



Appendix 10

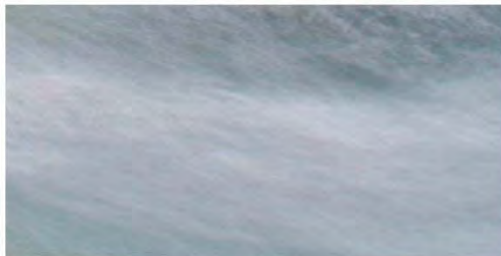
Social Impact Management Plan

BYERWEN COAL PROJECT

Byerwen Coal Pty Ltd

SOCIAL IMPACT MANAGEMENT PLAN

JANUARY 2013



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1. INTRODUCTION

This document is the social impact management plan (SIMP) for the Byerwen Coal Project ('the project'). The SIMP guides the management of social impacts identified through the environmental impact statement (EIS) process. The SIMP is modelled on the Department of State Development, Infrastructure and Planning's (DSDIP) *Guideline to preparing a social impact management plan* published in September 2010 (by the previous Department of Infrastructure and Planning), and addresses moderate to high impacts identified in the Social Impact Assessment (SIA).

The SIMP is intended to support ongoing management of the potential social impacts of the project. In recognition of the changing nature of impacts over the life of the project, the SIMP encompasses the principle of adaptive management; it will be updated annually and when required by future updates to the Queensland Government's guidelines. Benchmarks will be established and monitored continuously throughout implementation and the management plan adapted as required. A comprehensive review of the SIMP will be undertaken following each release of new census data (every five years) to proactively identify any sudden or unexpected changes in the social environment or impacts.

1.1 Requirement for a Social Impact Management Plan (SIMP)

The Queensland Government's Sustainable Resource Communities Policy 2008 requires proponents of new or expanded major resource development projects which require an environmental impact statement (EIS) to be prepared under either the Queensland Environment Protection Act 1994 or the Queensland State Development and Public Works Organisation Act 1971 to develop and provide a SIMP.

1.2 Objectives of the SIMP

The SIMP identifies and defines the roles of Byerwen Coal, the Queensland Government and the community in the mitigation and management of social impacts throughout the construction, operation and decommissioning of the project. The objectives of the SIMP are to:

- Present a summary of the potential positive and negative social impacts of the project, the mitigation and management measures, and the actions required to implement the measures
- Present the key findings and recommendations of the SIA and the results of community consultation and stakeholder engagement
- Promote an active and ongoing role for communities, regional councils and Queensland Government throughout the life of the project
- Recognise cumulative impacts and outline a collaborative approach to addressing them.
- Protect and promote the social values of the community
- Help to build a sustainable relationship between QCoal and all stakeholders in the region.

2. SECTION A: SIA SUMMARY

2.1 Project Proponent

The project proponent is Byerwen Coal Pty Ltd (Byerwen Coal), a joint venture between QCoal Pty Ltd (QCoal) and JFE Steel.

QCoal is a privately owned, Queensland mining company. QCoal currently has two operational mines – Sonoma Mine and Jax Bulk Sample Project – and a number of mines under development in the northern Bowen Basin, including the proposed Byerwen Coal Project. QCoal has incorporated the knowledge acquired through ownership of these mines into the planning of the Byerwen Coal Project. As a result there are references in this SIMP to QCoal where activities and consultation have been undertaken for the Byerwen Coal Project in conjunction with other QCoal projects. QCoal may also be responsible for implementing initiatives such as the QCoal Foundation and industry presentations.

2.2 Project Overview

The project will have the capacity to produce 10 million tonnes per annum (Mtpa) of high quality thermal coal and coking coal for export. The coal is proposed to be transported approximately 150 kilometres by rail, along the GAP rail line to the Abbot Point Coal Terminal.

Up to 350 jobs are expected to be created during initial construction and up to 545 jobs at full operational stage. The life of the project is expected to be 50 years. The proponent expects that the workforce will settle in Glenden or commute from larger regional centres as is common practice at other mines.

Subject to obtaining all necessary approvals, construction is expected to commence in 2014 and operations in 2015, with output progressively increasing over three years to the full production rate of approximately 10 Mtpa.

On 1 March 2011, the Coordinator-General declared the Byerwen Coal Project to be a significant project requiring the preparation of an environmental impact statement under section 26(1)(a) of the *State Development and Public Works Organisation Act 1971*.

On 13 January 2011, the Australian Government determined that the project constitutes a controlled action pursuant to the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The controlling provisions are:

- Listed threatened species and communities (EPBC Act, sections 18 and 18A)
- Listed migratory species (EPBC Act, sections 20 and 20A).

The project area comprises six mining lease application areas (MLAs), which were lodged on 29 and 30 June 2010, totalling approximately 22,697 hectares. The total available coal resource is approximately 690 million tonnes.

The following mine infrastructure is proposed at the site:

- Site water management controls, including mine affected water dams and sediment control ponds.
- Coal handling civil works, including run of mine (ROM) pads.

- Two coal handling and preparation plants (CHPPs), in the south and north of the tenements.
- Southern and northern Train Loading Facilities (TLFs) comprising rail loop, train loading bin and rail spur, connected to the GAP rail line.
- Two mine infrastructure areas (MIAs) including administration, ablution buildings, and vehicle maintenance workshops, in the south and north of the tenements.
- Internal haul roads or overland conveyor for product haulage, site access roads and a number of overpasses or bridges over existing and proposed railway lines and roads.
- Process water storage and distribution system.
- Rejects management infrastructure, including co-disposal dams.
- Depot for on-site blasting contractor.

Mining will occur 24 hours per day, seven days per week, 52 weeks per year. The open cut mining method will involve a dragline and large truck and excavator mining operation with truck haulage direct to the crusher dump hopper or the Run of Mine (ROM) pad adjacent to the CHPP.

ROM coal will be hauled on internal service road networks to one of the CHPPs designed to handle in excess of 2,000 tonnes per hour. Two CHPPs will be established to minimise haul distances and optimise the productivity of mining equipment.

The proponent has commenced discussions with a third party water supplier (SunWater) for the sourcing and delivery of water for the project from a pipeline that traverses the western side of the tenement area and connects to the Burdekin water supply scheme at Gorge Weir.

