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1. EXECUTIVE SUMMARY

The Galilee Coal Project (northern export facility) ('the project') includes open cut and underground mining approximately 30 km north-west of Alpha, the transport of coal by rail to Abbot Point, and the export of approximately 40 million tonnes of coal annually for a period of at least 25 years. Construction is expected to occur over a 3 year period commencing in 2011/12.

The Social Impact Management Plan (SIMP) outlines a process for identifying, managing and reporting on social impacts and will be updated on an annual basis throughout the life of the project.

Waratah Coal not only aims to manage social impacts effectively, but is committed to effective community engagement throughout the project's development, operational and decommissioning phases. This is seen as an important and necessary process to:

- Build and maintain relationships with impacted communities and other stakeholders;
- Contribute as appropriate to the sustainable development of local communities; and
- Earn and maintain a social license to operate.

1.1 SOCIAL IMPACTS

The main social impacts and their significance, resulting from both the project and from the development of multiple, large-scale resource projects, are summarised in **Table 1**. The significance of an impact (grouped as extreme, high, medium or low) is based on an assessment of the likelihood and consequence of an impact occurring.

1.2 IMPACT MANAGEMENT

Impact management and mitigation strategies have been prepared to help maximise the potential positive impacts and help minimise the expected negative impacts arising from the project, and more broadly, from the cumulative impact of multiple large-scale resource projects in the project area.

The social impact management strategies include:

- A Stakeholder Engagement Plan;
- Five interrelated action plans:
 - Local Industry Participation;
 - Recruitment and Training;
 - Accommodation and Housing;
 - Assistance for Alpha and Bowen;
 - Assistance to property owners; and
- A Social Monitoring and Reporting Program.

While each of the above strategies is described below, substantially more consultation is required during their finalisation. Much of this is expected to occur in July 2011 and a revised SIMP will therefore be submitted at the end of July. This document therefore contains a description of each draft social impact management strategy, and a description of the process that will be followed to finalise each strategy.

1.3 STAKEHOLDER ENGAGEMENT

Waratah Coal aims to maintain effective dialogue and strengthen relationships with a range of stakeholders throughout the construction, operational and decommissioning phases of the project. This shall be achieved through the following initiatives:

1. Participating in Community Reference Groups in Alpha and Bowen (joining existing groups if possible);
2. Establishing a grievance and dispute resolution mechanism for employees, contractors and any external stakeholders;
3. Preparing a Community Engagement Plan; and
4. Involving key stakeholders in the design and assessment of stakeholder engagement strategies.

Effective stakeholder engagement is necessary to ensure the main social impacts are identified and appropriate strategies are prepared and implemented for each of these impacts. The effectiveness of stakeholder consultation processes will be reviewed annually – including external assessment of engagement strategies – and the results documented as part of the Annual Social Impact Report. As discussed further below, a summary of the assessment and an outline of any changes to stakeholder consultation will be included in annual updates of the SIMP.

Table 1. Summary of Social Impacts and Significance

IMPACT	DESCRIPTION	SIGNIFICANCE	
		PROJECT	CUMULATIVE
POSITIVE			
Employment and training	The project will create an additional 3,000 jobs during construction and 4,000 jobs during operations (when including direct, indirect and induced employment) and provide training to many staff.	High	Extreme
Personal income	The project will increase average personal income levels in the project area and local region.	High	Extreme
Contracting and business	The project will procure a range of local goods and services, benefiting businesses in the region.	Medium	High
Town infrastructure and services	The project will generate additional State revenue. Some of this should benefit Alpha and Bowen and other towns in the region. Alpha should benefit as a result of mine development (eg. improved power, water, airport) and Waratah Coal will provide financial support for community projects.	Medium	High
Rural infrastructure	Farmers in the vicinity of the mine may benefit from improved telecommunications, power and water supply.	Medium	Medium
NEGATIVE			
Wellbeing of property owners	The uncertainty over the rail alignment and which railway will be constructed is causing uncertainty and stress, and when constructed, may cause further stress and visual, noise, dust and vibration impacts on some properties.	High	High
Community values	If Alpha is not developed in a planned and coordinated manner, it is likely to have a transient population and may suffer from a range of social and welfare problems. In a town which aims to preserve its way of life, this may fuel resentment towards mining, and impact adversely on community values.	High	High
Cost of living	Housing prices, rental costs and the costs of local goods and services are expected to rise. Shortages in accommodation and trade services are likely. Higher living costs will disadvantage the non-mining sector and particularly low income groups.	Medium	High
Road traffic	Traffic disruptions will occur during project construction along the Capricorn Highway and roads crossing the railway (including the Bruce Highway). Increased traffic will occur on the Alpha-Emerald and Alpha-Clermont roads during operations, impacting local residents and tourists.	Medium	High
Public infrastructure and services	Population growth in Alpha and Bowen (and to a lower degree in Emerald, Mackay and Rockhampton) will increase the demand for public infrastructure and services (eg. power, water, garbage collection and processing, health, education, police, rural fire brigades, etc).	Medium	High
Welfare services	Population increase and rising prices will increase the demand for welfare services and potentially lead to a reduction in the coverage or quality of services provided.	Medium	High
Cattle operations	Cattle operations may be disrupted on some properties, potentially increasing labour requirements and possibly reducing cattle productivity.	Medium	Medium

1.4 LOCAL INDUSTRY PARTICIPATION

A Local Industry Participation Plan (LIPP) will be prepared in collaboration with DEEDI and the Industry Capability Network (ICN). The LIPP will aim to maximise employment and business growth, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia and in New Zealand. This will be achieved by promoting opportunities for Australian organisations to tender for contract opportunities, and by providing support to Australian organisations (via the ICN) to improve their capacity to successfully tender for work.

1.5 RECRUITMENT AND TRAINING

A Recruitment and Training Plan will be prepared to maximise employment, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia, and improve skill levels in the community, as a result of the project. While the Recruitment and Training Plan will include a system for assessing and improving the skill levels of employees, it will also include a wide range of strategies to promote local employment, improve staff retention and enhance skill levels in the community.

1.6 ACCOMMODATION AND HOUSING

Waratah Coal intends to base a minimum of 28 senior managers in Alpha, and up to 460 workers involved in the railway and port in the Bowen area. This will provide a substantial contribution to the residential populations and local economies in both locations. However, it will also provide upward pressure on house prices and rental costs. This may contribute to declining affordability and an increase in housing rental and loan repayment stress. It could increase the number of people seeking social housing, and may reduce the capacity of people on low to medium income levels to reside in Alpha or Bowen. Thus, while Waratah Coal needs to develop appropriate strategies for basing 28 staff in Alpha and up to 460 in the Bowen area, it also needs to consider the impact of the project on (i) housing affordability and (ii) social housing.

Waratah Coal will therefore prepare an Accommodation and Housing Plan which outlines strategies for:

1. Accommodating staff in Alpha and Bowen;
2. Assessing the impact of the project on, and responding to, housing affordability in Alpha and Bowen; and
3. Assessing the impact of the project on, and responding to, the demand for and supply of social housing in Alpha and Bowen.

1.7 ASSISTANCE FOR ALPHA AND BOWEN

It is recommended that a detailed development plan be prepared for Alpha by the Barcaldine Regional Council. Waratah Coal is willing to provide support to the Council, if requested, for the preparation of the plan.

A development plan for Alpha will help ensure that infrastructure built by Waratah Coal (eg. power, water, airport and telecommunications) will give due consideration to the town's needs. Waratah Coal would also like to provide financial support to implement priority projects identified in the development plan for Alpha. This may most appropriately be done through an annual grant, and could provide funds for infrastructure, equipment, operational costs, capacity building, etc.

A similar process could be replicated for Bowen, both in terms of town planning and the provision of financial assistance. While it seems appropriate for Waratah Coal to play a leading role in supporting the BRC and local community in Alpha, it seems appropriate that Waratah Coal play no more than a supporting role in Bowen, given the greater resources available to the Whitsunday Regional Council and larger number of project proponents (some of which have been using Abbot Point for many years already).

1.8 ASSISTANCE TO PROPERTY OWNERS

Waratah Coal will provide financial compensation to directly impacted property owners and will work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the mine and railway. This may entail the realignment of fences, provision of additional watering points, the construction of new farm roads and relocation or provision of new cattle yards. Waratah Coal will offer the assistance of farm management consultants to provide advice and assistance to property owners relating to property management and the realignment of infrastructure.

Some of the properties on or near the mine site may also be provided with reliable power, water supplies and improved telecommunications. Some property owners along the railway may be engaged in the future to help minimise the risk of fire by controlling vegetation within the railway corridor.

1.9 MONITORING AND REPORTING

A framework for monitoring social impacts will be prepared for the project and will include Key Performance Indicators for each Action Plan, monitoring strategies, and when possible, targets for each Action Plan.

The social impact management process will be assessed and documented on an annual basis, and will include the preparation of four reports each year.

1. An Annual Social Impact Report;
2. An Annual Grievance Report;
3. An annual report on Local Industry Participation; and
4. An Updated SIMP.

The reports will be prepared by Waratah Coal. However, an external review of the project's social impacts, and Waratah Coal's response, as outlined in the SIMP, will be conducted every five years. The Annual Social Impact Report and Annual Grievance Report will be internal documents. However, summaries of both shall be included in the SIMP annual update, and this will be a public document and sent to key stakeholders.

1.10 SUMMARY OF COMMITMENTS

To enhance the potential positive social impacts and minimise potential negative social impacts, Waratah Coal has made a number of commitments:

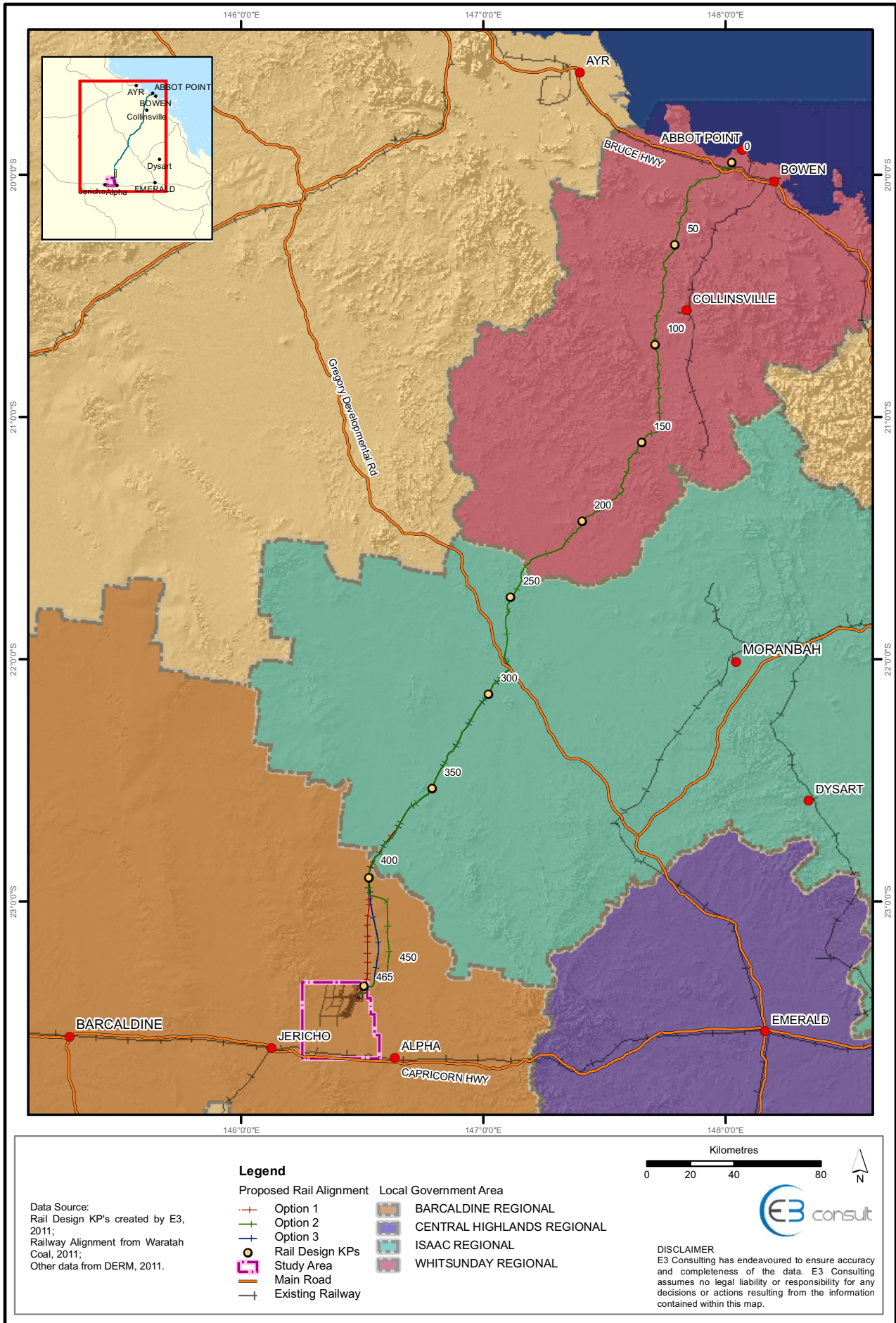
1. Preparing a Local Industry Participation Plan in collaboration with DEEDI and ICN;
2. Giving preference to contractors (including local suppliers) from the project area, Central Queensland, the rest of Queensland and elsewhere in Australia (and New Zealand), before overseas;
3. Reporting on Local Industry Participation annually;
4. Preparing a Recruitment and Training Plan, aiming to enhance the skill levels of the workforce and local communities, providing opportunities for Indigenous employment, female employment, and maximising the number of apprentices from the region;
5. Giving preference to employees from the project area, Central Queensland, the rest of Queensland and elsewhere in Australia (and New Zealand), before overseas;
6. Basing a minimum of 28 staff in Alpha and up to 460 staff in the Bowen area;
7. Providing those properties on the mining lease, and their neighbours, with water should there be any reduction in the quality or quantity of water as a result of mine operations, and possibly electricity and telecommunications;
8. Working with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the mine and railway (including the provision of specialist advice from a farm management consultant to assist farm planning exercises);
9. Providing support to the Barcaldine Regional Council (BRC) for the preparation of a development plan for Alpha (if requested);
10. Ensuring that infrastructure built in the vicinity of Alpha, and in particular power, water, airport and communication infrastructure, is considerate of the growing needs of the local community;

11. Ensuring that community infrastructure and any subsequent local development contributions, provided by Waratah Coal, are planned in coordination with affected regional councils, local residents and other resource companies;
12. Considering a housing scheme for staff for who wish to reside in Alpha and Bowen;
13. Arranging financial management advice for employees;
14. Providing a bus service between the mine site and any nearby regional centre that contains a sufficient number of mine employees;
15. Developing a Code of Conduct for employees and contractors and outlining this during induction programs for all employees and contractors;
16. Continuing the existing information hotline (1800 number);
17. Establishing a grievance and dispute resolution mechanism for staff, contractors, local residents and other parties;
18. Providing up to date information on the project on the Waratah Coal website;
19. Preparing annual updates of the SIMP, which will include progress in implementing action plans, stakeholder engagement and grievance summaries for the previous year, any new or emerging social issues, and changes to action plans; and
20. Disseminating the SIMP updates among key stakeholders and placing them on Waratah Coal's website.

1.11 ACRONYMS

ABS	Australian Bureau of Statistics
AMCI	American Metals & Coal International (Alpha) Pty Ltd
APSDA	Abbot Point State Development Area
BMA	BHP Billiton Mitsubishi Alliance Coal Operations Pty Ltd
BRC	Barcaldine Regional Council
CHPP	Coal Handling Processing Plant
CRG	Community Reference Group
CSG	Coal Seam Gas
DEEDI	Department of Employment, Economic Development and Innovation
DIDO	Drive In – Drive Out
DIP	Department of Infrastructure and Planning, Queensland Government
DLGP	Department of Local Government and Planning
DTMR	Department of Transport and Main Roads
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
FIFO	Fly In – Fly Out
FTE	Full Time Equivalent
ICMM	International Council on Mining & Metals
ICN	Industry Capability Network
KPI	Key Performance Indicator
LIPP	Local Industry Participation Plan
LNG	Liquefied Natural Gas
MCC	Metallurgical Corporation of China
MCF	Multi Cargo Facility
MISC	Mining Industry Skills Centre
MLA	Mining Lease Application
QCoal	QCoal Pty Ltd
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
TOR	Terms of Reference
WRC	Whitsunday Regional Council

Figure 1. Project Location and Administrative Boundaries



1.12 GLOSSARY

Consultation Fatigue

The Department of Industry, Tourism and Resources defines consultation fatigue as a phenomenon that can occur when there are frequent or overlapping consultation initiatives in a community, either from different areas of the same company or operation, or from a different organisation, including government agencies.¹

Cumulative Impacts

Cumulative impacts refer to the incremental or combined impacts resulting from both the project that is being assessed and other projects, either existing or planned, now and in the future. The inclusion of cumulative impact assessment aims to ensure that potential impacts of a project are not considered in isolation to other changes that are, or are expected, to occur.

