

**Draft Social Impact Management Plan**

**for**

**South Galilee Coal Project**

**January 2012**

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## 1 SUMMARY

### 1.1 INTRODUCTION

Joint venture participants AMCI (Alpha) Pty Ltd (AMCI) and Alpha Coal Pty Ltd (a subsidiary of Bandanna Energy Limited) propose to establish a new coal mine in the Galilee Basin, south-west of the township of Alpha (**Figure 1-1**). Alpha is located approximately 170 kilometres (km) west of Emerald and 450 km west of Rockhampton in Central Queensland.

The South Galilee Coal Project (SGCP) will target thermal coal at depths suitable for both open cut and underground mining. The life of the SGCP is anticipated to be 35 years. The SGCP is expected to produce up to 17 Million tonnes per annum of high-volatile, low-sulphur thermal coal for export to international markets. Product coal from the SGCP will be transported from the Galilee Basin to the Abbot Point Coal Terminal (APCT) near Bowen via third party access to a rail line constructed by another mining proponent.

The SGCP workforce is anticipated to be up to approximately 1,600 personnel during the construction stage, up to 1,288 personnel during the operational stage and up to 300 personnel during the decommissioning stage.

The workforce will be fly-in/fly-out (FIFO) and will be sourced from local, regional, coastal and south-east Queensland (SEQ). The workforce will be housed in an on-site accommodation village located within Mining Lease Application (MLA) 70453.

AMCI manages the joint venture and is responsible for preparation of the Environmental Impact Statement (EIS). AMCI is herein referred to as 'the proponent.'

A Social Impact Assessment (SIA) has been prepared as part of the EIS process to describe the existing social environment and assess potential social impacts associated with the SGCP (**Appendix Q** of the EIS). This draft Social Impact Management Plan (SIMP) builds on the SIA by presenting social impact mitigation and management measures (**Section 1.2**).

### 1.2 METHODOLOGY

AMCI lodged an Initial Advice Statement (IAS) and applied for significant project status from the Coordinator-General under the *State Development and Public Works Organisation Act 1971* on 11 March 2010.

On 26 May 2010, the Coordinator-General declared the SGCP to be a significant project for which an EIS is required. As part of the EIS process, the Department of Infrastructure and Planning (DIP) released the Final Terms of Reference (Final ToR) in November 2010.

**Section 4.2.1** of the Final ToR requires the preparation of a draft SIMP. This draft SIMP has been developed to address the Final ToR requirements, in consultation with the Department of Employment, Economic Development and Innovation (DEEDI) Social Impact Assessment Unit (SIAU).

Development of this draft SIMP was guided by the *SIA Factsheet* (DIP, undated), *SIA: Guideline to Preparing a Social Impact Management Plan* (DIP, 2010) and other relevant policies and publications. The draft SIMP was also guided by specialist working groups established to provide expert advice on impact mitigation and management strategies and to have input into the development and implementation of action plans.

The potential social impacts (both beneficial and adverse) associated with the SGCP were identified and comprehensively assessed in the SIA (MET Serve, 2011a). Potential social impacts are summarised in **Section 2** of this draft SIMP.

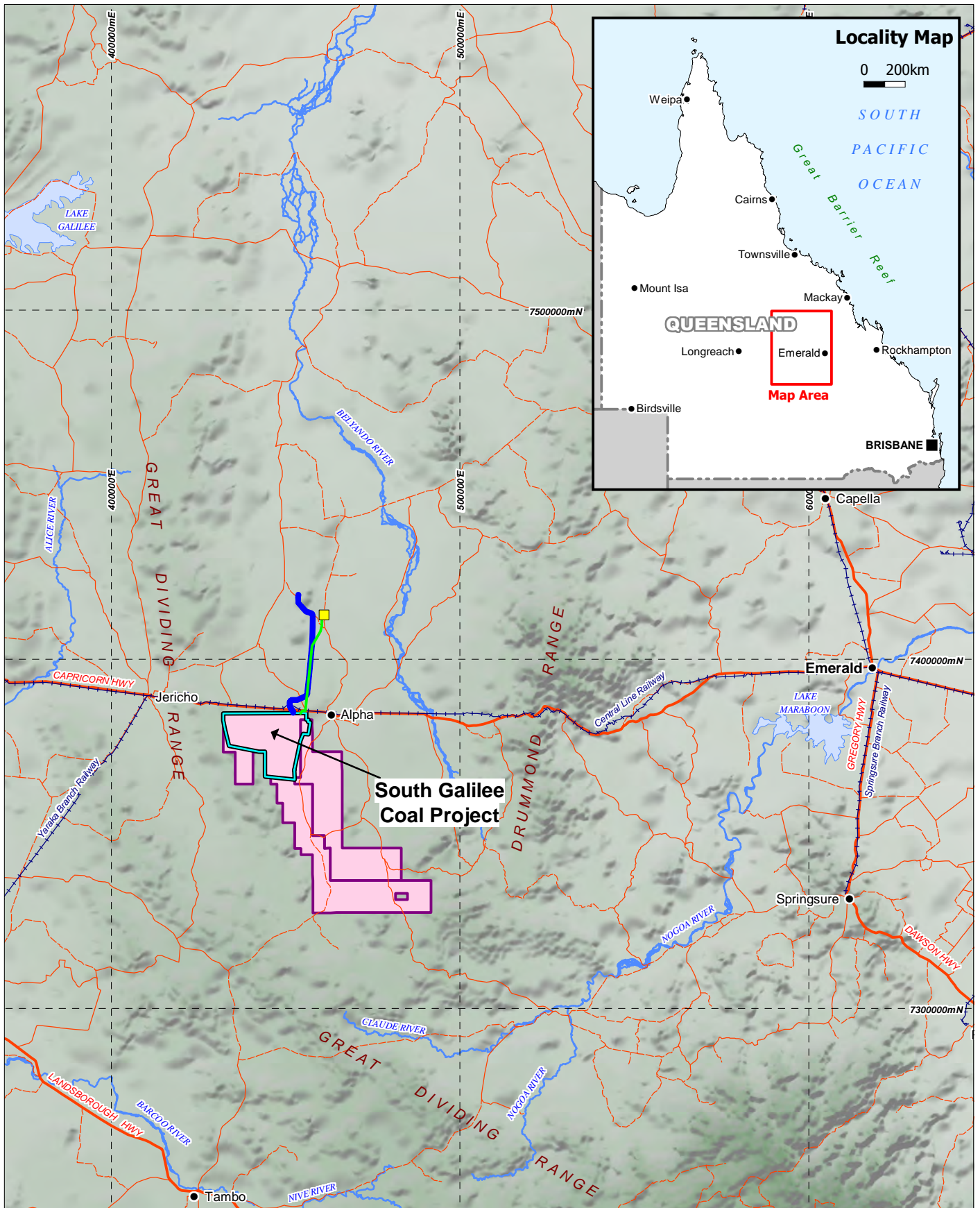
A management and mitigation framework was developed in consultation with stakeholders and working groups to mitigate/manage potential adverse impacts and enhance benefits flowing from the SGCP. This draft SIMP presents the overarching framework and the draft mitigation and management measures. Where practicable, this draft SIMP also establishes the roles and responsibilities of AMCI, government agencies and other stakeholders in mitigating and managing social impacts throughout the life of the SGCP.

This draft SIMP is designed to be refined throughout the life of the Project with input from key stakeholders including working groups and government agencies. Further consultation will be required prior to the finalisation of the SIMP and the component action plans. A schedule for the proposed ongoing consultation and timing for finalisation of the SIMP is presented in **Table 1-1**. The SIMP will be an adaptive document, which will be developed and updated iteratively throughout the life of the SGCP.

Although AMCI has primary responsibility, a range of government agencies and other stakeholders will be integral to the development and implementation of the SIMP. The specific accountabilities and responsibilities of stakeholders in relation to the development and implementation of the SIMP will be negotiated with each action plan working group.

As discussed with the SIAU, this draft SIMP is limited by the information available at this stage of the project development and planning process. AMCI is committed to finalising the SIMP in consultation with the SIAU prior the Coordinator-General's EIS Assessment Report. As the mine planning, definitive feasibility process and engineering design advance, additional information will become available and this draft SIMP will be updated as required.

The indicative timing outlined in **Table 1-1** will be dependent on the availability of stakeholders.



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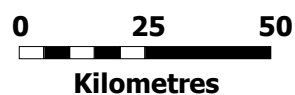


LEGEND	
	MLA70453
	Exploration tenement
	SGCP infrastructure corridor
	SGCP power line
	Principal road
	Road (sealed)
	Road (unsealed)
	Railway
	River
	Population centre
	Proposed Waratah/SGCP substation

Data Source:  
Tenement - EEDL, Topography (250k) - Geoscience Australia.

## Alpha Coal Pty Ltd South Galilee Coal Project

Regional location



Scale: 1:1,500,000 (A4)

02/09/2011

Datum: GDA94  
Projection: MGA55

FIGURE 1-1

**Table 1-1 Proposed SIMP Development Schedule**

Phase	Process	Indicative Timing	Proposed Stakeholders
SIA	Prepare a SIA to comprehensively describe the baseline social environment and assess potential social impacts.	2010-2011	SIA stakeholders
Phase One	Establish action plan working groups and prepare draft SIMP on the basis of SIA findings.	Q4 2011-Q1 2012	Alpha State School Barcaldine Regional Council (BRC) Department of Communities (DoC) - Aboriginal and Torres Strait Islander Community Services DoC - Housing and Homelessness Department of Community Safety Department of Education and Training (DET) DEEDI DEEDI SIAU Directly affected landholders Education Queensland Industry Capability Network Liquefied Natural Gas (LNG) Industry Development - Strategic Economic Projects Office of Economic and Statistics Research (OESR) Office of Advanced Manufacturing Queensland Ambulance Service (QAS) Queensland Fire and Rescue Service (QFRS) Queensland Health Queensland Police Service (QPS) Royal Flying Doctor Service (RFDS) Skills Queensland State Emergency Service (SES)
Phase Two	Consult with working groups to develop detailed action plans.	Q1 2012-Q2 2012	Refer to Phase One stakeholders
Phase Three	Present revised action plans and seek feedback from members of working groups.	Q2 2012-Q3 2012	Refer to Phase One stakeholders
Phase Four	Reach agreement/in-principle sign-off on SIMP action plans from working group members.	Q4 2012	Refer to Phase One stakeholders
Phase Five	Finalise SIMP.	Q4 2012	AMCI
Phase Six	Implement and review SIMP.	2013	AMCI and Phase One stakeholders



### 1.3 STUDY AREAS

Social and cultural areas of interest (study areas) were delineated in the SGCP SIA (MET Serve, 2011a) in order to describe the baseline social environment and assess potential impacts. The study areas were determined by the scale and context of the SGCP as well as the factors:

- the potential for social and cultural impacts to occur;
- potential cumulative impacts of other relevant proposals or projects;
- the location and types of physical and social infrastructure, settlement and land use patterns;
- the social values that might be affected by the project (e.g. including the integrity of social conditions, visual amenity and liveability, social harmony and wellbeing, and sense of community); and
- Indigenous social and cultural characteristics such as Native Title rights and interests and cultural heritage.

This SIMP considers two study areas, including:

- a 'Local Study Area' (LSA), comprising the BRC Local Government Area (Barcaldine LGA), (with particular focus on the township of Alpha and landholders who are directly affected or adjacent to the SGCP);
- a 'Regional Study Area' (RSA), made up of the following sub-groups:
  - Inland sub-group - Central Highland Regional Council LGA, focussing on Emerald;
  - Coastal subgroup - with a focus on the Bundaberg Regional Council, Cairns Regional Council, Fraser Coast Regional Council, Townsville City Council and Whitsunday Regional Council LGAs; and
  - SEQ sub-group - with a focus on the Brisbane City Council, and Gold Coast City Council.

The objective of defining the LSA was to assess potential direct and indirect local impacts associated with the SGCP and cumulative impacts from nearby mining proposals. The objective of defining the RSA was to assess potential regional social impacts (typically associated with the workforce, service provision and transport).

The LSA and RSA are described in further detail in the SIA (MET Serve, 2011a) as identified through consultation with the SIAU (L. Hopewell pers. comm., 22 August 2011). The approach for describing the baseline environment was to provide detailed statistics and analysis for the LSA and broad discussion and trend analysis only for the RSA.

Given the scope of the selected study areas, district and State study areas were not considered necessary or meaningful.

### 1.4 BASELINE INFORMATION

A detailed social baseline study has been undertaken to describe the existing social conditions within the SGCP study areas. The description of the baseline social environment is available in **Section 5** of the SIA.

Social conditions have been analysed in the context of a number of key areas (e.g. settlement patterns, demography, education and training, economy, employment and income, infrastructure and services, housing and accommodation, community health and safety, culture and community and social policy).

## 1.5 COMMUNITY ENGAGEMENT

A comprehensive Community Engagement Plan (CEP) was prepared in consultation with the SIAU to provide a framework for the SGCP community engagement process. The objectives of community engagement are to:

- identify stakeholders and their values, concerns and issues;
- develop a consultation process that can be integrated into the community with minimal disturbance and which provides a foundation for long-term relationships between the SGCP and the community that is based on trust and mutual respect;
- promote stakeholder confidence by ensuring open and transparent two-way communication;
- develop a range of communication activities and tools that deliver regular, consistent and accurate information;
- provide factual information about the SGCP and ensure all stakeholders understand any potential benefits and/or impacts;
- acknowledge and manage the expectations of stakeholders;
- ensure community feedback mechanisms are in place to provide opportunities for input into the Environmental Impact Assessment (EIA) process and seek opinions from stakeholders on matters of relevance to the SGCP;
- work with stakeholders to develop agreed outcomes and solutions to issues where practicable;
- meet the statutory requirements for community involvement in the formal approvals process and ensure stakeholder issues are appropriately addressed as part of the EIS process; and
- continually improve the acceptance and reputation of the SGCP on a local, regional and state level and monitor and evaluate community acceptance of the SGCP.

The definitions of 'affected' and 'interested' persons provided in sections 38 and 39 of the Queensland *Environmental Protection Act 1994* (Ep Act) and the definition of an 'affected party' provided in section 500 of the Commonwealth *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act) were used to generate a preliminary stakeholder list. Title searches were undertaken for parcels of land located within or adjacent to the Project tenements. A desktop review was undertaken to identify other relevant stakeholders and included a review of cadastral information, searches for mining tenement holders and Native Title claims and review of local community directories. The stakeholder list has been regularly reviewed and updated to reflect feedback during ongoing community engagement. The full stakeholder list is available in **Appendix A**.

SGCP community engagement commenced early in the EIS process and activities undertaken to date include the following:

- identification of stakeholders;
- establishment and maintenance of a dedicated Project website, email and freecall phone number;
- Community Reference Group (CRG) meetings;
- Technical Reference Group (TRG) meetings;
- SIA Cross-agency Reference Group (SIACAR) meetings;
- SIMP action plan working group meetings;
- face-to-face meetings;

- community information sessions;
- a SGCP community survey; and
- publication and distribution of fact sheets, information updates and media releases.

A report detailing the community engagement activities undertaken to date, the stakeholders consulted and how the outcomes of community engagement have been considered/addressed in the planning and assessment of the SGCP is provided in **Appendix D** of the EIS (MET Serve, 2011b). A summary of the key issues raised by community members during the engagement process includes:

- stakeholders appreciated the opportunity to receive project information, provide feedback and input into the planning and assessment process;
- the SGCP is expected to provide employment opportunities and opportunities for local/regional businesses;
- the SGCP is expected to generate growth and improvement of services, amongst other socio-economic benefits;
- there is a need to balance the benefits of the Project with the potential adverse impacts;
- the SGCP has the potential to impact on existing infrastructure (e.g. transport infrastructure, housing, sewerage, water and power infrastructure) and services (e.g. health, education and emergency services);
- the SGCP will contribute to cumulative impacts from multiple mining projects in the Galilee Basin;
- it is important to assess and manage environmental and social impacts;
- it is important to the local community that they retain their lifestyle and sense of community;
- there is a need for collaboration between Galilee Basin mining proponents;
- general confusion or frustration about multiple rail lines from Galilee Basin to the APCT and support for effective third party access agreements in order to minimise potential impacts associated with the rail line/s; and
- interest in the alignment of the SGCP infrastructure corridor, particularly from affected landholders who provided input to the route selection.

The number and content of SIMP action plans was discussed at CRG and TRG meetings in October 2011 and at the SIACAR meetings. Based on the outcomes of these discussions, AMCI proposes to develop a number of action plans, as described in **Section 3**. The outcomes of the working group meetings held for each action plan are detailed in **Section 3**.

The Consultation Manager stakeholder data management software was used to capture, record and manage all stakeholder and community engagement activities undertaken for the SGCP. Engagement with stakeholders was recorded using the following process:

- stakeholders and their contact details were entered into the database;
- stakeholders were assigned to a tier (**Appendix A**);
- issues and event categories were established in conjunction with the EIS process;
- all contact with stakeholders was recorded and follow-up actions were assigned to the appropriate project team representative;
- correspondence and/or documentation relating to engagement activities was attached to each stakeholder or event as appropriate; and

- action requests and timelines were sent to the appropriate project team representative/s for completion.

Community engagement will continue over the life of the Project, as detailed in **Section 3.1**.

### 1.6 WORKFORCE PROFILE

The SGCP workforce will be FIFO between the Alpha Aerodrome and the proposed workforce source locations described in **Table 1-2**. To minimise the volume of road transport, a bus service will transfer personnel from the Alpha Aerodrome to the accommodation village. Except for a limited number of senior employees who will be required to relocate to Alpha, accommodation will not be provided off-site. All personnel housed at the SGCP accommodation village will be required to stay on-site for the duration of their roster.

**Table 1-2 Proposed Workforce Sources**

Source Location	Number of Personnel				
	Construction	2015 Stage 1	2017 Stage 2	2019 Stage 3	Decommissioning
SEQ	960	304	532	773	180
Townsville	240	76	133	193	45
Cairns	152	48	84	122	29
Bundaberg	75	25	44	64	15
Maryborough	75	25	44	64	15
Proserpine/ Whitsunday/Bowen	75	25	44	64	15
Alpha	8	3	4	6	2
<b>Total</b>	<b>1,600</b>	<b>507</b>	<b>886</b>	<b>1,288</b>	<b>300</b>

Source: AMCI and Bandanna Energy (2011)

#### 1.6.1 Construction

As described in **Section 1**, up to approximately 1,600 employees will be required during the construction stage of the SGCP.

The construction phase is expected to commence in 2013 and will involve land clearing, earthworks and construction of the Coal Handling and Preparation Plant (CHPP), workforce accommodation village and road and rail infrastructure. Construction activities will be undertaken progressively to facilitate the staged ramp-up in coal production.

The construction roster is anticipated to be 21 days on/seven days off. The SGCP construction workforce will be housed in an on-site accommodation village located in the north-eastern corner of MLA 70453, where the potential for disturbance from noise, vibration and light will be minimal for off-duty employees.