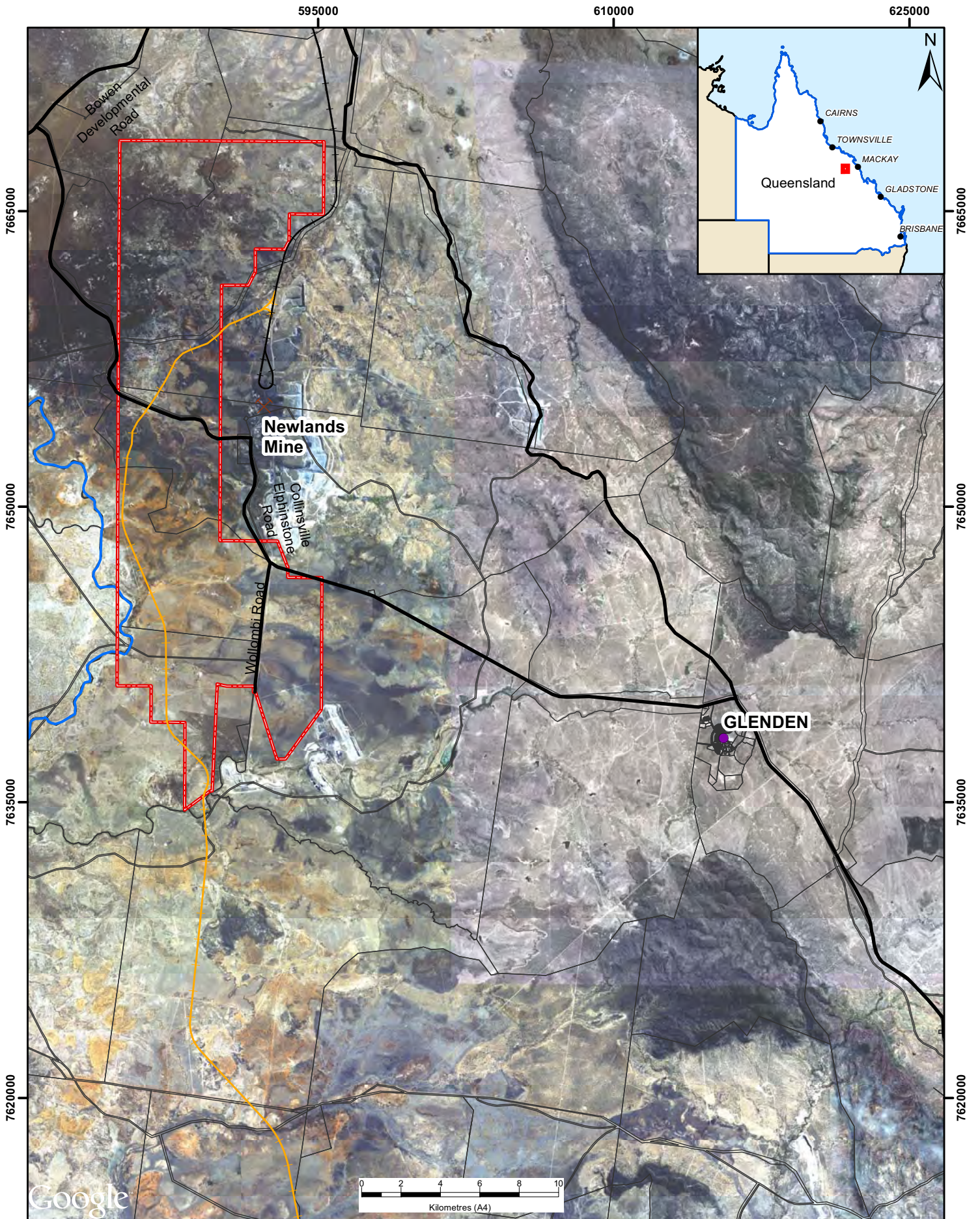
Power supply to the southern and northern tenement areas will be via spurs to an existing 66kV line that originates from the Newlands substation and traverses the project site. The existing line was built to provide power to a de-commissioned gold mine west of the project area. The spurs will be entirely on the proponent's mining leases.

Incoming power will enter the site substations in the south and north tenement areas and then reticulated throughout the site as required.

2.3 Social and Cultural Area of Influence

The project is located approximately 20 kilometres from the existing town of Glenden in Queensland's Bowen Basin. Glenden is within the Isaac Regional Council area. As Glenden is the only populated area within a reasonable commuting distance (i.e., less than a 40 minute drive in accordance with health and safety guidelines) from the project area, this township is defined as the primary social and cultural area of influence relating to the project. Figure 2-1 shows the township of Glenden as the primary study area in relation to the project.

As there are likely to be some broader project related effects, a secondary social and cultural area of influence has been defined. This encompasses the local government authorities (LGAs) of Isaac Regional Council, Whitsunday Regional Council and Mackay Regional Council. This broad regional area is referred to as the Northern Bowen Basin. Figure 2-2 depicts the Northern Bowen Basin regional area as the secondary study area in relation to the project.