Engagement

The Department of Industry, Tourism and Resources defines engagement as communicating effectively with the people who affect, and are affected by, a company's activities (its stakeholders).

Project Stakeholders

The Department of Industry, Tourism and Resources defines project stakeholders as those people who have an interest in the project, either as individuals or representatives of a group, and including people who influence the project, or can influence it, as well as those affected by it.

Social Impact Assessment

SIA is the process of analysing and managing intended and unintended consequences of planned interventions (projects or policies) and any social change processes invoked by those interventions, to bring about a more sustainable and equitable biophysical and human environment.²

Social Licence to Operate

The Department of Industry, Tourism and Resources defines the social licence to operate as the recognition and acceptance of a company's contribution to the community in which it operates, moving beyond meeting basic legal requirements towards developing and maintaining the constructive stakeholder relationships necessary for business to be sustainable.

2. INTRODUCTION

Following the submission of an Initial Advice Statement to the Queensland Government in April 2008, the project, initially referred to as the Galilee Coal Project (northern export facility), was declared to be a 'significant project'. This triggered the need for an Environmental Impact Statement (EIS) to ensure the project's environmental, social and economic impacts are appropriately considered.

The Department of Infrastructure and Planning (DIP) prepared TOR for the EIS,³ which specified the need for a Social Impact Management Plan (SIMP).⁴ The SIMP is a document that shall be revised annually throughout the construction, operating and decommissioning phases of the project. The purpose of the SIMP is to outline a process for identifying, managing and reporting on social impacts. More specifically, the SIMP shall:

1. Provide background information on the project, the main stakeholders and the project's social impacts;
2. Describe management and mitigation strategies which Waratah Coal and other stakeholders will employ to enhance potential positive social impacts and minimise potential negative social impacts;
3. Describe how the strategies will be monitored and assessed;
4. Outline the process for re-assessing social impacts and revising management and mitigation strategies.

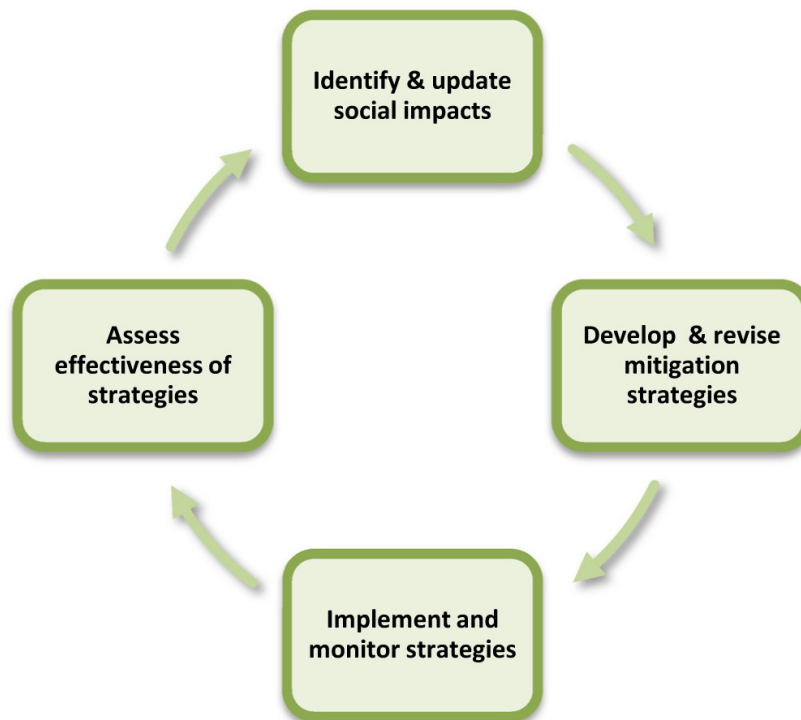
¹ Department of Industry, Tourism and Resources, 2006, p.5.

² Becker and Vanclay, 2003, p. 2.

³ Coordinator-General, May 2009 (refer Section 4.1.6).

⁴ The Department of Infrastructure and Planning prepared a guideline for preparing a SIMP. Refer Department of Infrastructure and Planning, September 2010.

The cyclical nature of the Social Impact Management Cycle is illustrated below:



Waratah Coal not only aims to manage social impacts effectively, but is committed to effective community engagement throughout the project’s development and operational phases. This will:

- Build and maintain relationships with impacted communities and other stakeholders;
- Contribute as appropriate to the sustainable development of local communities; and
- Earn and maintain a social license to operate.

3. SOCIAL IMPACT ASSESSMENT

This section of the report provides an overview of the project and the social impact assessment (SIA). For more information, refer to the SIA Report within the EIS.

3.1 PROJECT LOCATION

The China First Coal Project includes mine, rail and port components, as shown on **Figure 1**. The proposed Mineral Lease Application (MLA) covers an area of approximately 550 km². The mine is located within the Barcaldine Local Government Area (LGA). Waratah Coal plans to build a railway from the mine site to the Abbot Point State Development Area (APSDA), and utilise the

proposed multi-cargo facility for the loading of ships for the export of coal. The APSDA is located approximately 25 km north-west of Bowen within the Whitsunday Regional Council. The railway line will extend for a distance of 468 km and be located within the Barcaldine, Isaac and Whitsunday Regional Council areas.

3.2 PROJECT DESCRIPTION

The project includes open cut and underground mining approximately 30 km north-west of Alpha, the transport of coal by rail to Abbot Point, and the export of approximately 40 million tonnes of coal annually for a period of at least 25 years. The project also includes workforce accommodation and other facilities in the vicinity of the mine; temporary work camps in the Abbot Point area and along the proposed railway line during the construction period; and supporting power and water infrastructure.

Construction is scheduled to occur over a three year period commencing 2011/12. The Metallurgical Corporation of China (MCC) has been engaged to undertake the engineering, procurement, construction and management of the project. Full production is anticipated within 3 years of first production.

3.3 WORKFORCE PROFILE

The project will require the following construction workforce:

- 2,500 workers for the mine (over a 3 year period); and
- 1,000 workers for the rail infrastructure (over a 3 year period).

The construction workforce is equivalent to 3,500 full time positions for 3 years. This does not include the workforce for constructing the multi-cargo facility at Abbot Point, which will be undertaken by North Queensland Bulk Ports Corporation.

The operational workforce has been estimated at 2,360. The location of the operation workforce, and a breakdown between employees and contractors, is shown in Figure 2.

The majority of the 1,900 workers involved in the underground and open cut mining, and coal handling processing plant (CHPP), will be engaged on a FIFO basis, although a minimum of 28 senior staff will be permanently based and accommodated in Alpha. It is Waratah Coal's intention to permanently base and accommodate all 460 workers involved in the railway and port in the Bowen area.

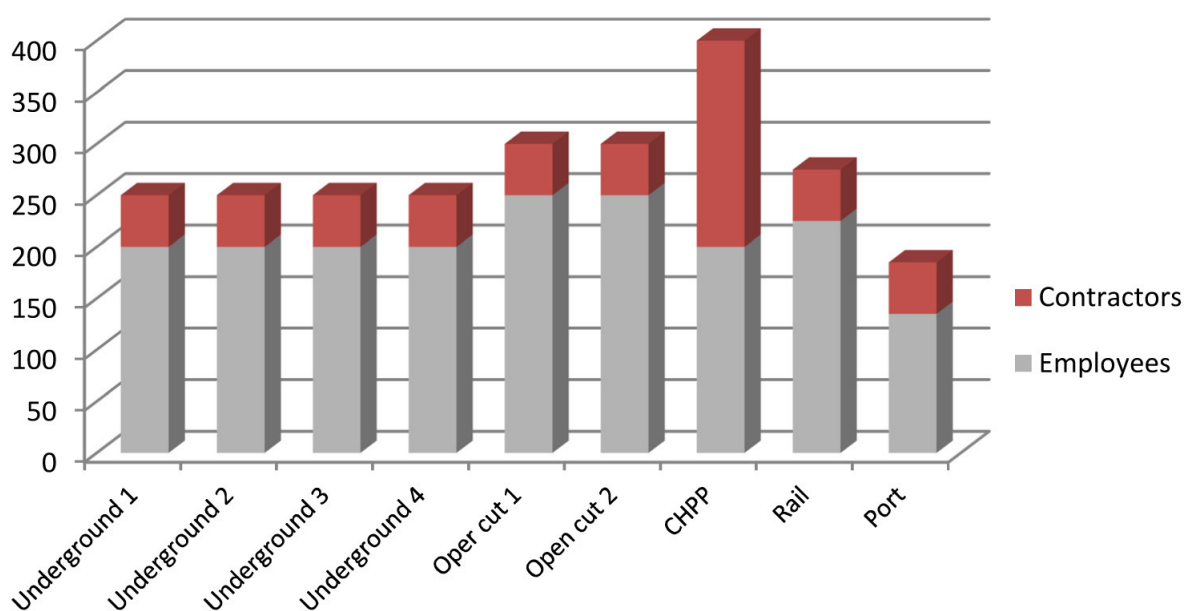
3.4 SOCIAL AND CULTURAL AREA OF INFLUENCE

The social and cultural area of influence is determined by a wide range of interrelated factors, including but not limited to:

- The physical location of project facilities;
- The proximity to settlements and other infrastructure;
- The tenure of the land and existing land use;
- The number of employees, their location and the value of wages;
- The number of suppliers, their location and the value of contracts;
- The roads used by employees, contractors and suppliers to access the project; and
- The location of service providers who will be impacted by employees and contractors.

The project's main social and cultural area of influence is assessed as the towns and nearby residents of Alpha, Jericho, Barcaldine, Emerald, Clermont, Collinsville, Bowen, Mackay and Rockhampton. Alpha is likely to be the most impacted community, followed by Bowen, then Emerald.

Figure 2. Operational Workforce Numbers by Location



Source: Waratah Coal, June 2011

For the purpose of this report:

- The project area is defined as those areas containing project infrastructure (ie, the Alpha, Belyando and Bowen areas);⁵ and
- The local region is defined as the Barcaldine, Isaac, Whitsunday and Central Highlands regional councils.

The social and cultural area of influence therefore extends beyond the project area and local region, and into Central Queensland.

3.5 POTENTIAL CONTRIBUTION TO REGIONAL DEVELOPMENT

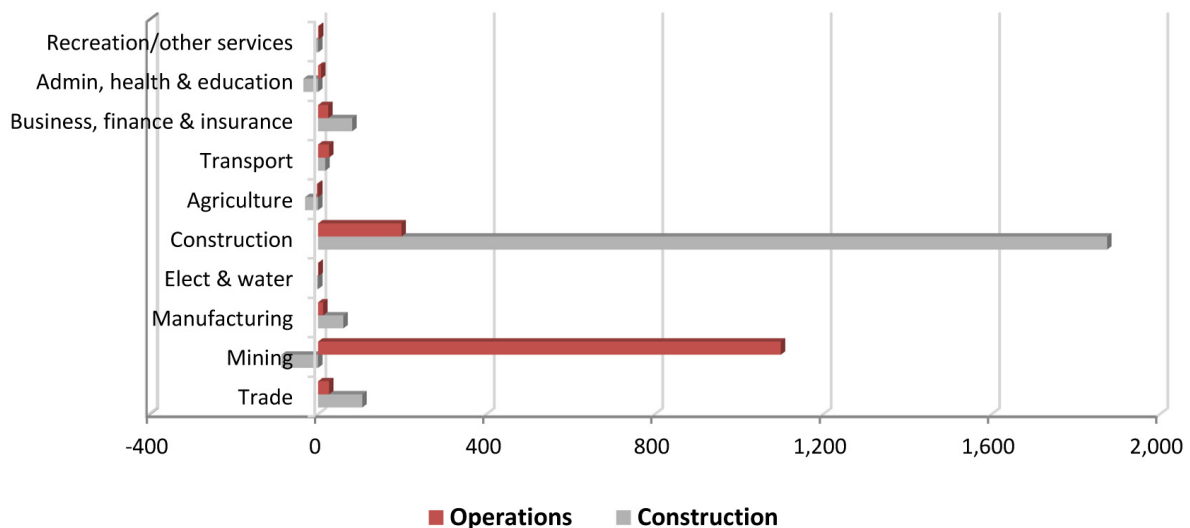
As described in the project’s Economic Impact Assessment, the project will have a significant impact on the regional economy.⁶ The project is expected to increase the value of production by \$6 billion annually once production commences, which represents an increase of 24% in comparison to 2008/9 output for the region. Although creating around 2,000 additional jobs during the operating period, this equates to an increase in employment of just 1% for the region as a whole.

Within the region, the project is expected to have a substantial impact on both the value of output and employment. Within the vicinity of the mine (Barcaldine and Central Highlands Regional Council areas), the project will:

- Increase the value of output by \$205 million annually and create an additional 1,975 Full Time Equivalent (FTE) positions during the three year construction period (output will increase by 4% in comparison to 2008/9, while employment will increase by 10%); and
- Increase the value of output by \$5 billion annually and create an additional 1,392 FTE positions during operations (output will double in comparison to 2008/9, while employment will increase by 7%).

The majority of jobs will be created in the construction and mining industries, although there will be some growth in employment in trade, manufacturing and business, finance and insurance services. At the same time, a temporary reduction in employment is anticipated in mining (as some other projects do not proceed as planned) and in the public administration and agricultural sectors (as some employees seek work in the construction industry). However, as shown in Figure 3, the reductions in employment are very low in comparison to the growth in employment in the construction and mining industries.

Figure 3. Forecast Change in Employment: Mine Area



Source: AEC Group, July 2010.

⁵ The Department of Infrastructure and Planning prepared a guideline for preparing a SIMP. Refer Department of Infrastructure and Planning, September 2010.

⁶ Refer AEC Group, July 2010. Note also, the Economic Impact Assessment includes Mackay and Rockhampton in the local region.

Within the vicinity of the port (Whitsunday Regional Council), the project will:

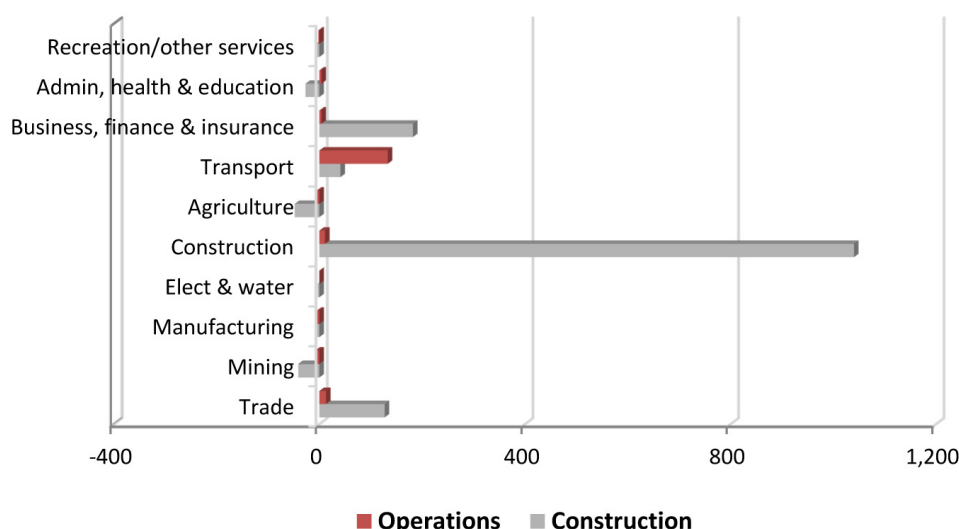
- Increase the value of output by \$235 million annually and create an additional 1,260 FTE positions during the three year construction period (output will increase by 10% in comparison to 2008/9, while employment will increase by 7%); and
- Increase the value of output by \$275 million annually and create an additional 145 FTE positions during operations (output will increase by 12% in comparison to 2008/9, while employment will increase by 1%).

As shown in **Figure 4**, the majority of jobs will be created during the construction period and focus on construction, and to a lesser extent, trade and business, finance and insurance services. During operations the main increase in employment will be in the transport sector. A reduction in employment is anticipated during the construction period in mining, agriculture and public administration, as some employees seek work in the construction industry. The reduction, however, is relatively small when compared to the increase in employment in the construction industry.