#### 1.6.2 Operations

Following the construction period, the SGCP accommodation village will be modified to form a permanent workforce accommodation village. The village will therefore be sized to accommodate the peak personnel overlap of 1,600 people.

**Table 1-3** provides indicative workforce requirements for the operational stage of the SGCP.

The accommodation village will include additional beds for specialists and consultants. Permanent five day shift staff will have dedicated rooms and personnel on continuous rotation will have hotel-style accommodation. Other amenities in the village will include en-suite accommodation, laundry facilities,

multi-purpose sports courts, gymnasium, swimming pool, restaurant and stores. Also included are maintenance and service buildings and limited parking.

**Table 1-3 Projected SGCP Workforce During Operations Phase**

Position	2015 Stage 1	2017 Stage 2	2019 Stage 3
Management	11	12	12
Technical Services	25	35	49
Underground Operation	0	310	619
Open Cut Operation	214	214	214
CHPP & Maintenance	174	194	214
Safety Department	20	23	28
Human Resources (HR) Department	18	18	18
Commercial	23	26	28
FTE Contractors	0	21	21
Miscellaneous	22	33	85
<b>Total</b>	<b>507</b>	<b>886</b>	<b>1,288</b>

Source: AMCI and Bandanna Energy (2011)

The operations phase roster is anticipated to be seven days on/seven days off.

The actual composition of the SGCP workforce will be determined during the Definitive Feasibility Study (DFS) process. Up to approximately 1,288 personnel are anticipated to be required during the operational stage of the SGCP.

### 1.7 DECOMMISSIONING

The life of the project will be 35 years. The decommissioning stage is expected to require a workforce of approximately 300 personnel.

### 1.8 CONTRIBUTION OF THE SGCP TO REGIONAL DEVELOPMENT

A comprehensive Economic Assessment of the SGCP has been conducted by Aurecon Hatch (2011). The SGCP is expected to have a significant positive impact on the regional economy. AMCI will continue to consult with the BRC to identify and contribute to regional development in accordance with the regional planning framework (e.g. *Sustainable Planning Act 2009* [SP Act]).

As described in **Section 3**, AMCI will implement measures to mitigate/manage potential adverse regional impacts associated with the SGCP and enhance the benefits flowing from the project.

### 1.9 KEY SOCIAL AND CULTURAL ISSUES

The SIA assessed the potential social impacts associated with the SGCP in the context of a number of 'key aspects', including:

- demographics;
- education and training;
- economy, employment and income;
- housing and accommodation;
- community health and safety; and
- culture and community.

A detailed description of potential social impacts is provided in the SIA (MET Serve, 2011a) and **Section 2**. A summary of key issues raised by the community through the engagement process is provided in **Section 1.5**.

#### **1.10 KEY IMPACT MITIGATION AND MANAGEMENT MEASURES**

Social impact mitigation and management measures have been developed in consultation with key stakeholders and in consideration of social policy objectives, existing government plans, strategies and initiatives. Impact mitigation and management measures are described in detail in **Section 3** and include:

- CEP;
- a number of action plans addressing key impact areas (e.g. workforce recruitment and training, local industry participation, housing and accommodation and landholder impacts);
- development of a CPP;
- collaboration with other mining proponents and development of a cooperative agreement to facilitate this process; and
- establishment of a number of working groups to inform the development of action plans and the proposed CPP.

#### **1.11 MONITORING**

AMCI will monitor social impacts over the life of the SGCP. The effectiveness of social impact mitigation and management strategies will also be monitored in order to facilitate adaptive management and review processes.

AMCI will prepare SIMP reports to document the outcomes of monitoring. The SIMP (and its component action plans) will be reviewed regularly and updated as required.

## 2 POTENTIAL IMPACTS

A detailed assessment of potential social impacts (including impacts associated with the SGCP and cumulative impacts) is provided in the SIA (MET Serve, 2011a). A summary of the impacts in the identified key areas is provided in **Table 2-1**. A risk assessment framework has been used to generate an overall impact significance ranking, based on duration, type, probability and consequence of the impact.

The SGCP is one of a number of new mining proposals in the Galilee Basin. As a result, many of the identified impacts are cumulative in nature or will have increased magnitude, duration or likelihood as a result of other mining proposals in the region.

**Table 2-1 Summary of Potential Impacts and Mitigation and/or Management Measures**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
<b>Demography</b>										
<b>Local Study Area</b>										
Cumulative direct population increase in Alpha associated with relocation of permanent staff from multiple Galilee Basin mining proposals	All	Positive and negative	Alpha community	High	Medium	High	<ul style="list-style-type: none"> <li>AMCI will work with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> </ul>	AMCI, other mining proponents, BRC, service providers	Construction and operation	Key performance indicators (KPIs) are described in each action plan
Secondary population increase associated with the relocation of employees from the SGCP and other mining proposals (e.g. employees' partners or families)	All	Positive and negative	Alpha community	High	Medium	High	<ul style="list-style-type: none"> <li>AMCI will work collaboratively with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> </ul>	AMCI, other mining proponents, BRC, service providers	Construction and operation	KPIs are described in each action plan
Minor direct population increase in Alpha associated with relocation of permanent SGCP staff	All	Positive and negative	Alpha community	High	Low	Medium	<ul style="list-style-type: none"> <li>Self-contained on-site accommodation village will house the FIFO workforce during construction, operation and decommissioning.</li> <li>AMCI will work with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> </ul>	AMCI, BRC, service providers	Construction and operation	KPIs are described in each action plan
Indirect population growth as a result of mining in the region (e.g. business relocation, development or expansion, additional education and health service providers, etc.)	All	Positive and negative	Alpha community	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Outside of AMCI's direct control.</li> <li>AMCI will work collaboratively with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> </ul>	AMCI, other mining proponents, BRC, service providers, health and education providers	Construction and operation	KPIs are described in each action plan
<b>Regional Study Area</b>										
Source centres for SGCP workforce may experience minor population increase	All	Positive and negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	Medium	Low	Medium	<ul style="list-style-type: none"> <li>AMCI's approach to sourcing FIFO workforce aims to minimise social impacts.</li> <li>Source centres are more likely than Alpha to have the capacity and infrastructure to absorb population increases.</li> <li>AMCI will work with the Workforce Management Plan (WMP) Working Group to develop a WMP to promote recruitment of people from under-represented groups (e.g. people of linguistically/ethnically diverse backgrounds, Indigenous people, women and people with a disability), (<b>Appendix B</b>).</li> </ul>	Brisbane City Council, Gold Coast City Council, Townsville City Council, Cairns Regional Council, Bundaberg Regional Council, Fraser Coast Regional Council and Whitsunday Regional Council	Construction and operation phases	N/A
Changes to family structure in source locations	All	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	High	Low	Medium	<ul style="list-style-type: none"> <li>As source locations are large regional centres/capital cities, support would be available to families, if required.</li> </ul>	Social support services	N/A	N/A



**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Population growth may counteract existing demographic trends (e.g. population decline due to diminished tourism demand) and support/facilitate regional population growth in some source locations	All	Positive	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI's approach to sourcing FIFO workforce aims to maximise social benefits.</li> </ul>	N/A	N/A	N/A
<b>Education and Training</b>										
<b>Local Study Area</b>										
Increased pressure on education facilities (e.g. childcare, schools) associated with secondary and indirect population growth	All	Negative	Alpha State School, Education Queensland, DET, early childhood facilities	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will provide project information to education and training providers and work collaboratively with relevant agencies and other proponents to forecast cumulative demand and plan for future growth.</li> <li>AMCI will establish a Social Infrastructure Working Group (SIWG) to inform a Community Partnership Program (CPP).</li> </ul>	AMCI, other mining companies, BRC, DEEDI, Queensland Health, DET, Education Queensland, Alpha State School and the local community	Construction and operations phases	To be determined in consultation with the Social Infrastructure Working Group.
Increased demand for mining-related vocational training and qualifications	Construction and operation	Positive	Skills Queensland, DET, TAFE, private training providers	Medium	Low	Low	<ul style="list-style-type: none"> <li>AMCI will continue to consult with Skills Queensland, training providers and other relevant stakeholders to address demand for training.</li> <li>AMCI will work with the WMP Working Group to develop a WMP to address training needs (<b>Appendix B</b>).</li> </ul>	AMCI, other mining companies, Skills Queensland, the DoC and the BRC	Construction and operations phases	To be detailed in the WMP.
Increased opportunity for traineeships/apprenticeships	Operation	Positive	Alpha State School, AMCI, TAFE	Medium	Low	Low	<ul style="list-style-type: none"> <li>AMCI will work with the WMP Working Group to develop a WMP to address recruitment of trainees/apprentices (<b>Appendix B</b>).</li> </ul>	AMCI, Alpha State School, TAFE, Skills Queensland, BRC	Operations phase	Number of trainees/apprentices will be monitored as detailed in the WMP and reported as part of the SIMP reporting process.
<b>Regional Study Area</b>										
Increased demand for mining-related vocational training and qualifications	Construction and operation	Positive	Skills Queensland, DET, TAFE, private training providers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will continue to consult with Skills Queensland, training providers and other relevant stakeholders about upcoming training opportunities and community needs and coordinating efforts when possible.</li> <li>AMCI will work with the WMP Working Group to develop a WMP to address training needs (<b>Appendix B</b>).</li> </ul>	AMCI, other mining companies, Skills Queensland, the DoC, local governments	Construction and operations phases	To be detailed in the WMP.
Increased pressure on boarding schools associated with secondary and indirect population growth	Construction and operation	Negative	Private boarding schools in regional centres	Low	Low	Low	<ul style="list-style-type: none"> <li>AMCI will provide project information to education and training providers and work collaboratively with relevant agencies and other proponents to forecast cumulative demand and plan for future growth.</li> </ul>	AMCI	Construction and operations phases	N/A