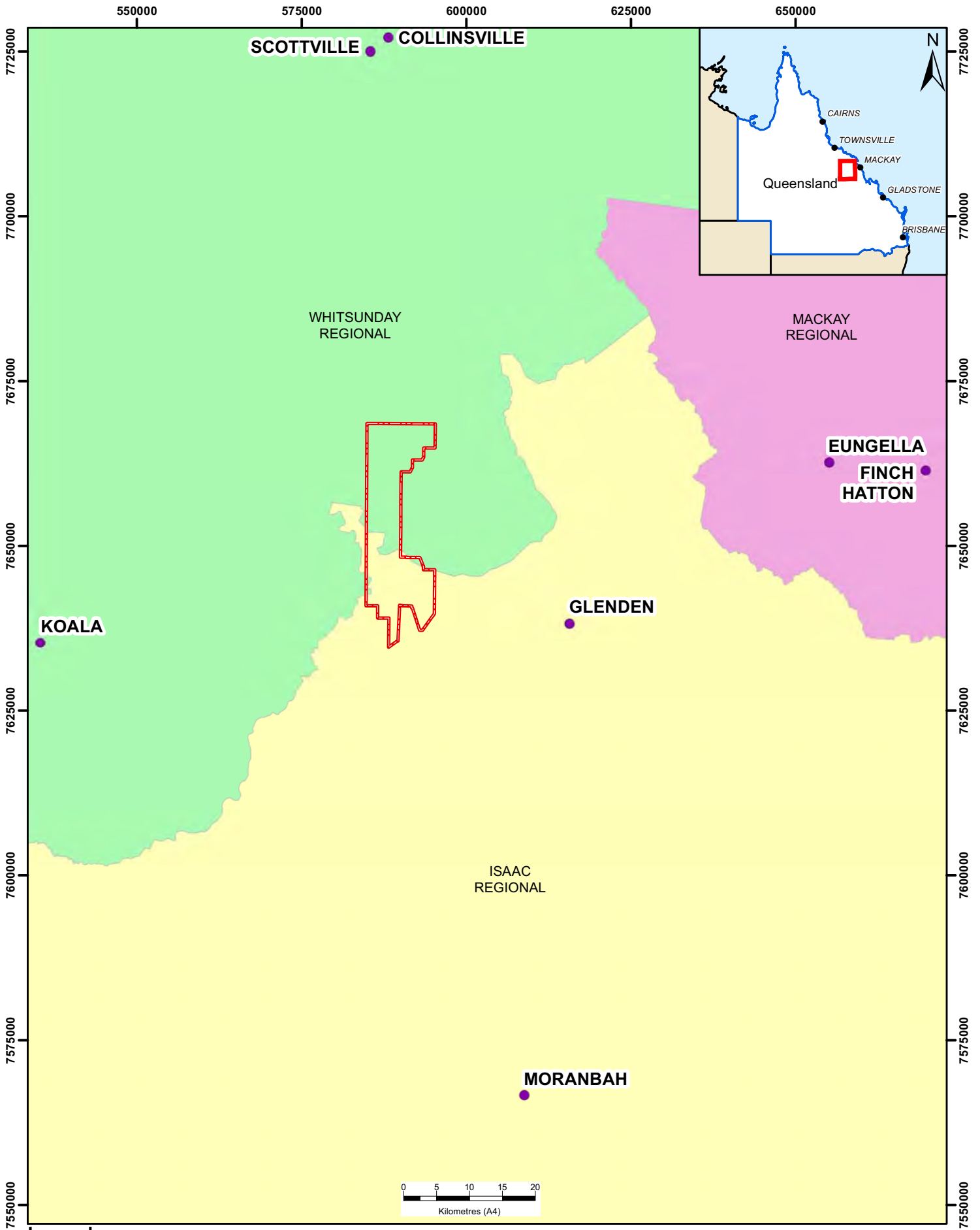


Legend




- Project Area
- Towns
- Cadastre
- +— Northern Missing Link
- +— Newlands Railway
- Roads
- Sutor River



Project Area & Glenden		
Figure 1	Byerwen Coal Project	
<small>Date: 6/08/2012</small>		
<small>Author: samuel.ferguson</small>		
<small>Map Scale: 1:250,000</small>		
<small>Revision: R2</small>		<small>Coordinate System: GDA 1994 MGA Zone 55</small>
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Legend

-  Project Area
-  Towns
- Regional Council Boundaries**
-  ISAAC REGIONAL
-  MACKAY REGIONAL
-  WHITSUNDAY REGIONAL

Project Area & LGA		
Figure 1	Byerwen Coal Project	
Date: 6/08/2012	Author: samuel.ferguson	
Revision: R2	Map Scale: 1:750,000	
Coordinate System: GDA 1994 MGA Zone 55		
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2.4 EIS Community Consultation and SIA Stakeholder Engagement

The stakeholder engagement strategy informing the EIS was designed to attain meaningful participation and involvement that enabled stakeholders and the community to actively contribute to the development of new ideas and options as the project is planned and developed. This information may also be drawn upon by the company in establishing a social licence to operate which relates to operating in a manner that aligns with predominant community expectations.

This section describes the consultation process for the project. Byerwen Coal recognises that the project has the potential to affect the Glenden and has undertaken a comprehensive consultation program as part of the environmental impact assessment process. Byerwen Coal has built productive relationships with the key community of Glenden, has consulted with various government and non-government organisations and has gained a valuable understanding of the issues and opportunities in the area.

This section of the SIMP report describes:

- Consultation objectives
- Stakeholder identification
- Byerwen Coal / QCoal's stakeholder engagement and community consultation strategies both past and current.
- The stakeholder engagement and community consultation that has been conducted to date in Glenden and with surrounding communities (including two formal rounds to date as well as findings from ongoing consultation between rounds).
- Byerwen Coal / QCoal's ongoing consultation plans.

Flexibility and adaptability are important characteristics of stakeholder engagement and community consultation activities that are designed to optimise participation and the gathering of information. The stakeholder engagement and community consultation activities were part of an iterative process in which findings were constantly checked and adapted to the changing context and needs of the stakeholders and community as further rounds of consultation were conducted and further information was gathered.

2.4.1 Consultation Objectives

Byerwen Coal has adopted a stakeholder engagement and community consultation program that aims to build ongoing, long-term, mutually beneficial relationships with stakeholders and the Glenden community that will continue into the construction, operations and decommissioning stages of the project.

The stakeholder engagement and community consultation program, prepared in line with the Community Consultation in Mine Planning Guidelines (DME, 1995a), has been designed to provide timely, transparent and accessible information and engagement mechanisms.

The key objectives of the stakeholder engagement and community consultation program in relation to the EIS process have been to:

- Initiate and maintain open and honest communication on all aspects of the project and the environmental impact statement (EIS) with all interested and affected stakeholders, including the community of Glenden.

- Engage in a consultation process that provides genuine, active, two-way exchange and feedback.
- Provide a range of communication methods to engage and inform stakeholders about the project and to identify stakeholder issues of concern about the project.
- Consider and address stakeholder issues of concern via the technical studies conducted for the EIS.
- Record and address stakeholder issues of concern through the broader EIS process and establishment of a grievance/feedback mechanism.
- Provide ongoing feedback to stakeholders on their issues of concern and advise them how comments have been used to inform the project.

2.4.2 Stakeholder Engagement and Community Consultation Program

Byerwen Coal has sought to ensure stakeholders, including the Glenden community, are aware of the proposed project and the EIS process. This has involved the development of a stakeholder engagement and community consultation program for the project to align with key stages of the EIS process. The consultation program is presented in Figure 2-3 below.