Impacts are expected to be greatest during project operations, when some 4,000 additional jobs are created, boosting wages by \$750 million annually.⁷ Around 25% of the additional jobs created are, in the longer term, expected to be filled from people living in Central Queensland.⁸ The remaining jobs will be filled by people residing in other parts of Queensland, interstate or overseas.

In addition to the increases in the value on output and employment in the local region, the project is expected to generate an additional \$365 million in revenue annually, for the State Government (during both construction and operations) and \$710 million annually for the Commonwealth Government. As the project is expected to contribute to significant population growth in the region, the level of government funding allocated to the region is expected to increase significantly in future years.

Figure 4. Forecast Change in Employment: Port Area



Source: AEC Group, July 2010.

⁷ While the project will directly employ some 1,500 workers during operations, a total of 4,000 new jobs are expected to be created as a result of indirect and induced employment.

⁸ Employment and migration estimates are derived from the project’s Economic Impact Assessment.

3.6 STAKEHOLDER ENGAGEMENT STRATEGY

A consultation plan was prepared during the initial phase of the EIS process, and included the following key steps:

- Identify stakeholders;
- Develop project materials:
- An initial brochure outlining the project, the proponent and the EIS process;
- An initial powerpoint presentation describing the project, the proponent and the EIS process;
- A series of maps showing the proposed mine layout, the proposed railway alignment and the proposed port layout;
- A second brochure containing more detailed information on the project, the proponent and EIS process; and
- A second (updated) powerpoint presentation describing the project, the proponent, the EIS process and recent progress.
- Develop a consultation program, which included:
- A series of meetings with a range of Federal and State Government agencies;
- Formal meetings with the Barcaldine, Central Highlands, Isaac, Whitsunday and Mackay Regional Councils (and subsequently the Blackall-Tambo Regional Council);
- Public meetings in Barcaldine, Jericho, Alpha, Emerald, Clermont, Mt Coolon, Collinsville and Bowen;
- Follow-up meetings with organisations and individuals as part of the various technical studies included in the EIS;
- One-on-one meetings with property owners (early/mid 2011); and
- Meetings with Indigenous groups as part of the cultural heritage studies being conducted.
- Develop alternative communication channels:
- A project website;
- An email address;
- A 1800 free call number; and
- A free post comment form.
- Ensure input from the public consultation process to each of the relevant technical studies;
- Report back to key stakeholders on the results of the public consultation process, the EIS and SIMP (*planned for July/August 2011*); and
- Assign responsibilities within Waratah Coal for all stages of the public consultation process.

The main stakeholders during the EIS process included:

- Elected representatives;
- National, State and Local Government agencies (including the owners of public infrastructure);
- Landholders in the vicinity of project facilities;
- Indigenous groups, including the traditional owners of land on which project facilities are to be located;
- Other local residents and interest groups;
- The proponents of other resource projects (both planned and operational);
- Business groups; and
- The media.

During construction and operations, employees will become an additional stakeholder group.

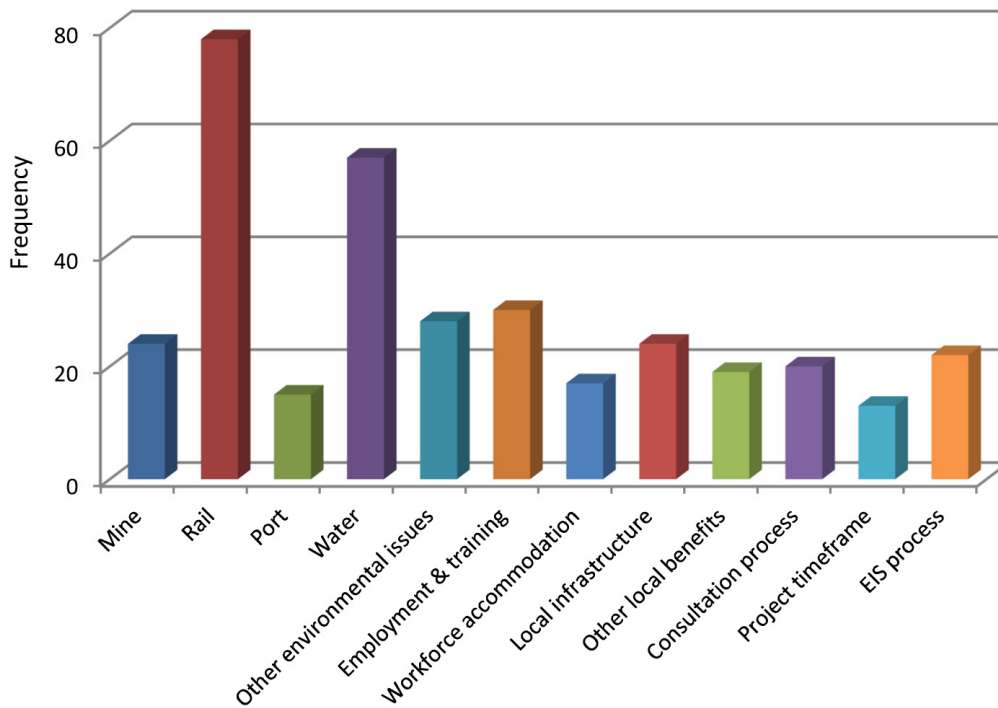
Additional details on the public consultation process are presented in the EIS, including the SIA and Public Consultation Reports.

3.7 KEY SOCIAL AND CULTURAL ISSUES

The key social and cultural issues are defined as those with which the public were primarily concerned with, and have been identified during 15 public meetings in Barcaldine, Jericho, Alpha, Emerald, Clermont, Mot Coolon, Collinsville and Bowen in June and September 2010. The issues do not necessarily match the main social impacts, which are identified and described in **Section 3**, as the issues have been defined as an expressed concern, or benefit, or a topic in which more information has been requested, and is based on the frequency in which issues were raised during public meetings held by Waratah Coal in June and September 2010.

As shown in **Figure 5**, the main issues raised during the public meetings related to the railway (approximately 20% of all queries) and the impact of the mine on ground and surface water (approximately 15% of all queries). For the railway, the queries focused on the proposed alignment, rail and train details, and whether one or two railway lines would be constructed.

Figure 5. Main Issues Raised During 15 Public Meetings Held in June and September, 2010



Source: Waratah Coal (reported in the Public Consultation Report, November 2010)

3.8 RESPONSE TO MAIN CONCERNS

The main concerns with the project in the vicinity of the mine, rail and port, can be summarised as follows (noting that the concerns sometimes differ to the issues raised, as many of the issues raised were requests for additional information or commenting favourably rather than an expressed concern):

Mine:

- Potential impacts on groundwater;
- Infrastructure and other benefits for Alpha; and
- The risk of Alpha becoming a ‘mining town’.

Rail:

- The actual rail alignment;
- Whether there will be one or two railway lines; and
- The impact of the railway on property management and cattle operations.

Port:

- The potential benefits of the project for residents of Bowen; and
- Environmental impacts on the Abbot Point wetlands and nearby marine areas.

A more detailed list of concerns voiced during the public consultation process, and the response from Waratah Coal, is summarised in **Table 2**.

Table 2. Main Public Concerns and Response by Waratah Coal

LOCATION	MAIN CONCERNS	RESPONSE FROM WARATAH COAL
MINE		
1	Impacts on groundwater	Environmental Plans will be prepared for the construction and operational phases of the project and include aspects relating to groundwater. Further details are provided in the Groundwater Technical Report in the EIS.
2	Alpha becoming a mining town	A predominantly FIFO workforce and placement of the worker's village at the mine site will help minimise the number of mine workers based in Alpha. Waratah Coal also supports the preparation of local development plans, developed by council with input from State Govt, local residents and project proponents, and regards this as an effective way to plan and manage the development of Alpha, which should help reduce the risk of Alpha having adverse characteristics typically associated with mining towns.
3	Uncertainty over Council's proposal for the development of Alpha	The proposed development of Alpha requires approval by the State Government. Waratah Coal supports the preparation of local development plans, and will provide input to such plans, and will coordinate the provision of infrastructure to ensure it benefits both the mine and local residents.
4	Lack of benefit for local communities (particularly relating to the use of mining royalties)	As above.
5	Waratah Coal's contribution to local infrastructure	Waratah Coal supports the preparation of local development plans, and will provide input to such plans, and will coordinate the provision of infrastructure to ensure it benefits both the mine and local residents.
6	Lack of coordination between project proponents and government at different levels	Waratah Coal supports the establishment of local consultative committees (preferably combining different proponents) and the preparation of local development plans. This would help ensure effective coordination between local councils, State Govt, local residents and project proponents.
7	Impact of coal dust	Waratah Coal will minimise the impact of coal dust by minimising the height of waste rock and stock piles as much as possible, watering of stockpiles and roads, and progressively rehabilitating mined areas.
8	The impact on staff retention for existing businesses	This issue needs to be addressed in consultation with local business owners. Waratah Coal will prepare a Local Industry Participation Plan, which will promote local business opportunities, and a Recruitment & Training Plan, which will try to minimise the drain of professional (and other) staff from local communities. Part of the required approach also relates to the provision of training, including apprenticeships, which will be outlined in the Recruitment & Training Plan.
9	The impact on community and emergency services	Waratah Coal is willing to support emergency and welfare services in the Alpha area, but support should preferably be provided as part of local development plans to ensure assistance is coordinated with government agencies and other proponents and assistance supports priority activities.
10	Local employment and training	Waratah Coal will develop a Recruitment & Training Plan, aiming to enhance the skill levels of the workforce and local communities; ensure opportunities for Indigenous employment; and maximise the number of apprentices from the region.

LOCATION	MAIN CONCERNS	RESPONSE FROM WARATAH COAL
RAIL		
11	Final rail alignment (including whether there would be one or two railways)	The State Government is responsible for the approval of railway lines and will decide on the number constructed. Prior to any such decision the two proponents are conducting separate feasibility studies, both of which include rail. The rail alignment for the China First project is being finalised following airborne laser scanning.
12	Disruption to grazing practices	Waratah Coal has attempted to minimise the number of properties through which the railway line will pass, and adopting a 1:200 gradient provides an opportunity to minimise the length of railway in low-lying, often more productive grazing (and cropping) areas. In addition, Waratah Coal will work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the railway.
13	Compensation entitlements	Waratah Coal has commenced consultation with property owners (on an individual basis). These discussions include compensation entitlements (see also #14 below).
14	Impact of the railway(s) on property values	An independent property assessor will value properties in 2011 and will base values on their pre-railway values.
15	Impact of the mine on surface water	Tallarenha Creek shall be diverted around the mine site to ensure clean water is kept out of the mine and dirty water is not discharged into the creek, reducing the potential impacts on the quality or availability of surface water.
16	Fire management along the railway	The rail alignment will be fully fenced. The area around the tracks will be cleared and kept free of any vegetation.
17	Impact in terms of illegal access (in particular, illegal shooters)	The rail alignment will be fully fenced and appropriate signage placed in an attempt to minimise illegal access to land and illegal shooting in the railway corridor or on private property.
PORT		
18	Impacts on Abbot Point wetlands	Waratah Coal aims to utilise the MCF project. It is understood that Government will be seeking to prepare specific Environmental Management Plans for use by third parties for the construction and operational phases of the facility. Waratah Coal will comply with these EMPs and other management requirements within the APSDA.
19	Impact on the Great Barrier Reef Marine Park	As above.
20	Local employment and training	Waratah Coal will develop a Recruitment & Training Plan, aiming to enhance the skill levels of the workforce and local communities; ensure opportunities for Indigenous employment; and maximise the number of apprentices from the region.
21	Local contracting opportunities	Waratah Coal will prepare a Local Industry Participation Plan and will give preference to local suppliers and contractors, and in partnership with the ICN will provide information to local businesses to ensure they are aware of potential contracting opportunities and understand the required contract standards and conditions.
22	Lack of benefits due to inadequate planning and coordination	The establishment of local consultative committees and the preparation of local development plans have proven to be an effective way of ensuring coordination between local councils, State Govt, local residents and project proponents and maximising the benefits from resource projects.

The above responses have been incorporated within the various technical studies included in the EIS.

4. IMPACT MITIGATION AND MANAGEMENT

The strategies for managing and mitigating social impacts have been prepared in response to the main social impacts that are predicted to occur as a result of the China First Coal Project and other large-scale resource projects being developed within a similar timeframe and in or overlapping the project area.

4.1 CUMULATIVE SOCIAL IMPACTS

This project is one of five large coal mines being developed in the Galilee Basin, and one of four in the vicinity of Alpha.⁹ The three other coal mines in the vicinity of Alpha, all of which have been identified as 'significant' by the Queensland Government, include Alpha Coal, Kevin's Corner and South Galilee.¹⁰ In addition to coal mines in the vicinity of Alpha, a number of other large scale projects are being developed and are expected to have significant impacts within the project area. These include:

- BMA Bowen Basin Coal Growth – the construction of three additional coal mines in the vicinity of Moranbah, being developed by BHP Billiton Mitsubishi Alliance Coal Operations Pty Ltd (BMA);
- Drake Coal Project – a new mine near Collinsville, being developed by Drake Coal (which is a subsidiary of QCoal Pty Ltd, which operates the Sonoma coal mine, 6 km south of Collinsville); and
- The expansion of Abbot Point, including the proposed Multi Cargo Facility.^{11, 12}

In addition to the above projects, a number of Coal Seam Gas projects are being developed in Central Queensland and generally involve the extraction of CSG in the Bowen and Surat Basins, the construction of gas pipelines to Gladstone, and the construction of Liquefied Natural Gas (LNG) plants and expansion of port facilities at Gladstone.

Although the feasibility of many of the above projects is currently being investigated, and some projects may not proceed in the near term, it is quite likely that several of the proposed projects will be developed

within a similar timeframe to that proposed for the development of the China First Coal Project. Similar construction timeframes are likely because several coal projects will depend on the construction of expanded port facilities at Abbot Point, and will therefore aim to commence production once the port facilities have been completed. The cumulative social impacts of multiple large-scale resource projects are therefore identified and assessed throughout the SIA and SIMP. In summary, the cumulative impact of multiple large-scale resource projects being developed within a similar time frame, include:

- Substantial growth in employment numbers and further reduction in unemployment levels in Central Queensland;
- Increased in-migration and a rise in non-resident workers as a result of skill shortages in the construction and mining industries;
- As a result of increased in-migration and a rise in non-resident workers:
 - Further housing shortages and higher house prices and rental costs (contributing to declining affordability and increased housing rental and repayment stress);
 - Increased demand for locally available goods and services, contributing to higher price rises than in many other parts of Queensland; and
 - Increased use of public infrastructure and increased demand for public and private services (including emergency and welfare services).

4.2 SOCIAL IMPACT SUMMARY

The main social impacts and their significance, resulting from both the project and from the development of multiple, large-scale resource projects, are summarised in **Table 3**. Note that the summary focuses on the main social impacts rather than trying to list all potential social impacts. Note also, the significance of an impact (grouped as extreme, high, medium or low) is based on an assessment of the likelihood and consequence of an impact occurring.

⁹ The proposed Carmichael Coal Mine, being developed by Adani, is located around 200 km north of Alpha and is expected to have a much lower impact on Alpha than the other proposed mines.

¹⁰ Alpha Coal and Kevin's Corner are owned by Hancock Prospecting Pty Ltd. The coal from both mines shall be exported from Abbot Point. The EIS for the Hancock mines includes a separate railway line to that proposed by Waratah Coal.

¹¹ Refer DIP. <http://www.dip.qld.gov.au/coordinator-general-projects/index.php>

¹² DIP also included the East Coast Alumina Refinery and Port – which was to process bauxite from near Aurukun (Cape York) – as a significant project, but the Aluminium Corporation of China Limited (Chalco) indicated their intention to withdraw from the project in 2010.