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
<b>Economics, Employment and Income</b>										
<b>Local Study Area</b>										
Increase in personal income levels in the Local Study Area, particularly Alpha	Construction and operation	Positive	Alpha community, SGCP employees, business owners/managers	High	Medium	High	<ul style="list-style-type: none"> <li>N/A.</li> </ul>	AMCI and/or major contractors	Ongoing from the commencement of the construction phase	To be detailed in the WMP.
Contribution to government incomes (via royalties, income taxes etc.)	All	Positive	State Government, BRC	High	High	High	<ul style="list-style-type: none"> <li>N/A.</li> </ul>	AMCI	Construction, operations and decommissioning phases	N/A
Increased cost of living due to inflationary pressure from higher disposable incomes (particular impact on low income groups)	Construction and operation	Negative	Alpha community, BRC, DoC, social housing providers	Medium	High	High	<ul style="list-style-type: none"> <li>The SGCP FIFO employees will be housed in an on-site accommodation village.</li> <li>AMCI will work with the Housing and Accommodation Plan (HAP) Working Group to develop a HAP, which will include strategies to address social housing impacts (<b>Appendix D</b>).</li> </ul>	AMCI, BRC, other mining companies, DoC, DEEDI and OESR	Ongoing from the commencement of the construction phase	To be detailed in the HAP. To be determined through the CPP.
Income disparity between mining and non-mining employees	Construction and operation	Negative	Alpha community, BRC, DoC, social housing providers	High	High	High	<ul style="list-style-type: none"> <li>N/A.</li> </ul>	AMCI, BRC, other mining companies, DoC, DEEDI and OESR	Ongoing from the commencement of the construction phase	To be detailed in the HAP. To be determined through the CPP.
Loss of skilled local labour from other industries (who generally cannot afford to pay the same salaries as mining operators) or difficulty in attracting employees to the area	Construction and operation	Negative	Alpha community, business owners/managers, BRC	High	Medium	High	<ul style="list-style-type: none"> <li>AMCI will recruit workers with a range of skills, including people with limited or no experience in the mining industry. AMCI hopes that this strategy will assist in reducing the potential for local businesses to experience skills shortages.</li> <li>AMCI will work with the WMP Working Group to develop a WMP. The WMP will include strategies to address the impact of the SGCP on other industries (<b>Appendix B</b>).</li> </ul>	AMCI, other mining companies, Skills Queensland, DoC, BRC	Ongoing from the commencement of the construction phase	To be detailed in the WMP.
Creation of employment opportunities	All	Positive	Alpha community, SGCP employees, Skills Queensland, DET, DEEDI, local training providers, Indigenous groups	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will attempt to recruit locally, where practicable.</li> <li>AMCI will work closely with Skills Queensland and other relevant organisations/agencies to recruit personnel with the required skills and experience, utilising existing initiatives where practicable.</li> <li>AMCI will develop HR policies and procedures to facilitate recruitment (including Equal Opportunities Policy and Workforce Diversity Strategy).</li> <li>AMCI will work with the WMP Working Group to develop a WMP to promote the recruitment of people from under-represented groups (e.g. people of linguistically/ethnically diverse backgrounds, Indigenous people, women and people with a disability), (<b>Appendix B</b>).</li> </ul>	AMCI and/or major contractors	Ongoing from the commencement of the construction phase	To be detailed in the WMP.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Flow-on economic impacts (e.g. increased spending, opportunities for local business development/ expansion)	All	Positive	Alpha community, local business owners/managers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will work with the Local Industry Participation Plan (LIPP) Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>).</li> </ul>	AMCI, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and BRC	Construction and operations phases	To be detailed in the LIPP.
Diversification of the local economy and greater range of local businesses (e.g. buffer for the local economy in future economic downturns)	All	Positive	Alpha community, local business owners/managers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will work with the LIPP Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>).</li> </ul>	AMCI, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and BRC	Construction and operations phases	To be detailed in the LIPP.
Promotion of Indigenous business opportunities and increased training/employment for Indigenous Australians	All	Positive	Alpha community, Indigenous groups, TAFE, DET, DEEDI, private training providers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will consult with relevant agencies/organisations to promote Indigenous business opportunities and provide training/employment for Indigenous Australians.</li> <li>AMCI has developed a Cultural Heritage Management Plan (CHMP) which covers financial arrangements with the Wangan and Jagalingou People (e.g. employment, training, funding etc.).</li> <li>AMCI will work with the LIPP Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>). AMCI will develop relationships with local businesses.</li> <li>AMCI will ensure that local businesses are aware of the company's expectations and requirements for accreditation.</li> </ul>	AMCI, Indigenous groups, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and BRC	Ongoing from the commencement of the construction phase	To be detailed in the LIPP.
Decrease in agricultural production in those areas directly affected by the SGCP	All	Negative	Directly affected landholders	High	Low	Medium	<ul style="list-style-type: none"> <li>AMCI will negotiate acquisition/compensation agreements with directly affected landholders.</li> <li>AMCI will negotiate access protocols with affected landholders within MLA 70453 and the infrastructure corridor.</li> <li>AMCI will develop a Landholder Management Plan (LMP) to address potential impacts specific to landholders, including: <ul style="list-style-type: none"> <li>access notification processes;</li> <li>vehicle inspection and washdown requirements;</li> <li>information sharing;</li> <li>rehabilitation of disturbance; and</li> <li>monitoring programs.</li> </ul> </li> <li>Land disturbed by the SGCP would be returned to a combination of grazing and native bushland where practicable, following the cessation of mining activities.</li> <li>AMCI will continue to undertake community engagement throughout the life of the project.</li> <li>AMCI would maintain a 24-hour freecall community complaints hotline and all complaints would be recorded, addressed and reported.</li> </ul>	AMCI	Construction, operations and decommissioning phases	Acquisition/compensation to be negotiated as detailed in LMP. Grievances and disputes will be recorded and reported as part of the SIMP reporting process.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Increased economic vulnerability due to reliance on the mining industry	All	Negative	Alpha community	Low	High	Medium	<ul style="list-style-type: none"> <li>AMCI will prepare a detailed Mine Closure Plan (MCP) to assess the impacts on the LSA and develop management strategies well in advance of closure and decommissioning of the project. The MCP will be developed in consultation with appropriate community and government stakeholders.</li> </ul>	AMCI	MCP to be developed in advance of closure and decommissioning	To be detailed in the MCP.
Economic benefits of mining 'taken away' from the local community through FIFO	All	Negative	Alpha community	High	Medium	Medium	<ul style="list-style-type: none"> <li>The local community would, however, experience a number of benefits as a result of mining in the area, including the following: <ul style="list-style-type: none"> <li>improved services (e.g. water supply);</li> <li>upgraded airport with more frequent flight schedules;</li> <li>local employment; and</li> </ul> </li> <li>collaborative community investment by mining proponents.</li> </ul>	AMCI and other mining companies	Construction, operations and decommissioning phases	To be determined through the CPP(or similar).
Business development and employment opportunities in service and support industries	Construction and operation	Positive	Alpha community, BRC and local businesses	Low	Medium	Low	<ul style="list-style-type: none"> <li>AMCI will work with the LIPP Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>). AMCI will develop relationships with local businesses.</li> <li>AMCI will ensure that local businesses are aware of the company's expectations and requirements for accreditation.</li> </ul>	AMCI, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and BRC	Construction and operations phases	To be detailed in the LIPP.
<b>Regional Study Area</b>										
Creation of employment opportunities	All	Positive	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	High	High	High	<ul style="list-style-type: none"> <li>AMCI will work closely with Skills Queensland and other relevant organisations/agencies to recruit personnel with the required skills and experience, utilising existing initiatives where practicable.</li> <li>AMCI will develop HR policies and procedures to facilitate recruitment (including Equal Opportunities Policy and Workforce Diversity Strategy).</li> <li>AMCI will work with the WMP Working Group to develop a WMP to promote the recruitment of people from under-represented groups (e.g. people of linguistically/ethnically diverse backgrounds, Indigenous people, women and people with a disability), (<b>Appendix B</b>).</li> </ul>	AMCI, Skills Queensland, DoC – Aboriginal and Torres Strait Islander Community Services	Construction, operations and decommissioning phases	To be detailed in the WMP.
Business development and employment opportunities in service and support industries	Construction and operation	Positive	Central Highlands Regional Council, business owners/managers	Medium	High	High	<ul style="list-style-type: none"> <li>AMCI will work with the LIPP Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>). AMCI will develop relationships with local businesses.</li> <li>AMCI will ensure that local businesses are aware of the company's expectations and requirements for accreditation.</li> </ul>	AMCI, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and BRC	Ongoing from the commencement of the construction phase	To be detailed in the LIPP.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Flow-on economic impacts (e.g. increased spending etc.)	Construction and operation	Positive	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen), business owners/managers	High	Medium	High	<ul style="list-style-type: none"> <li>FIFO employees will reside in the RSA.</li> <li>AMCI will work with the LIPP Working Group to develop a LIPP which encourages the use of local businesses where they are technically capable and commercially competitive (<b>Appendix C</b>).</li> </ul>	AMCI, Industry Capability Network, LNG Industry Development: Strategic Economic Projects, Office of Advanced Manufacturing, DEEDI and local governments	Construction and operations phases	To be detailed in the LIPP.
Loss of skilled local labour from other industries, who generally cannot afford to pay the same salaries as mining operators	Construction and operation	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen), local governments, business owners/managers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI would recruit workers with a range of skills, including people with limited or no experience in the mining industry. AMCI hopes that this strategy will assist in reducing the potential for local businesses to experience skills shortages.</li> <li>AMCI proposes to work collaboratively with local/regional training providers to develop and build on long-term training and up-skilling plans.</li> <li>AMCI will work with the WMP Working Group to develop a WMP. The WMP will include strategies to address the impact of the SGCP on other industries (<b>Appendix B</b>).</li> </ul>	AMCI, other mining companies, Skills Queensland, DoC, local governments	Ongoing from the commencement of the construction phase	To be detailed in the WMP.
<b>Infrastructure and Services</b>										
<b>Local Study Area</b>										
Disruption to road users (e.g. transport of construction materials, bus services between the Alpha Aerodrome and the SGCP, delivery vehicles etc.)	All	Negative	Alpha community, AMCI and other mining companies, other road users, QPS, DTMR, BRC	High	Low-Medium	Medium	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Utilisation of the existing rail infrastructure to transport as much construction equipment/materials as practicable.</li> <li>All over-sized loads would be coordinated with relevant local governments, DTMR and QPS.</li> <li>Delivery of over-sized loads would be undertaken outside of school drop-off and pick-up times to minimise potential impacts on traffic levels/travel times.</li> </ul>	AMCI, QPS, DTMR, BRC	Prior to commencement of construction	To be detailed in the TMP.
Increased traffic leading to accelerated degradation of roads	Construction and operation	Negative	Alpha community, AMCI and other mining companies, other road users, QPS, Department of Transport and Main Roads (DTMR), BRC	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Utilisation of the existing rail infrastructure to transport as much construction equipment/materials as practicable.</li> <li>AMCI would fund any road/rail upgrades required for the SGCP to ensure public safety and would make any required road maintenance/improvement contributions.</li> <li>The majority of SGCP employees would be transported to and from site by bus, reducing the number of vehicles on the road.</li> <li>AMCI will establish a Social Infrastructure Working Group to inform a Community Partnership Program.</li> </ul>	AMCI, QPS, DTMR, BRC	Construction, operations and decommissioning phases	To be detailed in the TMP.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Increased potential for traffic accidents	Construction and operation	Negative	Alpha community, road users, QPS, DTMR, BRC	Low	High	Medium	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Appropriate safeguards and mitigation measures including: <ul style="list-style-type: none"> <li>bus transport;</li> <li>employee and contractor education and training;</li> <li>avoid travel on school bus routes during pick up and set down times;</li> <li>appropriate management of night-time transport;</li> <li>speed restrictions; and</li> <li>vehicle signage, lights, warning lights etc.</li> </ul> </li> <li>AMCI would fund any road/rail upgrades required for the SGCP to ensure public safety and would make any required road maintenance/improvement contributions.</li> <li>The majority of SGCP employees would be transported to and from site by bus, reducing the number of vehicles on the road.</li> </ul>	AMCI, QPS, DTMR, BRC	Construction, operations and decommissioning phases	To be detailed in the TMP.
Upgraded airport and increased flight schedule to Alpha Aerodrome may lead to increased accessibility for the local community	Construction and operation	Positive	Local communities (e.g. Alpha and Jericho)	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>N/A.</li> </ul>	AMCI, other mining companies and BRC	Prior to the commencement of construction	N/A
Increased demand for emergency services impacting on capacity and/or staffing (either as a direct result of the SGCP or as a result of cumulative demand)	Construction and operation	Negative	Alpha community, QPS, local ambulance, Department of Community Safety, Queensland Health	High	Medium	Medium	<ul style="list-style-type: none"> <li>SGCP would have its own emergency services facilities.</li> <li>SGCP emergency services facilities would be available to support existing services in the event of an emergency.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	BRC, AMCI, other mining companies, DEEDI, Queensland Health, QAS, QPS, Department of Community Safety and the local community	Construction, operations and decommissioning phases	To be determined in consultation with the SIWG.
Increased demand for community infrastructure (e.g. sewerage, waste infrastructure, etc.) associated with direct, indirect and secondary population growth in Alpha	All	Positive and negative	BRC, Alpha community	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will work with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> <li>AMCI will support local communities in their efforts to acquire funding for the provision of services from State and Federal governments.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	BRC, AMCI, other mining companies, infrastructure providers and the local community	Construction, operations and decommissioning phases	To be determined in consultation with the SIWG.
Increased demand for utilities (e.g. power, water) as a result of population growth	All	Positive and negative	Alpha community, BRC, utilities providers, AMCI and other mining companies	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will work with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> <li>AMCI will support local communities in their efforts to acquire funding for the provision of services from State and Federal governments.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	BRC, DEEDI, infrastructure providers and the local community	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
<b>Regional Study Area</b>										
Disruption to road users (e.g. heavy vehicles and wide loads)	All	Negative	Regional communities, AMCI and other mining companies, other road users, QPS, DTMR	High	Low	Medium	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Utilisation of the existing rail infrastructure to transport as much construction equipment/materials as practicable.</li> <li>All over-sized loads would be coordinated with relevant local governments, DTMR and QPS.</li> <li>Delivery of over-sized loads would be undertaken outside of school drop-off and pick-up times to minimise potential impacts on traffic levels/travel times.</li> </ul>	AMCI, QPS, DTMR	Construction, operations and decommissioning phases	To be detailed in the TMP.
Increased traffic leading to accelerated degradation of roads	Construction and operation	Negative	Regional communities, AMCI and other mining companies, other road users, QPS, DTMR	Low	Medium	Low	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Utilisation of the existing rail infrastructure to transport as much construction equipment/materials as practicable.</li> <li>AMCI would fund any road/rail upgrades required for the SGCP to ensure public safety and would make any required road maintenance/improvement contributions.</li> <li>The majority of SGCP employees would be transported to and from site by bus, reducing the number of vehicles on the road.</li> </ul>	AMCI, QPS, DTMR	Construction, operations and decommissioning phases	To be detailed in the TMP.
Increased potential for traffic accidents	Construction and operation	Negative	Regional communities, road users, QPS, DTMR	Low	High	Medium	<ul style="list-style-type: none"> <li>Preparation and implementation of a TMP.</li> <li>Appropriate safeguards and mitigation measures including: <ul style="list-style-type: none"> <li>bus transport ;</li> <li>employee and contractor education and training;</li> <li>avoid travel on school bus routes during pick up and set down times;</li> <li>appropriate management of night-time transport;</li> <li>speed restrictions; and</li> <li>vehicle signage, lights, warning lights etc.</li> </ul> </li> <li>AMCI would fund any road/rail upgrades required for the SGCP to ensure public safety and would make any required road maintenance/improvement contributions.</li> <li>The majority of SGCP employees would be transported to and from site by bus, reducing the number of vehicles on the road.</li> </ul>	AMCI, QPS, DTMR	Construction, operations and decommissioning phases	To be detailed in the TMP.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Impacts on infrastructure at source centres for SGCP workforce associated with minor population increase	All	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen), local governments, utilities providers	Medium	Low	Low	<ul style="list-style-type: none"> <li>AMCI will work with other proponents, government agencies and service providers to plan for increased demand for infrastructure and services due to increased population.</li> </ul>	DEEDI, infrastructure providers and local governments	Construction, operations and decommissioning phases	N/A
<b>Housing and Accommodation</b>										
<b>Local Study Area</b>										
Increased demand for housing/accommodation	All	Negative	Alpha community, BRC, AMCI, other mining companies	High	High	High	<ul style="list-style-type: none"> <li>The SGCP FIFO employees would be housed in the on-site accommodation village.</li> <li>AMCI will work with relevant government agencies, organisations and other proponents to predict and plan for future growth, identify housing market issues, forecasts and possible responses.</li> <li>AMCI will work with the HAP Working Group to develop a HAP (<b>Appendix D</b>).</li> </ul>	AMCI, other mining companies, DoC, DEEDI, OESR and BRC	Construction, operations and decommissioning phases	To be detailed in the HAP.
Reduced availability, suitability and affordability of housing due to cumulative demand and speculation	All	Negative	Alpha community, BRC, AMCI, other mining companies	Medium	High	High	<ul style="list-style-type: none"> <li>The SGCP FIFO employees would be housed in the on-site accommodation village.</li> <li>AMCI will work with relevant government agencies, organisations and other proponents to predict and plan for future growth, identify housing market issues, forecasts and possible responses.</li> <li>AMCI will work with the HAP Working Group to develop a HAP (<b>Appendix D</b>).</li> </ul>	AMCI, other mining companies, DoC, DEEDI, OESR and BRC	Construction, operations and decommissioning phases	To be detailed in the HAP.
Reduced availability, suitability and affordability of rental accommodation	Construction and Operational	Negative	Alpha community, BRC, AMCI, other mining companies	High	High	High	<ul style="list-style-type: none"> <li>The SGCP accommodation village will include capacity for short-term contractors/consultants to minimise demand in the surrounding area.</li> <li>AMCI will work with the HAP Working Group to develop a HAP (<b>Appendix D</b>).</li> </ul>	AMCI, other mining companies, DoC, DEEDI, OESR and BRC	Construction, operations and decommissioning phases	To be detailed in the HAP.
Increased demand for short-term accommodation associated with support services/staff travelling to site	All	Negative	Alpha community, BRC, AMCI, other mining companies, tourists, contractors/consultants to the mining industry	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>SGCP will support opportunities for developers and investors to increase the short-term accommodation options.</li> <li>The SGCP accommodation village will include capacity for short-term contractors/consultants to minimise demand in the surrounding area.</li> <li>AMCI will work with the HAP Working Group to develop a HAP (<b>Appendix D</b>).</li> </ul>	AMCI, other mining companies, DoC, DEEDI, OESR and BRC	Construction, operations and decommissioning phases	To be detailed in the HAP.



**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Delays for obtaining building permits	All	Negative	BRC, AMCI, other mining companies, Alpha community, developers	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>N/A – outside of AMCI’s control.</li> </ul>	BRC	Ongoing	BRC to manage the local government planning approvals process and scheduling.
Limited availability of land for new housing developments and limited housing availability	All	Negative	BRC, Alpha community, AMCI, other mining companies, DEEDI	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Outside of AMCI’s control.</li> <li>AMCI will work with relevant government agencies, organisations and other proponents to predict and plan for future growth, identify housing market issues, forecasts and possible responses.</li> </ul>	BRC, DEEDI	Ongoing	To be determined by BRC and DEEDI.
Reduced availability of tradespeople	All	Negative	Alpha community	Medium	Low	Low	<ul style="list-style-type: none"> <li>N/A – outside of AMCI’s control.</li> </ul>	N/A – outside of AMCI’s control	N/A	N/A
<b>Regional Study Area</b>										
Increased house prices	All	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	Low	Medium	Low	<ul style="list-style-type: none"> <li>AMCI’s approach to sourcing FIFO workforce aims to minimise social impacts.</li> <li>AMCI will work with relevant government agencies, organisations and other proponents to predict and plan for future growth, identify housing market issues, forecasts and possible responses.</li> </ul>	N/A	N/A	N/A
Reduced availability, suitability and affordability of rental accommodation	All	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	Low	Medium	Low	<ul style="list-style-type: none"> <li>AMCI will work with relevant government agencies, organisations and other proponents to predict and plan for future growth, identify housing market issues, forecasts and possible responses.</li> </ul>	N/A	N/A	N/A

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
<b>Community Health and Safety</b>										
<b>Local Study Area</b>										
Increased demand for medical services associated with population growth (e.g. Alpha and Barcaldine Hospitals, ambulance service and RFDS)	All	Negative	Alpha community, Queensland Health and RFDS	High	High	High	<ul style="list-style-type: none"> <li>Minor injuries on-site would be dealt with by first aid officers employed on-site and more serious injuries would be transported to health centres at employees' source location for treatment.</li> <li>AMCI would work collaboratively with other proponents, local service providers, relevant agencies to share information, conduct appropriate planning for cumulative impacts and predict future growth in order to plan for provision of medical services.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> <li>AMCI will actively promote healthy lifestyles through education, training and provision of recreational facilities on-site.</li> <li>AMCI will actively promote occupational health and safety through education and training in order to minimise the incidence of workplace accidents.</li> <li>AMCI supports the inclusion of non-resident population in the official resident population estimates by the Australian Bureau of Statistics (ABS), which would better inform healthcare planning. AMCI recognises the cumulative impact of mining on existing health care services in Alpha, and proposes to work collaborative with other proponents to address this impact.</li> <li>AMCI has consulted with Queensland Health during the SGCP planning and assessment phase regarding health impacts and requirements and will continue to work with health providers and other proponents to address impacts on health services.</li> <li>AMCI will work collaboratively with other Galilee Basin mining proponents to address identified health impacts, including directing community contributions appropriately.</li> </ul>	BRC, DEEDI, Queensland Health, QAS and the local community	Construction , operations and decommissioning phases	To be developed in consultation with the SIWG.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Additional demand on QPS resourcing due to wide load transport, general policing requirements and road safety	All	Negative	QPS	Medium	Low	Low	<ul style="list-style-type: none"> <li>AMCI proposes to transport as much construction material/equipment on the existing rail network as practicable, in order to minimise requirement for police escort of wide loads and impacts on road safety.</li> <li>AMCI proposes to transport as much material/equipment as practicable on the common user rail network during operations.</li> <li>AMCI proposes to transport as much material/equipment as practicable using small trucks, in order to minimise the requirement for QPS escort.</li> <li>AMCI intends to involve the QPS in the SIWG.</li> <li>AMCI will establish relationships with QPS staff prior to the commencement of construction in order to manage incidents effectively.</li> </ul>	AMCI, QPS	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.
Increased traffic and traffic hazards	All	Negative	Alpha community, AMCI and other mining companies, other road users, QPS, DTMR	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will develop a TMP in consultation with QPS.</li> <li>AMCI will minimise potential road safety impacts associated with fatigue by utilising a FIFO workforce and minimising the drive time of locally employees to 20 minutes.</li> <li>AMCI will minimise road transport as described above.</li> <li>AMCI will undertake/fund upgrades of the public road network required for the SGCP.</li> </ul>	AMCI, QPS	Construction, operations and decommissioning phases	To be detailed in the TMP. Workforce composition targets will be monitored as detailed in the WMP.
Potential to increase the likelihood or severity of natural hazards (e.g. bushfire, flood, slope instability etc.)	All	Negative	Directly affected and adjacent landholders, Alpha community	Low	Medium	Medium	<ul style="list-style-type: none"> <li>SGCP emergency services facilities and personnel will be available to support local emergency service providers in the event of an incident, if required.</li> <li>Hazard and risk has been assessed as part of the SGCP EIS and appropriate controls will be put in place to reduce hazard to an acceptable level.</li> <li>A Surface Water Assessment has been conducted for the SGCP EIS. The Surface Water Assessment included an assessment of flooding and proposed mitigation measures to manage flooding impacts.</li> </ul>	AMCI	Construction, operations and decommissioning phases	N/A
Impacts on emergency services	All	Negative	Alpha community, QPS, QAS, Queensland Health, QFRS	Low	Low	Low	<ul style="list-style-type: none"> <li>SGCP emergency services facilities and personnel will be available to support local emergency service providers in the event of an incident, if required.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	AMCI, BRC, DEEDI, Queensland Health, QAS, QPS, DET, Education Queensland, Alpha State School, Department of Community Safety, infrastructure providers and the local community.	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Potential environmental health and safety impacts (e.g. air quality, noise, subsidence etc.)	All	Negative	Directly affected and adjacent landholders, Alpha community, Queensland Health	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Baseline and impact monitoring to identify and quantify impacts to enable appropriate mitigation/management measures to be implemented.</li> <li>Engineering design and development of operational procedures to minimise air and noise emissions.</li> <li>Development and implementation of a LMP.</li> <li>Development and implementation of a Dust Management Plan and Noise and Vibration Management Plan.</li> </ul>	AMCI	Construction, operations and decommissioning phases	Environmental monitoring results to be measured against targets stipulated in the Environmental Management Plan (EM Plan), Dust Management Plan, Noise and Vibration Monitoring Plan and EA Conditions. Grievances and disputes will be recorded and reported as part of the SIMP reporting process.
Potential safety impacts (e.g. increased crime, violence, drug and alcohol use etc.)	All	Negative	Alpha community, QPS, BRC, support services, Queensland Health	Low	Medium	Low	<ul style="list-style-type: none"> <li>The employees at the SGCP would be bound by contractual obligation to comply with the WMP (including Drug and Alcohol Policy, Accommodation Village Behavioural Policy, Code of Conduct).</li> <li>Continuation of the CRG forum.</li> <li>AMCI will employ Community Liaison staff as a point of contact for the local community.</li> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	AMCI, DEEDI, Queensland Health, QAS, QPS, DET, Education Queensland, Alpha State School, Department of Community Safety, infrastructure providers and the local community.	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.
<b>Regional Study Area</b>										
Increased number of people admitted to the Barcaldine and Emerald Hospitals due to population increase in Alpha	All	Negative	Queensland Health	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>AMCI will establish a SIWG to inform a CPP.</li> </ul>	AMCI, BRC, DEEDI, Queensland Health, QAS, QPS, DET, Education Queensland, Alpha State School, Department of Community Safety, infrastructure providers and the local community.	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.
Impact on family relationships from FIFO/stress of shift work hours	Construction and operation	Negative	SGCP employees and their families	Low	Low	Low	<ul style="list-style-type: none"> <li>Provide copies of <i>The Survival Guide for Mining Families</i> to all miners as part of relocation service and encourage them to use link to <a href="http://www.miningfm.com.au">www.miningfm.com.au</a> and access support services.</li> </ul>	AMCI	Construction and operations phases	AMCI will provide and monitor support provided to employees.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Real or perceived health and safety impacts (e.g. recreational drug and alcohol use)	Construction and operation	Negative	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	Low	Low	Low	<ul style="list-style-type: none"> <li>The employees at the SGCP would be bound by contractual obligation to comply with the WMP (including Drug and Alcohol Policy, with random drug and alcohol testing to be undertaken prior to boarding flights to Alpha).</li> </ul>	AMCI, DEEDI, Queensland Health, QAS, QPS, DET, Education Queensland, Alpha State School, Department of Community Safety, infrastructure providers and the local community.	Construction, operations and decommissioning phases	To be developed in consultation with the SIWG.
<b>Culture and Community</b>										
<b>Local Study Area</b>										
Introduction of new cultural values, aspirations, lifestyles and sense of community	All	Positive	Local communities (e.g. Alpha and Jericho), BRC, DEEDI	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>The SGCP FIFO employees would be housed in an on-site accommodation village. In order to minimise any potential anti-social behaviour, employees will be required to remain on-site for the duration of their roster, unless required to travel for work duties.</li> <li>AMCI would prepare a Code of Conduct which would be strictly enforced for all SGCP employees and contractors and would apply to behaviour in and outside of the workplace.</li> <li>Provision of induction training to all SGCP employees which would describe acceptable behaviours and the requirements of the Code of Conduct.</li> <li>AMCI would prepare and strictly enforce a Drug and Alcohol Policy. SGCP employees and contractors would be contractually obliged to comply with all company policies, guideline and standards of behaviour. FIFO employees would be subject to drug and alcohol testing at the source locations (i.e. prior to boarding flights to Alpha). Random drug and alcohol testing would also be conducted on-site, with a zero drug and alcohol tolerance.</li> <li>Company expectations including the need to maintain good relations with the local communities will be communicated regularly to the SGCP employees and contractors.</li> <li>The SGCP accommodation village will be designed to offer a range of recreational facilities and activities.</li> <li>AMCI would maintain a 24-hour freecall community complaints hotline and all complaints would be recorded, addressed and reported.</li> </ul>	BRC, AMCI and other mining companies	Construction, operations and decommissioning phases	Grievances and disputes will be recorded and reported as part of the SIMP reporting process. Local residents to assess the behaviour of mining staff and report through the CRG.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Disconnection between mining and non-mining residents	All	Negative	SGCP employees, Alpha community	Low	Low	Low	<ul style="list-style-type: none"> <li>The SGCP FIFO employees would be housed in an on-site accommodation village. In order to minimise any potential anti-social behaviour, employees will be required to remain on-site for the duration of their roster, unless required to travel for work duties.</li> <li>AMCI would prepare a Code of Conduct which would be strictly enforced for all SGCP employees and contractors and would apply to behaviour in and outside of the workplace.</li> <li>Provision of induction training to all SGCP employees which would describe acceptable behaviours and the requirements of the Code of Conduct.</li> <li>AMCI would prepare and strictly enforce a Drug and Alcohol Policy. SGCP employees and contractors would be contractually obliged to comply with all company policies, guideline and standards of behaviour.</li> <li>Company expectations including the need to maintain good relations with the local communities will be communicated regularly to the SGCP employees and contractors.</li> <li>The SGCP accommodation village will be designed to offer a range of recreational facilities and activities.</li> <li>AMCI would maintain a 24-hour freecall community complaints hotline and all complaints would be recorded, addressed and reported.</li> </ul>	AMCI and SGCP employees/contractors	Construction and operations phases	Grievances and disputes will be recorded and reported as part of the SIMP reporting process. Local residents to assess the behaviour of mining staff and report through the CRG.
People that relocate to Alpha may experience a period of adjustment and isolation	Operation	Negative	SGCP employees	Low	Low	Low	<ul style="list-style-type: none"> <li>AMCI will provide support for any employees required to relocate to Alpha.</li> </ul>	AMCI	Construction and operations phases	AMCI will provide and monitor support provided to employees.
Small direct and indirect resident population increases could result in increase in the membership and viability of some recreational, sporting and cultural pursuits	All	Positive	Alpha community	Medium	Low	Low	<ul style="list-style-type: none"> <li>Direct FIFO employees would utilise the self-contained accommodation village facilities and would not require access to services provided in Alpha.</li> </ul>	AMCI	Life of mine	N/A