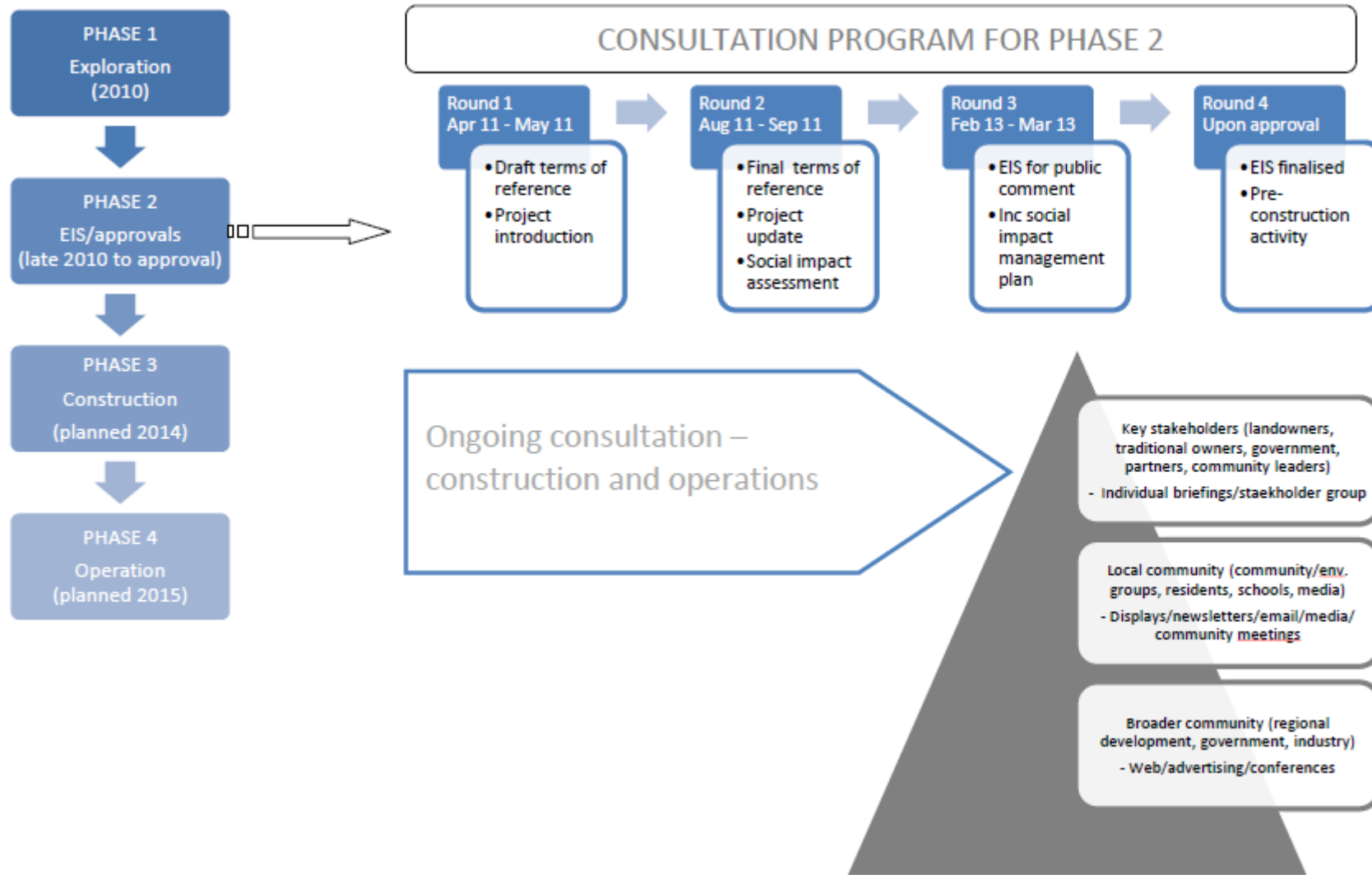


Figure 2-3 Byerwen Coal Project and Consultation Timeline

2.4.2.1 Phase 1: Exploration (2010 – Ongoing)

The exploration phase of the project started in 2010 and is continuing. Consultation with landowners to determine land access agreements and compensation commenced during this phase.

2.4.2.2 Phase 2: EIS and Approvals (Late 2010 to Approvals)

Consultation activities have been programmed for the planning phase (Phase 2) of the project, which includes the preparation of the EIS, SIA and SIMP. The consultation program for Phase 2 is divided into four separate formal rounds of consultation to reflect the project milestones. Structured consultation events and communication take place during each round to achieve the overall consultation objectives while consultation team members are available at all stages of the development and operation of the mine to respond to enquiries and provide information about the project.

Round 1 (Complete) – Project introduction (including Draft Terms of Reference)

The first round of formal public consultation activities commenced in April 2011 and was conducted through May 2011. The first round sought to introduce, and to raise stakeholder awareness of, the project and the EIS process and to announce the Coordinator-General's declaration of the project as a significant project. Initial issues of concern to stakeholders were identified, and feedback was used to refine future consultation methods and finalise the draft Terms of Reference for the EIS.

A copy of the draft terms of reference was available at the Glenden Post Office and the Isaac Regional Council (IRC), Whitsunday Regional Council (WRC), and the Mackay Regional Council (MRC) offices and on the Department of Environment and Heritage Protection's (EHP) website as well as the project webpage.

Round 2 (Complete) – Project update (including Final Terms of Reference and SIA Consultation)

The second round of public consultation was conducted from 24 August to 21 September 2011. This round sought to identify further issues for consideration by Byerwen Coal and the EIS team and to assist in developing the baseline for impact assessment. The final Terms of Reference were introduced and updates on the project were presented.

During this period the stakeholder engagement and community consultation specifically to inform the social impact assessment was conducted. The SIA specific consultation was undertaken to understand the existing community values, how the community operates, what the potential impacts of a new mine would be and to obtain mitigations suggested by the community.

The activities included face-to-face discussion with key stakeholders such as landowners, traditional owners, government, partners, community leaders, individual briefings to residents of Glenden, and a community forum at which the project was explained and advice was sought as to issues and concerns. Byerwen Coal staff encouraged members of the community to put forward ideas and suggestions about how the potential impacts could be minimised. Discussion was held to determine the preferred mitigation measures of the key stakeholders and members of the Glenden community.

The local community included community and environmental groups, residents, schools, and the media. The local community was engaged via face-to-face discussion, and displays of materials describing the project, and was kept informed via newsletters, email alerts and media articles.

Discussions in relation to the SIA also incorporated community development and informal meetings.

The broader community, which incorporated bodies representing regional development, government, and industry, were included via face-to-face discussion and using the internet, advertising and conferences to disseminate information.

Round 3 (At time of EIS release) – EIS Public Review

The third round of public consultation involves the display of the EIS once the Queensland Government releases it for public review. Byerwen Coal will also release a project newsletter and public notices in the Daily Mercury and the Bowen Independent local newspapers to encourage community members to review and comment on the EIS.

Stakeholder meetings will be held to help to address specific areas of interest and briefings will be conducted with appropriate government agencies in the Bowen Basin region. The purpose of this public consultation round is to ensure EHP is able to consider all submissions received during the public submission period and Byerwen Coal is able to respond to these submissions, when the government's assessment report for the EIS is prepared.