Table 3. Summary of Social Impacts and Significance

IMPACT	DESCRIPTION	SIGNIFICANCE	
		PROJECT	CUMULATIVE
POSITIVE			
Employment and training	The project will create an additional 3,000 jobs during construction and 4,000 jobs during operations (when including direct, indirect and induced employment) and provide training to many staff.	High	Extreme
Personal income	The project will increase average personal income levels in the project area and local region.	High	Extreme
Contracting and business	The project will procure a range of local goods and services, benefiting businesses in the region.	Medium	High
Town infrastructure and services	The project will generate additional State revenue. Some of this should benefit Alpha and Bowen and other towns in the region. Alpha should benefit as a result of mine development (eg. improved power, water, airport) and Waratah Coal will provide financial support for community projects.	Medium	High
Rural infrastructure	Farmers in the vicinity of the mine may benefit from improved telecommunications, power and water supply.	Medium	Medium
NEGATIVE			
Wellbeing of property owners	The uncertainty over the rail alignment and which railway will be constructed is causing uncertainty and stress, and when constructed, may cause further stress and visual, noise, dust and vibration impacts on some properties.	High	High
Community values	If Alpha is not developed in a planned and coordinated manner, it is likely to have a transient population and may suffer from a range of social and welfare problems. In a town which aims to preserve its way of life, this may fuel resentment towards mining, and impact adversely on community values.	High	High
Cost of living	Housing prices, rental costs and the costs of local goods and services are expected to rise. Shortages in accommodation and trade services are likely. Higher living costs will disadvantage the non-mining sector and particularly low income groups.	Medium	High
Road traffic	Traffic disruptions will occur during project construction along the Capricorn Highway and roads crossing the railway (including the Bruce Highway). Increased traffic will occur on the Alpha-Emerald and Alpha-Clermont roads during operations, impacting local residents and tourists.	Medium	High
Public infrastructure and services	Population growth in Alpha and Bowen (and to a lower degree in Emerald, Mackay and Rockhampton) will increase the demand for public infrastructure and services (eg. power, water, garbage collection and processing, health, education, police, rural fire brigades, etc).	Medium	High
Welfare services	Population increase and rising prices will increase the demand for welfare services and potentially lead to a reduction in the coverage or quality of services provided.	Medium	High
Cattle operations	Cattle operations may be disrupted on some properties, potentially increasing labour requirements and possibly reducing cattle productivity.	Medium	Medium

The type and extent of social impacts will vary substantially within the region. A summary of the predicted social impacts for different locations and for disadvantaged groups is presented as **Attachment 1 (Section 8.1)**.

4.3 IMPACT MANAGEMENT AND MITIGATION

Draft impact management and mitigation strategies have been prepared to help maximise the potential positive impacts and help minimise the expected negative impacts arising from the project, and more broadly, from the cumulative impact of multiple large-scale resource projects in the project area.

The draft impact management and mitigation strategies include:

- A Stakeholder Engagement Plan;
- Five interrelated action plans:
 1. Local Industry Participation;
 2. Recruitment and Training;
 3. Accommodation and Housing;
 4. Assistance for Alpha and Bowen;
 5. Assistance to property owners; and
- A Social Monitoring and Reporting Program.

While each of the above strategies is described below, substantially more consultation is required during their finalisation. Much of this is expected to occur in July 2011 and a revised SIMP will therefore be submitted at the end of July. This document therefore contains a description of each draft social impact management strategy, and a description of the process that will be followed to finalise each strategy. While the process to finalise the SIMP may be completed in the near term, it must be recognised that the SIMP, and the strategies within the SIMP, will be reviewed and revised annually throughout the construction, operations and decommissioning phases of the project.

4.3.1 Stakeholder Engagement

Effective stakeholder engagement is necessary to ensure the main social impacts are identified and appropriate strategies are prepared and implemented for each of these impacts. A description of the proposed stakeholder engagement strategy is presented in **Section 5**.

4.3.2 Action Plan # 1: Local Industry Participation

A Local Industry Participation Plan (LIPP) will be prepared in collaboration with DEEDI (Office of Advanced

Manufacturing) and the Industry Capability Network (ICN). The LIPP will aim to maximise employment and business growth, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia and in New Zealand. This will be achieved by promoting opportunities for Australian organisations to tender for contract opportunities, and by providing support to Australian organisations (via the ICN) to improve their capacity to successfully tender for work. It is envisaged that specific support will be provided to Indigenous organisations, particularly in the Bowen Area (eg. the HiHo Group), to strengthen their capacity to successfully tender for work under the project.

Specific details of the LIPP, along with key performance indicators and monitoring and review processes, have been outlined in **Attachment 3 (Section 8.3)**. As the LIPP must be registered with DEEDI at least 30 days prior to going to tender for project construction or the acquisition of capital assets, the LIPP will be prepared in 2011/12 following the Final Investment Decision. However, a draft LIPP shall be prepared in collaboration with the ICN before the end of 2011.¹³

4.3.3 Action Plan # 2: Recruitment and Training

A Recruitment and Training Plan will be prepared to maximise employment, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia, and improve skill levels in the community, as a result of the China First Coal Project. While the Recruitment and Training Plan will include a system for assessing and improving the skill levels of employees, it will also include a wide range of strategies to promote local employment, improve staff retention and enhance skill levels in the community. For example:

- Ensuring accommodation and recreation facilities at the mine site cater for a diverse workforce, including separate accommodation areas for women and culturally appropriate facilities for Indigenous staff and overseas workers. This may include separate recreational areas, alcohol free areas, etc.

¹³ Refer DEEDI, October 2010.

- Providing induction training to all staff and contractors to ensure they are not only familiar with project facilities but local Indigenous cultures and values; occupational health and safety including emergency response strategies and contracts; employment conditions, employee entitlements and the grievance mechanism (described in Section 5).
- Initiating a local apprenticeship scheme to help young people find work and stay in the local area.
- Promoting female employment:
 - Providing a cultural and physical environment where women feel comfortable, included and valued;
 - Trialling flexible working arrangements, (for men and women), which take into account such matters as employees’ child care commitments and work/life balance, while also meeting operational requirements;
- Promoting Indigenous employment (eg. by collaborating with organisations such as the HiHo Group in Bowen).
- Providing bus services (to reduce traffic and issues relating to fatigue) between the mine site and any nearby regional centre that contains a sufficient number of employees.
- Providing financial assistance to employees to enable them to purchase a house in either Alpha or Bowen (eg. providing a discount on interest charges or a housing deduction for each year of service with the company, but in return, have an employee working on a long-term basis and residing in the local area).
- Providing advice from financial experts to employees in areas such as superannuation, housing or other financial investments. The advice could be made available to employees who, for example, have stayed with the company for a period of three years. This would reward employees and should improve the financial benefits they receive.
- Providing support to local schools and/or local training organisations to enhance their capacity. This assistance would generally be identified through the community planning process described within **Action Plan # 4 (Section 4.3.5)**.

Waratah Coal will engage with agencies such as Skills Queensland, the Department of Education and Training, the Mining Industry Skills Centre (MISC), local councils and local training providers to prepare a Recruitment and Training Plan for inclusion in the SIMP.

Waratah Coal (and MCC and their sub-contractors) will monitor and report on the origin and gender of all employees, including the employees of contractors, and the training provided to employees and the employees of contractors. Reporting on employment and training will occur throughout the construction, operating and decommissioning phases and be summarised and included in the Social Impact Management Plan and annual updates.

4.3.4 Action Plan # 3: Accommodation and Housing

Waratah Coal intends to base a minimum of 28 senior managers in Alpha, and up to 460 workers involved in the railway and port in the Bowen area. This will provide a substantial contribution to the residential populations and local economies in both locations. However, it will also provide upward pressure on house prices and rental costs. This may contribute to declining affordability and an increase in housing rental and loan repayment stress. It could increase the number of people seeking social housing, and may reduce the capacity of people on low to medium income levels to reside in Alpha or Bowen.

Thus, while Waratah Coal needs to develop appropriate strategies for basing 28 staff in Alpha and up to 460 in the Bowen area, it also needs to consider the impact of the project on (i) housing affordability and (ii) the requirement for, and availability of, social housing.

Selected population and housing data for Alpha and Bowen is summarised in **Table 4**.

Table 4: Housing Characteristics for Alpha and Bowen

TOWN	ALPHA	BOWEN
Population (total)	402	7,483
Aged 0-14	100	1,418
Aged 15-64	245	4,875
Aged 65+	57	1,190
Dwellings (total)	144	2,743
House	132	1,898
Flat, unit or apartment	9	711
Other	3	134
Fully owned	57	953
Being purchased	26	645
Rented	51	1,003
Other tenancy or not stated	10	142
Social housing:		
Public Housing	4	177
Aboriginal & Torres Strait Islander Housing	1	15
Community Housing	9	18
Indigenous Community Housing Organisation	0	41
Social housing (total)	14	251

Source: 2006 National Census (ABS, 2007), and Department of Communities (Housing and Homelessness Services), 2008a,b.

Alpha has a limited housing market and it is accepted that Waratah Coal will need to construct additional houses for the 28 staff to be based in town. This would increase the housing stock by 21% (based on 2006 data). While there are around 1,000 dwellings being rented in Bowen (based on 2006 data), an additional 460 staff, many of which are expected to bring families, will clearly require a substantial increase in new houses to accommodate Waratah Coal's workforce.

Waratah Coal will prepare an Accommodation and Housing Plan which outlines strategies for:

- Accommodating staff in Alpha and Bowen;
- Assessing the impact of the project on, and responding to, housing affordability in Alpha and Bowen; and
- Assessing the impact of the project on, and responding to, the demand for and supply of social housing in Alpha and Bowen.

The strategies will be prepared following further review of available housing data and consultation with the Whitsunday and Barcaldine Regional Councils, state and local housing authorities and local real estate agents. For Alpha, it is likely that additional housing will be required to help meet the demand for social and affordable housing. This may most appropriately be integrated within the proposed town development planning for Alpha, which is described under **Action Plan #4 (Section 4.3.5)**.

A draft action plan is presented in **Attachment 3 (Section 8.3)**.

4.3.5 Action Plan # 4: Assistance for Alpha and Bowen

The SIA includes recommendations which support local development planning and which necessitates effective coordination and active and ongoing engagement with local stakeholders, including local councils, state government agencies, local residents and other project proponents. Specifically, it is recommended that a development plan is prepared for Alpha, and both public and private sector support for Alpha is provided in accordance with the development plan.

The Barcaldine Regional Council has proposed that Alpha be developed to facilitate growth resulting from the development of coal mines in the area. Although a detailed plan has not been prepared, a preliminary town plan has been prepared by Council, and the proposal described at several state government planning meetings. Key aspects of the proposal include:

- Extending the existing airport and upgrading the airport facilities so that each mining company uses the Alpha airport rather than construct their own facility on the mining leases;¹⁴
- Developing a road north of the airport to allow direct access to the Waratah and Hancock mines (and improving the Alpha end of the Alpha-Clermont road);
- Improving water supply (either through use of surplus water available to the mines or an alternative, new source);
- Improving power supply (building on the 275 kV lines from the Lilyvale substation);
- Releasing residential land (in addition to land currently being developed in Alpha);

¹⁴ As both AMCI and Waratah Coal have indicated their intention to upgrade and use the Alpha airstrip for their FIFO workforce and various supplies, the two companies will fund the extension and upgrading of the airstrip as part of their construction costs.

- Releasing industrial land;
- Upgrading the sewerage system; and
- Improving telecommunications.

In the medium to longer term, it is envisaged that the hospital and public school would also be upgraded and their services expanded. Other services, in particular child care and an expansion of police and emergency services, are also seen as essential to the proposed development.

It is recommended that a detailed town development plan be prepared by the Barcardine Regional Council, in consultation with the local community, government agencies, other service providers and the project proponents (AMCI, Waratah Coal and Hancock Coal). The BRC is likely to require financial and technical support for such an exercise. Waratah Coal is willing to provide this support, if requested, either in its own right or in cooperation with one or more of the other proponents.

Waratah Coal will discuss this proposal with BRC and the other proponents in July 2011, and if requested to take a lead in this activity (ie. if the other proponents or another entity have not already agreed to undertake a similar planning exercise), will include draft TOR for the planning study in the revised SIMP (end of July 2011).

A development plan for Alpha is seen as only the first step in the provision of support for Alpha, but is a necessary prerequisite to help ensure any development assistance provided by Waratah Coal is coordinated with other organisations and is allocated to priority activities that have council and community support. Any infrastructure that Waratah Coal builds in the vicinity of Alpha (eg. power, water, airport and communication infrastructure), will be planned giving due consideration to the development plan for Alpha, and the future needs of what is envisaged to be a larger local population.

Waratah Coal would also like to provide financial support to implement priority projects identified in the development plan for Alpha. This may most appropriately be done through an annual grant. While the grant should be allocated in accordance with the development plan, it could be used for a wide range of activities, including any of the following examples:

- Improving the town's water supply;
- Improving the town's power supply;

- Building new facilities at the hospital (or renovating existing facilities) and providing medical equipment, staff housing, capacity building or other support;
- Building new facilities at the school and providing teaching materials, equipment, capacity building or other support;
- Preparing an emergency services plan for Alpha and constructing and equipping an emergency response centre (which could include facilities, vehicles and other equipment for the police, fire brigade and ambulance) and providing capacity building support;¹⁵
- Preparing a welfare services strategy for Alpha and constructing and equipping a social welfare centre, including staff housing (which would help address housing affordability problems discussed under **Action Plan # 3 (Section 4.3.4)**), vehicles and other equipment, and providing capacity building support;
- The provision of social housing (as discussed under **Action Plan # 3 (Section 4.3.4)**); or
- Constructing a library or sporting facilities.

Other proponents may also wish to provide grants, and it would be preferable if they were managed on a cooperative basis and preferably using a single financial mechanism. The management of a grant facility will be discussed with the BRC and the other proponents (and possibly members of the local community) in July 2011. Should there be general support for a grant mechanism, draft management guidelines will be prepared and included in the revised SIMP.

The proposal to prepare a development plan for Alpha and provide an annual grant to support plan implementation combines several of the SIA recommendations, and effectively gives the council and local community a greater role in determining priorities and allocating funds for development activities.

A similar process could be replicated for Bowen, both in terms of town planning and the provision of financial assistance. While it seems appropriate for Waratah Coal to play a leading role in supporting the BRC and local community in Alpha, it seems appropriate that Waratah Coal play a supporting role in Bowen, given the greater resources available to the Whitsunday Regional Council and larger number of project proponents (some of which have been using Abbot Point for many years already).

A draft action plan is presented in **Attachment 3 (Section 8.3)**.

¹⁵ An emergency services strategy would aim to boost the emergency services capacity in Alpha. This is separate from the emergency response plans that Waratah Coal will prepare for each project site.

4.3.6 Action Plan # 5: Assistance to property owners

The SIA identified a range of impacts on property owners that will be impacted by the project. An extract from the SIA, summarising the impacted property owners, is presented below:

The proposed mine site is located on eight beef cattle properties, each with an average area of around 70 km². Three of the properties are managed as a single entity, and one is jointly managed as a wildlife refuge with sustainable cattle grazing. The property owners live on three of the six entities.

Properties neighbouring the mine site will, to various degrees, be impacted from dust, noise, vibration, visual amenity and the presence of mine staff involved in environmental monitoring activities. The prevailing wind is from the north-east, indicating that those properties to the south-west of the mine site will be most impacted from dust. Adjoining properties could exhibit a decline in pasture productivity.

The rail alignment is expected to traverse 36 properties. These properties vary in size from around 1,000 ha to almost 40,000 ha. The majority of properties are leasehold. Two properties support cattle feedlots and some have relatively small areas of cropping land (generally limited to areas on the floodplains). The remaining properties support beef cattle grazing operations on native pasture. Four houses are located within 2 km of the proposed railway route. The nearest house is located 300 metres from the railway, but at the same time, is located within a kilometre of an operational open cut coal mine near Collinsville.

Waratah Coal will provide financial compensation to directly impacted property owners and will work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the mine and railway. This may entail the realignment of fences, provision of additional watering points, the construction of new farm roads and relocation or provision of new cattle yards. Waratah Coal will offer the assistance of farm management consultants to provide advice and assistance to property owners relating to property management and the realignment of infrastructure.

Some of the properties on or near the mine site may also be provided with reliable power, water supplies and improved telecommunications.

A major concern of property owners, particularly in the Bowen-Collinsville-Mt Coolon areas, is the risk of fire. The Environmental Management Plan will include strategies to minimise the risk of fire. The fire reduction strategies may provide some opportunity for property owners to earn some off-farm income (eg. vegetation control within the railway corridor). This will be discussed with property owners as part of the consultation process.

Property owners are one of the key stakeholder groups and are specifically identified in the community engagement plan (refer Section 5). A draft action plan is presented in Attachment 3 (Section 8.3).

4.3.7 Social Monitoring and Reporting

Refer Section 6.

5. STAKEHOLDER ENGAGEMENT STRATEGY

The main stakeholders have been identified, their interests in the project described, and engagement and management strategies outlined in the Stakeholder Engagement Summary (refer Attachment 4). Key elements of the stakeholder engagement strategy include:

- Participation in Community Reference Groups in Alpha and Bowen;
- Preparing and raising awareness of grievance and dispute resolution mechanisms; and
- The preparation of a community engagement plan.