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
Perception that purpose-built accommodation camps (typically housing proportionally higher numbers of single males) may detrimentally impact the social values of local townships (e.g. potential to increase threats to property and public safety)	All	Negative	Alpha community	Low	High	Medium	<ul style="list-style-type: none"> <li>The SGCP FIFO employees would be housed in an on-site accommodation village. In order to minimise any potential anti-social behaviour, employees will be required to remain on-site for the duration of their roster, unless required to travel for work duties.</li> <li>AMCI would prepare a Code of Conduct which would be strictly enforced for all SGCP employees and contractors and would apply to behaviour in and outside of the workplace.</li> <li>AMCI would prepare and strictly enforce a Drug and Alcohol Policy. SGCP employees and contractors would be contractually obliged to comply with all company policies, guideline and standards of behaviour.</li> <li>Company expectations including the need to maintain good relations with the local communities will be communicated regularly to the SGCP employees and contractors.</li> <li>The SGCP accommodation village will be designed to offer a range of recreational facilities and activities.</li> <li>AMCI would maintain a 24-hour freecall community complaints hotline and all complaints would be recorded, addressed and reported.</li> </ul>	AMCI and SGCP employees/contractors	Construction and operations phases	Grievances and disputes will be recorded and reported as part of the SIMP reporting process. Local residents to assess the behaviour of mining staff and report through the CRG.
Impacts on cultural heritage sites due to project activities	Construction and operation	Negative	Indigenous Traditional Owners	Low	Medium	Low	<ul style="list-style-type: none"> <li>The management of cultural heritage at the SGCP will be undertaken in accordance with the requirements of the CHMP.</li> </ul>	SGCP employees and contractors	Construction, operations and decommissioning phases	Mitigation/management measures outlined in the CHMP are implemented at the SGCP. Indigenous cultural heritage surveys and monitoring do not identify any significant impacts to Indigenous cultural heritage sites of high cultural significance.
Impacts on access to land for cultural purposes	All	Negative	Indigenous Traditional Owners	High	High	High	<ul style="list-style-type: none"> <li>Access to culturally important areas within the SGCP area would be arranged, where practicable, in accordance with the requirements of the CHMP.</li> </ul>	AMCI and Indigenous Traditional Owners	Construction, operations and decommissioning phases	Access arrangements outlined in the CHMP are implemented at the SGCP.
Increased involvement by Traditional Owners in cultural heritage management activities	Construction and operation	Positive	Indigenous Traditional Owners	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Involvement of Traditional Owners in cultural heritage management activities would be facilitated in accordance with the requirements of the CHMP.</li> </ul>	AMCI and Indigenous Traditional Owners	Construction, operations and decommissioning phases	Indigenous Traditional Owners are involved in cultural heritage management activities as described in the CHMP.
Stress for landholders associated with uncertainty/delays with decisions (e.g. inability to sell properties)	All	Negative	Directly affected and adjacent landholders	Medium	Low	Low	<ul style="list-style-type: none"> <li>AMCI will continue to consult with landholders and the local community and will share information in an open and transparent manner.</li> </ul>	AMCI	Construction and operations	Grievances and disputes will be recorded and reported as part of the SIMP reporting process.

**Table 2–1 Summary of Potential Impacts and Mitigation and/or Management Measures (cont)**

Potential Impact	Phase	Type of Impact (positive or negative)	Stakeholder	Probability (high, medium or low)	Consequence (high, medium or low)	Overall Impact Significance	Mitigation/Enhancement Measures	Responsible Parties	Proposed Timeframe	Key Performance Indicators
<b>Regional Study Area</b>										
Positive economic impacts will contribute to the sense of community	Construction and Operation	Positive	SGCP workforce source communities (e.g. Brisbane, Gold Coast, Townsville, Cairns, Bundaberg, Maryborough, Proserpine, Whitsunday and Bowen)	High	Medium	Medium	<ul style="list-style-type: none"> <li>N/A.</li> </ul>	N/A	N/A	N/A
Employees away from home for extended periods of time, spending less time with their families and less time participating in community activities	Construction and Operation	Negative	SGCP employees and their families	High	Medium	Medium	<ul style="list-style-type: none"> <li>Provide copies of The Survival Guide for Mining Families to all miners as part of relocation service and encourage them to use link to <a href="http://www.miningfm.com.au">www.miningfm.com.au</a> and access support services.</li> </ul>	AMCI	Construction, operations and decommissioning phases	AMCI will provide and monitor support provided to employees.



### 3 IMPACT MITIGATION AND MANAGEMENT

The nature and magnitude of social impacts are likely to change over the life of the SGCP depending on the activities being undertaken.

Draft impact mitigation and management strategies are provided in this section. These measures will be regularly revised and updated throughout the life of the SGCP. Further detail on monitoring, reporting and review is provided in **Section 4**.

As described in **Table 1-1**, the SIMP process will involve a phased approach, as outlined below:

- Phase One – establish action plan working groups and prepare draft SIMP on the basis of SIA findings.
- Phase Two – consult with working groups to develop detailed action plans. This phase will include working with key stakeholders to establish roles and responsibilities, benchmarking, reporting and monitoring measures. The establishment of working groups for each action plan area was discussed at the Galilee Basin TRG meeting in October 2011. The objective of each working group is to provide input to the development of action plans and to identify opportunities to streamline/align SGCP management and mitigation strategies with current/proposed State Government and/or local council programs. Working groups have been or will be established for each key impact area, including:
  - workforce management;
  - local industry participation;
  - housing and accommodation; and
  - social infrastructure.
- Phase Three – present revised draft action plans and seek feedback from working group members.
- Phase Four – reach agreement/in-principle sign-off on SIMP action plans from working group members.
- Phase Five – finalise the SIMP.
- Phase Six – implement and review the SIMP action plans over the life of the SGCP.

The action plans have been prepared to address the key social impacts that have been predicted to occur as a result of the SGCP and cumulative impacts due to multiple developments in the Galilee Basin. The objective of social impact mitigation and management is to minimise potential negative impacts and enhance positive impacts.

Social policy objectives, existing government plans, strategies and initiatives were considered in the development of mitigation and management strategies.

Management and mitigation measures for the SGCP include the following:

- CEP;
- WMP (and associated WMP Working Group);
- LIPP (and associated LIPP Working Group);
- HAP (and associated HAP Working Group);
- Co-operation and Regional Development Agreement for the Galilee Basin;
- collaboration with other mining proponents;
- CPP;

- SIWG; and
- LMP.

These measures are further described in **Section 3.1** to **Section 3.9**.

Closure planning and the development of mitigation measures to address potential social impacts associated with mine closure will be undertaken in consultation with key stakeholders prior to the cessation of the operations phase.

### **3.1 COMMUNITY ENGAGEMENT PROGRAM**

As described in **Section 1.5**, a comprehensive CEP was prepared in consultation with the SIAU to provide a framework for the SGCP community engagement process.

The objectives of SGCP community engagement are to:

- identify stakeholders and their values, concerns and issues;
- develop a consultation process that can be integrated into the community with minimal disturbance and which provides a foundation for long-term relationships between the SGCP and the community that is based on trust and mutual respect;
- promote stakeholder confidence by ensuring open and transparent two-way communication;
- develop a range of communication activities and tools that deliver regular, consistent and accurate information;
- provide factual information about the SGCP and ensure all stakeholders understand any potential benefits and/or impacts;
- acknowledge and manage the expectations of stakeholders;
- ensure community feedback mechanisms are in place to maximise opportunities for input into the EIA process and actively seek opinions from stakeholders on matters of relevance to the SGCP;
- work with stakeholders to develop agreed outcomes and solutions to issues where practicable;
- meet the statutory requirements for community involvement in the formal approvals process and ensure stakeholder issues are appropriately addressed as part of the EIS process; and
- continually improve the acceptance and reputation of the SGCP on a local, regional and state level and monitor and evaluate community acceptance of the SGCP.

A summary of the identified stakeholders is provided in **Table 3-1**. A full list of identified stakeholders is provided in **Appendix A**.

AMCI will continue to implement its CEP throughout the life of the SGCP. In recognition of the changing nature of impacts throughout the life of the project, the CEP will be adapted and reviewed at regular intervals. A summary of the CEP is provided in **Table 3-2**.

As described in **Section 1.5**, all community engagement activities will be recorded using the Consultation Manager stakeholder data management software, or similar.

The CEP will be reviewed annually and the review process will include an assessment of the effectiveness of engagement activities.

**Table 3-1 CEP Stakeholder Groups**

Stakeholder Tier	Stakeholder Description
Tier One	Directly affected stakeholders/landholders/easements/encumbrances/interest holders within MLA 70453 or the infrastructure corridor
	Indigenous Traditional Owners
	Government departments and advisory agencies
Tier Two	Landholders adjoining MLA 70453/EPC1049 and/or 1180
	Interested agencies/authorities/individuals/groups/organisations
	State Government-owned services
	Members of Parliament
	Local communities, including Alpha and Jericho
Tier Three	Non-government groups/organisations
	Media
	Other interested parties

As described in **Section 2**, a number of working groups have been or will be established in consultation with the SIAU and other government agencies to address the following specific issues:

- workforce management;
- local industry participation;
- housing and accommodation; and
- social infrastructure.

**Table 3-2 CEP Summary**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
<b>Tier 1 Stakeholders</b>				
Directly Affected Stakeholders (landholders, easements, encumbrances, interest holders) within MLA 70453 or the infrastructure corridor	<ul style="list-style-type: none"> <li>Property acquisition/compensation arrangements</li> <li>Access arrangements</li> <li>Devaluation of property</li> <li>Business/property management impacts (e.g. stock management, weed/pest control, fire management, unauthorised access, open gates, damage to property infrastructure)</li> <li>Environmental impacts (e.g. flora and fauna, noise, air quality, surface water, groundwater and visual impacts)</li> <li>Road closures and traffic impacts</li> <li>Compliance with EA Conditions</li> <li>Employment opportunities</li> <li>General information on operational and environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>CRG meetings</li> <li>SIMP action plan working group meetings</li> <li>Face-to-face meetings</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>LMP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>WMP</li> <li>LIPP</li> <li>HAP</li> <li>Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>Collaboration with other mining proponents</li> <li>CPP</li> <li>SIWG</li> </ul>	As specified in relevant action plans

**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
Indigenous Traditional Owners	<ul style="list-style-type: none"> <li>• CHMP</li> <li>• Native Title Agreement</li> <li>• Impacts on cultural heritage</li> <li>• Project approval process</li> <li>• Employment and business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>• Face-to-face meetings</li> <li>• Community information sessions</li> <li>• SGCP community survey</li> <li>• Publication and distribution of fact sheets and information updates</li> <li>• Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• CEP</li> <li>• CHMP</li> <li>• Grievance and Dispute Resolution Procedure</li> <li>• WMP</li> <li>• LIPP</li> <li>• HAP</li> <li>• Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>• Collaboration with other mining proponents</li> <li>• CPP</li> <li>• SIWG</li> </ul>	As specified in relevant action plans
Federal, State and Local Government departments and advisory agencies	<ul style="list-style-type: none"> <li>• Project approvals process</li> <li>• Compliance with EA Conditions, ML conditions and other statutory requirements</li> <li>• Management of environmental and social impacts</li> <li>• Mine rehabilitation</li> <li>• Information on any significant modifications/project developments</li> <li>• Impacts of mine closure</li> <li>• Cumulative impact management</li> </ul>	<ul style="list-style-type: none"> <li>• TRG meetings</li> <li>• Representation at SIACAR meetings</li> <li>• Establishment and maintenance of a dedicated project website, email and freecall phone number</li> <li>• CRG meetings</li> <li>• SIMP action plan working group meetings</li> <li>• Face-to-face meetings</li> <li>• Community information sessions</li> <li>• SGCP community survey</li> <li>• Publication and distribution of fact sheets and information updates</li> <li>• Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• CEP</li> <li>• Grievance and Dispute Resolution Procedure</li> <li>• WMP</li> <li>• LIPP</li> <li>• HAP</li> <li>• Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>• Collaboration with other mining proponents</li> <li>• CPP</li> <li>• SIWG</li> </ul>	As specified in relevant action plans

**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
<b>Tier 2 Stakeholders</b>				
Adjacent landholders	<ul style="list-style-type: none"> <li>Devaluation of property</li> <li>Business/property management impacts (e.g. weed/pest control, fire management, unauthorised access)</li> <li>Environmental impacts (e.g. flora and fauna, noise, air quality, surface water, groundwater and visual impacts)</li> <li>Road closures and traffic impacts</li> <li>Compliance with EA Conditions</li> <li>Employment opportunities</li> <li>General information on operational and environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>CRG meetings</li> <li>Face-to-face meetings</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>WMP</li> <li>LIPP</li> <li>HAP</li> <li>Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>Collaboration with other mining proponents</li> <li>CPP</li> <li>SIWG</li> <li>LMP</li> </ul>	As specified in relevant action plans

**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
Interested agencies/authorities/individuals/groups/organisations	<ul style="list-style-type: none"> <li>Information on operational, economic, environmental and social performance</li> <li>Information on significant modifications to operations</li> <li>Environmental impacts (e.g. flora and fauna, noise, air quality, surface water, groundwater and visual impacts)</li> <li>Socio-economic impacts</li> <li>Mine rehabilitation</li> <li>Cumulative impacts</li> <li>Proposed supply of infrastructure/utilities</li> <li>Transport impacts</li> </ul>	<ul style="list-style-type: none"> <li>Representation at TRG meetings</li> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>Face-to-face meetings</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>LIPP</li> <li>CPP</li> <li>SIWG</li> </ul>	As specified in relevant action plans
State Government-owned Services	<ul style="list-style-type: none"> <li>Potential impacts on government-owned infrastructure/services</li> <li>Funding opportunities</li> <li>Alignment of industry and government objectives/partnership opportunities</li> <li>Impacts on resourcing (staff, supplies and time)</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>CRG meetings</li> <li>SIMP action plan working group meetings</li> <li>Face-to-face meetings</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>LIPP</li> <li>HAP</li> <li>CPP</li> <li>SIWG</li> </ul>	As specified in relevant action plans

**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
Members of Parliament	<ul style="list-style-type: none"> <li>Socio-economic impacts</li> <li>Cumulative impacts</li> <li>Support for local/regional economies and businesses</li> <li>Opportunities for positive community outcomes</li> <li>General environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> </ul>	As specified in relevant action plans
Local communities	<ul style="list-style-type: none"> <li>Cumulative impacts</li> <li>Environmental impacts (e.g. flora and fauna, noise, air quality, surface water, groundwater and visual impacts)</li> <li>Transport impacts</li> <li>Socio-economic impacts</li> <li>Housing and accommodation impacts</li> <li>Support for local/regional economies and businesses</li> <li>Opportunities for positive community outcomes</li> <li>Employment opportunities</li> <li>Information on operational, economic, environmental and social performance</li> <li>Impact of mine closure</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>CRG meetings</li> <li>Community information sessions</li> <li>SGCP community survey</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>WMP</li> <li>LIPP</li> <li>HAP</li> <li>Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>Collaboration with other mining proponents</li> <li>CPP</li> <li>SIWG</li> </ul>	As specified in relevant action plans



**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
<b>Tier 3 Stakeholders</b>				
Non-government groups/organisations	<ul style="list-style-type: none"> <li>Information on operational, environmental, economic and social performance</li> <li>Mine rehabilitation</li> <li>Land management practices</li> <li>Information on potential interactions with their business</li> <li>Information on significant modifications to operations</li> <li>Opportunities for partnership projects</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>TRG meetings</li> <li>Community information sessions</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> <li>CPP</li> <li>SIWG</li> </ul>	As specified in relevant action plans
Media	<ul style="list-style-type: none"> <li>Operational, economic, environmental and social performance and initiatives</li> <li>Management of potential impacts</li> <li>Information on project developments or significant modifications to operations</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>Publication and distribution of fact sheets and information updates</li> <li>Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>CEP</li> <li>Grievance and Dispute Resolution Procedure</li> </ul>	As specified in relevant action plans

**Table 3–2 CEP Summary (cont)**

Key Stakeholders	Typical Stakeholder Interests	Engagement Actions	Management Strategies	Review Mechanisms
Other interested parties (e.g. neighbouring mining companies, industry groups, customers, suppliers, members of the general public)	<ul style="list-style-type: none"> <li>• Collaboration opportunities</li> <li>• Employment and business opportunities</li> <li>• Continuity of operations and product supply</li> <li>• Information on operational, economic, environmental and social performance</li> <li>• Information on potential interactions with their business</li> <li>• Information on significant modifications to operations</li> <li>• Impact of mine closure</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment and maintenance of a dedicated Project website, email and freecall phone number</li> <li>• Publication and distribution of fact sheets and information updates</li> <li>• Media releases and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• CEP</li> <li>• Grievance and Dispute Resolution Procedure</li> <li>• WMP</li> <li>• LIPP</li> <li>• HAP</li> <li>• Co-operation and Regional Development Agreement for the Galilee Basin</li> <li>• collaboration with other mining proponents</li> <li>• Community Partnership Program</li> <li>• Social Infrastructure Working Group</li> </ul>	As specified in relevant action plans

### 3.2 WORKFORCE MANAGEMENT PLAN

The objective of the WMP is to maximise fair and reasonable employment opportunities for local, regional and Queensland workforces.