This round of consultation enables stakeholders and the general public to understand the project's impacts and provides the opportunity for the community and other stakeholder to comment on the document including this SIMP. The SIMP will be finalised and regularly updated taking into account stakeholder input and implemented once the project is approved and proceeds to construction and operation.

Round 4 (At time of EIS approval) – Final EIS Released

The fourth round of public consultation will take place at the completion of the EIS process and will be the release of the finalised EIS and information about the construction timeframes and process. It will aim to inform the community of the outcome of the EIS process and provide the opportunity to address questions about the construction and operations phases.

2.4.2.3 Phase 3: Construction 2014 and Phase 4: Operations 2015+

Byerwen Coal will conduct ongoing stakeholder engagement and consultation with the community of Glenden throughout Phase 3 (construction) and 4 (during operations) of the project.

2.4.2.4 Glenden Stakeholder Engagement Group (SEG)

A coordinated group to represent the interests of the Glenden's community members, businesses and key stakeholders is an important vehicle in effective consultation and provides an efficient method of distributing Project information and collating stakeholder feedback.

A key component of Byerwen Coal's consultation strategy is its collaborative approach to impact management. The Glenden Stakeholder Engagement Group (SEG) was initiated by Xstrata and Byerwen Coal has been invited to join this group as a neighbouring project. The group operates to achieve the objective of keeping the community and other stakeholders informed about the progress of industry and projects in the area. QCoal will participate in the regular meetings with the intention of keeping the community up to date with the progress of the Byerwen Coal Project.

2.4.3 Stakeholder Engagement for the SIA

Byerwen Coal has conducted targeted stakeholder engagement activities to support the SIA. The stakeholder engagement process for the SIA required the following steps:

- The identification of stakeholders and members of the community.
- The provision of information to the stakeholders.
- Engagement with stakeholders and the collation of information provided.
- Integration of the information gathered into design of the project.

Stakeholder perceptions have been obtained through qualitative, quantitative and participatory research methods. Stakeholder engagement has included:

- Two rounds of formal public consultation and stakeholder engagement in Glenden and surrounding communities.
- Interviews of the Glenden and surrounding communities conducted to align with the social impact assessment to quantify the weight, or level of importance, placed on identified issues or opportunities. The interviews also sought to identify perceptions of Byerwen Coal's ability to manage identified potential impacts.
- A number of meetings with the Birriah People and the Jangga People to identify areas of concern and aspirations relating to the project.
- A review and interpretation of other independent stakeholder analysis.

The feedback and outcomes from consultation with stakeholders in Glenden and the surrounding communities are summarised in Section 2.4.6.

2.4.4 Stakeholder Identification

Table 2-1 provides a list of the major stakeholders consulted for the project.

Table 2-1 Stakeholder List

Stakeholder Category	Organisation or Agency
Political	<ul style="list-style-type: none"> • State Members of Parliament. • Isaac Regional Council, Mackay Regional Council and Whitsunday Regional Council Mayors, CEOs, and Councillors.
Government agencies and emergency services Government agencies and emergency services (cont'd)	<ul style="list-style-type: none"> • The Australian Government Department of Sustainability, Environment, Water, Population and Communities (SEWPaC). • The State of Queensland Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA). • The State of Queensland Department of Community Safety (formerly Department of Emergency Services). • The State of Queensland Department of Environment and Heritage Protection (EHP – formerly the Department of Environment and Resource Management). • The State of Queensland Department of Natural Resources and Mines (DNRM – formerly Department of Employment, Economic Development and Innovation (DEEDI) Mines and Energy) and the Social Impact Assessment Unit (now within the Department of State Development, Infrastructure and Planning (DSDIP)). • The State of Queensland Department of Employment, Education and Training (DETE – formerly Department of Education). • The State of Queensland Department of Local Government and Planning (now also linked with the Department of State Development, Infrastructure and Planning (DSDIP)). • The State of Queensland Department of Families, Youth and Community Care (DFYC- formerly Department of Communities). • The State of Queensland Department of Transport and Main Roads. • Queensland Fire and Rescue Service. • Queensland Rural Fire Service.

Stakeholder Category	Organisation or Agency
	<ul style="list-style-type: none"> • Queensland Police Service. • Queensland Health. • Queensland Ambulance Service. • Department of Emergency Services. • Queensland State Emergency Services.
Landholders and occupiers	<ul style="list-style-type: none"> • Six directly affected landowners. • Adjacent landowners.
Education and community services	<ul style="list-style-type: none"> • Glenden State School. • Glenden Creche and Kindergarten Association Limited (C&K) Community Childcare Centre. • Skills Queensland. • Construction Skills Queensland. • Central Queensland Institute of TAFE.
Businesses	<ul style="list-style-type: none"> • Thirteen businesses in Glenden. • Numerous businesses in the surrounding region.
Business groups	<ul style="list-style-type: none"> • Bowen Pastoral and Agricultural Association. • Bowen Tourism & Regional Development Bureau Inc. • Chamber of Commerce and Industry Queensland – Mackay. • Whitsundays Marketing and Development (WM&D) (merger between Enterprise Whitsundays and Tourism Whitsundays). • Mackay Area Industry Network (MAIN). • Mackay Whitsunday Regional Economic Development Corporation (REDC).
Utilities and infrastructure	<ul style="list-style-type: none"> • Ergon Energy. • QR National. • SunWater. • Telstra Regional.
Industry and industry groups	<ul style="list-style-type: none"> • Abbots Point Bulk Coal Pty Ltd. • Arrow Energy Limited. • Belyando Suttor Implementation Group. • Bowen Tourism. • Burdekin Solutions Pty Ltd. • Coal Connect Alliance. • Glenden Stakeholder Engagement Group (SEG). • Housing Industry Association Ltd. • Navaho Gold Pty Ltd. • Newlands Coal Project. • Mackay Area Industry Network. • Mackay Regional Council. • Mining & Energy Services Council of Australia. • Ports Corporation Queensland. • QCoal Foundation. • Regional Development Australia – Mackay Whitsunday. • Regional Economic Development Corporation • Xstrata Coal Queensland Pty Ltd
Special interest groups	<ul style="list-style-type: none"> • Capricorn Conservation Council • Dalrymple Landcare Committee • Mackay Conservation Group • Mining Communities United Inc • Moranbah Action Group.