5.1 COMMUNITY REFERENCE GROUPS

Discussions have been held with AMCI in regard to joining the Community Reference Group (CRG) they established in Alpha. This will facilitate greater coordination between Waratah Coal and AMCI and the local community and is regarded as a much better option than establishing a separate CRG in Alpha. Discussions will be held with AMCI in July 2011 to confirm Waratah Coal's participation and then clarify the most appropriate method of participation (ie. presenting information that has been requested by the CRG and when possible, in a consistent format and manner to that presented by AMCI).

Waratah Coal will meet with the Whitsunday Regional Council in July 2011 to discuss options in regard to joining an existing CRG for the Bowen area, such as the Bowen Abbot Point Community Consultation Group, or forming part of a new multi-proponent CRG.

5.2 GRIEVANCE AND DISPUTE RESOLUTION

The China First Coal Project will have a grievance and dispute resolution mechanism to allow any affected person or organisation to voice or register a complaint, and for that complaint to be dealt with in an effective, timely and appropriate manner. This includes documenting the complaint and outcome, and ensuring no retribution. It is also important that the mechanism does not impede access to other judicial or administrative remedies that might be available under law or through existing arbitration procedures or substitute for grievance mechanisms provided through collective agreements.

The benefit of an effective grievance and dispute resolution mechanism is to ensure that project managers are aware of any adverse impacts caused either directly or indirectly by the project, and to enable them to deal with these in an effective, timely and appropriate manner. Grievances may be either internal (employees) or external, and are not limited geographically. Raising awareness of the grievance mechanism, both within and outside the project, is therefore important if it is to be an effective mechanism for identifying adverse impacts. Employees and contractors will be advised of the grievance mechanism at the time of hire. The mechanism will need to be advertised for external stakeholders. Dealing with grievances effectively, and transmitting the response in a timely and appropriate manner, is essential if the grievance mechanism is to be accepted by both internal and external stakeholders as an effective and worthwhile process.

Waratah Coal will draft a grievance and dispute resolution mechanism in July 2011, drawing on documents such as the ICMM's good practice guideline *'Human Rights in the Mining & Metals Industry: Handling and Resolving Local Level Concerns & Grievances'*.¹⁶ Draft grievance and dispute resolution mechanisms shall be presented in the next draft of the SIMP.

5.3 COMMUNITY ENGAGEMENT PLAN

Waratah Coal will also prepare a Community Engagement Plan in July 2011. This will outline methods in which information is exchanged between Waratah Coal and local communities (focusing on people in the Alpha and Bowen areas, and property owners in the vicinity of the mine and railway). The Community Engagement Plan is expected to include a range of engagement processes:

- Continuing the information hotline (1800 number);
- Providing information on Waratah Coal's website and updating this information periodically; and
- Preparing periodic project updates and disseminating these among key stakeholders (focusing on selected state government agencies, local councils, property owners, Indigenous groups, other local residents and local interest groups).

The Community Engagement Plan will also encompass the preparation of Environmental and Social Impact Management Plans for the project in a participatory manner, and actively involving stakeholders in their implementation and monitoring.

As part of the Community Engagement Plan Waratah Coal will review its Code of Conduct on a periodic basis. The Code of Conduct will define acceptable and unacceptable behaviour, and this will be included in the induction training for all employees and contractors. The review of the Code of Conduct by selected members of the local communities (in particular Alpha and Bowen) will help ensure it remains relevant and meets community expectations. The Code of Conduct aims to minimise behaviour which might otherwise diminish family or community values, and will help ensure Waratah Coal is seen as a respectable and valuable part of the local communities.

5.4 REVIEW OF STAKEHOLDER ENGAGEMENT PROCESSES

The effectiveness of stakeholder engagement processes will be reviewed annually, and documented as part of the Annual Social Impact Report. A summary of this assessment and an outline of any changes to stakeholder consultation will be included in annual updates of the SIMP. Additional details on the stakeholder engagement strategy, including the reporting requirements, are presented as Attachment 4.

¹⁶ Refer ICMM, October 2009.

5.5 THIRD ROUND OF PUBLIC MEETINGS

A third round of public meetings is scheduled for July/August 2011. These meetings will highlight the main issues/concerns raised, the predicted impacts (both positive and negative), and how they will be addressed, and facilitate public input to the EIS process. Meetings will be held in Barcaldine, Jericho, Alpha, Emerald, Clermont, Mt Coolon, Collinsville, Bowen and Blackall. The decision to further expand the meeting venues, and hold a meeting in Blackall, has been in response to a specific request, following the second round of public meetings, by the Mayor of Blackall-Tambo.

To raise awareness of the third round of public meetings, the following strategies will be undertaken:

- Advertisements will be placed in a range of popular newspapers (*as for the first two rounds of public meetings*);
- Advertisements will be placed on community notice boards;
- Advertisements will be placed in council newsletters;
- For those councils with email lists, messages will be sent via email to local businesses and other organisations;
- A letterbox drop will be undertaken in some areas notifying local residents of the meeting; and
- Property owners will be contacted directly using email, phone and/or post.

6. MONITORING, REPORTING AND REVIEW

6.1 MONITORING FRAMEWORK

A framework for monitoring social impacts has been prepared for the project and is presented as **Attachment 5 - Section 8.5**. The framework focuses on the action plans, which are expected to address the main social impacts of the project. The monitoring framework includes KPIs, a monitoring strategy, and when possible, targets, the responsibility for monitoring, and the timing and frequency of monitoring activities.

It is not possible to finalise the action plans or KPIs until other stakeholders have been fully consulted. The monitoring framework will therefore be finalised in the next version of the SIMP.

6.2 REPORTING

The social impact management process will be assessed and documented on an annual basis, and will include the preparation of four reports each year.

1. An Annual Social Impact Report, containing:
 - An assessment of progress in implementing each management and mitigation strategy (based on the KPIs);
 - A comparison of the progress achieved against baseline data and the annual targets (again focusing on the KPIs);
 - An analysis of the relevance of the management and mitigation strategies (ie. did they effectively focus on and cover the main social impacts); and
 - A summary of stakeholder engagement during the year and assessment of effectiveness.
2. An Annual Grievance Report, containing:
 - A summary and analysis of the grievances received during the year; and
 - A summary of the follow-up action taken in response to the grievances received.
3. Report on the Local Industry Participation Plan;
4. An Updated SIMP, containing:
 - A brief summary of the project;
 - A summary of the above reports (Annual Social Impact Report, Annual Grievance Report and report on the Local Industry Participation Plan);
 - A description of any changes to the SIMP from the previous year (including any new or emerging social impacts);
 - A revised list of key social impacts and their significance (as per **Table 3**), to ensure the SIMP remains focused on the main social impacts;
 - An updated Impact Management and Mitigation Summary (as per **Attachment 2 - Section 8.2**);
 - Revised or updated Action Plans (as per **Attachment 3 - Section 8.3**);
 - An updated Stakeholder Engagement Summary (as per **Attachment 4 - Section 8.4**); and
 - An updated Monitoring Framework (as per **Attachment 5 - Section 8.5**).

The four reports will be prepared by Waratah Coal, and will be externally reviewed every five years. Some of the Action Plans, and particularly those requiring a relatively high level of coordination, may include external review on a more frequent basis.

The Annual Social Impact Report and Annual Grievance Report will be internal documents. However, summaries of both shall be included in the SIMP annual update, and this will be a public document. The SIMP will be available on the website and sent electronically to key stakeholders (including DEEDI, DLGP, Skills Queensland, the Department of Communities, the Department of Community Safety, impacted regional councils and other project proponents). In addition, electronic or hard copies will be provided on request to members of the public (although a small fee may be charged for hard copies).

The annual report on the Local Industry Participation Plan will be submitted to DEEDI and ICN. A summary will be included in the SIMP annual update.

7. SUMMARY OF COMMITMENTS BY WARATAH COAL

Waratah Coal has made a number of commitments to help maximise the potential positive impacts and help minimise the expected negative impacts arising from the China First Coal Project. These are summarised below:

1. Preparing a Local Industry Participation Plan in collaboration with DEEDI and ICN;
2. Giving preference to contractors (including local suppliers) from the project area, Central Queensland, the rest of Queensland and elsewhere in Australia (and New Zealand), before overseas;
3. Reporting on Local Industry Participation annually;
4. Preparing a Recruitment and Training Plan, aiming to enhance the skill levels of the workforce and local communities, providing opportunities for Indigenous employment, female employment, and maximising the number of apprentices from the region;
5. Giving preference to employees from the project area, Central Queensland, the rest of Queensland and elsewhere in Australia (and New Zealand), before overseas;
6. Basing a minimum of 28 staff in Alpha and up to 460 staff in the Bowen area;
7. Providing those properties on the mining lease, and their neighbours, with water should there be any reduction in the quality or quantity of water as a result of mine operations, and possibly electricity and telecommunications;
8. Working with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the mine and railway (including the provision of specialist advice from a farm management consultant to assist farm planning exercises);
9. Providing support to the BRC for the preparation of a development plan for Alpha (if requested);
10. Ensuring that infrastructure built in the vicinity of Alpha, and in particular power, water, airport and communication infrastructure, is considerate of the growing needs of the local community;
11. Ensuring that community infrastructure and any subsequent local development contributions, provided by Waratah Coal, are planned in coordination with affected regional councils, local residents and other resource companies;
12. Considering a housing scheme for staff for who wish to reside in Alpha and Bowen;
13. Arranging financial management advice for employees;
14. Providing a bus service between the mine site and any nearby regional centre that contains a sufficient number of mine employees;
15. Developing a Code of Conduct for employees and contractors and outlining this during induction programs for all employees and contractors;
16. Continuing the existing information hotline (1800 number);
17. Establishing a grievance and dispute resolution mechanism for staff, contractors, local residents and other parties;
18. Providing up to date information on the project on the Waratah Coal website;
19. Preparing annual updates of the SIMP, which will include progress in implementing action plans, stakeholder engagement and grievance summaries for the previous year, any new or emerging social issues, and changes to action plans; and
20. Disseminating the SIMP updates among key stakeholders and placing them on Waratah Coal's website.

8 ATTACHMENTS

8.1 ATTACHMENT 1 - DESCRIPTION OF SOCIAL IMPACTS

Property owners of the proposed Mining Lease

Of the eight beef cattle properties, Waratah Coal is expected to acquire two properties in full and part of a third property. The remaining properties will be able to continue cattle operations despite underground mining and associated above-ground mine infrastructure. These properties will however be impacted, to various degrees, by dust, noise, vibration and visual amenity, but will be provided with improved telecommunications, 24 hour power supply, piped water and financial compensation.

Property owners along the proposed rail alignment

The rail alignment is expected to traverse 36 properties which vary in size from around 1,000 ha to almost 40,000 ha. Four houses are located with 2 km of the proposed railway route. Coal trains will increase the level of noise, dust and the risk of fire and decrease visual amenity. Until a decision is made on whether the Waratah or Hancock railways are to be utilised, many property owners will continue to suffer from anxiety and stress due to the uncertainty of whether their properties will be impacted or not, and due to the potential impact that a railway and trains will have. The actual area of land lost to the railway will be small in terms of the overall area of grazing land available (generally no more than 2% of any one property). However, additional time may be required to access some parts of the property and additional labour may be required to move cattle across the railway and check on new watering points, etc. Detailed discussions with each property owner will attempt to reduce landlocked areas and minimise disruption from the railway. Compensation for the disruption and loss of land to the railway may include financial payments, the realignment of fences and/or the provision of additional watering points, stockyards and farm roads. In addition, some property owners may have the opportunity to provide services during construction (eg. fencing) and operations (eg. weed or fire control within the rail alignment). This would supplement farm income in the future.

Alpha

The social impacts in the Alpha area will largely be determined by the extent to which activities are planned and coordinated. Effective planning and coordination can lead to the provision of a range of infrastructure projects in and around Alpha, including extending and upgrading the airstrip, improvements to water and power supply, the preparation and release of residential and industrial land, and a road which provides a more direct point of access from the airstrip to the Waratah and Hancock coal mines.¹⁷ There is no reason why the plan could not include other public infrastructure (if agreed by government), such as a hospital expansion or upgrade, a dedicated ambulance service, an expansion of the school, the construction of child care facilities, additional police vehicles and housing for public servants.

If a plan is developed and implemented in a coordinated manner:

- Alpha will be a relatively attractive location for families to live;
- Alpha's population will increase substantially (perhaps reaching 2,000 within a 10 year period) and will include mine contractors and some mine employees (who prefer to live locally rather than FIFO or DIDO), and many of the spouse of the mine workers/contractors will be able to find employment in Alpha;
- The quality and coverage of public infrastructure and services will be significantly improved;
- The private sector will expand and diversify, generating employment and training opportunities and providing a future for young people from the local area;
- Average income levels will rise substantially; and
- The above factors will contribute significantly to the vitality and sense of community within Alpha.

¹⁷ Infrastructure required for mine operations would, under the BRC proposal, still be paid for by the mining companies.

If a well-planned and coordinated approach does not occur, the following impacts are expected:

- Fewer contractors or mine employees will base themselves in Alpha, and those that do are likely to be single men who FIFO or DIDO on a weekly basis;
- Alpha's permanent residential population will increase only marginally (eg. growing to around 500 within a 10 year period);
- Increased traffic on the Alpha-Emerald and Alpha-Clermont roads, coupled with fatigue, is likely to become a major problem and increase the demand on emergency services and health facilities;
- There will be a shortage of accommodation in Alpha, and a shortage of staff to fill public or private sector positions outside the mining industry;
- A range of social and welfare issues are likely to occur due to alcohol and drug abuse, a lack of social housing and a lack of welfare services; and
- Due to the above, the local community is likely to be disenchanted with mining and may develop a feeling of 'lost opportunity' that may diminish the local sense of community.

Under both scenarios, house and land prices in and around Alpha will continue to rise. The South Galilee Coal Project is expected to have a greater impact on Alpha than the Waratah or Hancock mines in terms of environmental impacts (noise, dust, vibration and potentially visual amenity) and social interaction between the mine workforce and local residents, as the South Galilee mine workforce is expected to be located in a village on the town boundary.

The timely development of Alpha should be a high priority for all parties involved in the development of coal mining in the Galilee Basin.

Clermont

While Clermont is located 180 km from Alpha, the Hancock and Waratah coal mines will be located around 130 to 140 km from Clermont. While Clermont is well placed geographically to provide employees and contractors to the mines, the Alpha-Clermont road has long sections of gravel road which can be very dusty and is narrow and winding in some sections. In its current form it is unsuitable for a large increase in traffic, and until developed, will limit employment and contracting opportunities. It will also result in more accidents, and this will increase the demand on emergency services in both Clermont and Alpha.

Upgrading the Clermont-Alpha road would significantly boost the Clermont economy.

Bowen

The project will provide some employment and contracting opportunities to Bowen residents. However, due to the skills required, most employees are expected to be sourced from further afield. Bowen's population is therefore expected to increase significantly as a result of the project. The cumulative impact of multiple resource projects, and a growing tourist industry, will lead to far greater increases in Bowen's population over the next decade. The forecast growth will:

- Increase employment and contracting opportunities;
- Increase average income levels;
- Cause labour shortages for some businesses (ie. when employees chose to work for resource projects);
- Continue upward pressure on house prices and rental costs;
- Limit access to public and private services, both due to increased demand for a broad range of services, and some tradesmen taking jobs in resource projects (reducing the supply of services from plumbers, electricians, etc); and
- Cause difficulties, particularly for disadvantaged groups, as a result of higher housing prices and rental costs, and an increase in the cost of private sector services.

Emerald

Emerald is 170 km from Alpha and is rapidly developing as a major service centre for mines and gas fields in the Bowen and Surat Basins. The council has released large areas of land for housing and industrial sites and is actively encouraging contractors to establish a base in Emerald and prepare for the development of mines in the Galilee Basin. The following impacts are expected:

- Emerald will become the main location for contractors providing services to mines near Alpha;
- The development of the Galilee Basin will result in a substantial increase in traffic on the Capricorn Highway from Emerald to Alpha, and initially between Rockhampton and Emerald, leading to an increase in accidents, and increased demand on police, health and emergency services;

- Emerald’s population will continue to grow rapidly (possibly exceeding the State Government’s long term projection of 2.5% per annum) and will continue to be relatively young;
- The quality and coverage of public infrastructure and services will continue to improve in line with population growth and the emergence of Emerald as a major regional centre;
- Employment levels will remain high and average income levels will continue to rise; and
- Emerald will continue to be an attractive place for people to live and have a strong sense of community.