As described above, the WMP will be developed in consultation with the WMP Working Group, including representatives from Skills Queensland, the DoC and the BRC. An initial meeting with the WMP Working Group was held on 25 November 2011 to:

- introduce the WMP Working Group members;
- discuss the objectives/priorities of the WMP Working Group;
- discuss the indicative SGCP workforce; and
- discuss the proposed WMP framework.

A draft WMP has been developed for the SGCP and is provided in **Appendix B**. The WMP will be finalised in consultation with the WMP Working Group as outlined in **Table 1**.

### 3.3 LOCAL INDUSTRY PARTICIPATION PLAN

The establishment of a LIPP Working Group was discussed at the Galilee Basin TRG forum in October 2011.

The objective of the LIPP will be to give local industry full, fair and reasonable opportunity to be considered for SGCP contracts. The LIPP will address the following issues and demonstrate how the SGCP will:

- communicate with local community members in a timely manner;
- ensure that appropriate design and procurement strategies are in place;
- provide local industry with opportunity to supply under the same terms, standards and conditions as existing supply chain partners;
- award contracts on the most competitive proposal; and
- implement performance measurement, reporting and feedback mechanisms.

As described above, the SGCP LIPP will be developed in consultation with the LIPP Working Group, including representatives from the following:

- Industry Capability Network;
- LNG Industry Development: Strategic Economic Projects;
- Office of Advanced Manufacturing;
- DEEDI; and
- BRC.

AMCI is not currently in a position to provide detailed procurement and contractual information or commitments. This information is expected to be available following the completion of the DFS process. Notwithstanding, initial discussions have been held with the DEEDI – Strategic Economic Projects and the Office of Advanced Manufacturing to discuss the LIPP process and timing (Skehan, R. pers. comm, 18 and 20 October 2011; Cristaldi, B. and Kutchen, W., pers. comm., 2 December 2011).

The LIPP is required to be registered with the DEEDI at least 30 days prior to going to tender for construction or acquisition of capital assets. The establishment of the LIPP Working Group and the development of the LIPP would occur in line with the delivery schedule for the project, following completion of the DFS and FID.

The Queensland Government requirements for preparing a LIPP are provided in **Appendix C**.

### **3.4 HOUSING AND ACCOMMODATION PLAN**

The establishment of a HAP Working Group was discussed at the Galilee Basin TRG forum in October 2011.

As described above, the HAP will be developed in consultation with the HAP Working Group, including representatives from the following:

- BRC;
- DoC;
- DEEDI; and
- OESR.

An initial meeting with the HAP Working Group was held on the 25 November 2011 to:

- introduce the HAP Working Group members;
- discuss the objectives/priorities of the HAP Working Group;
- discuss indicative SGCP housing/accommodation requirements; and
- discuss the proposed HAP framework.

The draft HAP has been developed for the SGCP and is provided in **Appendix D**. The HAP will be finalised in consultation with the HAP Working Group as outlined in **Table 1**.

### **3.5 CO-OPERATION AND REGIONAL DEVELOPMENT AGREEMENT FOR THE GALILEE BASIN**

AMCI is a signatory to the Co-operation and Regional Development Agreement for the Galilee Basin (**Appendix E**). This voluntary agreement established the Galilee Basin Co-operation and Development Working Group to facilitate efficient and timely development of infrastructure and services and access to a skilled workforce in order successfully develop the Galilee Basin. Other signatories to the agreement include Adani Mining Pty Ltd, Waratah Coal Pty Ltd (Waratah) and Vale.

### **3.6 COLLABORATION WITH OTHER MINING PROPONENTS**

AMCI has actively advocated for collaborative approaches between mining proponents. In mid-2011, AMCI entered into discussions with representatives from Waratah regarding their possible involvement in some of the consultation forums established by AMCI. AMCI considered that effective collaboration between Waratah and AMCI would allow mining proponents to present project information and provide reassurance to regulators and the local community that cumulative impacts will be addressed comprehensively and transparently. This approach was considered to offer significant advantages for the local community and mining proponents, and reduce the risk of 'consultation fatigue'. The scope of the existing CRG and TRG forums has been broadened to include other mining proponents and the first Galilee Basin CRG and Galilee Basin TRG meetings were held in October 2011.

### **3.7 COMMUNITY PARTNERSHIP PROGRAM**

As many potential impacts are cumulative in nature or are exacerbated by the number of projects in the region, there is a need for collaboration between mining proponents and other external agencies to improve the outcomes of social impact management. AMCI has actively advocated for a collaborative approach between mining proponents and has raised this on numerous occasions with the SIAU.

AMCI supports the development of a Community Partnership Program to manage, allocate and monitor the allocation of community funding. The establishment of a Community Partnership Program (or similar) was discussed at the Galilee Basin CRG and TRG forums in October 2011 and the SIACAR forum. This proposal was received favourably by meeting participants.

The CPP would provide a framework for addressing cumulative social impacts according to a transparent, equitable process. It is envisaged that the CPP would be initiated and facilitated by the State Government, with involvement of Galilee Basin proponents, the BRC and local community representatives. The CPP would enable mining proponents to contribute funds to proposal which are aligned with identified social impacts in order to achieve meaningful, long-term community outcomes.

The CPP would involve the establishment of a Community Partnership Committee. The establishment of a Community Partnership Committee and a Community Partnership Trust will serve to give local councils and communities' greater roles in determining priorities and allocating funds for development activities.

It is envisaged that individuals or organisations would apply to the Community Partnership Committee to receive funding for a nominated program/initiative. To receive funding from the CPP, applicants would need to satisfy set requirements stipulated by the Committee and provide services or manage community initiatives that contribute to the wellbeing and development of local communities. The Community Partnership Program would support initiatives across four key areas: health, education, social and community development and the environment. Annual grants would be provided to successful applicants.

It is anticipated that planning documentation would be prepared to underpin the operation of the CPP and outline the agreed processes for applying for funding, assessing applications and awarding funding (e.g. CPP Agreement, CPP Trust Deed, Community Partnership Committee Charter, etc.).

Once funding is provided, agreed milestones would be monitored to ensure targets are met and applicants achieve their stated goals.

Similar programs have been effectively adopted at other mining operations in Australia and these provide useful case studies for the development of a Galilee Basin CPP. These case studies are discussed in further detail below.

### **3.7.1 McArthur River Mine Community Benefits Trust**

The McArthur River Mine (MRM) Community Benefits Trust is a corporate social involvement program developed for Xstrata Zinc's MRM in the Northern Territory. The Community Benefits Trust was established in partnership with the Northern Territory Government in 2007 as a vehicle for delivering socio-economic benefits to the gulf region.

The Trust provides funding to projects that build community capacity, local business enterprise development, community infrastructure or employment/training opportunities.

The structure and membership of the Trust and a summary of the significant outcomes achieved by the Trust are provided in a case study in **Appendix F**.

### **3.7.2 Cadia Valley Operations Community Partnership Program**

Newcrest Mining Limited established a CPP for the Cadia Valley Operations (CVO), two gold-copper mines located in central-western New South Wales (NSW).

The aim of the CVO Community Partnership Program is to support and enhance the community groups, organisations and infrastructure which provide a sustainable foundation for the communities in which the mine operates (Newcrest Mining Limited, 2006).

Applications for funding from the CVO CPP are invited from charities, health, education and not-for-profit organisations based in the LGAs of Orange, Cabonne and Blayney, in NSW (Newcrest Mining Limited, 2006).

Applications are made via an application form and are considered on a monthly basis. Further information is available on the Newcrest Mining Limited website.

### **3.8 SOCIAL INFRASTRUCTURE WORKING GROUP**

The establishment of a SIWG was discussed at the Galilee Basin CRG and TRG forums in October 2011.

The SIWG will discuss issues relating to health, education, community safety and hard infrastructure. The SIWG will provide advice and recommendations to the CPP.

This working group is proposed to be established in in line with the delivery schedule for the project and will comprise representatives from the following:

- BRC;
- DEEDI;
- Queensland Health;
- QAS;
- QPS;
- DET;
- Education Queensland;
- Alpha State School;
- Department of Community Safety;
- Infrastructure providers; and
- the local community.

### **3.9 LANDHOLDER MANAGEMENT PLAN**

The objective of the Landholder Management Plan (LMP) is to develop good working relationships between the SGCP and the affected landholders. The LMP sets out procedures for landholder communications, compensation, property access, complaints and dispute resolution etc. A draft LMP is provided in **Appendix G**.

## **4 MONITORING, REPORTING AND REVIEW**

### **4.1 MONITORING**

A framework for monitoring social impacts has been prepared, with each action plan providing a set of KPIs and a monitoring program.

Although the action plans will not be finalised before the submission of the EIS document, draft action plans are appended to this draft SIMP and a draft monitoring framework is provided in **Table 4-1**.

The SGCP HR systems will be developed in consideration of the monitoring, reporting and review requirements of the SIMP, in order to facilitate timely and efficient gathering of the required information.

### **4.2 REPORTING**

As a component of the SIMP monitoring process, SIMP reports will be prepared, including:

- a summary of stakeholder engagement undertaken during the preceding period and its effectiveness;
- a summary and analysis of all grievances/disputes reported during the preceding period;
- an assessment of progress in implementing proposed management and mitigation strategies and achieving KPIs stipulated in the following:
  - CEP;
  - WMP;
  - LIPP;
  - HAP;
  - CPP;
  - LMP; and
- a description of any proposed updates/revisions to the SIMP document.

The SIMP reporting will be conducted internally and will be prepared annually during construction and three-yearly during the operations phase. A copy of the SIMP reports will be provided to the SIAU and made available to key stakeholders upon request.

### **4.3 REVIEW**

AMCI will review the SIMP on an annual basis. This review will include an assessment of the effectiveness and appropriateness of the community engagement activities and action plans. Relevant stakeholders and working groups may be requested to participate in the review.

In addition, AMCI will agree to an external review of the SIMP to be undertaken two years after commencement, then at key project milestones (e.g. at planned increases in production levels).

Following external review of the SIMP, a report will be provided to the DEEDI, including:

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

#### **4.4 AMENDMENT AND TERMINATION**

Amendments and/or updates to the SIMP may be required if the actions/strategies no longer achieve the desired outcomes or require improvement. Amendments may also be necessary to address changes in government policy, company operations or site structure.

As described above, any amendments or terminations to the SIMP will be considered as part of the SIMP reporting process and will be undertaken in consultation with the SIAU.



**Table 4-1 Monitoring Framework**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
Demographic impacts	<p>Monitoring of the following in accordance with the Grievance and Dispute Resolution Procedure:</p> <ul style="list-style-type: none"> <li>the details of each grievance or dispute lodged;</li> <li>the steps taken to resolve each grievance or dispute;</li> <li>confirmation from aggrieved party that the response is adequate; and</li> <li>the details of any review/appeal process.</li> </ul>	<p>Minimise and adequately address grievances and disputes.</p> <p>Incorporate feedback received via grievances and into organisational practice and/or management, where relevant.</p>	AMCI	Monitoring will be ongoing for the life of the SGCP and reporting via the SIMP reporting mechanisms.	Minimise and adequately address grievances and disputes.
	<p>The SGCP HR Manager will be responsible for monitoring the following on an annual basis in accordance with the WMP:</p> <ul style="list-style-type: none"> <li>total workforce numbers;</li> <li>number of personnel accommodated at the on-site accommodation village;</li> <li>number of Indigenous or Torres Strait Islander employees and contractors as a percentage of SGCP workforce;</li> <li>number of female employees and contractors as a percentage of SGCP workforce;</li> <li>number of non-resident workers;</li> <li>sources of employees and contractors;</li> <li>number and type of training programs provided to employees and contractors;</li> <li>number of traineeships/apprenticeships in progress and complete; and</li> <li>duration of staff employment and staff turnover rates.</li> </ul>	<p>Achieve nominated workforce composition targets (<b>Appendix B</b>).</p>	AMCI	Monitoring will be undertaken annually and reported via the SIMP reporting mechanisms.	<p>KPIs will be defined in consultation with the WMP Working Group and will include tracking against the workforce composition targets (i.e. workforce breakdown by source location, number of SGCP employees based in Alpha, number of females and Indigenous employees as a percentage of the total workforce).</p>

**Table 4–1 Monitoring Framework (cont)**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
	Monitor population growth in the local study area compared to SGCP workforce records.	To maintain a qualitative record of population change.	ABS, OESR and BRC (with input from SGCP)	OESR monitoring will be undertaken annually.  ABS Census data will be collected every five years.	Population growth or decline within the local study area.
Education and training impacts	Monitor training provided by the SGCP in accordance with the WMP ( <b>Appendix B</b> ).	Achieve nominated training targets.	AMCI	Monitoring will be undertaken annually and reported via the SIMP reporting mechanisms.	KPIs will be defined in consultation with the WMP Working Group and will include tracking against the workforce composition targets (i.e. number of staff trained).
	Monitoring of demand at early childhood centres.	Provision of adequate early childhood services to meet community needs.	Local early childhood providers.	Ongoing.	Number of early childhood places occupied.  Number of early childhood places available.  Constraints (e.g. availability of staff).
	Monitoring of demand at Alpha State School.	Provision of education services to meet community needs.	Alpha State School.	Ongoing.	Number of schooling places occupied.  Number of schooling places available.  Constraints (e.g. availability of staff).

**Table 4–1 Monitoring Framework (cont)**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
	Additional monitoring strategies may be determined in consultation with the SIWG or as part of the CPP.	TBD	TBD	TBD	TBD
Economy, employment and income impacts	The SGCP HR Manager will be responsible for monitoring the following on an annual basis in accordance with the WMP: <ul style="list-style-type: none"> <li>total workforce numbers;</li> <li>number of Indigenous or Torres Strait Islander employees and contractors as a percentage of SGCP workforce;</li> <li>number of female employees and contractors as a percentage of SGCP workforce; and</li> <li>duration of staff employment and staff turnover rates.</li> </ul>	Achieve nominated workforce composition targets ( <b>Appendix B</b> ).	AMCI	Monitoring will be undertaken annually and reported via the SIMP reporting mechanisms.	KPIs will be defined in consultation with the WMP Working Group and will include tracking against the workforce composition targets (i.e. number of SGCP employees, number of females and Indigenous employees as a percentage of the total workforce).
	Monitor employment/business development opportunities.	Increase the available employment opportunities associated with the SGCP.	AMCI and BRC	Monitoring of ABS Census data will be undertaken five yearly.	Number and source of SGCP employees.  Employment by industry and occupation.  Number of new/existing businesses servicing the mining industry directly or indirectly.

**Table 4–1 Monitoring Framework (cont)**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
	Monitor incomes and trends in cost of living.	To achieve a balance between increased disposable incomes in the local area and sustainable cost of living.	AMCI and BRC	Monitoring of ABS Census data will be undertaken five-yearly and will be supplemented by community surveys.	Income in the local area.
	Additional monitoring strategies may be determined in consultation with the LIPP Working Group and in accordance with the LIPP.	TBD	TBD	TBD	TBD
Housing and accommodation impacts	Monitoring of housing trends in accordance with the HAP ( <b>Appendix D</b> ).	To monitor housing availability, suitability and affordability.	AMCI	Monitoring will be undertaken annually and reported via the SIMP reporting mechanisms.	Number of SGCP employees based in Alpha. AMCI freehold/residential land ownership within Alpha. Trends in housing availability and price.
	Monitoring of housing affordability.	To maintain a reasonable level of housing affordability in the local area.	BRC, local real estate agents	Monitoring will be undertaken annually.	Rental rates. Median housing price. Number of housing/land sales. Average listing period.

**Table 4–1 Monitoring Framework (cont)**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
	Additional monitoring strategies may be determined as part of the Community Partnership Program.	TBD	TBD	TBD	TBD
Community health and safety impacts	Monitoring of demand for community health services.	To predict and manage demand for health services.	Health service providers	Ongoing	Changes in demand (e.g. number of presentations, number of admissions, number of patient transfers etc.).  Health constraints (e.g. funding, availability of staff etc.).
	Monitor community safety issues and transport impacts.	To ensure the local area is safe and road transport impacts are minimised.	AMCI, QPS	Monitoring will be undertaken annually.	Trends in policing data.  Number of traffic accidents, cause and people involved.
	Additional monitoring strategies may be determined in consultation with the SIWG or as part of the CPP.	TBD	TBD	TBD	TBD

**Table 4–1 Monitoring Framework (cont)**

Impact	Monitoring Strategy	Targets and Outcomes	Responsibility	Timing and Frequency	Key Performance Indicators
Culture and community impacts	Consultation with the community in accordance with the CEP.	Obtain feedback from the community.	AMCI	Ongoing	Obtain feedback and undertake follow-up actions, if required.
	Monitoring of the following in accordance with the Grievance and Dispute Resolution Procedure: <ul style="list-style-type: none"> <li>the details of each grievance or dispute lodged;</li> <li>the steps taken to resolve each grievance or dispute;</li> <li>confirmation from aggrieved party that the response is adequate; and</li> <li>the details of any review/appeal process.</li> </ul>	Minimise and adequately address grievances and disputes.  Incorporate feedback received via grievances and into organisational practice and/or management, where relevant.	AMCI	Monitoring will be ongoing for the life of the SGCP and reporting via the SIMP reporting mechanisms.	Minimise and adequately address grievances and disputes.
	The SGCP HR team will monitor any violations of the Code of Conduct, Drug and Alcohol Policy and Accommodation Village Behavioural Policy as well as monitor police incident reports.	To monitor and address crime.	AMCI, QPS	Monitoring will be undertaken annually.	Number of violations of HR policies.  Trends in policing data.
	Additional monitoring may be required as part of the CPP.	TBD	TBD	TBD	TBD

## 5 GRIEVANCE AND DISPUTE RESOLUTION PROCEDURE

The Grievance and Dispute Resolution Procedure outlined below will be implemented at the SGCP. This procedure will enable stakeholders to raise grievances or disputes with AMCI and will provide a framework for addressing and resolving issues in an appropriate and timely manner.