Stakeholder Category	Organisation or Agency
Indigenous groups	<ul style="list-style-type: none"> • Representatives of the Birriah-Gubba People (Birriah People) • Birriah Enterprises • Representatives of the Jangga People (Jangga People) • Jangga Operations Limited
Health services	<ul style="list-style-type: none"> • Collinsville Hospital. • Glenden Community Health Centre • Glenden Medical Centre • Glenden Dentist • Moranbah Hospital • Royal Flying Doctor Service.
Media	<ul style="list-style-type: none"> • ABC Capricornia • Bowen Independent • Queensland Country Life • Daily Mercury • Courier-Mail
Community groups	<ul style="list-style-type: none"> • Community groups in Glenden and the region
Community services	<ul style="list-style-type: none"> • Community services in Glenden and the region

2.4.5 Engagement Methods and Materials

By June 2012, more than 100 stakeholders had been engaged via face-to-face meetings and interviews during the Byerwen Coal Project EIS assessment process. In addition, 65 people had attended staffed and public displays of project materials and a range of people had attended unstaffed public displays. The following sections provide further detail on key engagement methods and stakeholders consulted.

Table 2-2 identifies a range of activities that QCoal undertakes to keep its stakeholders informed about its projects in the Bowen Basin, including the Byerwen Coal Project.

Direct contact with QCoal community relations team members is also promoted with contact details advertised including a community contact number and email address.

Table 2-2 Stakeholder and Public Consultation Activities

Activity	Project	Timing
Advertising	All projects	Ongoing
Byerwen Coal Project briefings and community visits	Byerwen Coal Project	Ongoing
Byerwen Coal Project community displays (ToR/SIA)	Byerwen Coal Project	Aug/Sep 2011
Byerwen Coal Project community updates/newsletter	Byerwen Coal Project	May 2011 Aug 2011
Byerwen Coal Project road show	Byerwen Coal Project	Aug/Sep 2011
Byerwen Coal Project SIA consultation	Byerwen Coal Project	Aug/Sep 2011
Collinsville DIG forum	All projects	Annually
Collinsville DIG meetings	All projects	Quarterly
Collinsville DIG priority group meetings	All projects	As required
Drake Coal Project briefings and community visits	All projects	Ongoing

Activity	Project	Timing
Drake Coal Project community displays (SIA/EIS)	Drake Coal Project	Apr 2010 May 2012
Drake Coal Project community updates/newsletter	Drake Coal Project	Apr 2010 Nov 2010 May 2011 May 2012
Drake Coal Project community values workshop (SIA)	Drake Coal Project	Apr 2010
Drake Coal Project factsheet	Drake Coal Project	Nov 2011
Drake Coal Project road show	Drake Coal Project	Jul 2011 May 2012
Email updates to database	All projects	Quarterly
Glenden SEG meetings	Byerwen Coal Project	Six monthly
Government agency consultation	All projects	Ongoing
ICN (Industry Capability Network) Gateway updates	All projects	Sep 2012 Ongoing
Key stakeholder briefings	All projects	2007 to present
Landowner consultation	All projects	2007 to present
Presence at Bowen Show	Drake and Byerwen Coal Project	Jun 2011
Presentation MAIN (Mackay Area Industry Network) 100 attendees	All projects	Mar 2011
Presentation Major Projects Summit 2011 150 attendees	All projects	May 2011
Presentation Major Projects Summit 2012 200 attendees	All projects	Sep 2012
Presentation MESCA (Mining & Energy Services Council of Australia) 300 attendees	All projects	Jun 2012
Presentation to Bowen Accommodation Forum, 65 attendees	All projects	May 2012
Project email and mobile contact number	All projects	Ongoing
Byerwen Coal Project website with project web pages	All projects	Ongoing
Sonoma Mine community updates/newsletter	Sonoma	Oct 2011 Jun 2012
Traditional owner agreements	All projects	2007 to present
Traditional owner briefings	All projects	Ongoing

2.4.5.1 Stakeholder and Community Briefings

Stakeholder and community briefings were conducted in Glenden and surrounding areas to generate awareness about the project and the EIS process. Attendees at each briefing were provided with a project update and opportunities for input via face-to-face discussion or feedback

forms. Attendees were encouraged to fill out a registration form so that briefing facilitators had a record of attendance to add to Byerwen Coal's consultation database.

Byerwen Coal kept notes of the discussions and collated a profile of comments, questions, and issues of concern throughout the briefings. Responses to key concerns were given at subsequent briefings and via regular updates to the community and other interested parties.

2.4.5.2 Government Stakeholder Briefings

Communication strategies to inform government stakeholders included:

Presentations at EHP and DNRM meetings.

Presentation to the Isaac Regional Council, Whitsunday Regional Council and Mackay Regional Council.

Ongoing discussions with the Queensland Police and Ambulance Services.

Ongoing discussions with SEWPaC.

Discussions with DETE about land availability and acquisition process.

Ongoing discussions with the Social Impact Assessment Unit, now housed within Department of State Development, Infrastructure and Planning (DSDIP).

Presentation of the draft terms of reference to relevant agencies and response to their requirements.

Ongoing consultation via briefings, email and telephone.

2.4.5.3 Landowners and Residents

Regular meetings with non-government stakeholders were held during which they were briefed on the project. In addition, a number of briefings were held with Traditional Owners and their organisations, and with the community of Glenden.

2.4.5.4 Indigenous Groups

The relevant Aboriginal Parties for the project area under the *Aboriginal Cultural Heritage Act 2003* (Qld, ACH Act) are the Birriah People (QUD6244/98; QC 98/012; formerly called the Birri People) and the Jangga People (QUD 6230/98; QC 98/10; QCD2012/009).

Regular meetings have been held with the two affected traditional owner groups to provide information about the project and reach agreement on native title and cultural heritage matters.

Pursuant to meetings held in July and August 2011, Byerwen Coal has entered into Cultural Heritage Management Plans with both parties. Additional discussions regarding scholarships and training opportunities have also taken place, resulting in two scholarships being offered to the Jangga People in 2012.

2.4.6 Key Stakeholder and Community Consultation Findings

Table 2-3 below summarises the feedback and outcomes from stakeholder consultation. The stakeholders are grouped into categories to maintain privacy and efficiency and the mitigations that have been suggested or discussed during consultation are also included.