Mackay

Mackay’s population and economy are both expected to continue to grow rapidly. Although Mackay is the main service centre for mines in the Bowen Basin, Alpha is located 450 km from Mackay. While some contractors are likely to establish a base in Alpha, contractors from Mackay are not expected to play such an important role in servicing the mines near Alpha as they do for the mines in the Bowen Basin. Mackay will, however, be the home for some of the project’s FIFO mine workers. As Mackay has limited unemployment, and most of those people with skills are already employed, most FIFO workers residing in Mackay are expected to migrate to Mackay from other parts of Queensland or interstate. If 15% of the mine workforce eventually lived in Mackay, this would represent an increase of approximately 700 people (or 0.5% of Mackay’s forecast population in 10 years’ time). The increase in population in Mackay, as a result of the China First Coal Project, will therefore be relatively minor. However, the high population growth rate forecast for Mackay will result in a number of changes, and these can be attributed, in part, to the cumulative impact of multiple resource projects being developed in Central Queensland:

- Strong employment growth and increasing income levels;
- Continued upward pressure on house prices and rental costs;
- Sustained demand for residential and industrial land and supporting infrastructure;
- Increasing demand on public and private services; and
- Growing problems associated with larger cities, such as homelessness and criminal activities.

Rockhampton and surrounds

Rockhampton and the nearby coastal towns are expected to be the home for some of the project’s FIFO mine workers. As for Mackay, most FIFO workers that reside in the Rockhampton area are expected to migrate to the area from other parts of Queensland or interstate. The population increase directly attributed to the China First Coal Project is expected to be no more than 0.5% of the area’s forecast population in 10 years time. The Rockhampton area can expect employment growth and increasing income levels; continued upward pressure on house prices and rental costs; sustained demand for residential and industrial land and supporting infrastructure; increasing demand on public and private services (including the police, health and emergency services as a result of increased traffic during the construction of mines); and growing problems associated with larger cities (eg. homelessness and crime).

While Rockhampton will remain the main centre for health, education and business, the coastal towns of Yeppoon, Emu Park and Keppel Sands will support an increasing proportion of the area’s population.

Other locations

Residents of Jericho, located 55 km to the west of Alpha, are expected to benefit in terms of improved access to economic and social services as Alpha develops. Impacts at Barcaldine are expected to be relatively minor, although residents of both Jericho and Barcaldine may benefit from improved power and water supply, should any of the proposed mines for the Alpha area have surplus requirements and agree to channel a proportion of both to the local communities.

Other locations, including Collinsville, Blackall and Tambo, are expected to be impacted primarily as a result of employment and business opportunities, and simultaneously, the loss of some existing tradesmen and other workers from these communities.

Disadvantaged groups

The increase in the cost of living (housing and goods and services) will disadvantage low income earners, including the unemployed. However, unemployment levels are expected to fall as a result of the project.

The Indigenous population is not expected to be disadvantaged by the project or the development of multiple resource projects:

- Many employment opportunities will be created, and substantial training provided to both the Indigenous and non-Indigenous community; and
- The cultural heritage process, while potentially causing some anxiety due to potential land disturbance, will help Indigenous people access traditional areas; identify or reconfirm areas of cultural significance; and initiate measures to ensure culturally significant areas are recognised, protected and made known to younger generations.

Welfare agencies in the region are typically stretched to the limit in terms of facilities, staff and resources. The cumulative impact of multiple resource projects will significantly add to the burden on these agencies and without additional resources could result in a decline in their ability to provide services to the growing population.

8.2 ATTACHMENT 2 - IMPACT MANAGEMENT AND MITIGATION SUMMARY

Project significance has been assessed on the following basis:

- L = Likelihood (5= almost certain; 4=likely; 3=possible; 2=unlikely; 1=rare)
- C = Consequence (5=severe; 4=major; 3=moderate; 2=minor; 1=negligible)
- Impact: adding Likelihood and Consequence scores (10=extreme; 8-9=high; 5-7=medium; 2-4=low)

IMPACT	PHASE	STAKEHOLDERS	TYPE OF IMPACT	PROJECT SIGNIFICANCE			MANAGEMENT &/OR MITIGATION STRATEGIES	RESPONSIBLE PARTIES	TIMEFRAME	KPI
				L	C	IMPACT				
<p>Employment and training</p> <p>The project will generate an additional 3,000 jobs during construction and 4,000 jobs during operations (when including direct, indirect and induced employment) and provide training to many staff.</p>	Construction and operations	Employees, Skills Qld, Dept of Education & Training, DEEDI, local training providers, Indigenous groups	Pos	5	4	High	<ol style="list-style-type: none"> 1. Give preference to employees from the project area, Central Qld, elsewhere in Qld and the rest of Australia before overseas 2. Develop a Recruitment & Training Plan to increase skill levels and promote Indigenous and female employment 	Waratah Coal and major contractors	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> 1. Number and % of employees (including contractors) from the local area, region, rest of Aust and overseas 2. Employment by gender 3. Indigenous employment 4. Number of staff trained, including number of apprentices from the local area
<p>Personal income</p> <p>The project will increase average personal income levels in the project area and local region</p>	Construction and operations	Employees, contractors and business people in Alpha, Emerald, Bowen, Mackay, Rockhampton and other centres	Pos	5	4	High	<ol style="list-style-type: none"> 1. Give preference to employees and contractors from the project area, Central Qld, elsewhere in Qld and the rest of Australia before overseas 2. Based staff in Bowen and Alpha 	<ol style="list-style-type: none"> 1. Waratah Coal and major contractors 2. WRC, BRC and DEEDI 	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> 1. Number and % of employees and contractors from the local area, region, rest of Aust and overseas 2. Number and % of employees based in Bowen and Alpha
<p>Contracting and business opportunities</p> <p>The project will procure a range of local goods and services, benefiting businesses in the region</p>	Construction and operations	Businesses in Emerald, Bowen, Mackay, Clermont and other centres, DEEDI and ICN	Pos	4	3	Med	<ol style="list-style-type: none"> 1. Prepare a Local Industry Participation Plan 2. Give preference to contractors from the project area, Central Qld, elsewhere in Qld and the rest of Australia before overseas 3. Provide assistance to local businesses to ensure they are aware of potential contracting opportunities and understand contract standards and conditions 	Waratah Coal, DEEDI, ICN and major contractors	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> 1. Number and % of contractors and value of goods and services from the local area, region, rest of Aust and overseas 2. Number of local businesses assisted

IMPACT	PHASE	STAKEHOLDERS	TYPE OF IMPACT	PROJECT SIGNIFICANCE			MANAGEMENT &/OR MITIGATION STRATEGIES	RESPONSIBLE PARTIES	TIMEFRAME	KPI
				L	C	IMPACT				
<p>Town infrastructure and services</p> <p>The project will generate additional State revenue. Some of this should benefit Alpha and Bowen and other towns in the region. Alpha should benefit as a result of mine development (eg. improved power, water, airport) and Waratah Coal will provide financial support for community projects.</p>	Operations	DILGP, residents in Alpha and Bowen and surrounding areas, local councils	Pos	2	3	Med	<ol style="list-style-type: none"> Contribute to the preparation of local development plans for Alpha and Bowen Ensure that infrastructure built in the vicinity of Alpha is considerate of the growing needs of the local community Ensure that community infrastructure and any subsequent local development contributions provided by Waratah Coal are planned in coordination with affected councils, residents and other resource companies 	Local councils, Waratah Coal	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> Local development plans that incorporate inputs by resource companies (subsequent KPIs to monitor and evaluate implementation should be specified in the plan) Evidence that infrastructure built by Waratah Coal has considered local needs and future population projections Evidence that community contributions are planned in coordination with other stakeholders
<p>Rural infrastructure</p> <p>Farmers in the vicinity of the mine will benefit from improved telecommunications, power and water supply.</p>	Construction and operations	BRC and property owners in the vicinity of the mine	Pos	5	2	Med	Provide those properties on the mining lease, and their neighbours, with water should there be any reduction in the quantity or quality of water as a result of mine operations, and possibly electricity and telecommunications.	Waratah Coal	Pre-construction and construction	Number of properties assisted and infrastructure improvements
<p>Wellbeing of property owners</p> <p>The uncertainty over the rail alignment and which railway will be constructed is causing uncertainty and stress, and when constructed, may cause further stress and visual noise, dust and vibration impacts on some properties.</p>	Construction	Property owners impacted by the railway line	Neg	5	4	High	Work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the railway. Provide the services of a farm management consultant to assist farmers respond to the challenges posed by the rail alignment.	Waratah Coal	Pre-construction and construction	<ol style="list-style-type: none"> Number of properties impacted by the railway Number of properties assisted through the preparation and implementation of plans to account for the railway

IMPACT	PHASE	STAKEHOLDERS	TYPE OF IMPACT	PROJECT SIGNIFICANCE			MANAGEMENT &/OR MITIGATION STRATEGIES	RESPONSIBLE PARTIES	TIMEFRAME	KPI
				L	C	IMPACT				
<p>Community values</p> <p>If Alpha is not developed in a planned and coordinated manner, it is likely to have a transient population and may suffer from a range of social and welfare problems. In a town which aims to preserve its way of life, this may fuel resentment towards mining, and impact adversely on community values.</p>	Construction and operations	DLGP, BRC and residents from Alpha and surrounding areas	Neg	4	4	High	<ol style="list-style-type: none"> Promote the planned development of Alpha, as this will encourage families to relocate to Alpha rather than single mine workers Develop a Code of Conduct for employees and contractors 	<ol style="list-style-type: none"> BRC and Qld State Govt Waratah Coal 	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> A development plan for Alpha that is prepared by the BRC with support from the State Govt (subsequent KPIs to monitor and evaluate implementation should be specified in the plan) Code of Conduct prepared, and an assessment by local residents of the behaviour of mine staff and contractors
<p>Cost of living</p> <p>Housing prices, rental costs and the costs of local goods and services are expected to rise. Shortages in accommodation and trade services are likely. Higher living costs will disadvantage the non-mining sector and particularly low income groups.</p>	Construction and operations	Department of Communities, social housing providers, BRC, WRC and residents in Alpha and Bowen	Neg	4	3	Med	<ol style="list-style-type: none"> Prepare an Accommodation & Housing Strategy Provide assistance to address housing affordability issues and social housing needs as part of the development plan for Alpha (and possibly Bowen) 	Waratah Coal, BRC, WRC	Ongoing - initiate from the onset of construction activities	<ol style="list-style-type: none"> Preparation of housing and accommodation strategies, including strategies relating to housing affordability and social housing Assistance provided to address housing affordability issues and social housing needs in Alpha and Bowen
<p>Road traffic</p> <p>Traffic disruptions will occur during project construction along the Capricorn Highway and roads crossing the railway (including the Bruce Highway). Increased traffic will occur on the Alpha-Emerald and Alpha-Clermont roads during operations, impacting local residents and tourists.</p>	Construction	Road users, local councils, DTMR, the Police and other emergency service providers	Neg	5	2	Med	<ol style="list-style-type: none"> Build overpasses or underpasses where possible Reduce local traffic by having a FIFO workforce Provide a bus service between the mine site and any major regional centre that contains sufficient mine workers Prepare traffic management plans in consultation with DTMR, local councils and Qld Police Include safe driving and fatigue management strategies for employees and contractors who drive to work 	Waratah Coal	Construction	<ol style="list-style-type: none"> Number of overpasses and underpasses constructed Number and % of FIFO employees Number and % of employees arriving at work by bus Traffic management plans Number and % of staff who drive to work that have receiving safe driving training

IMPACT	PHASE	STAKEHOLDERS	TYPE OF IMPACT	PROJECT SIGNIFICANCE			MANAGEMENT &/OR MITIGATION STRATEGIES	RESPONSIBLE PARTIES	TIMEFRAME	KPI
				L	C	IMPACT				
<p>Public infrastructure and services</p> <p>Population growth in Alpha and Bowen (and to a lesser degree in Emerald, Mackay and Rockhampton) will increase the demand for public infrastructure and services (eg. power, water, garbage collection and processing, health, education, police, rural fire brigades, etc).</p>	Construction and operations	DLGP, local councils and service providers (govt and non-govt agencies)	Neg	4	3	Med	Ensure that community infrastructure and any subsequent local development contributions provided by Waratah Coal are planned in coordination with affected councils, residents and other resource companies	BRC, WRC and Waratah Coal and emergency service providers	Ongoing - initiate from the onset of construction activities	Preparation of a town plan for Alpha and Bowen Provision of assistance to improve public infrastructure and services
<p>Welfare services</p> <p>Population increase and rising prices will increase the demand on welfare agencies and potentially lead to a reduction in the coverage or quality of services provided.</p>	Construction and operations	Department of Communities, local councils and service providers (govt and non-govt agencies) and local residents	Neg	3	3	Med	Contribute, as appropriate, to a welfare service strategy and/or welfare services (infrastructure, equipment, vehicles, capacity building, etc) as part of the development plans for Alpha and Bowen	BRC, WRC, Waratah Coal and existing welfare agencies	Ongoing - initiate from the onset of construction activities	Preparation of a welfare service strategy and/or assistance provided (physical improvements and financial contribution) to improve welfare services
<p>Disruption to cattle operations</p> <p>Cattle operations may be disrupted on some properties, potentially increasing labour requirements and possibly reducing cattle production.</p>	Construction	Property owners	Neg	5	2	Med	Work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the mine and railway. Assist through the provision of the services of a farm management consultant.	Waratah Coal	Pre-construction and construction	<ol style="list-style-type: none"> Number of properties impacted by the mine and/or railway Number of properties assisted through the preparation and implementation of plans to account for the mine or railway

L = Likelihood (5= almost certain; 4=likely; 3=possible; 2=unlikely; 1=rare)
 C = Consequence (5=severe; 4=major; 3=moderate; 2=minor; 1=negligible)
 Impact: adding Likelihood and Consequence scores (10=extreme; 8-9=high; 5-7=medium; 2-4=low)

8.3 ATTACHMENT 3 - DRAFT ACTION PLANS

ACTION PLAN # 1 LOCAL INDUSTRY PARTICIPATION PLAN	
Objectives	<p>To maximise employment and business growth, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia (and from New Zealand), as a result of the China First Coal Project.</p> <p>This will be achieved by promoting opportunities for Australian organisations to tender for contract opportunities, and providing support to Australian organisations (via the Industry Capability Network) to improve their capacity to successfully tender for work. It is envisaged that ICN will provide specific support to Indigenous organisations, particularly in the Bowen area (eg. the HiHo Group), to strengthen their capacity to successfully tender for work under the project.</p>
Stakeholders	<p>Waratah Coal and MCC will collaborate with DEEDI (Office of Advanced Manufacturing) and the ICN, and through ICN’s network, will engage with a wide range of organisations that will tender for the provision of goods and services for the China First Coal Project. The ICN’s network is expected to include business registered with local councils in the project area (including the Barcardine, Blackall-Tambo, Central Highlands, Isaac and Whitsunday regional councils).</p>
Management and/or mitigation strategies	<p>Maximising local employment and business opportunities will be achieved by working on a collaborative basis with DEEDI and the ICN to prepare and implement a Local Industry Participation Plan (LIPP) in accordance with the Local Industry Policy (October 2010), policy guidelines (May 2011) and LIPP template.¹⁸ This shall include:</p> <ol style="list-style-type: none"> 1. The preparation of a detailed list of goods and services potentially required during construction and operations; 2. The classification of the above goods and services into three categories: locally supplied, imported and contestable (ie. either locally supplied or imported); 3. The preparation of processes for the provision of information on project opportunities; 4. The preparation of tendering processes specific to (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland, (iv) elsewhere in Australia and from New Zealand, and (v) overseas (other than New Zealand); 5. The preparation of a LIP policy statement for inclusion in tender documentation (by Waratah Coal, MMC and major sub-contractors); 6. The preparation of tender evaluation criteria (including weighting for assessment of local content); 7. The use of the ICN Gateway for local industry to register interest on the project’s goods and services; 8. The use of ICN to identify organisations that might be asked to pre-qualify or tender for goods and services; 9. The use of ICN to organise information sessions for local industry on project pre-qualification requirements and/or opportunities; and 10. The preparation of project reporting formats, based on the proposed ‘Project Outcome Report’ prepared by DEEDI. <p>As part of the above process, DEEDI and ICN will provide an informal induction to key staff within Waratah Coal and MMC that covers the LIP policy, procedures and assistance provided.</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1. Number and percentage of contracts awarded to organisations from (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland, (iv) elsewhere in Australia, and (v) overseas. 2. Value and percentage of contract value awarded to organisations from (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland, (iv) elsewhere in Australia, and (v) overseas. 3. Number and value of contracts awarded to Indigenous organisations.