The Grievance and Dispute Resolution Procedure has been developed in consideration of the International Council on Mining and Minerals (ICMM's) *Human Rights in the Mining and Metals Industry*.

### 5.1 OBJECTIVES

The objectives of the Grievance and Dispute Resolution Procedure are to (ICMM, 2009):

- establish a clear procedure for resolving grievances and disputes;
- make stakeholders aware of the procedure;
- ensure there are no barriers to using the procedure;
- ensure the procedure is transparent, predictable and logical;
- build trust in the legitimacy of the procedure; and
- create an organisational framework which supports the implementation of the procedure.

This procedure applies to both internal and external grievances and disputes. This procedure does not limit the operation of other dispute resolution procedures associated with any other process (e.g. industrial agreements, etc.). This procedure is not intended to preclude access by any parties to any lawful conciliation or arbitration body.

### 5.2 PROCEDURE FOR HANDLING GRIEVANCES AND DISPUTES

#### 5.2.1 Promoting Awareness

The grievance and dispute lodgement mechanisms described in **Section 5.2.2** will be advertised on the SGCP website, factsheets and other relevant community publications. All SGCP employees and contractors will be made aware of the grievance and dispute lodgement mechanisms through the site induction process.

#### 5.2.2 Grievance and Dispute Lodgement Mechanisms

A range of mechanisms are available to facilitate the lodgement of grievances or disputes, including:

- a 24 hour community call line (1800 214 543);
- a Project email address (info@southgalilee.com.au);
- a Project mailing address;
- an enquiry form on the SGCP website (<http://www.southgalilee.com.au/ContactUs.aspx>); and
- establishment of CRG and TRG forums (the CRG and TRG Charters provide a process for grievance resolution within these forums).

These mechanisms provide for anonymity of the aggrieved party, if requested. Only the relevant parties will be involved in the grievance and dispute resolution process.

### 5.3 ACKNOWLEDGEMENT

Following lodgement of a grievance or dispute, AMCI will contact the aggrieved party to acknowledge receipt of the grievance or dispute and to explain the procedure to be undertaken.

#### **5.4 RESOLUTION**

Grievances or disputes may not be actioned or resolved where they appear to be frivolous or vexatious. Where grievances or disputes are deemed to have substance, they will be resolved as outlined below.

The Community Relations Department may delegate the responsibility for resolving grievances or disputes internally. Grievances and disputes will be investigated and appropriate actions to resolve the issue will be undertaken, as appropriate.

Grievances or disputes should be resolved as quickly as practicable. The processes described in **Section 5.2.3** to **Section 5.2.5** should be completed within seven working days of the grievance or dispute being raised to ensure expedient resolution.

#### **5.5 CONFIRMATION THAT RESPONSE IS ADEQUATE**

AMCI will contact the aggrieved party to indicate the outcomes of grievance/dispute investigation and/or resolution.

AMCI will seek confirmation from the aggrieved party that the grievance or dispute resolution is adequate.

#### **5.6 GRIEVANCE OR DISPUTE REVIEW/APPEAL PROCESS**

In the event that the aggrieved party deems the grievance or dispute resolution to be inadequate, they will be advised of the alternative options available to them (e.g. application for review or lodgement of an appeal).

The steps described in **Section 5.2.3** to **Section 5.2.5** will be repeated to address any review request or appeal. Where grievances or disputes are unable to be adequately resolved through the appeal process, they will be referred to appropriate external mediator/s.

#### **5.7 RECORDING OF GRIEVANCES AND DISPUTES**

Records of all grievances or disputes will be recorded in the Grievance and Dispute Log and all hard copies of correspondence will be filed appropriately. The Grievance and Dispute Log will record:

- the details of each grievance or dispute lodged, including:
  - date;
  - complainant's name (where grievance or dispute is not confidential);
  - complainant's contact details (where grievance or dispute is not confidential);
  - complainant's role;
  - detail of grievance or dispute (including location etc.);
- the steps taken to resolve each grievance or dispute;
- confirmation from aggrieved party that the response is adequate; and
- the details of any review/appeal process.

#### **5.8 RESOURCES**

The SGCP Community Relations Department will be responsible for implementing this procedure. Although the responsibility for addressing grievances and disputes may be delegated internally as appropriate, the Community Relations Department will retain accountability for responding to and recording all grievances and disputes.

#### **5.9 MONITORING**

As described in **Section 5.7**, all grievances and disputes will be recorded.



AMCI will prepare a SIMP report annually during the construction phase and three-yearly during the operation phase. Each SIMP report will include a summary and analysis of all grievances/disputes reporting during the reporting period. The effectiveness of grievance/dispute resolution will also be described in the SIMP reports.

Feedback received via grievances and disputes will be incorporated into organisational practice and/or management, where relevant and this will be documented in the SIMP reports.

#### **5.10 REVIEW**

This Grievance and Dispute Resolution Procedure will be reviewed and updated as required.

## 6 REFERENCES

- AMCI and Bandanna Energy (2011) *South Galilee Coal Project Preliminary Feasibility Study*.
- Aurecon Hatch (2011) *South Galilee Coal Project Economic Assessment*. Report prepared for AMCI (Alpha) Pty Ltd.
- Department of Infrastructure and Planning (undated) *Social Impact Assessment Factsheet*.
- Department of Infrastructure and Planning (2010) *Social Impact Assessment: Guideline to Preparing a Social Impact Management Plan*.
- International Council on Mining and Metals (2009) *Human Rights in the Mining and Metals Industry: Handling and Resolving Local Level Concerns and Grievances*.
- MET Serve (2011a) *South Galilee Coal Project Social Impact Assessment*. Report prepared for AMCI.
- MET Serve (2011b) *South Galilee Coal Project Consultation Report*. Report prepared for AMCI.
- Newcrest Mining Limited (2006) Community Relations, [online], Available at: [http://www.newcrest.com.au/sus\\_cadia\\_community.asp](http://www.newcrest.com.au/sus_cadia_community.asp), Accessed 12 December 2011.

## **APPENDIX A**

### **LIST OF IDENTIFIED STAKEHOLDERS FOR THE SGCP**

## Tier One Stakeholders

Tier One stakeholders are individuals or groups who have a high or frequent level of impact, interest or influence in/on the Project's activities and decisions. This group includes Directly Affected Stakeholders (DAS), Indigenous Traditional Owners and regulatory approval and advisory agencies.

**Table A-1 Tier 1 Stakeholders**

Tier One Stakeholders	
DAS/landholders/easements/encumbrances/interest holders within Mining Lease Application area (MLA) 70453 and the infrastructure corridor	Creek Farm Pty Ltd - Jason & Sherri Taylor
	May Sophia & Richard Hans Hansen
	Jeffery Alan & Lee Michelle Clews
	Cathy Michelle & Russell Hall
	Mexico Grazing Co Pty Ltd
	Cyril T & Kathleen S E & Warren P Gleeson
	Paul Anderson
	Glenn and Keith Sparrow
	Pamela and Reid Bauman
	Bevan, Ernest, Aloma and Daiman Everingham
	John White
	Queensland Rail
	Waratah Coal Pty Ltd
	Hancock Prospecting Pty Ltd
	Queensland Thermal Coal Pty Ltd
Australia Pacific LNG Pty Limited	
Road reserves within MLA 70453 and infrastructure corridor	
Indigenous Traditional Owners	Wangan Jagalingou People
	Bidjara People #3
Government departments and advisory agencies	Commonwealth Department of Sustainability, Environment, Water, Population and Communities
	Queensland Department of Environment and Resource Management
	Queensland Department of Employment, Economic Development and Innovation
	Queensland Department of Local Government and Planning
	Queensland Department of Transport and Main Roads
	Queensland Department of the Premier and Cabinet
	Queensland Department of Community Safety
	Queensland Department of Communities
	Queensland Health
	Queensland Department of Education and Training

Tier One Stakeholders	
	Queensland Department of Justice and Attorney General
	Queensland Police Service
	Barcaldine Regional Council

### Tier Two Stakeholders

Tier Two stakeholders are individuals or groups who have a high/semi-frequent level of impact and high/medium interest or influence in/on the Project's activities and decisions.

**Table A-2 Tier 2 Stakeholders**

Tier Two Stakeholders	
Landholders adjoining MLA 70453/EPC1049 and or 1180 (not including lots partially within tenements)	Andrew Peter & Gregory Peter & Greta Gaye Saal
	Clythia B Bowyer
	Alan Leslie & Enid May & Geoffrey William & Graham John & Ian Roy Bush
	Alexander Bonar MacDonald
	Alice E Carruthers
	Betty M & Raymond E Thomson
	Christopher & Vicki Dmitrieff
	Chudleigh Park Cattle Co Pty Ltd - Steve & Inger Gibson
	Colin Deane & Linda Elizabeth Hewitt
	Coralie Ann & Trevor John McDonell
	David George & Leigh-ann Cox
	Franklin G Sypher
	Jan M & Ricky-Alan T Van Lathum
	Jan Maree & Ricky Alan Theodore Van Lathum
	Judith Fay & Paul Lewis Acutt
	Lancelot A Sypher
	Mervyn Stanley Zahl
	Neville William Hinrichsen
	Hancock Coal Pty Ltd & Wingfield Avenue Pty Ltd
	Reserve for Landing Ground Aircraft
Reserve for stock holding paddocks	
Sedgeford Pastoral Company Pty Ltd	
Telstra Corporation Limited	
Road reserves adjoining MLA 70453/EPC 1049 and/or 1180	

Tier Two Stakeholders	
Interested agencies/authorities/individuals /groups/organisations	Powerlink Queensland
	Queensland Rail
	Regional Port Authority
	Regional Aboriginal Land Council
	Area Basin Representative Body
	Conservation Groups, including: <ul style="list-style-type: none"> <li>▪ Capricorn Conservation Council; and</li> <li>▪ Fitzroy Basin Association.</li> </ul>
State Government-owned services	Alpha State School
	Jericho State School
	Alpha Hospital
	Alpha Library
Members of Parliament	Hon Bruce Scott (Federal Member for Maranoa)
	Vaughan Johnson (State Member for Gregory)
Local communities, including Alpha, Jericho and Tambo	

### Tier Three Stakeholders

Tier Three stakeholders include individuals or groups who have a low/medium level of impact, interest or influence in/on the Project's activities and decisions.

**Table A-3 Tier 3 Stakeholders**

Tier Three Stakeholders	
Non-government groups/organisations	Business Groups
	Resource Industry Groups
	Community Clubs, including: <ul style="list-style-type: none"> <li>• Alpha Show Society;</li> <li>• Alpha Cultural Club;</li> <li>• Alpha Pony Club;</li> <li>• Alpha Jockey Club;</li> <li>• Alpha Swimming Club;</li> <li>• Alpha Junior Sporting Association;</li> <li>• Jellybeans Association;</li> <li>• Alpha HACCC;</li> <li>• Alpha Rodeo Association;</li> <li>• Alpha State School P&amp;C;</li> <li>• Alpha Jets Netball Club;</li> <li>• Alpha Tennis Club;</li> <li>• Alpha Tourism Association;</li> <li>• Alpha Golf Club Association;</li> <li>• Alpha Hospital Auxiliary;</li> <li>• Meals on Wheels;</li> <li>• Anglican Church Association;</li> <li>• Uniting Church Association;</li> <li>• Catholic Church Association;</li> <li>• Combined Churches Community;</li> <li>• Jane Neville-Rolfe Art Gallery;</li> <li>• Senior Citizens Association; and</li> <li>• Alcoholics Anonymous.</li> </ul>
Media	Central Queensland News ABC Western Queensland Galilee Gazette Alpha News Longreach Leader

Tier Three Stakeholders	
Other interested parties	Neighbouring mining companies: <ul style="list-style-type: none"> <li>• Adani Enterprises Ltd;</li> <li>• Vale Australia.</li> </ul>
	Australian Mines and Metals Association
	Construction Forestry Mining Energy Union
	Customers
	Suppliers
	Members of the general public



**APPENDIX B**  
**DRAFT WORKFORCE MANAGEMENT PLAN**

## **1 DRAFT WORKFORCE MANAGEMENT PLAN**

### **1.1 OBJECTIVES**

The objective of the WMP is to maximise fair and reasonable employment opportunities for local, regional and Queensland workforces. The SGCP is committed to:

- promoting equal opportunity employment;
- developing cross-cultural strategies for workforce engagement;
- supporting or increasing skills development through the provision of training;
- managing strategic workforce planning risk;
- developing a sustainable workforce; and
- identifying clear and accessible career pathways in the mining industry.

### **1.2 STAKEHOLDERS**

The WMP will be developed and implemented in consultation with the WMP Working Group, comprising representatives of the following agencies:

- Skills Queensland;
- Department of Communities – Aboriginal and Torres Strait Islander Community Services; and
- Barcaldine Regional Council.

An initial meeting with the WMP Working Group was held on 25 November 2011.

Other agencies and/or organisations will be consulted or involved in the implementation of the WMP as appropriate (e.g. Department of Education and Training, Queensland Police Service, local training providers and schools).

### **1.3 WORKFORCE PROFILE**

#### **1.3.1 Workforce Composition**

An outline of the workforce composition during the construction, operation and decommissioning phases of the SGCP is provided in **Table 1**.

**Table 1 SGP Workforce Requirements**

Position	Construction	Operations			Decommissioning
		Stage 1	Stage 2	Stage 3	
<b>Management</b>					
Mine General Manager	0	1	1	1	0
PA to Mine General Manager	0	1	1	1	0
Operations Manager	1	1	1	1	1
Mining Manager Underground	0	0	1	1	0
Mining Manager Open Cut	0	1	1	1	0
Technical Services Manager	1	1	1	1	1
Maintenance Manager	1	1	1	1	1
CHPP Manager	0	1	1	1	0
Safety Manager	1	1	1	1	1
Human Resources Manager	1	1	1	1	0
Commercial Manager	1	1	1	1	0
Administration Assistant	1	1	1	1	1
<b>Subtotal</b>	<b>7</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>4</b>
<b>Technical Services</b>					
Senior Mine Surveyor	1	1	1	1	1
Surveyor Assistant	2	2	2	2	2
Geotechnical Engineer	1	1	1	1	1
Mine Geologist	0	1	1	1	1
Exploration Geologist	0	1	1	1	0
Coal Quality Geologist	0	1	1	1	0
Environmental Engineer	1	1	1	1	1
Environmental Officer	2	2	2	2	2
Engineering Planning Superintendent	1	1	1	1	1
Senior Mine Planning Engineer	1	1	1	1	0
Engineering Planners & Schedulers	2	2	2	2	0
Statistics Clerk	0	1	1	1	0
Mine Production Engineer	0	1	1	1	0
Graduate Mining Engineer	0	1	1	1	0
Surface Co-ordinator	1	1	1	1	1

**Table 1 SGP Workforce Requirements (cont)**

Position	Construction	Operations		Decommissioning	
Senior Mining Engineer	0	0	1	2	1
Mining Engineer	0	0	2	4	2
Ventilation Officer	0	0	1	2	1
Conveyor Engineer	1	0	1	2	1
Surveyor	1	0	1	2	0
Geologist	0	0	1	2	0
IT Specialist	1	0	1	1	0
Senior Clerical Staff	2	2	2	4	2
Junior Clerical Staff	0	3	3	5	2
Electrical Engineering Manager	1	2	1	2	1
Control Room Officer	0	0	3	5	1
<b>Subtotal</b>	<b>18</b>	<b>25</b>	<b>35</b>	<b>49</b>	<b>21</b>
<b>Underground Operations</b>					
Shift Undermanagers	0	0	5	10	0
Development Coordinator	0	0	1	2	0
Development Mech. Eng.	0	0	1	2	0
Development Elec. Eng.	0	0	1	2	0
Longwall Coordinator	0	0	1	2	0
Longwall Mech. Eng.	0	0	1	2	0
Longwall Elec. Eng.	0	0	1	2	0
Outbye Coordinator	0	0	1	2	0
Project Group Coordinator	0	0	1	2	0
Project Group Engineers	0	0	2	4	0
Fire Officer/Stat Compliance Officer	0	0	1	2	0
Training Coordinator	0	0	2	3	0
ERZ Controller (Deputy)	0	0	12	24	0
Supervisor	0	0	12	24	0
Mine Driver	0	0	24	48	0
Shuttle Car Driver	0	0	24	48	0
Bolter Operator	0	0	12	24	0
Rousabout	0	0	12	24	0
Mechanical Trade / Fitter	0	0	12	24	0

**Table 1 SGP Workforce Requirements (cont)**

Position	Construction	Operations		Decommissioning	
Electrician	0	0	12	24	0
ERZ Controller (Deputy)	0	0	12	24	0
Leading Hand Fitter	0	0	4	8	0
Leading Hand Electrician	0	0	4	8	0
Beltman	0	0	16	32	0
Pumpies	0	0	8	16	0
VCD Installation Crew	0	0	12	24	0
Road Maintenance Crew	0	0	8	16	0
Secondary Support Crew	0	0	12	24	0
Lamp Room / Bath Attendant	0	0	4	8	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>310</b>	<b>619</b>	<b>0</b>
<b>Open Cut Operations</b>					
Project Engineer	0	2	2	2	0
Site Engineer	0	4	4	4	0
Planning Engineer	0	1	1	1	0
Senior Production Supervisor	0	1	1	1	0
Shift Supervisor	0	5	5	5	0
Shift Foreman	0	5	5	5	0
OCE's	0	5	5	5	0
Production System Operator	0	4	4	4	0
Site Clerk	0	4	4	4	0
Dewatering Crew	0	8	8	8	0
Operator – Level 3	0	25	25	25	0
Operator – Level 4	0	3	3	3	0
Operator – Level 5	0	145	145	145	0
Operator – Level 6	0	2	2	2	0
<b>Subtotal</b>	<b>0</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>0</b>
<b>CHPP and Maintenance</b>					
Maintenance Superintendent	0	1	1	1	0
Maintenance Planner	0	4	4	4	0
Fitter Tradesman - Level 2	0	30	30	30	0
Fitter Tradesman - Level 4	0	20	20	20	0

**Table 1 SGP Workforce Requirements (cont)**

Position	Construction	Operations			Decommissioning
Electrician - Level 4	0	15	15	15	0
Administration Assistant	0	2	2	2	0
CHPP Superintendent	0	1	1	1	0
Production Co-ordinator	0	1	1	1	0
Washplant Supervisor	0	1	1	1	0
Control Room and Trainloading	0	8	8	8	0
ROM and Product	0	8	8	8	0
CPP Plant Operator	0	16	16	16	0
Electricians	0	0	8	16	0
Mechanical / Fitter	0	0	12	24	0
Maintenance Supervisor	1	1	1	1	1
Metallurgist	0	1	1	1	0
Metallurgical Graduate	0	1	1	1	0
Quality Control Engineer	0	1	1	1	0
Quality Control Technician	0	8	8	8	0
Field Maintenance Superintendent	1	1	1	1	1
Deputies	2	10	10	10	4
Electricians	4	15	15	15	4
Fitters	4	15	15	15	5
Electrical Engineer	1	1	1	1	1
Mechanical Supervisor	1	1	1	1	1
Mechanical Engineer	1	1	1	1	1
Workshop Supervisor	1	4	4	4	1
Graduate Mechanical / Electrical Engineer	0	1	1	1	0
PCS Engineer	0	1	1	1	0
<b>Subtotal</b>	<b>17</b>	<b>174</b>	<b>194</b>	<b>214</b>	<b>20</b>
<b>Safety Department</b>					
Safety Coordinator	2	2	4	4	1
Safety Officer	1	0	1	2	1
Health Rehabilitation Officer	1	1	1	1	1
Safety Administration Officer	1	1	1	1	1

