements in health facilities in Alpha could change that.

Housing and accommodation could also be impacted by the Project, more so in Emerald than Clermont. Clermont currently has some available land though limited and Rio Tinto may also potentially have accommodation available for sale or lease. Emerald has land currently available for residential development though there has been minimal movement by developers to purchase this land, the result of which has been increased housing prices. Supply is not keeping up with demand. Both councils could still benefit from a more efficient land release process from the State government.



This will be explored further in Phase 2 of the SIMP. Emerald also currently has a limited supply of temporary accommodation in the form of hotels, motels, bed and breakfasts, and other short-term accommodation. This again is attributed to demand outstripping supply. The Project is more likely going to result in a slight amplification of the current housing and accommodation situation; however, the issue is such in Emerald that it could be a limiting factor in the community maximising potentially beneficial impacts associated with the Project.

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

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

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

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

Increased demand on social infrastructure is likely to be a negative impact in the event of unmanageable population growth within Alpha. To mitigate this potential impact, the SIMP will provide a mechanism to monitor population growth, and through a consultative process, will benchmark levels of service for a range of potentially impacted social infrastructure types to key population levels. Increased demand on social infrastructure also has the potential to result in greater ability to leverage funding from the State and Federal governments for additional service delivery.



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

BRC is anticipated to experience both positive and negative impacts. The positive impacts are upgrades to infrastructure or assistance on upgrades to infrastructure, an increased priority profile from the State and Federal government, and potential increases in rates from a higher population. There is also a potential for the council to attract new staff and/or new skill sets, particularly through partners of mine employees. However, the potential that council may also lose staff to the Project is slightly higher. Council has expressed an awareness of this potential though it is obviously not a desired outcome. There are also potential positive impacts on local business. The Proponent will explore opportunities and partnerships through DEEDI and the Remote Area Planning and Development Board (RAPAD) to foster local business development.

There are a number of properties within the mining lease that will have significant impacts attributed to a loss of the use of significant portions of their property. This is likely to result in those agricultural businesses becoming unsustainable. The Proponent is in the process of negotiations with these landholders. These discussions and the outcomes of those negotiations are confidential and are not included in the EIS because individuals cannot be protected from identification. Therefore at this stage, as URS does not have access to the details of the negotiated agreements, it is unknown whether these people will have to be relocated or not. The negotiations and the compensation packages are the basis of the Proponents mitigation process. It is important to note that the SIA (Section 7.5.2) has assessed these impacts as very high; however, this is based on the assumption that landholders and their families will be impacted negatively by the loss of land.

Traffic impacts will also be experienced by properties along the transportation corridor, though these are limited by the proximity of the homestead/station to the road and the landholder's amount of use of those roads. There are also ongoing discussions between council, State and Project representatives regarding alternative transportation routes and options. Hancock will continue to work with relevant stakeholders regarding traffic and transportation, including government, emergency service providers and area residents. The Proponent will also make available limited seats on flights used to transport FIFO workers to site, for the use of the immediate community.

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



- uncertainty stress; and
- negotiation stress.

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

- the level of trust the individual has in the messages;
- poor communication;
- a lack of desire to be consulted;
- external factors like relationship and family concerns compounding issues;
- rumours and innuendoes;
- multiple projects affecting multiple areas (or the same areas) differently; and,
- a lack of understanding of one's rights.

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

Negotiation stress, as discussed above, is a confidential matter and cannot be fully defined in the SIA. It is important to recognise it is occurring and the Proponent has made efforts to reduce the stresses on the landholders and their families by conducting consultation and negotiations in a manner more acceptable in rural areas. The Proponent has employed land access managers, and visits to the area to nurture relationships and trust.

Other concerns raised in the local study area were the potential for crime and decreased security. This was seen as a low likelihood, primarily because the workforce will be isolated from the community by being housed in the on-site accommodation village, and because the initial population growth (if it occurs) is likely to be former residents of the area or people who are also from a rural background and thus share similar social norms and values. This also ties in to the low potential for changes to community values and social cohesion. If population change occurs at a higher rate than mitigation measures like block watch and welcoming committees will help integrate people into the community and establish community norms. Health concerns related to coal dust from this Project have been assessed as a low impact, however there is potential for this impact to rise if cumulative impacts from the Alpha Coal projects are considered as well. Air quality impacts and related social impacts from this Project and from the Alpha Coal Project have been considered within the Air Quality Technical Report (see Volume 2, Appendix O). The Proponent will distribute key findings from these studies about the potential for dust to reach the community.

All three councils acknowledged the potential for other issues to manifest like drug and alcohol use/abuse (substance abuse), and domestic violence. These were seen to be issues often attributed to miners; however, further discussion and analysis did not identify a rate of occurrence above the background societal levels. Regardless, it is important to recognise that any rise in population, and changes in a community have the potential to increase these issues, and any level of abuse and



violence should be addressed. Hancock intends to implement random drug and alcohol testing for employees as per relevant standards, and will explore the availability of counselling service opportunities. The Proponent will also investigate opportunities to work with key stakeholders including councils, social service providers and emergency service providers to address increased issues of substance abuse and violence.