¹⁸ Refer www.deedi.qld.gov.au and www.icnqld.org.au

**ACTION PLAN # 1
LOCAL INDUSTRY PARTICIPATION PLAN**

Baseline data for KPIs Information is not available for the exploration and development phases of the project. Thus, the baseline for project procurement will be zero.

	NUMBER OF CONTRACTS	VALUE OF CONTRACTS (\$'000)
Local Area	Nil	Nil
Central Qld	Nil	Nil
Rest of Qld	Nil	Nil
Rest of Aust	Nil	Nil
Overseas	Nil	Nil
Total	Nil	Nil
Indigenous	Nil	Nil

Targets Estimates of local industry participation will be prepared as part of the LIPP and actual data shall be recorded and summarised in annual reports (as shown below). Targets may be specified in addition to local industry participation estimates, as part of the LIPP, but Waratah Coal will not be required to meet these targets, as the award of contracts for the provision of goods and services will be undertaken on a competitive basis.

	CONSTRUCTION		OPERATIONS	
	PERCENT OF CONTRACTS	PERCENT OF VALUE	PERCENT OF CONTRACTS	PERCENT OF VALUE
Local Area	0%	0%	0%	0%
Central Qld	0%	0%	0%	0%
Rest of Qld	0%	0%	0%	0%
Rest of Aust	0%	0%	0%	0%
Overseas	0%	0%	0%	0%
Total	100%	100%	100%	10%
Indigenous	0%	0%	0%	0%

Implementation schedule The LIPP must be registered with DEEDI at least 30 days prior to going to tender for project construction or the acquisition of capital assets. The LIPP will therefore be prepared in 2011/12 following the Final Investment Decision. However, a draft LIPP shall be prepared in collaboration with the ICN before the end of 2011.

Monitoring and review A reporting format will be finalised in collaboration with ICN during preparation of the LIPP. An annual report shall be submitted to DEEDI in July each year. This will summarise the number and value of contracts awarded to organisations from different geographic regions (as outlined above), and the number and value of contracts awarded to Indigenous organisations. The recording of data will be undertaken by procurement staff within Waratah Coal, MCC and major sub-contractors. A summary of the reports will be included in the Annual Social Impact Report.

Documentation and reporting As above.

**ACTION PLAN # 2
RECRUITMENT & TRAINING PLAN**

<p>Objectives</p>	<p>To maximise employment, in order of priority, in (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland and (iv) elsewhere in Australia, and improve skill levels in the community, as a result of the China First Coal Project.</p> <p>This will be achieved by local recruitment and training strategies and ensuring opportunities for female and Indigenous employment.</p>
<p>Stakeholders</p>	<p>Waratah Coal and MCC will liaise with Skills Queensland, the Department of Education and Training, the Mining Industry Skills Centre (MISC), local councils (Barcaldine, Blackall-Tambo, Central Highlands, Isaac and Whitsunday regional councils), local training providers and local schools.</p>
<p>Management and/or mitigation strategies</p>	<p>Waratah Coal will prepare a Recruitment and Training Plan focusing on the operational workforce, following discussions with Skills Queensland, the Department of Education and Training, MISC, local councils and local training providers.</p> <p>Recruitment:</p> <p>Preference will be given to the recruitment of staff, in order of priority, from (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland (iv) elsewhere in Australia and (v) overseas. However, due to low unemployment and existing skills shortages relatively few workers are expected to be sourced from within Central Queensland.</p> <p>Waratah Coal intends to base a minimum of 28 senior managers in Alpha, and up to 460 workers involved in the railway and port in the Bowen area. This will provide a substantial contribution to the residential populations and local economies in both locations.</p> <p>It is expected that most FIFO staff will be sourced from the greater Brisbane metropolitan area, local regional centres (such as Rockhampton and Mackay) and other regional areas in Queensland that have relatively high unemployment numbers (eg. Cairns). If the desired number of workers cannot be located from within Queensland, staff will be recruited from elsewhere in Australia, and if not available in Australia, from overseas.</p> <p>Training:</p> <p>The Recruitment and Training Plan will describe different training options, including on-the-job training, apprenticeships and partnerships with local training providers. Support may also be provided to local schools and local training providers.</p> <p>In addition, a Code of Conduct will be prepared and will be included in the induction training for all employees and contractors.</p> <p>Staff retention:</p> <p>Strategies to increase staff retention will be prepared, and may include:</p> <ul style="list-style-type: none"> • Ensuring accommodation and recreation facilities at the mine site are of a high quality and cater for different needs; • Providing financial assistance to employees who wish to buy a house in the project area; • Providing the services of a financial management specialist to employees; and • Providing a bus service from the mine site to nearby centres that contain a sufficient number of employees.
<p>Key Performance Indicators</p>	<ol style="list-style-type: none"> 1. Number and % of employees (including contractors) from (i) the project area, (ii) Central Queensland, (iii) the rest of Queensland, (iv) elsewhere in Australia, and (v) overseas. 2. Employment by gender. 3. Indigenous employment. 4. Number and % of staff trained, including number of apprentices from the local area.

**ACTION PLAN # 2
RECRUITMENT & TRAINING PLAN**

Baseline data for KPIs (and source of data)	<ol style="list-style-type: none"> 1. Employees from local area, local region, rest of Australia: Nil 2. Female employment: 14% (Qld resource sector 2008/9)¹⁹ 3. Indigenous employment: 3% (Aust resource sector 2002/3)²⁰ 4. Training: Nil 																																							
Targets	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><i>Category</i></th> <th style="text-align: center;"><i>Target (3rd year of operations)</i></th> <th style="text-align: center;"><i>Target (10th year of operations)</i></th> </tr> </thead> <tbody> <tr> <td colspan="3"><i>1. Employees:</i></td> </tr> <tr> <td><i>Local area</i></td> <td style="text-align: center;"><i>2%</i></td> <td style="text-align: center;"><i>5%</i></td> </tr> <tr> <td><i>Region</i></td> <td style="text-align: center;"><i>8%</i></td> <td style="text-align: center;"><i>20%</i></td> </tr> <tr> <td><i>Rest of Australia</i></td> <td style="text-align: center;"><i>60%</i></td> <td style="text-align: center;"><i>60%</i></td> </tr> <tr> <td><i>Overseas</i></td> <td style="text-align: center;"><i>30%</i></td> <td style="text-align: center;"><i>20%</i></td> </tr> <tr> <td colspan="3"><i>2. Female employment</i></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>10%</i></td> <td style="text-align: center;"><i>20%</i></td> </tr> <tr> <td colspan="3"><i>3. Indigenous employment</i></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>2%</i></td> <td style="text-align: center;"><i>4%</i></td> </tr> <tr> <td colspan="3"><i>4. Training:</i></td> </tr> <tr> <td><i>Number of staff trained</i></td> <td colspan="2" style="text-align: center;"><i>To be determined</i></td> </tr> <tr> <td><i>Apprentices from local area</i></td> <td colspan="2" style="text-align: center;"><i>To be determined</i></td> </tr> </tbody> </table>	<i>Category</i>	<i>Target (3rd year of operations)</i>	<i>Target (10th year of operations)</i>	<i>1. Employees:</i>			<i>Local area</i>	<i>2%</i>	<i>5%</i>	<i>Region</i>	<i>8%</i>	<i>20%</i>	<i>Rest of Australia</i>	<i>60%</i>	<i>60%</i>	<i>Overseas</i>	<i>30%</i>	<i>20%</i>	<i>2. Female employment</i>				<i>10%</i>	<i>20%</i>	<i>3. Indigenous employment</i>				<i>2%</i>	<i>4%</i>	<i>4. Training:</i>			<i>Number of staff trained</i>	<i>To be determined</i>		<i>Apprentices from local area</i>	<i>To be determined</i>	
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Implementation schedule	As draft Recruitment & Training Plan will be prepared following the Final Investment Decision and prior to the commencement of project construction. A final Recruitment & Training Plan will be prepared prior to the commencement of operations.																																							
Monitoring and review	Impacts will be monitored annually by Waratah Coal and every five years by an external review team.																																							
Documentation and reporting	A report on the progress in implementing the action plan will be included in each annual SIMP update, along with a summary of stakeholder engagement, grievances and any changes to the action plan. This report will be circulated among stakeholders, including the Department of Education and Training, Skills Queensland, the BRC and WRC and local training providers.																																							

¹⁹ Queensland Resources Council, December 2009.

²⁰ Tedesco, Fainstein and Hogan, October 2003.

ACTION PLAN # 3 ACCOMMODATION AND HOUSING PLAN	
Objectives	<ol style="list-style-type: none"> 1. To base project staff in Alpha and Bowen, commensurate with the capacity of each town to absorb additional staff and families; 2. To help minimise adverse impacts resulting from the project on housing affordability in Alpha and Bowen; and 3. To help minimise adverse impacts resulting from the project on the availability of social housing in Alpha and Bowen.
Stakeholders	Waratah Coal will collaborate with the Department of Communities, the BRC and WRC, local social housing providers and local real estate agents. The other main stakeholders are local residents and employees based in Alpha and Bowen.
Management and/or mitigation strategies	<p>To prepare an Accommodation and Housing Plan that:</p> <ol style="list-style-type: none"> 1. Outlines strategies for accommodating staff in Alpha and Bowen; 2. Assesses the impact of the project on, and responding to, housing affordability in Alpha and Bowen; and 3. Assesses the impact of the project on, and responding to, the demand for and supply of social housing in Alpha and Bowen. <p>The response to housing affordability and social housing is expected to be incorporated within the development support provided for Alpha and Bowen (as described in Action Plan # 4). This approach will help ensure the support provided by Waratah Coal reflects local priorities as determined by the local council and local residents.</p>
Key Performance Indicators	<p>KPIs will include the number of staff based in Alpha and Bowen.</p> <p>KPIs relating to housing affordability and the availability of social housing will be determined during the preparation of the Accommodation and Housing Plan.</p>
Baseline data for KPIs	Other than for the number of staff based in Alpha and Bowen, which is zero, baseline data for the KPIs will be confirmed during the preparation of the Accommodation and Housing Plan. Some baseline data is available, such as the quantity of social housing (based on reports from the Department of Communities as of 30 June 2008), however, additional information will be required on the demand for social housing and housing affordability.
Targets	<p>Waratah Coal intends to base 28 staff in Alpha and up to 460 staff in Bowen. These numbers correspond to the operational phase.</p> <p>Targets for social housing and housing affordability will be determined during the preparation of the Accommodation and Housing Plan.</p>
Implementation schedule	<p>The Accommodation and Housing Plan will be prepared in July 2011.</p> <p>Waratah Coal hopes to have all 28 staff in Alpha and up to 460 staff in Bowen by the time operations commence. The provision of support relating to housing affordability and social housing will be determined as part of the proposed development support provided for Alpha and Bowen (as described in Action Plan # 4 - Section 4.3.5). This process will therefore dictate the type and extent of assistance provided, and the timing of any such assistance.</p>
Monitoring and review	Impacts will be monitored annually by Waratah Coal and every five years by an external review team.
Documentation and reporting	A report on the progress in implementing the action plan will be included in each annual SIMP update, along with a summary of stakeholder engagement, grievances and any changes to the action plan. This report will be circulated among stakeholders, including the Department of Communities, the BRC and WRC and those agencies responsible for providing social housing in Alpha and Bowen.

ACTION PLAN # 4 ASSISTANCE FOR ALPHA AND BOWEN	
Objectives	To improve the level and quality of public infrastructure and services available in Alpha and Bowen, in line with their growing populations and in accordance with the priorities and desires of the local councils and local residents.
Stakeholders	Waratah Coal will provide support (as required) to the BRC and WRC. Other stakeholders involved in the planning and development of Alpha and Bowen include the local communities, a range of government and non-government agencies and the proponents of other resource projects.
Management and/or mitigation strategies	<p>Waratah Coal is willing to play a key role in Alpha given the size of the town and the limited number of other proponents in the area. Waratah Coal expects to play a supporting role in Bowen as the town is larger, the council has greater resources, and a larger number of proponents have operations at Abbot Point or elsewhere in the area.</p> <p>In Alpha, Waratah Coal will:</p> <ol style="list-style-type: none"> 1. Provide assistance to the BRC (if required) to prepare a detailed town development plan; 2. Ensure that infrastructure built in the vicinity of Alpha (eg. airstrip, power, water, telecommunications and housing) is considerate of the needs of the local community; and 3. Provide financial support for public infrastructure and services which has been identified by the council and local community as high priorities; and 4. Coordinate any support provided to Alpha with the local council, other government agencies and the proponents of other resource projects. <p>In Bowen, Waratah Coal will play a supporting role, possibly through (i) support for town planning and/or (ii) the provision of community infrastructure in accordance with agreed priorities.</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1. Local development plans that incorporate inputs by resource companies (subsequent KPIs to monitor and evaluate implementation should be specified in the development plans); 2. Evidence that infrastructure built by Waratah Coal has considered local needs and future population projections; and 3. Evidence that community contributions are planned in coordination with other stakeholders. <p>NB: Should town plans be developed, specific KPIs may be established to reflect agreed priorities, such as upgrading certain infrastructure or expanding social services.</p>
Baseline data for KPIs	<p>Waratah Coal has not provided direct support to the Alpha or Bowen areas for planning or public infrastructure and services in the past, thus, the baseline will be zero.</p> <p>NB: Should town plans be developed, baseline data would be collected on both public and private infrastructure and services for Alpha and possibly Bowen (eg. water supply capacity, power supply capacity, number of private and public houses, available health services, available welfare services, etc).</p>
Targets	As part of the initial discussions, a timeframe may be agreed for the development of a town plan for Alpha (and possibly Bowen). Targets will be established either during the preparation of the town development plans, or on an annual basis during subsequent planning exercises.
Implementation schedule	As part of the initial discussions, a timeframe may be agreed for the development of a town plan for Alpha (and possibly Bowen). Once prepared and endorsed by the local council and local residents, the town plan will identify priority infrastructure and services and an implementation schedule. This would also be the most appropriate time for Waratah Coal (and hopefully other proponents) to clarify financial inputs to the plan.
Monitoring and review	It is envisaged that a committee, comprising representatives from council, the community and the main proponents, would be established and would monitor the preparation of a development plan for Alpha (and possibly Bowen), and its subsequent implementation. Although this is a decision that will be made by council, the committee is likely to have agreed TOR and will produce regular progress reports for the general public.
Documentation and reporting	Reporting requirements will be determined in consultation with the council, local community and other proponents during the preparation of TOR for the town plan for Alpha (and possibly Bowen).

**ACTION PLAN # 5
ASSISTANCE TO PROPERTY OWNERS**

Objectives	To minimise disruptions from mine and rail development and reduce impacts on cattle production and other farm activities arising from mining operations (including mining, the railway and associated activity).
Stakeholders	Waratah Coal will work with: <ul style="list-style-type: none"> • Property owners of the MLA; • Property owners in the vicinity of the MLA; and • Property owners impacted by the railway.
Management and/or mitigation strategies	<p>Waratah Coal will provide those properties on the mining lease, and their neighbours, with water should there be any reduction in the quantity or quality of water as a result of mine operations, and possibly provide electricity and telecommunications.</p> <p>Waratah Coal will work with each property owner to minimise disruptions and reduce impacts on cattle productivity as a result of the railway. This may include, for example, the realignment of fences and/or the provision of additional watering points, stockyards and farm roads. In addition, some property owners may have the opportunity to provide services during construction (eg. fencing) and operations (eg. weed or fire control within the rail alignment). This would supplement farm income in the future and should be considered during discussions with property owners.</p> <p>Waratah Coal will also provide the services of a farm management consultant to assist farmers respond to the challenges posed by the rail alignment. Waratah Coal is happy for the property owners to identify a farm management consultant of their choice.</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1. Number of properties on or in the vicinity of the MLA and infrastructure improvements provided. 2. Number of properties impacted by the railway and infrastructure improvements provided. 3. Number of properties assisted through the services of a farm management consultant. 4. Number of properties engaged to provide project services (eg. construction activities, weed control, etc). <p>KPIs should include details on the length of fencing, number of additional watering points, properties provided with electricity, etc., and the costs of each.</p>
Baseline data for KPIs	<p>Waratah Coal will impact 8 properties on the MLA and 36 properties along the railway line. The number of impacted properties in the vicinity of the mine site cannot yet be determined.</p> <p>As Waratah Coal has not provided direct support to property owners at this stage so the baseline will be zero.</p>
Targets	Targets will be established either negotiations with individual property owners or during the support provided by the farm management consultant.
Implementation schedule	Discussions with property owners have already commenced. Implementation shall occur following the Final Investment Decision and focus on the construction period. However, environmental monitoring will occur throughout operations and property owners will be specifically targeted within the community engagement process. This will help ensure they continue to have a voice during operations and decommissioning.
Monitoring and review	Impacts will be monitored annually by Waratah Coal and every five years by an external review team.
Documentation and reporting	A report on the progress in implementing the action plan will be included in each annual SIMP update, along with a summary of stakeholder engagement, grievances and any changes to the action plan. This report will be circulated among stakeholders, including all directly impacted property owners.