**Table 1 SGP Workforce Requirements (cont)**

Position	Construction	Operations			Decommissioning
Site Security	4	4	4	8	2
Ambulance Officer	5	5	5	5	2
OH&S Superintendent	1	1	1	1	1
OH&S Officer	1	1	1	1	1
First Aid (Site Nurse)	5	5	5	5	2
<b>Subtotal</b>	<b>21</b>	<b>20</b>	<b>23</b>	<b>28</b>	<b>12</b>
<b>Commercial</b>					
Administration Assistant	1	1	1	1	1
Stores / Purchasing Manager	1	1	1	1	1
Stores Officer	1	0	3	5	1
Storeman	1	4	4	4	1
Warehouse Clerks	1	5	5	5	1
Purchasing Officer	1	1	1	1	1
Senior Site Accountant	1	1	1	1	1
Accounting	1	1	1	1	1
Information Management	0	1	1	1	1
Contracts Co-ordinator	1	1	1	1	1
Contracts Administrator	1	1	1	1	1
Reception and Mail	1	1	1	1	0
Business Analyst	1	1	1	1	0
Site Paymaster	1	1	1	1	1
Payroll clerk	1	1	1	1	1
IT Supervisor	1	1	1	1	1
<b>Subtotal</b>	<b>15</b>	<b>23</b>	<b>26</b>	<b>28</b>	<b>14</b>
<b>HR Department</b>					
PA to HR Manager	1	1	1	1	1
Recruitment	1	1	1	1	1
IR Specialist	1	1	1	1	1
Operator /Trainer	1	8	8	8	1
HR Co-ordinator	1	1	1	1	1
HR Officer	1	1	1	1	1
HR Administration Officer	1	1	1	1	1

**Table 1 SGCP Workforce Requirements (cont)**

Position	Construction	Operations			Decommissioning
Community Liaison Officer	1	1	1	1	1
Training Co-ordinator	1	1	1	1	1
<b>Subtotal</b>	<b>11</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>11</b>
<b>FTE Contractors</b>					
Development	0	0	1	1	0
Longwall	0	0	1	1	0
Ventilation	0	0	3	3	0
Gas Drainage	0	0	2	2	0
Conveyors	3	0	3	3	0
Longwall Moves	0	0	2	2	0
Cleaning and Servicing	2	0	2	2	2
CHPP Stockpiles	0	0	1	1	0
<b>Subtotal</b>	<b>1,410</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>177</b>
<b>Miscellaneous</b>					
Cooks	48	10	14	40	9
Cleaners	48	10	14	40	9
Gardeners / maintenance work	5	2	5	5	5
<b>Subtotal</b>	<b>101</b>	<b>22</b>	<b>33</b>	<b>85</b>	<b>41</b>
<b>Total</b>	<b>1,600</b>	<b>507</b>	<b>886</b>	<b>1,288</b>	<b>300</b>

Source: AMCI and Bandanna Energy (2011)

### 1.3.2 Workforce Source Locations

The proposed SGCP workforce sources are provided in **Table 2**.

**Table 2 SGCP Workforce Sources**

Workforce Source	% of Total Workforce	Number of Employees		
		Construction	Operation	Decommissioning
SEQ (Brisbane and Gold Coast)	60%	960	779	180
Cairns	9.5%	152	122	29
Proserpine / Whitsunday / Bowen	5%	75	64	15
Townsville	15%	240	193	45
Bundaberg	5%	75	64	15
Maryborough	5%	75	64	15
Alpha	0.5%	8	6	2

### 1.3.3 Workforce Accommodation Arrangements

The workforce will be predominantly FIFO between the Alpha Aerodrome and the proposed workforce source locations. To minimise the volume of road transport, a bus service will transfer personnel from the Alpha Aerodrome to the accommodation village. A limited number of people will live in Alpha and drive to the SGCP site.



SGCP rosters are anticipated to be 21 days on/seven days off during construction and seven days on/seven days off during operations.

The SGCP construction workforce will be housed in the accommodation village and following the construction period, the village will be modified to form a permanent accommodation village. The village will therefore be sized for the peak overlap of 1,600 personnel. The village will be located in the north eastern corner of MLA 70453, where the potential for disturbance from noise, vibration and light will be minimal for off-duty employees.

The village will include additional beds for specialists and consultants. Permanent five day shift staff will have dedicated rooms and personnel on continuous rotation will have hotel-style accommodation.

The village will include en-suite accommodation, laundry facilities, multi-purpose sports courts, gymnasium, swimming pool, restaurant and stores. It will also include maintenance and service buildings and limited parking.

Except for a limited number of senior employees who will be required to relocate to Alpha, accommodation will not be provided off-site. All personnel housed at the accommodation village will be required to stay on-site for the duration of their roster, unless otherwise agreed with site management.

#### **1.4 WORKFORCE AVAILABILITY**

The indicative workforce numbers and sources have been provided to and discussed with the WMP Working Group. Workforce availability and potential skills shortfalls will continue to be discussed with WMP Working Group.

#### **1.5 MANAGEMENT, MITIGATION AND ENHANCEMENT STRATEGIES**

##### **1.5.1 SGCP Workforce Management and mitigation Strategies**

The strategies presented in this section address the identified potential impacts associated with the recruitment and retention of SGCP employees and contractors and the training needs associated with the SGCP workforce.

##### **1.5.2 Recruitment**

Recruitment for the SGCP will be sought from the locations outlined in **Table 2**. There are a number of existing strategies and programs which may be applicable to the SGCP recruitment process. These include:

- Strategic Investment Fund (Skills Queensland);
- Skills Formation Strategy (Skills Queensland);
- Gateway Schools Program (Skills Queensland and Queensland Resource Council);
- Queensland Mineral and Energy Academy (Skills Queensland and Queensland Resource Council); and
- Indigenous Employment Strategy.

Strategies for recruitment/attraction will be identified for the following:

- skilled and specific occupations;
- unskilled and semi-skilled labour requirements;
- Indigenous people, women, secondary school students, long-term unemployed, recently retrenched, young people, jobless households; and
- proposals for structured training (apprenticeships, traineeships, graduate support programs, etc.) related to the workforce needs of the proponent.

The following government initiatives have been identified by the WMP Working Group as necessary reference material:

- National Partnership Agreement;
- Premier's Workforce Plan;
- Critical Investment Fund;
- Resource Skills Plan; and
- Women's Workforce Strategy.

Information from these initiatives may be used in the development of SGCP workforce management and mitigation strategies. Meetings and consultation with the WMP Working Group will be ongoing. These meetings and discussions will facilitate the development and finalisation of the WMP.

### 1.5.3 Training

A range of training options will be made available for the SGCP. Training options will include:

- on-the-job training;
- apprenticeships/traineeships;
- opportunities through the North West Queensland Indigenous Resources Industry Initiative; and
- mine induction training will be provided to all SGCP employees and contractors.

### 1.5.4 Staff Retention

Staff retention will be encouraged via the following measures:

- FIFO rosters;
- appropriate remuneration;
- provision of appropriate on-site accommodation facilities and amenities;
- provision of appropriate training and professional development and training opportunities; and
- attractive rosters.

### 1.5.5 Local Workforce Management and Mitigation Strategies

The strategies presented in this section address the potential impacts of the SGCP on the local workforce (e.g. loss of local skilled labour from other industries, difficulties in attracting workers, etc.).

The demand for construction and operational employees and contractors will increase substantially as a result of the proposed resource projects in the Galilee Basin. Therefore it is anticipated that employees will move from other industry groups into mining.

AMCI will continue to consult with the WMP Working Group to develop local workforce management and mitigation strategies.

## 1.6 KEY PERFORMANCE INDICATORS

Indicative Key Performance Indicators are presented below and will be further defined in consultation with the WMP Working Group:

- workforce composition targets (**Table 3**);
- number and type of training programs implemented;
- number of workforce occupation employment shortfalls;
- proportion of apprenticeships/traineeships completed;
- training program graduation rate of Indigenous and Torres Strait Islander employees; and
- duration of employment and staff turnover rate.

**Table 3 Workforce Targets**

Employee/Contractor Category	Construction Phase Target	Operational Stage Target
SEQ	960	773
Townsville	240	193
Cairns	152	122
Bundaberg	75	64
Maryborough	75	64
Proserpine/Whitsunday	75	64
Alpha	8	6

Female Employment	To be discussed with WMP Working Group	To be discussed with WMP Working Group
Indigenous Employment	To be discussed with WMP Working Group	To be discussed with WMP Working Group
Training (# of staff trained)	To be determined	To be determined

### **1.7 WORKFORCE MANAGEMENT PLAN SCHEDULE**

The WMP will be developed in consultation with the WMP Working Group. The WMP will be finalised following completion of the SGCP Definitive Feasibility Study and granting of Project Approval.

The WMP will be implemented prior to the commencement of construction.

### **1.8 MONITORING AND REPORTING**

The SGCP Human Resources Manager will be responsible for monitoring the following on an annual basis:

- number of Indigenous or Torres Strait Islander employees and contractors as a percentage of SGCP workforce;
- number of female employees and contractors as a percentage of SGCP workforce;
- number of non-resident workers;
- sources of employees and contractors;
- number and type of training programs provided to employees and contractors;
- number of traineeships/apprenticeships in progress and complete; and
- duration of staff employment and staff turnover rates.

This information will be reported via the SIMP reporting mechanisms and provided directly to WMP Working Group members.

### **1.9 REVIEW**

The WMP will be reviewed on an annual basis, or as required to reflect workforce management planning/arrangements/developments.

## **APPENDIX C**

### **QUEENSLAND GOVERNMENT REQUIREMENTS FOR LOCAL INDUSTRY PARTICIPATION PLANS**

The (Project Proponent) is bound by the provisions of the Queensland Government's Local Industry Policy. The (Project Proponent) will ensure that a Local Industry Participation Plan and Reports are developed in accordance with the requirements of the Local Industry Policy (Update October 2010) and Local Industry Policy Guidelines (Update May 2011).

**Notes:**

1. The Queensland Government's Local Industry Participation Plan (LIPP) developed as a requirement of the Local Industry Policy (LIP) is an overview document developed by the Project Proponent outlining its objectives on how it intends to provide full, fair and reasonable opportunity for capable and competitive "local industry" to tender for work on the Project. The key elements of the LIP that focus attention on using local skills, goods and services are an up-front assessment of contestable components in the project that might be supplied locally, through the development of a Local Industry Participation Plan and Outcome Reporting.
2. The LIPP must address how Small to Medium Enterprises (SMEs) will be provided full, fair and reasonable opportunity to tender for work. The (Project Proponent) will ensure that:
  - local industry is given every chance to participate in projects, including front-end engineering and design, and project management,
  - tenders are free from technical requirements that might rule out local industry,
  - as part of the tender evaluation, consideration is given to supporting local industry.A Local Industry Participation Plan template is available at:  
[www.manufacturing.industry.qld.gov.au](http://www.manufacturing.industry.qld.gov.au).
3. The Local Industry Policy Guidelines are designed to assist the (project proponent) to implement the Policy for their project. Information found in the guidelines includes:
  - Policy and legislative requirements,
  - How to apply the Policy,
  - Information about the development of Local Industry Participation Plans,
  - Information about outcome reporting requirements,
  - How the Industry Capability Network can assist you.The Guidelines are available at: [www.manufacturing.industry.qld.gov.au](http://www.manufacturing.industry.qld.gov.au).
4. Industry Capability Network Queensland (ICN) is funded by DEEDI to provide fully subsidised services to Project Proponents to assist them in developing and implementing LIPPs and meet their obligations under the Policy. Project Proponents are encouraged to use this service, provided at no cost to the (Project Proponent) to develop LIPPs under the Project Terms of Reference.
5. To assist the (Project Proponent) in meeting the Local Industry Policy obligations, all contractors should demonstrate in tender submissions how they will accomplish the following:
  - Comply with the LIPP which will be provided by the (Project Proponent) or the Project Manager as the case may be (*potential sub-contractors should specify how will they do this*)
  - Understand the LIP data collection and reporting tool and reporting requirements (*potential sub-contractors should provide evidence that they have accessed and understand the LIPP data collection and reporting tool*)
  - Provide project implementation reports to the (Project Proponent) and DEEDI containing appropriate data collected over the duration of the contract using the data collection and reporting tool (*potential sub-contractors should provide evidence that they understand what data and information they will be obligated to provide*)
  - Liaise with DEEDI Office of Advanced Manufacturing (OAM) at [lip@deedi.qld.gov.au](mailto:lip@deedi.qld.gov.au) for any issues relating to LIP data collection and reporting issues. (Direct telephone contact numbers are provided in the LIP data collection

and reporting tool). *(potential sub-contractors should provide evidence that they understand this contract condition/clause)*

All levels of project, sub-contractors should be contractually obligated to collect and report appropriate data over the duration of the project so the (Project Proponent) can fulfil their reporting obligations.

6. The (Project Proponent) is required to report on the outcomes achieved in implementing the project. Each successful business will be required to provide details on what goods or services they provided to the project. It is especially helpful in identifying strengths and weaknesses in QLD industry, where support programs can be made available to assist QLD businesses. This information is aggregated by DEEDI and included in the Minister's annual report for Parliament.  
A reporting template is available at: [www.manufacturing.industry.qld.gov.au](http://www.manufacturing.industry.qld.gov.au).

**APPENDIX D**

**DRAFT HOUSING AND ACCOMMODATION PLAN**

# **1 DRAFT HOUSING AND ACCOMMODATION PLAN**

## **1.1 HOUSING AND ACCOMMODATION PLAN OBJECTIVES**

The objective of the HAP is to provide practical management and mitigation strategies to address the proposed SGCP workforce accommodation requirements and predicted housing impacts. The SGCP is committed to:

- facilitating the provision of housing in Alpha for a small number of senior SGCP employees;
- minimising the adverse impacts of the SGCP on housing affordability and availability in Alpha and surrounding areas; and
- managing adverse impacts of the SGCP on the availability and affordability of social housing in Alpha and the surrounding areas.

## **1.2 STAKEHOLDERS**

The HAP will be developed and implemented in consultation with the HAP Working Group, comprising representatives from the following:

- Barcaldine Regional Council (BRC);
- Department of Employment, Economic Development and Innovation (DEEDI);
- Office of Economic and Statistical Research (OESR); and
- Department of Communities (DoC) - Housing and Homelessness Services.

An initial meeting of the HAP Working Group was held on the 25 November 2011. DEEDI and DoC are involved to provide advice on potential housing and accommodation strategies and to align SGCP strategies with relevant State Government housing and accommodation programs/initiatives, where practicable.

OESR is involved to provide output of statistical analysis relating to the SGCP study areas.

Other agencies and/or organisations will be consulted or involved in the implementation of the HAP, as appropriate.

## **1.3 SGCP HOUSING AND ACCOMMODATION PROFILE**

The SGCP construction workforce will be housed in the on-site accommodation village and following the construction period, the village will be modified to form a permanent accommodation village. The village will thereafter be sized for the peak overlap of 1,600 personnel. The village will include additional accommodation provided for specialist contractors and consultants.

All personnel housed at the accommodation village will be required to remain on-site for the duration of their roster, unless otherwise agreed with site management. Apart from a limited number of employees who will be required to relocate to Alpha, accommodation will not be provided off-site.

AMCI intends to base eight staff in Alpha during the Project's construction phase and six staff during the operational phase of the Project (**Table 2**). Although this number alone is not likely to provide a substantial contribution to the residential population, potential cumulative impacts from a number of proposed resource developments in the region will result in potentially significant increases in population in Alpha.



**Table 2 - Breakdown of Direct Population Growth in Alpha Associated with Galilee Basin Mining**

Project	Proponent	Construction Workforce		Operations		Life of Mine
		Total	No. to Reside in Alpha	Total	No. to Reside in Alpha	
SGCP	AMCI	1,600	8	1,288	6	35 years
Alpha Coal Project	Hancock	1,400	8 <sup>1</sup>	2,400	24 <sup>2</sup>	33 years
Kevin's Corner	Hancock	2,500	25 <sup>3</sup>	2,000	20 <sup>3</sup>	30+ years
Galilee Coal Project (Northern Export Facility) (also known as the China First Coal Project)	Waratah	4,750 (2,500 for the mine, 1,000 for rail and 2,500 for port facilities)	25 <sup>4</sup>	1,710 (1,500 for the mine, 60 for rail and 150 for port facilities)	50 <sup>4</sup>	30 years
Galilee Power Station	Galilee Power (a subsidiary of Waratah Coal Pty Ltd)	1,000	0	60	0	
Carmichael Coal Mine & Rail Project	Adani	4,000	0 <sup>5</sup>	5,000	0 <sup>5</sup>	150 years
Total	-	-	66	-	100	-

Source: Galilee Power (2009); Hancock Prospecting Pty Ltd (2009); GHD (2010); SIA & Development Pty Ltd (2010); URS (2010)

- 1 Based on 1% of the mine construction workforce (URS, 2011). An additional 50 people will be sourced from the greater BRC LGA.
- 2 Number of employees to reside in Alpha not provided by URS (2011) – 1% operational workforce assumed to reside in Alpha.
- 3 Harris N., pers. comm., 10 October 2011.
- 4 The Galilee Coal Project (Northern Export Facility) EIS does not indicate the number of employees expected to reside in Alpha. For the purpose of this SIA, a conservative estimate of 1% of the 'mine' workforce was assumed to reside in Alpha. The majority of the rail and port employees are expected to reside in or near Bowen (SIA & Development Pty Ltd, 2010).
- 5 The Carmichael Coal Mine and Rail Project is expected to heavily rely on a FIFO workforce and any residential component of the workforce would be based in existing towns in the Isaac Regional Council, Mackay Regional Council or Whitsunday Regional Council LGAs (GHD, 2010).

## 1.4 HOUSING AND ACCOMMODATION MANAGEMENT AND MITIGATION STRATEGIES

### 1.4.1 SGCP Housing Management and/or Mitigation Strategies

The strategies provided in this section address housing and accommodation impacts associated with housing a small number of senior SGCP employees in Alpha.

AMCI will work with relevant stakeholders and government authorities to develop strategies for housing SGCP employees in Alpha.

### **1.4.2 Community Housing Management and/or Mitigation Strategies**

The strategies provided in this section address potential impacts on housing and accommodation as a result of direct, secondary and cumulative growth in the region.