29.3.1.3 Considerations

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

In the local study area the majority of potential impacts are linked to population increases. The Project is of a sufficient distance from Alpha to negate direct impacts with the exception of traffic through the community. The Project policies of FIFO/DIDO/BIBO and the design feature for an on-site accommodation village further isolate the Project from the resident population. Alpha has significant limiting factors to consider as well which were listed previously. A change in population in Alpha is currently restricted by those limiting factors which makes in-migration prediction challenging. BRC has provided estimates ranging from a total resident population in Alpha of 500 to 2,000 (including current residents). The Planning and Information Forecasting Unit (PIFU) within the Office of Economic and Statistical Research (OESR) at the Queensland Treasury has suggested 150 people in the region could be employed but did not differentiate between current residents and new arrivals, and which communities in the region these workers would reside (prediction is 300 people for the Alpha and Kevin's Corner projects combined). The DIDO/BIBO options complicate this. For example, workers from Barcaldine or Jericho could potentially travel to site on the same bus as workers from Alpha. The only difference between them is the length of time on the bus. Therefore, location is less of an issue if the same transportation service is offered by the Project. In this case personal preference and fatigue management becomes the largest influencers in the prediction of in-migration. This results in significantly reduced confidence in predictions. As a result, multiple benchmarks and indicators is the most appropriate means of developing and managing the SIMP, in collaboration with councils, particularly BRC.

Table 29-2 below shows the impacts that were assessed as part of the SIA that were ranked as medium or above, as well as summarising the analysis behind these assessments. Table 29-3 is an overview of current action plans identified for local and regional study areas

It needs to be noted that further details regarding both the mitigation and enhancement strategies outlined in Table 29-2, addressing the identified medium and higher ranked impacts as well as further details regarding the action plans (see Table 29-3) and how all these elements align, will be developed as part of Phase 2 of the SIMP.

Table 29-2 Project Impacts Assessed Based on an Impact Ranking of Medium or High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
History and Settlement								
Larger distance between properties or reduced access may breakdown family/social relations	Negative	Moderate	Local (mining lease)	Beyond the Project	Likely	High	Mitigation	Low - Medium
Profile changing from agriculture to include mining	Negative	Moderate	Local	Feasibility	Possible	Medium	Mitigation	Low - medium
	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Increased long-term stability to Clermont (and region)	Positive	Minor	Regional	Life of the Project	Likely	Medium	Enhancement	Medium - High
Increased long-term stability to Emerald (and region)	Positive	Moderate	Regional	Life of the Project	Likely	High	Enhancement	High – Very High
People move to Alpha from other parts of BRC	Positive	Moderate	Local	Construction, Operation	Possible	Medium	Enhancement	High
Demographic								
Population increase in Alpha of more than 5%	Negative	Serious	Local	Life of the Project	Possible	Very High	Mitigation	Medium - High
Population increases by less than 5% in Alpha	Negative	Minor	Local	Life of the Project	Likely	Medium	Mitigation	Low - Medium
Population Increase	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Culture and Community Dynamics								
Lifestyle changes as a result of	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low – Medium

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
increased wages	Positive	Moderate	Local	Life of the Project	Unlikely	Medium	Enhancement	High
New arrivals upset balance of power in the community	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low
Local capacity increased	Positive	Moderate	Local	Life of Project or beyond	Almost certain	High	Enhancement	High – Very High
Housing and Accommodation								
Increased costs of housing and rental	Negative	Major	Local	Construction / Operation	Almost Certain	Very High	Mitigation	Medium - High
Health, Wellbeing and Social Infrastructure								
Negotiation and uncertainty stresses	Negative	Moderate	Local	Feasibility	Unlikely	Medium	Mitigation	Low
Increased potential for accidents because of more traffic or driver fatigue	Negative	Major	Local	Life of the Project	Likely	High	Mitigation	Medium - High
Increased demand on Alpha Hospital	Negative	Major	Local	Life of the Project	Almost Certain	Very High	Mitigation	Medium - High
Increased community concern and anxiety because of perceived potential for increased crime and violence with miners	Negative	Moderate	Local	Construction / Operation	Possible	Medium	Mitigation	Low
Increased demand on emergency services in Alpha – police	Negative	Moderate	Local	Life of the Project	Almost Certain	High	Mitigation	Medium
Increased demand on local community services and facilities	Negative	Moderate	Local	Life of the Project	Likely	High	Mitigation	Medium
Increased wages as a result of employment on Project	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	Very High
Increased use of social infrastructure requiring maintenance	Negative	Minor	Local	Life of the Project	Likely	Medium	Mitigation	Low
Increased local health and community services	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Improved service capacity at the Alpha Hospital to service the local population and potentially the Project–immediate response	Positive	Minor	Local	Life of the Project	Likely	Medium	Enhancement	High
Increased skills in the community to respond to emergencies	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Increase in funds for social infrastructure	Positive	Moderate	Local	Life of the Project	Unlikely	Medium	Enhancement	High
Potential for more volunteers to be available for sport and recreation activities, increasing the availability of such activities	Positive	Minor	Local	Life of the Project	Likely	Medium	Enhancement	High – Very High
Education and Training								
Increased demand for child care	Negative	Major	Local	Life of the Project	Likely	Very High	Mitigation	Medium - High
Potential for community to share in mine-specific training	Positive	Minor	Local	Life of the Project	Likely	Medium	Enhancement	High
Increase in school places due to population increase – elementary	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
Increase in school places due to population increase – high school	Positive	Moderate	Local	Life of the Project	Unlikely	Medium	Enhancement	Medium – High
Labour Market and Employment								
Skills drain from other industries (including councils)	Negative	Major	Local	Life of the Project	Possible	High	Mitigation	Medium - High
Perception of workers leaving one sector for mine employment	Negative	Moderate	Local	Life of the Project	Likely	High	Mitigation	Medium - High
Change in occupation	Negative	Minor	Local	Beyond the Project	Likely	Medium	Mitigation	Low
Decrease in labourers available to assist on property	Negative	Moderate	Local	Life of the Project	Unlikely	Medium	Mitigation	Low
Increased employment opportunities	Positive	Moderate	Regional	Life of the Project	Almost Certain	High	Enhancement	High – Very High
New people to area bring skills for other (non-mining) industries	Positive	Moderate	Local	Life of the Project	Almost Certain	High	Enhancement	High – Very High
Change in occupation	Positive	Minor	Local	Life of the Project	Likely	Medium	Enhancement	Medium – High
Increased competition within industry (many employment opportunities)	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	High – Very High
Industry and Business								
Increased traffic – large haul trucks/road trains	Negative	Major	Local	Construction	Almost Certain	Very High	Mitigation	Medium - High
Deterrence of the tourism industry	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low-Medium