8.4 ATTACHMENT 4 - STAKEHOLDER ENGAGEMENT SUMMARY

#	KEY STAKEHOLDERS	STAKEHOLDER'S INTERESTS	ENGAGEMENT ACTIONS	MANAGEMENT STRATEGIES	REVIEW MECHANISMS
1	Federal Government agencies	Economic and infrastructure development, industry development, employment, immigration and environmental impacts	Provide environmental and social monitoring reports on a regular basis, and consult as necessary	Preparation and implementation of an EMP, including regular monitoring reports	Independent review of the initial EMP and periodic external review (eg. every 5 years)
2	State Government agencies (including DEEDI, Dept of Communities, Dept of Employment & Training, Dept of Community Safety, DLGP and Qld Health	Construction timeframe, economic and infrastructure development, industry development, employment, immigration, environmental and social impacts, and compliance with conditions stipulated in the project agreement, and subsequently the EMP and SJMP	Consult during preparation of the EMP and SJMP; provide environmental and social monitoring reports on a regular basis, and consult as necessary	Preparation and implementation of an EMP and SJMP, including regular monitoring reports for both (eg. annually)	Independent review of the initial EMP and SJMP, and periodic external review of both (eg. every 5 years)
3	Regional Councils	Construction timeframe, employment and population change, demand on public infrastructure and services and mitigation strategies, other social, economic and environmental impacts of the project, and changes in the quality of life	Provide project updates during construction and operations, consult regularly, and join local consultative committees (see #8 below)	Provide regular updates/plans during the construction period, collaborate during the preparation of the EMP and SJMP, and provide regular monitoring reports for both (eg. annually)	As above
4	Impacted property owners	Construction timeframe (including decisions on the railway lines), impacts on grazing activities, impacts relating to legal and illegal access to properties, fire prevention and management strategies, and impacts in terms of noise, dust and visual amenity	Engage on an individual basis with all directly impacted property owners: provide project updates during construction and operations and consult regularly	Provide regular updates/plans during the construction period and meet with individual property owners prior to commencement of construction activities on their properties	As above
5	Other local residents	Construction timeframe, social, economic and environmental impacts of the project, the cumulative impacts of multiple resource projects, and changes in the quality of life	Provide project updates during construction and operations and ensure the views of local residents are incorporated in the monitoring of the project's social impacts	Display regular updates/plans on local noticeboards and provide to local media (see #10 below) and involve local residents in the monitoring of social impacts (to be outlined in the SJMP)	As above
6	Contractors	Construction timeframe, contracting opportunities and contract requirements	Provide information to local businesses in collaboration with ICN to ensure they are aware of potential contracting opportunities and understand the required contract standards and conditions Ensure contractors are aware of the grievance and dispute resolution mechanisms	Local Industry Participation Plan	Independent review of the initial SJMP, and periodic external review (eg. every 5 years)

#	KEY STAKEHOLDERS	STAKEHOLDER'S INTERESTS	ENGAGEMENT ACTIONS	MANAGEMENT STRATEGIES	REVIEW MECHANISMS
7	Employees	Construction timeframe, employment opportunities and employment conditions	<p>Advertise positions locally</p> <p>Ensure employees are aware of the grievance and dispute resolution mechanisms</p>	<p>Recruitment and Training Plan (aiming to enhance the skill levels of the workforce and local communities, ensure opportunities for indigenous employment and maximise the number of apprentices from the region)</p>	As above
8	Local consultative committees (Alpha and Bowen)	Potential collaboration between impacted councils, other projects proponents (eg. Hancock Coal) and local residents in regard to infrastructure development, employment and population change, demand on public infrastructure and services, mitigation strategies and other support provided to the community	<p>Provide support for the establishment of a multi-project consultative committee (or committees, eg. for the Alpha and Bowen areas), and participate in meetings as appropriate</p>	<p>Promote local development planning, and as recommended in the SIA, contribute to the preparation and implementation of local development plans, including but not limited to business development, emergency services and welfare service strategies, particularly in the mine area</p>	<p>Local development plans need to have their own review process, but implementation should generally be reviewed on an annual basis as part of the planning process for the following year</p>
9	Indigenous representative groups	Construction timeframe and details, environmental impacts on traditionally owned land, impacts on areas of cultural significance and business and employment opportunities	<p>Provide project updates to, and consult with, the traditional owners throughout the construction period, directly involve Traditional Owners in the monitoring of cultural heritage sites, and ensure the views of Indigenous groups are incorporated in the monitoring of the project's social impacts</p>	<p>Provide regular updates/plans during the construction period, meet regularly, discuss business and employment opportunities (refer #8 and #9 above) and involve Indigenous groups in the monitoring of social impacts (to be outlined in the SIMP)</p>	<p>Independent review of the initial SIMP, and periodic external review (eg. every 5 years)</p>
10	Local media	Construction timeframe, employment and production levels, and other points of public interest	<p>Provide project updates during construction and operations</p>	<p>Identify local media and provide project updates on a schedule and in a format that suits their need to inform their audience on the project and the project's impacts</p>	<p>Independent review of the initial EMP and SIMP, and periodic external review of both (eg. every 5 years)</p>
11	Local interest groups	Construction timeframe and the social, economic and environmental impacts of the project, and cumulative impacts of multiple resource projects	<p>Provide project updates during construction and operations and ensure the views of local interest groups are incorporated in the monitoring of the project's social impacts</p>	<p>Identify local interest groups and provide monthly updates/plans to each and involve local interest groups in the monitoring of social impacts (to be outlined in the SIMP)</p>	As above

8.5 ATTACHMENT 5 - MONITORING FRAMEWORK

IMPACT	KEY PERFORMANCE INDICATORS	MONITORING STRATEGY	TARGET & OUTCOMES	RESPONSIBILITY	TIMING & FREQUENCY
<p>Employment and training</p> <p>The project will generate an additional 3,000 jobs during construction and 4,000 jobs during operations (when including direct, indirect and induced employment) and provide training to many staff, including Indigenous employees.</p>	<ol style="list-style-type: none"> Number and % of employees (including contractors) from the project area, Central Qld, rest of Qld, elsewhere in Australia and overseas Employment by gender Indigenous employment Number of staff trained, including number of apprentices from the local area 	<p>Employment and training data will be monitored constantly and aggregated and presented on an annual basis.</p> <p>Tender documents and contracts will stipulate the need to for contractors to provide this information to Waratah Coal.</p>	<p>Targets will be prepared in consultation with other stakeholders and compared with industry standards when information is available (eg. female/Indigenous employment levels in the mining industry in Qld).</p>	<p>Waratah Coal</p>	<p>Annual</p>
<p>Personal income</p> <p>The project will increase average personal income levels in the project area and local region</p>	<p>Number and % of employees the project area, Central Qld, rest of Qld, elsewhere in Australia and overseas</p> <p>Number and % of employees based in Bowen and Alpha</p>	<p>Employment data will be monitored constantly and aggregated and presented on an annual basis.</p> <p>Workforce location data will be monitored constantly and aggregated and presented on an annual basis.</p>	<p>Targets to be finalised prior to construction, in consultation with other stakeholders</p> <p>Alpha: 28+ Bowen: 460</p>	<p>Waratah Coal</p> <p>Waratah Coal</p>	<p>Annual</p> <p>Annual</p>
<p>Contracting and business opportunities</p> <p>The project will procure a range of local goods and services, benefiting businesses in the region</p>	<p>Preparation of a Local Industry Participation Plan</p> <p>Number and % of contractors and value of goods and services from the project area, Central Qld, rest of Qld, elsewhere in Australia and overseas</p> <p>Number of local businesses assisted</p>	<p>Annual Report. Content to be finalised in consultation with ICN during preparation of the plan.</p> <p>Contract data will be monitored constantly and aggregated and presented on an annual basis.</p> <p>Tender documents and contracts will stipulate the need to for contractors to provide this information to Waratah Coal.</p> <p>Annual review of assistance provided and its effectiveness.</p>	<p>Targets will be finalised during the preparation of the LIPP.</p> <p>Targets will be finalised during the preparation of the LIPP.</p> <p>To be determined in consultation with ICN.</p>	<p>Waratah Coal & ICN</p> <p>Waratah Coal & ICN</p> <p>Waratah Coal & ICN</p>	<p>Annual</p> <p>Annual</p> <p>Annual</p>

IMPACT	KEY PERFORMANCE INDICATORS	MONITORING STRATEGY	TARGET & OUTCOMES	RESPONSIBILITY	TIMING & FREQUENCY
<p>Town infrastructure and services</p> <p>The project will generate additional State revenue. Some of this should benefit Alpha and Bowen and other towns in the region. Alpha should benefit as a result of mine development (eg. improved power, water, airport) and Waratah Coal will provide financial support for community projects.</p>	<p>Local development plans that incorporate inputs by resource companies (subsequent KPIs to monitor and evaluate implementation should be specified in the plan)</p> <p>Evidence that infrastructure built by Waratah Coal has considered local needs and future population projections</p> <p>Evidence that community contributions are planned in coordination with other stakeholders</p>	<p>Monitoring of the development plan for Alpha will be determined as the plan is finalised.</p> <p>Annual review of assistance provided.</p> <p>Annual review of assistance provided.</p>	<p>To be determined during preparation.</p> <p>To be determined in consultation with local councils.</p> <p>To be determined in consultation with local councils.</p>	<p>Waratah Coal, in consultation with DLGP, BRC, WRC, local residents and other project proponents</p> <p>Waratah Coal</p> <p>Waratah Coal</p>	<p>To be determined during preparation</p> <p>Annual</p> <p>Annual</p>
<p>Rural infrastructure</p> <p>Farmers in the vicinity of the mine will benefit from improved telecommunications, power and water supply.</p>	<p>Number of farmers assisted and infrastructure improvements</p>	<p>Annual review of assistance provided.</p>	<p>To be determined in consultation with local farmers.</p>	<p>Waratah Coal</p>	<p>Annual</p>
<p>Wellbeing of property owners</p> <p>The uncertainty over the rail alignment and which railway will be constructed is causing uncertainty and stress, and when constructed, may cause further stress and visual, noise, dust and vibration impacts on some properties.</p>	<ol style="list-style-type: none"> 1. Number of farmers impacted by the railway 2. Number of properties assisted through the preparation and implementation of plans to account for the railway 	<p>Annual review of assistance provided.</p>	<p>To be determined in consultation with local farmers.</p>	<p>Waratah Coal</p>	<p>Annual</p>

IMPACT	KEY PERFORMANCE INDICATORS	MONITORING STRATEGY	TARGET & OUTCOMES	RESPONSIBILITY	TIMING & FREQUENCY
<p>Community values</p> <p>If Alpha is not developed in a planned and coordinated manner, it is likely to have a transient population and may suffer from a range of social and welfare problems. In a town which aims to preserve its way of life, this may fuel resentment towards mining, and impact adversely on community values.</p>	<p>A development plan for Alpha that is prepared by the BRC with support from the State Govt (subsequent KPIs to monitor and evaluate implementation should be specified in the plan)</p>	<p>Monitoring of the development plan for Alpha will be determined as the plan is finalised.</p>	<p>To be determined during preparation.</p>	<p>Waratah Coal, in consultation with DLGP, BRC, WRC, local residents and other project proponents</p>	<p>To be determined during preparation</p>
<p>Cost of living</p> <p>Housing prices, rental costs and the costs of local goods and services are expected to rise. Shortages in accommodation and trade services are likely. Higher living costs will disadvantage the non-mining sector and particularly low income groups.</p>	<p>Code of Conduct prepared, and an assessment by local residents of the behaviour of mine staff and contractors</p>	<p>Annual survey of local residents to assess their opinion on the behaviour of mine workers, and if necessary, to solicit ideas to improve behaviour.</p>	<p>The majority of local residents view mine staff and contractors as behaving reasonably and responsibly while in or near Alpha</p>	<p>Waratah Coal</p>	<p>Annual</p>
	<p>Preparation of housing and accommodation strategies, including strategies relating to housing affordability and social housing</p>	<p>Monitoring will be determined as the strategy is finalised.</p>	<p>To be determined during preparation.</p>	<p>Waratah Coal, in consultation with the Dept of Communities, BRC and WRC</p>	<p>To be determined during preparation</p>
	<p>Assistance provided to address housing affordability issues and social housing needs in Alpha and Bowen</p>	<p>Assistance data will be monitored constantly and aggregated and presented on an annual basis.</p>	<p>Targets to be finalised prior to construction, in consultation with the BRC and local residents.</p>	<p>Waratah Coal, in consultation with DLGP, BRC, WRC, local residents and other project proponents</p>	<p>Annual</p>
<p>Road traffic</p> <p>Traffic disruptions will occur during project construction along the Capricorn Highway and roads crossing the railway (including the Bruce Highway). Increased traffic will occur on the Alpha-Emerald and Alpha-Clermont roads during operations, impacting local residents and tourists.</p>	<p>Number of overpasses and underpasses constructed</p>	<p>Information derived from construction plans</p>	<p>To be determined during detailed design.</p>	<p>Waratah Coal in consultation with DTMR and local councils</p>	<p>One off report prior to construction</p>
	<p>Number and % of FIFO employees</p>	<p>Employment data will be monitored constantly and aggregated and presented on an annual basis.</p>	<p>Targets will be prepared in consultation with other stakeholders.</p>	<p>Waratah Coal</p>	<p>Annual</p>
	<p>Traffic management plans</p>	<p>Plan prepared prior to construction (refer EIS)</p>	<p>Plan prepared to the satisfaction of DTMR and local councils</p>	<p>Waratah Coal</p>	<p>One off report prior to construction</p>
	<p>Number and % of staff who drive to work that have receiving safe driving training</p>	<p>Training data will be monitored constantly and aggregated and presented on an annual basis.</p>	<p>All staff who drive to work receive safe driving training</p>	<p>Waratah Coal</p>	<p>Annual</p>

IMPACT	KEY PERFORMANCE INDICATORS	MONITORING STRATEGY	TARGET & OUTCOMES	RESPONSIBILITY	TIMING & FREQUENCY
<p>Public infrastructure and services</p> <p>Population growth in Alpha and Bowen (and to a lesser degree in Emerald, Mackay and Rockhampton) will increase the demand for public infrastructure and services (eg. power, water, garbage collection and processing, health, education, police, rural fire brigades, etc).</p>	<p>Preparation of a town plan for Alpha and Bowen</p> <p>Provision of assistance to improve public infrastructure and services</p>	<p>Monitoring will be determined as the plans are finalised.</p> <p>Annual review of assistance provided.</p>	<p>To be determined during plan preparation.</p> <p>To be determined on an annual basis in accordance with the town plans.</p>	<p>Waratah Coal, in consultation with DLGP, BRC, WRC, local residents and other project proponents</p> <p>As above</p>	<p>Annual</p> <p>Annual</p>
<p>Welfare services</p> <p>Population increase and rising prices will increase the demand on welfare agencies and potentially lead to a reduction in the coverage or quality of services provided.</p>	<p>Preparation of a welfare service strategy and/or assistance provided (physical improvements and financial contribution) to improve welfare services</p>	<p>Annual review of assistance provided.</p>	<p>To be determined on an annual basis in accordance with the town plans.</p>	<p>Waratah Coal, in consultation with BRC, WRC and existing welfare service providers</p>	<p>Annual</p>
<p>Disruption to cattle operations</p> <p>Cattle operations may be disrupted on some properties, potentially increasing labour requirements and possibly reducing cattle production.</p>	<ol style="list-style-type: none"> 1. Number of farmers impacted by the mine and/or railway 2. Number of properties assisted through the preparation and implementation of plans to account for the mine or railway 	<p>Annual review of assistance provided.</p>	<p>To be determined in consultation with property owners.</p>	<p>Waratah Coal</p>	<p>Annual</p>