Table 2-3 Summary of Stakeholder Consultation Feedback

Stakeholder category	Issues/opportunities raised	Suggested mitigations
Health services (community health)	<p>Community health centre</p> <ul style="list-style-type: none"> • Service focuses on provision of wellbeing and preventative health care – medical treatment is provided by the private medical practice and emergencies are treated by the ambulance officer. • Service has capacity to cater to a growing population but will need additional administrative assistance (hours are currently stretched). • Service currently assists the ambulance officer with midwifery emergencies (pregnant women are encouraged to go to Mackay two weeks prior to the due date to reduce risk of being too far from a hospital if it is required). • Staff have a sense that the community is not growing and could be declining in terms of numbers. 	<p>Community health centre</p> <ul style="list-style-type: none"> • Continue to monitor utilization of the service. • If pressure increases, assist in data collection and provide to Queensland Health to demonstrate service utilization (providing input into resource planning for local services). • Consider community health service requirements as part of the community grants program.
Health services (private health)	<p>Private medical practice (underwritten by Xstrata)</p> <ul style="list-style-type: none"> • Discussion about how the service will provide for both Xstrata's and QCoal's requirements. • Suggestions to consult the practice owners – the owners have suggested they will develop a proposal to address forecast future requirements. • Agreement that liaison with Xstrata will need to continue to understand the existing arrangements and how to work towards a suitable arrangement once the mine is approved. • Consideration required about ensuring sufficient space to accommodate additional medical staff (and the impacts of expansion on existing service delivery). • The current service was previously at capacity with daily waiting lists (with a focus on Xstrata coal board medicals) but is currently coping with demand. • There are a number of initiatives currently being developed for implementation including meeting compliance requirements by Medicare to participate in the eHealth.gov.au program. • Video conferencing facilities are being established to provide link 	<p>Private medical practice (underwritten by Xstrata)</p> <ul style="list-style-type: none"> • Continue to liaise with the practice to ensure an appropriate arrangement is reached and maintained (ahead of construction) for ongoing medical service delivery for families and workers • Encourage workers and health service providers to use eHealth.gov.au to centralize patient records and reduce the pressure on services

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<p>ups for doctor/specialist/patient appointments (such as surgery follow ups where there are no issues) to reduce the need for patients travelling long distances to appointments in Mackay and Townsville.</p>	
Health services (dental)	<p>Glenden Dentist</p> <ul style="list-style-type: none"> • The dental clinic has been open since late 2011. • Demand for the service is reasonably low but steady. • Competition from visiting dental services (such as a mobile dental clinic) would be considered to have a negative impact for the business. 	<p>Glenden Dentist</p> <ul style="list-style-type: none"> • Suggest the dentist encourage nearby communities (such as Collinsville) to visit for treatment. • Suggest the dentist promote the importance of oral health to encourage more dentist visits. • Do not include Glenden as a town on the route for the QCoal and RFDS' planned mobile dental initiative. • Refer patients who visit the QCoal and RFDS mobile dental unit in nearby towns to Glenden Dentist for any additional treatment not provided by the mobile clinic.
Health services (hospitals)	<p>Hospitals in Moranbah and Collinsville (no local hospital)</p> <ul style="list-style-type: none"> • Concern that an increased population in Glenden will increase demands on existing services and resources in Moranbah and Collinsville (whereas the local health and emergency service providers indicate it is more likely that the overflow will continue to go to Mackay). • In particular, there is additional administrative resource required with creating new patient charts each time a new patient presents for treatment. • Concern that non-resident workers will provide their temporary address instead of home address, which affects Medicare funding. • Concern that a higher number of non-resident patients will place pressure on hospital resources because of the need to coordinate treatment with remote health care providers. • Concern for the lifestyle of non-resident and shift workers - mental health with shift work and absence from family, poor nutrition, drug and alcohol issues, health issues related to shift work and the associated impacted sleep cycles (mental health, fatigue). 	<p>Hospitals in Moranbah and Collinsville (no local hospital)</p> <ul style="list-style-type: none"> • Encourage workers and health service providers to use eHealth.gov.au to centralize patient records and reduce the pressure on services. • Provide workers the choice of where to live so that commuting to work is not necessary (reducing fatigue-related issues). • Include information about preventative health and support in induction packs and toolbox talks such as mental health awareness information. • Monitor workforce demands on health services. • Provide rest facilities at the end of shift rosters to give workers the opportunity to rest before commuting (and encourage but not force them to do this). • Contribute to the delivery of a dental service into nearby communities in the region to assist in delivering a broader range of health services.

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<ul style="list-style-type: none"> • There is a limited range of health services available and people have to travel long distances to access some services. 	
Emergency services	<ul style="list-style-type: none"> • Concern that the local ambulance and police stations are currently one-officer stations covering broad geographical areas, often requiring officers to undertake extensive overtime to deliver the service. • Concern that the Queensland Government is not providing adequate resources to local stations to enable officers to deliver quality services. • Officers are currently facing issues with fatigue due to covering large distances and inadequate opportunity to take sufficient rest periods between shifts. • Concern that the Queensland Ambulance Service will not provide the additional required resources now or with an increased population when the service is already considered to be at capacity. • Concern about the formula used particularly in the calculation of police resources by Queensland Government. • Concern that the incorrect phone numbers are being used to contact emergency services (ie. ambulance officer's home number). 	<ul style="list-style-type: none"> • Continue monitoring the demands on the services by collecting service utilisation data to demonstrate the existing and future demand on the service. • If the service continues to be under pressure, provide this data to Queensland Government as input into resource planning. • QCoal to provide its own emergency response and first aid personnel on site to address potential risk. • Provide well-equipped first aid facilities on site (and consider a helipad). • Maintain contact with emergency services to ensure their familiarity with the site and contact personnel. • Provide accurate contact details (000 and 1300 HEALTH and the appropriate use of these) and emergency management material in induction packs, accommodation and toolbox talks. • Establish productive partnerships with emergency service providers through: <ul style="list-style-type: none"> – Mine site familiarisation with emergency service officers. – Invite emergency service officers to give toolbox talks. – Provide health and support resource information in induction packs to alleviate unnecessary emergency calls. – Development of a Safety Plan which implements preventative measures on-site and at the accommodation village, including an Emergency Management Plan to address emergency incidents. • Implementation of a Traffic Management Plan which includes actions to address potential safety issues due to increased traffic.
Education and child care (schools)	<p>School</p> <ul style="list-style-type: none"> • The local school is keen to see more families living in town and encourages new enrolments (a current school population of 283 with a capacity for up to 500 or more students). • The school is keen for more enrolments in order to increase the educational opportunities and resources afforded to bigger schools. 	<p>School</p> <ul style="list-style-type: none"> • Encourage workers to choose to live locally by providing incentives. • Byerwen Coal to develop accommodation to suit families and couples. • Maintain integrity of the accommodation development with the surrounding area. • Consider good urban design in the development of the accommodation to