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
Increased competition (loss of staff)	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low - Medium
Increased support, service and supplier opportunities	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Business opportunities – service and materials	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	Very High
Income and Cost of Living								
Increase in cost of living (including housing costs)	Negative	Moderate	Regional	Life of the Project	Possible	Medium	Mitigation	Low – Medium
Increase in the cost of (particularly housing costs)	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low - Medium
Increases in volume of high mining wages	Positive	Moderate	Regional	Life of the Project	Likely	High	Enhancement	High
Increase in wages – mining wages	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	High - Very High
Increased services and business in the region	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	High – Very High
Governance								
Failure to effectively engage with regional planning processes	Negative	Moderate	Regional	Life of the Project	Possible	Medium	Mitigation	Low
Delivery of health and emergency services not achieved	Negative	Major	Local	Life of the Project	Possible	High	Mitigation	Medium
Failure to effectively engage with local and regional planning process	Negative	Moderate	Local	Life of the Project	Possible	Medium	Mitigation	Low - Medium



Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
Delivery of services achieved – social, health and emergency services	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Increase in funds through rates, donations and taxes	Positive	Moderate	Local	Life of the Project	Likely	High	Enhancement	High-Very High
Successful engagement with local and regional planning processes	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Development of effective links to local government programs	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High
Potential increase in candidates/staff due to population increases and new skills	Positive	Minor	Local	Life of the Project	Likely	Medium	Enhancement	High
Primary Infrastructure and Access								
Potential for spills, releases, fires or explosions causing safety hazards to communities	Negative	Major	Regional	Life of the Project	Rare	High	Mitigation	Medium
Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Moderate	Local	Feasibility	Almost Certain	Medium	Mitigation	Low – Medium
	Major	Local	Construction	Almost Certain	Very High	Mitigation	High – Very High	
	Moderate	Local	Operation	Almost Certain	High	Mitigation	Medium - High	
Increased road use and associated safety and maintenance issues – Alpha–Clermont Road	Negative	Moderate	Local	Life of the Project	Likely	High	Mitigation	Medium – High
Potential for spills, releases, fires or explosions causing safety hazards to communities	Negative	Major	Local	Life of the Project	Rare	High	Mitigation	Medium

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation / Enhancement*	Residual Ranking
Increased access - Alpha–Clermont Road	Positive	Minor	Local	Life of the Project	Almost Certain	Medium	Enhancement	High
Improved telecommunications	Positive	Moderate	Local	Life of the Project	Possible	Medium	Enhancement	High

Table 29-3 Overview of Action Plans for Local and Regional Study Areas

Action plans	Impact Areas																						
	Local Study Area											Regional Study Area											
	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI	HS	D	CC	HA	HW	ET	LM	IB	IC	G	PI	
Community and Stakeholder Engagement Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Landholder Management Plan	✓	✓	✓	✓	✓																		
Alpha Community Development Fund	✓		✓		✓	✓		✓		✓				✓		✓	✓				✓		
Local Economic Development	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	
Housing and Accommodation Management Plan	✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓		✓	✓	✓		✓	
Component of the Environmental Management Plan																							
Road Use Management Plan		✓			✓				✓	✓						✓					✓		
Emergency Response Plan			✓		✓			✓		✓						✓			✓		✓		
Community Safety and Health Plan	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		

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

29.4 Section C - Monitoring, Reporting and Review

29.4.1 Monitoring

Table 29-4 Potential Monitoring Programs

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
History and Settlement					
Landholder's property	Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey)	To reduce the type and frequency of physical splintering	HGPL and landholders	As required	Ability to access Time to access
Regional community	Communication with regional community members about the Project (inc. stakeholder engagement specialists and complaints database)	To reduce the type and frequency of physical splintering	HGPL and members of the regional community	As required	Ability to access Time to access
Physical construction impacts	Communication with landholders about the Project (inc. land liaison officers, complaints database and	To reduce the type and frequency of physical construction impacts	HGPL and landholders	As required	Physical construction impacts as reported by landholders