AMCI fully supports the establishment of a Community Partnership program to facilitate collaborative approaches to community assistance and development.

AMCI will coordinate any support provided to Alpha with the local council, other government agencies and other regional mining proponents. This may include contributing financial support for public infrastructure and services which have been identified by the BRC and local community as high priority.

To counter local housing shortages, rising accommodation prices and ensure the availability of housing across a scale of socio-economic groups, it encouraged that the State and Commonwealth governments:

- provide adequate residential land in Alpha for development;
- provide a range of housing options to be available in new residential developments; and
- consider resourcing approaches for new residential developments.

AMCI will work with relevant stakeholders and government authorities to:

- respond to issues of housing affordability and accessibility in Alpha;
- assess the demand for and supply of social housing in the region; and
- work with BRC to provide input to a development plan for Alpha.

The creation of an additional urban development area in Alpha may be considered by the State Government. Partial funding for an urban development area may be available under the State Government's Resource Town Housing Affordability Program and coordinated with the proposed development in Alpha.

### **1.5 KEY PERFORMANCE INDICATORS**

Indicative Key Performance Indicators are presented below and will be further refined in consultation with the HAP Working Group:

- the number of staff based in Alpha (i.e. eight employees during the construction phase and six employees during the operational phase);
- the availability and affordability of housing in Alpha; and
- the availability and affordability of social housing in Alpha.

### **1.6 HOUSING AND ACCOMMODATION PLAN SCHEDULE**

The HAP will be developed in consultation with the HAP Working Group. The HAP will be finalised following completion of the SGCP Definitive Feasibility Study and granting of Project Approval.

The HAP will be implemented prior to the commencement of construction.

## **1.7 MONITORING AND REPORTING**

AMCI will be responsible for monitoring on an annual basis:

- the number of employees based in Alpha;
- AMCI freehold/residential land ownership within Alpha; and
- trends in housing availability and price.

This information will be reported to the SIAU via the SIMP report and will be provided directly to the HAP Working Group members.

## **1.8 REVIEW**

The HAP will be reviewed on an annual basis, or as required to reflect workforce management arrangements/developments.

**APPENDIX E**

**CO-OPERATION AND REGIONAL DEVELOPMENT AGREEMENT FOR THE  
GALILEE BASIN**

# Co-operation and Regional Development Agreement for the Galilee Basin

Efficient and timely development of infrastructure and services and access to a skilled workforce is critical to the successful development of the Galilee Basin.

## Development Regional Communities



## Opportunities Co-Operation Working Group

The parties confirm that they have formed the regional **Galilee Basin Co-operation and Development Working Group** and are committed to working together to explore opportunities to collaborate that benefit both the individual projects and also the broader regional communities of Queensland.

Jignesh Derasari  
**Chief Executive Officer**  
 Adani Mining Pty Ltd



Nui Harris  
**Managing Director**  
 Waratah Coal Pty Ltd



First & Last Name  
**Title of Above**  
 Vale



Rob McNamara  
**General Manager-Project Development**  
 AMCI



## **APPENDIX F**

### **CASE STUDY: MCARTHUR RIVER MINE COMMUNITY BENEFITS TRUST**

## McArthur River Mine Community Benefits Trust

On 4 July 2007, McArthur River Mining (MRM) entered into an agreement with the Northern Territory (NT) Government to create the MRM Community Benefits Trust (the Trust). The Trust aims to be a means of providing social and economic benefits to the local community.

The Trust is consistent with the objectives of Xstrata's global Corporate Social Involvement Policy which supports communities associated with the group's operations (Xstrata Zinc, undated).

The Trust will support the social and economic development of the Borroloola region. It will fund projects and initiatives in Xstrata's six key areas of social involvement (MRM, 2007):

1. Enterprise and job creation.
2. Education.
3. Social and community development.
4. Environment.
5. Health.
6. Culture and art.

These projects and initiatives will (MRM, 2007):

- facilitate ongoing sustainable development of the community and the region including community capacity building and local business enterprise development;
- build infrastructure within the community to a level that will facilitate the creation of local jobs, diversity of new enterprise, beneficial social activity and improved health outcomes;
- enhance the positive social and economic impact of MRM's mining operations on the community and the region as far as is reasonably practical; and
- create jobs and training opportunities.

The Trust is particularly committed to projects which will develop employment, training and business in the community, but also those which benefit the environment, education, social development, health, culture and art.

The Trust will have \$1.35 million each year for the first eight years to distribute to eligible projects as agreed by the Trustee board (MRM, 2007). After this the Trust will have \$1.25 million, increased in line with Consumer Price Index, to distribute each year for the life of the mine. This money will be paid into the Trust by the MRM and will amount to approximately \$32 million over the life of the mine (currently 21 years) (MRM, 2007).

The MRM Community Benefits Trust has a structure which allows community input into decision making. The Trust will be managed by a Trustee Board comprising nine directors (two nominated by the NT Government, two nominated by MRM, one elected by community members and four representing Indigenous members) (MRM, 2007; University of Melbourne, 2011). The Directors of the Trustee Board manage the Trustee company's business and affairs, authorise payments and appoint supporting officers (MRM, 2007).

The Directors will devise the annual plan for the Trust based on advice from the Trust's advisory committees: the *MAWA Committee* and the *Allocations and Investments Committee*. The committees will have community representation and will identify projects to be considered for funding either by receiving submissions or by direct community engagement (MRM, 2007).

The Trust is to produce an Annual Plan each year outlining priorities, projects and funding. The Annual Plan is to be developed in consultation with the community and stakeholders and must be approved by MRM and the NT Government. The Plan is to be implemented and the Trust administered by a Project Officer and a Secretariat, provided by MRM and the NT Government.

Once the Trust is fully established, groups and individuals will be able to submit funding proposals to the Trust for consideration to the Trust Secretariat, or to the MRM Community Relations Officer at the mine's Borroloola office (MRM, 2007). To be eligible the project must be of benefit to the Borroloola community. A project is eligible for support by the Trust if it (MRM, 2007):

- is to be conducted for a charitable purpose (i.e. providing grants, scholarships, bursaries and other assistance for education, vocational training and enterprise development and providing grants and other assistance for community infrastructure, and community development including the promotion of initiatives in the areas of health, law, arts, sport and culture);
- is consistent with the Annual Plan and commitments;
- is recommended by the Allocation and Investment Committee; and
- is not an excluded project, i.e.:
  - not for a charitable purpose
  - is for funding funerals
  - is an ex gratia payment to an individual or individuals.

MRM will report to the NT Government each six months on its funding. The Trust is to be reviewed after 7.5 years and then after each 8 year period.

The Trust has committed a total of \$6.7 million to 30 grants between July 2007 and June 2011. The key outcomes during the four years to date are:

- an estimated 84 local Indigenous residents undertaking or planned to undertake nationally-accredited employment training;
- a further 58 new full-time jobs created;
- improved sustainability of popular arts and culture facilities and events;
- 38 school students participating in work experience and vocational education training;
- more than 9,000 breakfasts served to school students and their families;
- MRM Indigenous workforce participation increased from 9% in July 2007 to 22% in June 2011;
- improved resources to support expanded environmental management activities along the coastline.

## References

University of Melbourne (2011) *McArthur River Mine Community Benefits Trust Agreement*, [online], Available at: <http://www.atns.net.au/agreement.asp?EntityID=4702>, Accessed 20 December 2011.

McArthur River Mining (2007) *Frequently Asked Questions McArthur River Mine Community Benefits Trust*. Xstrata Zinc (undated) MRM Community Benefits Trust, [online], Available at: <http://mcarthurrivermine.com.au/EN/Community/Pages/MRMCommunityTrust.aspx>, Accessed 20 December 2011.

McArthur River Mining (2011) *McArthur River Mine Community Benefits Trust Annual Review 2011*, [online], Available at: <http://mcarthurrivermine.com.au/EN/Community/Pages/MRMCommunityTrust.aspx>, Accessed 20 December 2011.



**APPENDIX G**  
**DRAFT LANDHOLDER MANAGEMENT PLAN**

## **1 DRAFT LANDHOLDER MANAGEMENT PLAN**

### **1.1 OBJECTIVES**

The objective of this draft Landholder Management Plan (LMP) is to develop equitable working relations between the SGCP and the affected landholders.

Any SGCP employee or contractor who enters property owned or managed by another party to undertake authorised activities on behalf of AMCI should (Department of Employment, Economic Development and Innovation, 2010):

- demonstrate common sense and courtesy;
- consult regularly with landholders in good faith;
- advise landholders of AMCI's intentions relating to authorised activities well in advance of them being undertaken;
- advise landholders of any significant changes to operations or timing;
- minimise damage to improvements, vegetation and land;
- respect the rights, privacy, property and activities of landholders;
- rectify, without undue delay, any damage caused by the authorised activities;
- promptly pay compensation agreed with the landholder once the agreed milestones are reached;
- regard as confidential information obtained about the landholder's operations; and
- comply with statutory and contractual obligations.

### **1.2 RELEVANT LEGISLATION**

The Queensland Government's Land Access Policy Framework sets out policy and legislative reforms to foster improved relationships between the agriculture and resources sectors. The land access laws came into effect in Queensland in late 2010.

The new land access laws require that resource authority holders comply with a single Land Access Code (DEEDI, 2010). The Land Access Code comprises:

- best practice guidelines for landholders and companies about the management of consultation and compensation processes; and
- mandatory conduct conditions that companies must comply with when undertaking authorised activities on private land.

#### **1.2.1 Property Acquisition/Compensation**

The SGCP will be located within Mining Lease Application (MLA) 70453 and the infrastructure corridor (**Table 1**).

**Table 1 Properties Located Within or Partly Within MLA 70453 or Infrastructure Corridor**

Real Property Description	Property Name	Landholder
<b>MLA 70453</b>		
4315PH720 <sup>1</sup>	'Creek Farm'	Creek Farm Pty Ltd (Jason and Sherri Taylor)
1DM3	'Chesalon'	May Sophia and Richard Hans Hansen
7BF57	'Tallarenha'	Jeffery Alan and Lee Michelle Clews
31BF11	'Betanga'	Cathy Michelle and Russell Hall
1160PH286	'Armagh'	Mexico Grazing Co Pty Ltd
3BF53	'Sapling Creek'	Cyril Thomas and Kathleen Susan Emily and Katrina Ann and Warren Peter Gleeson
<b>Infrastructure Corridor</b>		
5BF5	'Oakleigh'	Paul Anderson
3CP860083	'Tresillian'	Glenn and Keith Sparrow
2SP136836	'Monklands'	Pamela and Reid Bauman
4BF50	'Mentmore'	Bevan and Ernest Everingham
6BF16	'Gadwell'	Bevan and Ernest Everingham
7BF16	'Saltbush'	John White
301SP108315	N/A	Queensland Rail
4315PH720 <sup>1</sup>	'Creek Farm'	Creek Farm Pty Ltd (Jason and Sherri Taylor)
2BF38	Leased Reserve	Creek Farm Pty Ltd (Jason and Sherri Taylor)

<sup>1</sup> 4315PH720 is affected by MLA 70453 as well as the infrastructure corridor.

Where a substantial portion of land will be required for mining operations (e.g. the 'Creek Farm' and 'Sapling Creek' properties), AMCI will acquire land by negotiation, where practicable. Surface rights will also be required over part of the 'Chesalon' and 'Betanga' properties.

AMCI will compensate landholders where resource activities carried out on private land have an impact on the landholder's business or land use, to ensure that landholders are not financially disadvantaged by these activities.

The amount and form of compensation will depend on the nature and extent of the activities being proposed. Agreements between AMCI and landholders will clearly articulate what has been agreed to between the parties and comply with the relevant legislation. In the course of negotiations, the parties will endeavour to stay in regular contact and work together to reach a mutually acceptable and practical agreement.

In the event that agreement cannot be reached with landholders, surface rights compensation will be determined by the Land Court of Queensland.

One petroleum tenement (EPP 668) overlies MLA 70453. In accordance with legislative requirements, the mining lease application triggers a need to notify and consult with the EPP holder and enter into negotiations to ensure resource use is maximised.

AMCI will finalise required land acquisitions and consent from other tenement holders prior to commencement of construction.

AMCI will not enter private land to undertake advanced activities (i.e. activities likely to have a significant impact on the landholder's business or land use) without having entered into one of the following:

- a Conduct and Compensation Agreement;
- a Deferral Agreement with the affected landholder; or
- the matter has been referred to the Land Court for determination.

### **1.2.2 Communication Protocols**

Communication protocols will assist in the development of good working relationships between AMCI and landholders. Landholder communications will be undertaken in accordance with the SGCP Community Engagement Plan.

AMCI will provide landholders with the following information:

- contact details;
- a description of the work program, including the extent and type of operations to be conducted and the duration of the program;
- a description of the vehicles and equipment to be used;
- a detailed outline of the activity and a map including the location of fieldwork, proposed access routes and any other relevant spatial information; and
- an overview of the environmental management plan including remediation/rehabilitation works.

This draft LMP will be provided to the relevant landholders for review and comment prior to being finalised.

## **1.3 LAND ACCESS**

### **1.3.1 Notification Process**

Prior to carrying out activities on landholder's properties, AMCI will:

- make contact with the landholder at least one week prior to the agreed commencement date for undertaking authorised activities;
- accompany drilling and other contractors on site at the time of initial entry; and
- conduct an orientation, with input from the landholder if required, for all persons acting on behalf of the holder.

AMCI will ensure that all agents, contractors and field personnel:

- carry the required authorisation to be on the land;
- are aware of and adhere to:
  - the holder's policies and procedures relevant to field activities;
  - the holder's responsibilities under the Land Access Code, any agreement in place and any other relevant statutory requirements; and
  - potential compliance and enforcement actions associated with non-compliance with the Land Access Code.

Upon completion of the work program, the responsible person for the holder should inform the landholder about:

- the potential use of incidental infrastructure following completion of any activities (e.g. drill pads, access tracks, borrow pits, casing etc.); and
- the likelihood of any subsequent activities occurring (e.g. seismic program, further drilling etc.).

Upon completion of the work program, AMCI will invite the landholder to inspect the work area so that any problems can be discussed.

Notification to landholders will be made orally where practicable, or by written notice.

### **1.3.2 Access Arrangements**

AMCI or its representatives will comply with reasonable access arrangements stipulated by landholders.

AMCI or its representatives will use existing access points, roads and tracks to enter a landholder's property wherever practicable and will ensure that access points, roads and tracks are kept in good repair.

Where it is not practicable to use existing access points, roads and tracks to enter a landholder's property, AMCI or its representatives will locate new access points, roads or tracks at a place and in a way that minimises impacts on the landholder's business or land use activities.

Vehicles operated on landholders' property will be driven at speeds that are appropriate for the landholders land and to minimise noise, dust and disturbance.

AMCI or its representatives will only operate a vehicle in wet conditions on a landholder's property in a way that minimises damage to access points, roads and tracks. Rehabilitation is described in **Section 1.7**.

AMCI or its representatives will, after using a gate, return the gate to its original position unless advised otherwise by the landholder. If a grid is damaged, AMCI will immediately notify the landholder and replace or repair the grid as soon as practicable.

Prior to erecting a gate or cutting a fence on a landholder's land, AMCI or its representatives will obtain the landholder's consent. Any gate erected will be stock-proof and any fences cut will be repaired or a stock-proof gate will be erected as required by the landholder.

### **1.3.3 Livestock and Property**

AMCI will use landholder's land in a way that minimises disturbance to people, livestock and property. In the event that any potential adverse impacts to livestock or property are observed whilst works on landholder's property are being carried out, AMCI will notify the landholder immediately.

In the event of injury to livestock, AMCI will immediately notify the landholder and treat the damage as soon as practicable.

### **1.3.4 Weed and Pest Management**

AMCI and its authorised personnel will take all reasonable steps to ensure that the reproductive materials of declared pests are not spread. Measures will include:

- vehicle and/or machinery inspection and washdown either on-site or at the Alpha washdown bay operated by the Barcaldine Regional Council;
- maintenance of vehicle washdown records and provision of records to the landholder, if requested;
- AMCI will prepare a Weed and Pest Animal Management Plan, which will include measures control weed/pest introduction or spread, including:

- restriction of light vehicle movements in areas outside of regular activity, particularly irregularly used tracks;
- restriction of all vehicle movement during and following rainfall;
- strict washdown procedures for all vehicles (including clearing and construction machinery) entering clearance zones or grazing areas; and
- putrescible waste should not be allowed to accumulate outside designated areas. Designated areas should be animal-proof and wastes should be regularly removed or buried.

#### **1.4 ITEMS BROUGHT ONTO LAND**

AMCI or its representatives will collect rubbish or waste produced while carrying out authorised activities on a landholder's property and deposit in a suitable local waste facility.

AMCI or its representatives will not bring firearms, domestic animals or alcohol onto a landholder's property. **Section 1.6** provides further detail about the codes and policies which will apply to SGCP employees and contractors.

#### **1.5 GRIEVANCE AND DISPUTE RESOLUTION**

The SGCP Grievance and Dispute Resolution Procedure is provided in **Section 5** of the draft SIMP. This procedure does not limit the operation of dispute resolution procedures associated with any other process (e.g. graduated negotiation and dispute resolution processes under the Land Access Code etc.).

Both landholders and resource authority holders must comply with the graduated negotiation and dispute resolution process as set out in the *Land Access Code* before access to land for advanced activities is permitted. The stages in this process include:

- formal negotiation beginning with the issue of a notice of intention to negotiate;
- where an agreement cannot be reached, the matter may be referred for dispute resolution which could include meetings with DEEDI or other appropriately qualified persons independent from government and the parties; and
- if the dispute resolution process does not result in the parties reaching a conduction and compensation agreement or deferral agreement the matter may be referred to the Land Court for determination.

#### **1.6 INDUCTION TRAINING AND AWARENESS**

All SGCP employees and contractors will be made aware of the LMP requirements and responsibilities through the site induction process.

Human Resources documentation will be prepared for the SGCP (e.g. Code of Conduct, Drug and Alcohol Policy and Accommodation Village Behavioural Policy). All SGCP employees and contractors will be contractually bound to comply with these codes and policies.

#### **1.7 REHABILITATION**

If any damage to landholder's access points, roads, tracks or other infrastructure is caused by AMCI or its representatives, AMCI will notify the landholder of the damage and repair the damage as soon as practicable.

Landholder sign-off for rehabilitation will be sought in accordance with the *Environmental Protection Act 1994*.

#### **1.8 MONITORING AND CORRECTIVE ACTIONS**

AMCI will monitor any grievances or disputes received from landholders as detailed in the Grievance and Dispute Resolution Procedure (**Section 5** of the draft SIMP).

AMCI will prepare a SIMP report annually during the construction phase and three-yearly during the operation phase. Each SIMP report will include a summary and analysis of all grievances/disputes reporting during the reporting period. The effectiveness of grievance/dispute resolution will also be described in the SIMP reports.

#### **1.9 REVIEW**

The LMP will be reviewed and updated as required.