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
	landholder survey)				
Change in regional profile	Media coverage, feedback form for tourists, feedback form at councils for residents	Promote the mining and agricultural aspects of the region	Council and HGPL	Ongoing	Feedback from tourists Feedback to councils
Attracting and retaining people and families	New arrival questionnaire (voluntary), relocation (moving away) questionnaire (voluntary), current resident questionnaire (voluntary)	Determine the pros and cons of residing in the area – help inform council of future planning decisions	Council in collaboration with HGPL	Ongoing	Questionnaire results on questions such as: Number of people staying in the region Number of people coming to the region Number of former residents returning to the region Level of satisfaction with community infrastructure and services Areas to improve Reason for movement Views on the current mine accommodation strategy
Demographic					
Change in population	Changes to population numbers	To increase the	HGPL and	PIFU/OESR –	Population numbers across the

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
numbers	and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	population of the local and regional study area in a manageable way	councils	annual ABS Census – every 5 years	local and regional study area Other projects and policies impacting the local and regional study area that will change the population numbers Council records and feedback Differences between changes and population projections
Demographic change	Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	To develop programs and policies to better integrate newcomers into the community	HGPL and councils	PIFU/OESR – annual ABS Census – every 5 years	Population numbers across the local and regional study area Other projects and policies impacting the local and regional study area that will change the population numbers Council records and feedback
Number of full time equivalent (FTE) workers in the region – effect on emergency services responsibilities	HGPL HR data and accommodation village stay data	Determine the increased level of emergency service delivery requirements in the area (factoring in	HGPL, OESR (PIFU), and BRC	Annually	Number of workers employed from outside the region Number of stays at the accommodation village Number of stays at other temporary accommodation in the region

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
		onsite services)			(hotels, motels, bed and breakfast, caravan)
Changes in Indigenous population (including ratio)	Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers)	To monitor changes in the Indigenous population and develop policies and strategies to manage any change	HGPL and BRC	Annually	Population changes in general Population changes for Indigenous Groups Effectiveness of Indigenous programs
Culture and Community Dynamics					
Increased local capacity for non-mine related work	Business survey / questionnaire, social services survey / questionnaire	To monitor increased local capacity	HGPL and BRC	Every 5 years	Positions filled Skills identified Skills shortages
Concern about construction workers and construction camps affecting community	Communication with community about the Project (inc. land liaison officers, complaints database and landholder survey)	If a landholder or the community requires support, it is provided in a timely and sensitive manner.	HGPL and community	As required	Type and length of support provided Complaints from landholders and the community about workforce or construction camps
Increased crime and deviance – including drug and alcohol use, property	HGPL code of conduct violations, police incident reports, police feedback	To monitor changes in crime and deviance prevalence	HGPL and police	Annually	Number of violations for the code of conduct regarding failed drug and alcohol tests

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
crime and domestic violence		in the community and develop strategies to address			Change in crime and deviance incidences annually (OESR data) Police perceptions of changes
Integration of new arrivals into the community	Community survey / questionnaire	To increase the rate of integration into the community	BRC and HGPL	Every 5 years	Feedback on the welcome to community and welcome to country worker orientations Feedback on the community mine orientation Feedback from Alpha residents
Housing and Accommodation					
Changes in land availability (residential, commercial, industrial, open spaces)	Amount of land available to council	Maintain a balance between land availability and demand	Council with HGPL support	Annually	Land availability Unsold land / housing Future land available to develop
Increased cost of housing – rentals and purchases	Realtors lists of rental rates, sales prices, and volume of sales	Maintain reasonable housing supply and costs	HGPL, BRC and selection of real estate agents	Quarterly – Annually	Change in rental rates Change in house prices Change in sale volumes Change in listing volumes
Effect of onsite	Community survey /	Maintain a balance between Project	HGPL, BRC and selection of real	Every 5 years	Change in population

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

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased crime and deviance – including drug and alcohol use, property crime and domestic violence	HGPL code of conduct violations, police incident reports, police feedback	To monitor changes in crime and deviance prevalence in the community and develop strategies to address	HGPL and police	Annually	<p>Number of violations for the code of conduct regarding failed drug and alcohol tests</p> <p>Change in crime and deviance incidences annually (OESR data)</p> <p>Police perceptions of changes</p>
Decreased road safety	Police and emergency services reports of accidents and near misses, worker reports of incidents and near misses, traffic volume counters in the Alpha/key locations	Increase road safety by increasing awareness and changing behaviours	HGPL, emergency service providers, BRC	Ongoing	<p>Number of accidents and outcomes – including who was involved</p> <p>Number of health and safety incidences reported by workers regarding road safety</p> <p>Feedback on road safety and driving habits programs and strategies</p>
Changes in existing social networks	Community survey / questionnaire	To increase the rate of integration into the community	BRC and HGPL	Every 5 years	<p>Feedback on the welcome to community and welcome to country worker orientations</p> <p>Feedback on the community mine orientation</p> <p>Feedback from Alpha residents</p>



Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Changes in services demands result in hitting critical mass on services (ambulance, doctor, nursing, police, other services and organisations)	Internal systems for the allocation of additional staff and service delivery	Proactively manage services demands in order to maximise opportunities for a manageable and rational expansion of services	Service providers in collaboration with HGPL	Ongoing	HGPL HR to provide information on workforce movements and strategies that could impact on service requirements Service providers monitor changes in demand
Increased funds for service providers and government	Budgets	Sufficient funding available to manage service delivery	BRC and service providers – supported by HGPL	Ongoing	Number of applications completed Value of funding received Amount of funding required
Changes in the use and maintenance of community infrastructure	Feedback from council and community (survey / questionnaire)	Manage changes in the level of demand for community infrastructure	HGPL and emergency services providers	Annually	Feedback on impact of Project demands Feedback on incidences where the community coverage was reduced by Project requirements Feedback from community survey / questionnaire
Education and Training					
Increase in child care demand	Feedback from child care centre	Provide sufficient levels of child care	Child care providers, with	Ongoing	Number of spaces available Limiting factors like available staff

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
		services for the community	support from BRC and HGPL		and number of options
Changes in demand result in hitting critical mass for schools	Internal systems for the allocation of additional staff and service delivery	Proactively manage services demands in order to maximise opportunities for a manageable and rational expansion of services	Alpha school in collaboration with HGPL	Annually	HGPL HR to provide information on workforce movements and strategies that could impact on service requirements School monitors changes in demand
Increased training opportunities	Community survey / feedback	Increase training opportunities in the community	HGPL	Every 5 years	Opportunities for the public or other organisations to participate in Project training Level of interest in opportunities offered
Labour Market and Employment					
Potential loss of staff to mine	Business survey / questionnaire, feedback from council and other businesses/service providers	Employ locals where possible while managing the effect on other businesses and services providers	HGPL and councils	Ongoing	Number of workers lost to the Project Impact of loss on the business / services provider

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

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increased customer base	Business survey / questionnaire	Increase potential customer base for regional businesses through Project policies and programs	HGPL	Every 5 years	Increased business profit Increased workforce Increased sales
Potential loss of livelihood	Business survey / questionnaire, feedback from council and other businesses/service providers	Employ locals where possible while managing the effect on other businesses and services providers	HGPL and councils	Ongoing	Number of workers lost to the Project Impact of loss on the business / services provider
Increased accommodation and service business opportunities	Business survey / questionnaire	Increase potential customer base for regional businesses through Project policies and programs	HGPL	Every 5 years	Increased business profit Increased workforce Ability to compete for and win contracts with the Project
Income and Cost of Living					
Increased income/disposable income	Business survey / questionnaire, community survey / questionnaire	Monitor effects of increased disposable income on the	HGPL and BRC	Every 5 years	Increased sales for regional businesses Changes in community dynamics

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
		community			
Changes in the cost of living	Community survey / questionnaire, Business survey / questionnaire, Realtors lists of rental rates, sales prices, and volume of sales	Maintain reasonable housing supply and costs	HGPL, BRC and selection of real estate agents	Surveys / Questionnaires (every 5 years) Real estate data (quarterly–annually)	Changes in costs of goods and services Change in number of businesses and services provided Change in rental rates Change in house prices Change in sale volumes Change in listing volumes
Increased services locally due to increased demand	Business survey / questionnaire, community survey / questionnaire	Monitor changes in services available in the community	HGPL and BRC	Every 5 years	Increased sales for regional businesses Changes in population
Governance					
Local capacity building and skills development	Council reporting	To monitor increased local capacity at BRC	HGPL and BRC	Annually	Positions filled Skills identified Skills shortages Positions lost to the Project Positions gained by the Project

Potential Impact	Potential Monitoring Tool	Potential Objective	Potential Responsibility	Potential Timing	Potential Indicators to be Monitored
Increase in governmental responsibility	Council reporting	To monitor increase in levels of responsibility at BRC and the ability of council to manage increases	HGPL and BRC	Annually	Increases in demand Ability to keep up with demand Skills and workforce requirements
Increased profile with State and Federal governments	Council reporting	To monitor increased profile of BRC with State and Federal governments	HGPL and BRC	Annually	Number of funding grants received Value of funds received Feedback from State and Federal regulators regarding regional requirements and their commitments
Increased rates due to population growth	Council reporting	To monitor ability of council to manage changes	HGPL and BRC	Annually	Increase in rates Infrastructure expansion, upgrades and new development to accommodate increased demand – including cost
Primary Industry					
Change to access via roads	Department of Transport and Main Roads (DTMR) reporting, council feedback, community	Monitor impacts on road access and manage change	HGPL and councils	DTMR & council - ongoing	Increased use by Project Increased or decreased use by tourists

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



29.5 Reporting

29.5.1 Reporting to stakeholders

The Proponent will report the findings of the monitoring strategy as part of their Project annual reporting through the SIMP, will be complimented by the Community and Stakeholder Engagement Strategy, Community Liaison role and/or Kevin's Corner Consultative Committee (KCCC). The Proponent and the councils will determine the most appropriate reporting mechanism as part of Phase 2 of the SIMP development process.

29.5.2 Reporting to the Social Impacts Assessment Unit

During the construction phase, as per the SIMP Guidelines, the Proponent will submit an annual report on progress against the social impact management plan.

The Proponent will report on the operational impacts of the Project to the Social Impact Assessment Unit of the Department of Employment, Education and Innovation every three years, or as requested by the SIAU.

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

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

29.5.3 External Review

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

29.5.4 Amendment and Termination

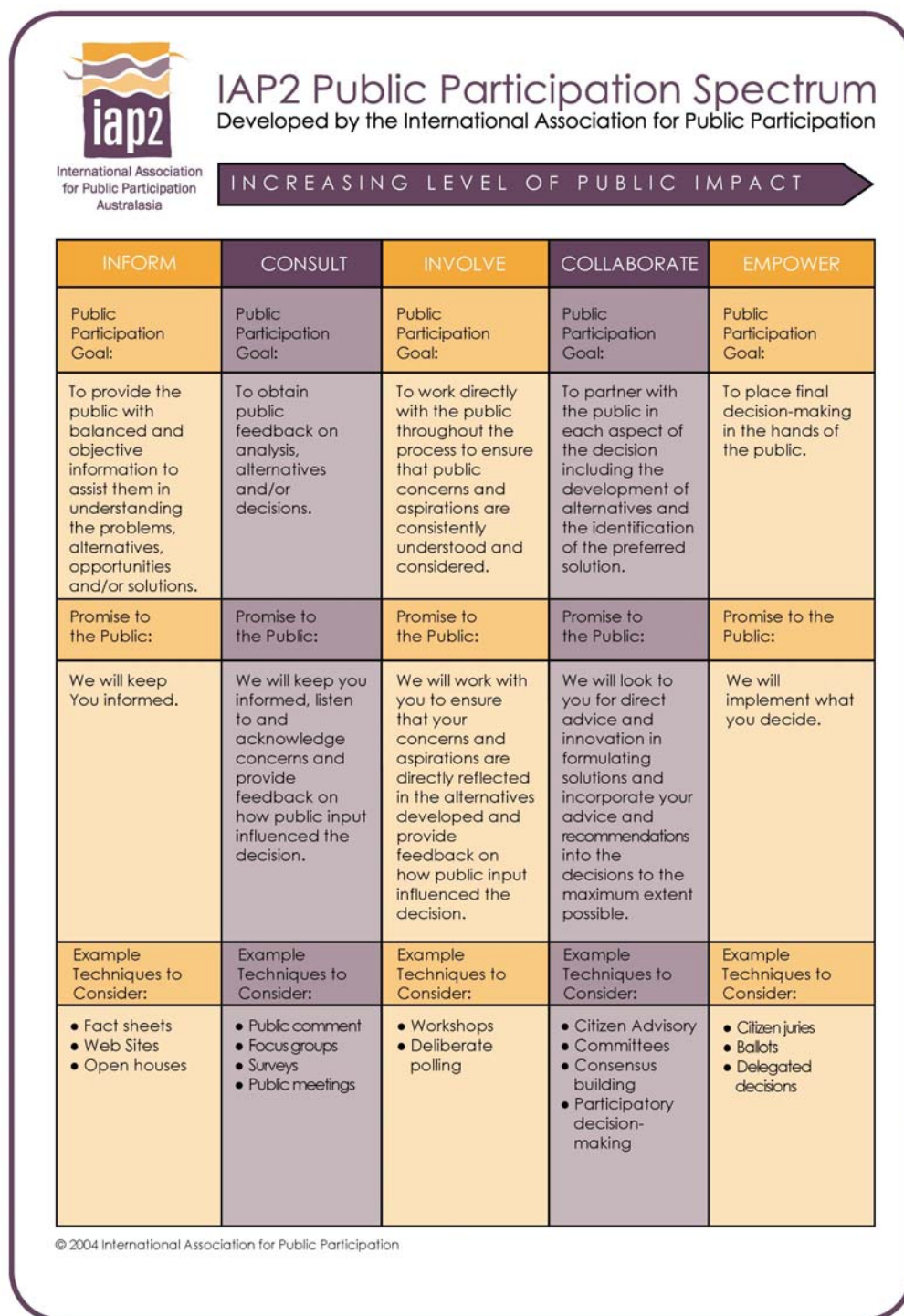
Amendments and updates to the SIMP will be considered as part of the SIMP internal SIMP Review, which will be timed with the Reporting to the SIAU and councils, and will consider findings of the external reviews.



29.6 Section D - Community and Stakeholder Engagement

29.6.1 Overview

The Proponent will develop a Community and Stakeholder Engagement Strategy for the construction and operation of the Project. The Community and Stakeholder Engagement Strategy will align with the International Association for Public Participation (IAP2) Spectrum (refer to 29-6). The KCCC will be a key component of the plan as well as the SIMP development and implementation

Figure 29-6 IAP2 Spectrum


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



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

29.6.2 Construction and Operations

29.6.2.1 Stakeholders

Stakeholders who will included (but not limited to) in the Community and Stakeholder Engagement Strategy are summarised in Table 29-5.

Table 29-5 Community and Stakeholder Engagement Strategy – Stakeholders

Stakeholder Group	Stakeholders
Landholders	<ul style="list-style-type: none">Landholders will be directly impacted by the Project
Regional Councils	<ul style="list-style-type: none">Barcaldine Regional CouncilIsaac Regional CouncilCentral Highlands Regional Council
Queensland Government	<ul style="list-style-type: none">Department of Employment, Education and Innovation (Social Impact Assessment Unit)Department of Employment, Economic Development and Innovation;Department of Communities;Department of Education and Training;Queensland Police;Department of Transport and Main Roads;Department of Environment and Resource Management; andQueensland Health.
Residents of the local and regional study areas	<ul style="list-style-type: none">People living in the Local Government Areas of Barcaldine, Isaac and Central Highlands regional councils.
Service providers in the regional study area	<ul style="list-style-type: none">For example, health, education, training, emergency services.
in Businesses the regional study area	<ul style="list-style-type: none">Businesses based in the towns of Alpha, Clermont, and Emerald, this may occur through local progress associations or Chambers of Commerce. Additional businesses in other communities may be considered
Interest groups	<ul style="list-style-type: none">For example, environmental groups, industry groups

29.6.3 Actions

Actions or tools which could be used (but not limited to) to implement the Community and Stakeholder Engagement Strategy are summarised in Table 29-6.

Table 29-6 Community and Stakeholder Engagement Strategy – Tools and Actions

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



29.6.3.1 Action Plans

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

29.6.3.2 Review

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

29.7 Section E - Issues and Risks Action Plan

29.7.1 Complaints, Enquiries and Comments

Tracking complaints, enquiries and comments are vital for improving interactions with community members and stakeholders as it allows for the development of proactive communication activities and robust mitigation options. Comments will be passed onto management through standard reporting procedures. 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.

Feedback may come directly from the complainant, via Hancock Coal, PMC team or a contractor. Members of the team's PMC Community and Stakeholder Engagement Team will use the Project's Community Consultation Form to record complaints, enquiries or comments and update within the Project's e-database accordingly. Contractors are required to appoint community personnel and will be provided access to the e-database to be updated according to reporting expectations defined by Hancock Coal and the PMC. A Community Consultation Form will be used by contractors to record the feedback before the complaint, enquiry or comment is passed to the PMC via the Project's 24/7 hotline. Comments will also be logged into the Project's e-database. Matters unrelated to the Alpha Coal Project will not be logged.

Members of the PMC's Community and Stakeholder Engagement Team will be the first point of contact for managing complaints, enquiries and comments. On-going communication with the complainant will also be undertaken by this team. Although the PMC's community team will be the primary contact for the complainant, in certain cases technical information may be sought from a

contractor before a response is provided to the complainant. Project feedback may be received directly by the contractor's social performance practitioner, staff or sub-contractor. Therefore the contractor will establish a system for capturing and communicating this feedback directly to PMC and ultimately Hancock Coal.

Service standards associated with responding to complaints, enquiries and comments have been established by Hancock and the PMC and require the contractor to communicate details directly to the PMC to enable a prompt response to be provided. Failure to pass feedback directly to the PMC is regarded as a breach of the contract and disciplinary actions will be pursued by the PMC on behalf of Hancock Coal.

Depending upon the frequency and number of complaints received, the contractor will receive weekly or monthly reports that outline the status of the complaints, enquiries and comments. Assistance to close-out certain issues and/or implementing new project standards or addressing behaviour may be required. A site-based Community and Stakeholder Engagement Officer will be employed for certain project areas and will assist with managing the interface between the contractor, and community issues and opportunities.

From the outset negotiable issues and non-negotiable issues 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 and contractors, yet be constrained by regulatory standards and construction methods.

Table 29-7 below describes the Project's proposed service standards for responding to complaints and enquiries.

Table 29-7 Proposed Response Times for Complaints and Enquiries

Category	Response time	Resolution time
Complaints – hotline calls received 24 hours a day.	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.	As soon as practicable
Complaints – office phone, face-to-face, emails and written complaints	Response as above, but only within business hours.	As soon as practicable
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 seven business days.	Five business days

29.7.1.1 Management of Feedback and 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, as follows.



PMC's Community and Stakeholder Engagement Officer

For any given interaction with a community member or a stakeholder, the PMC's Community and Stakeholder Engagement Officer will ensure all relevant information is recorded on the Community Consultation Form or recorded directly into Consultation Manager.

The Officer is responsible for ensuring any actions from these entries are closed-out. Furthermore, any documents created as part of the investigation need to be uploaded into Consultation Manager by this Officer. All communication with the community member or the stakeholder should be led or facilitated by the Officer. Although involvement from other project personnel may be required in some instances, the Officer will remain actively connected to these interactions.

Common themes or major issues from feedback provided by community members or stakeholders should be highlighted to the PMC's project management and in turn, the 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 contractor) who has been assigned an action associated with responding to details provided by the PMC's Community and Stakeholder Engagement team. A query presented to the Action Officer may stem from interaction with a community member or stakeholder or in response to an issue that requires a strategic and project-wide review.

Working in close consultation with the PMC's Community and Stakeholder Engagement 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 e-database.

The Action Officer may alert the PMC's Community and Stakeholder Engagement Officer to the feedback, yet the PMC's Community and Stakeholder Engagement Officer is responsible for making decisions for managing the issue.

29.7.2 Escalation and Dispute Resolution

When considering 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 a reasonable amount of time, the matter is elevated to the PMC's Community and Stakeholder Engagement Manager. An independent mediator may be used if the complaint still cannot be resolved.

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 e-database by any party who receives the feedback. Furthermore, minutes generated from discussions with the complainant will be distributed to Hancock Coal, the PMC's Project Director and the contractor, where applicable, by the independent mediator within two business days of each meeting.

The following steps should be used as a guide when escalating a complaint.

1. Complaint received by the PMC's Community and Stakeholder Engagement Team.
2. Community Team is unable to provide a satisfactory response to the complainant. An invitation to meet with the project's Community and Stakeholder Engagement Manager is offered to the complainant.

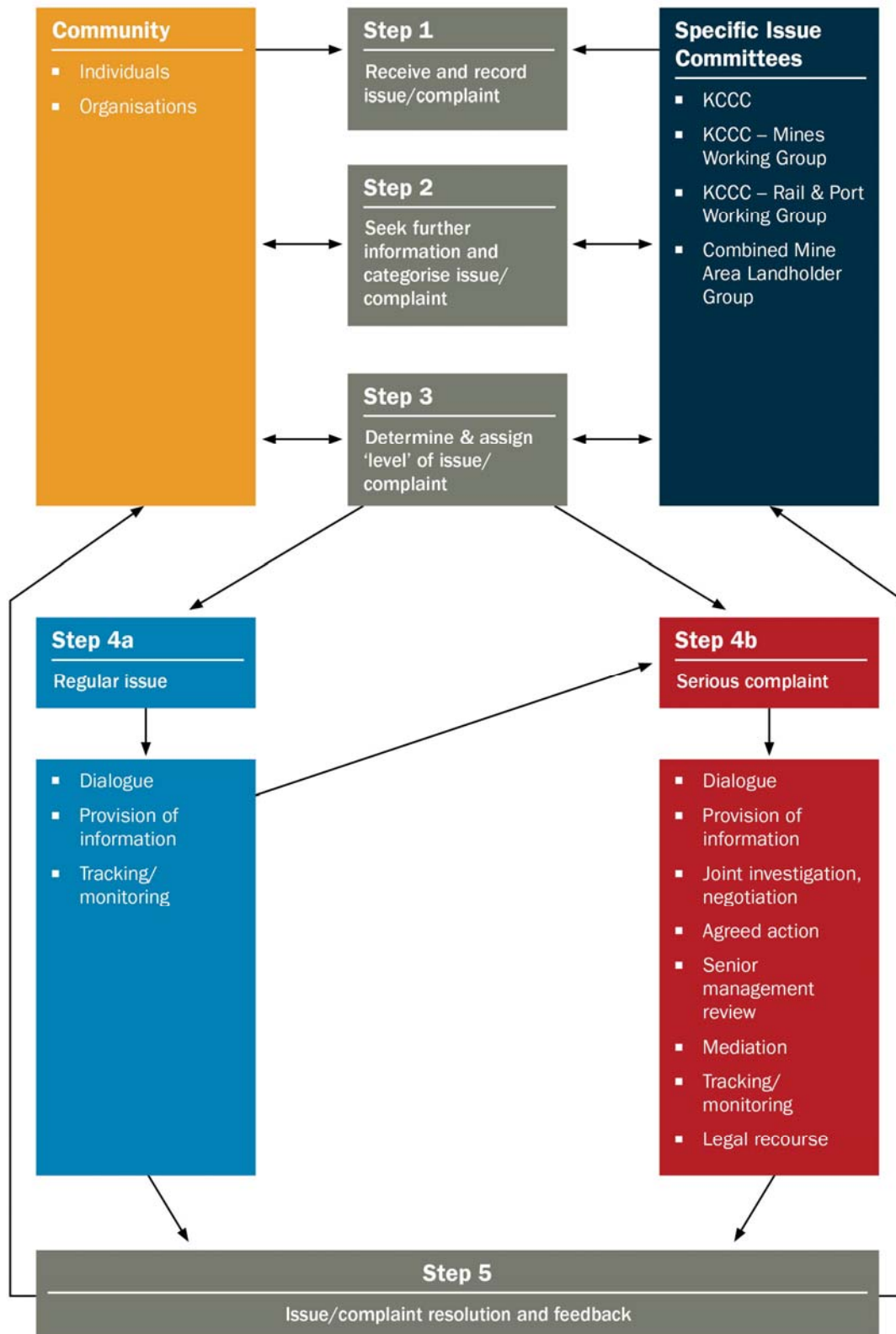
If a resolution is still not reached, the complainant is invited to meet with the PMC's Project Director, PMC's Community and Stakeholder Engagement Manager and an independent mediator.

29.7.3 Issues and Risks Register

In previous Coordinator-General Reports there has been a requirement for a complaints process to be developed in accordance with the *ICMM Good Practices Guideline for Handling and Resolving Local Level Concerns and Grievances 2009*. The schematic diagram in Figure 11-7 outlines the general arrangement for such a procedure based on a five step process.



Figure 29-7 Proposed Kevin's Corner Mine Site-Level Community Issues and Risks Registry Overview



Responsibility for development of the Issues and Risks Register will reside with the Hancock Community Engagement Manager, and it will be managed by the PMC's Community and Stakeholder Engagement Team with assistance from the CLOs. 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 trained according to their link to using the register.

29.7.4 Database software

Community consultation software will be used to capture and respond to complaints, enquiries and comments. Further details about costs and technical matters associated with licensing matters are being investigated. Community issues will also managed through the tracking of trends presented within this e-database.