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<ul style="list-style-type: none"> • The school wants to provide teaching jobs to a range of teachers but is currently restricted through the accommodation available to those choosing to live in DE TE share houses or those living with their partner in an Xstrata house. • The school has surplus land and is keen for it to be sold to QCoal in order for development to provide family housing. • The school would welcome an opportunity to secure additional teacher housing as part of the QCoal accommodation development. • The school is a high quality school and the winner of regular academic excellence awards capable of attracting families to live in town. • The school wants to work closely with QCoal to establish ways in which QCoal can support the school to continue to provide high quality education. • The school wants to encourage its students to perform well and prepare for future jobs and qualifications by establishing opportunities for the students at the mine. 	<p>maximize opportunities for positively-utilized shared spaces and recreation areas.</p> <ul style="list-style-type: none"> • Establish facilities for construction and non-resident workers at a location not within close proximity to the school. • Consider how to include teacher housing as part of accommodation development. • Contribute to the school through the community grants program. • Provide education bursaries as part of the community grants program to encourage students to continue their education. • Provide apprenticeship opportunities at the mine and keep the school informed of opportunities. • Work with teachers to establish a program for introducing students to mining industry jobs to assist in decisions about their future.
Education and child care (child care)	<p>Child care</p> <ul style="list-style-type: none"> • The demand for child care is unpredictable but there is often a waiting list – there is insufficient space to introduce a new group (but there is also not a steady demand requiring an additional group). • There are a number of projects the centre would like to implement to improve the centre such as landscaping. 	<p>Child care</p> <ul style="list-style-type: none"> • Assist the child care centre staff to monitor child care demand by waiting lists per age group. • If additional space is required, work together with C&K, Isaac Regional Council, Glenden State School and other industry stakeholders to assess the requirements and establish funding options.
Education and child care (child care)	<ul style="list-style-type: none"> • Child care workers can be difficult to recruit if there is no local interest due to accommodation arrangements not suitable to attract a person with a family. 	<ul style="list-style-type: none"> • Consider contributions to the child care centre in conjunction with other industry stakeholders as part of the community grants program.
Education and child care (further education)	<p>Further education</p> <ul style="list-style-type: none"> • Regional training providers are keen to understand QCoal’s future needs to assist in developing their programs and providing training, 	<p>Further education</p> <ul style="list-style-type: none"> • Keep TAFE and other registered training organizations informed of the progress of QCoal projects and the forecast workforce requirements.

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<p>skills and education services if required.</p> <ul style="list-style-type: none"> • Training organizations and industry associations could benefit from coordinating their efforts to achieve synergies. 	<ul style="list-style-type: none"> • Training, skills and employment organizations to establish a coordinated forum through which requests to mining and other companies for involvement can be made and through which coordinated services can be delivered (or link in with existing relevant groups).
<p>Individuals/ residents/industry</p>	<ul style="list-style-type: none"> • All individuals consulted except one were keen to see the community grow through more people moving to town if appropriate housing was available. • Accommodation provision was the most common topic of discussion. • With land acquisition and developments progressing the residents are now keen to hear of the outcomes (at this time QCoal has made offers to purchase both state and council land and is awaiting the outcome). • There is curiosity about how the relationship between Xstrata and QCoal will work. • Positive feedback about reinvigorating the community with more people using more of the facilities and encouraging the council to implement needed maintenance programs. • Individuals are largely associated with the current mine, either as a mine worker or the partner of a worker and tend to spend off-shift time out of town as much as possible. • People without school-aged children tend to take breaks out of town when not on shift so population numbers do not represent the actual number of people in town at any time - school holidays are a particularly quiet time in Glenden. • Potential housing subsidies to provide for QCoal's mining workforce. • Vegetation offsets. • Water management. • Protection of the threatened Brigalow species (<i>Acacia harpophylla</i>). • Impact on properties. • Water and power infrastructure requirements. • Rail infrastructure requirements. 	<ul style="list-style-type: none"> • Provide contact details to respond to community enquiries (mobile number, email address). • Regular visits to the community to demonstrate progress and interest in how the community operates and how best to integrate a new mine workforce and families into town. • Demonstrate positive relations with other industry and mining companies to reassure the community that their interests are being considered and adequately addressed. • Improve familiarity of the town and its residents with regular visits, meetings and opportunities for discussion. • Coordinate consultation efforts with other industry and mining companies to alleviate duplication of effort for community and stakeholders – QCoal to contribute to Glenden Stakeholder Engagement Group (SEG) and work collaboratively to address issues and capitalize on opportunities.

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<ul style="list-style-type: none"> • Management of pit water. 	
Local government	<ul style="list-style-type: none"> • Supportive of new developments in the area. • Supportive of accommodation strategy to develop a mixed range of accommodation to provide for worker choice but also to encourage families where possible to live in Glenden. • Received written letters of support to present to various government agencies to assist in the process of obtaining land in Glenden for accommodation developments. • Tendered to council for industrial land as a site for a construction workforce accommodation facility and waiting to hear outcome. • Suggested speaking directly to relevant council contact once detail of the SIMP is available for discussion prior to the formal public review period. • Regular project briefings are offered to council and will be provided at council's request. • Planning in accordance with the objectives for district rural activity centre within an urban footprint area, i.e., suitable for urban development but not flagged for significant growth relative to the planned major regional centres such as Moranbah. 	<ul style="list-style-type: none"> • Continue to seek land in Glenden for the development of a range of accommodation styles, including family housing. • Continue to offer briefings (messages are regularly left with administrative staff to arrange meetings as well as directly with key council representatives). • Keep council informed of the accommodation developments. • Work with IRC to develop accommodation concepts.
State government State government (cont'd)	<p><i>Employment, training and business opportunities</i></p> <ul style="list-style-type: none"> • Concern that large workforce numbers will require a detailed strategy for proponents and contractors to be sure they have sufficient workers – however without the challenges of remoteness that other regions face, and with a number of population centres within the region and surrounding regions, it was considered to be less of an issue for QCoal mines. • Discussions around how the workforce will be sourced and trained. • Discussions around promoting opportunities to local and regional suppliers. • It was acknowledged that the terms of reference for the project does not require workforce management plans and local industry participation plans – however it was suggested that the SIMP include the tables of the anticipated workforce roles and 	<p><i>Employment, training and business opportunities</i></p> <ul style="list-style-type: none"> • Inform relevant training, employment and indigenous groups of forecast workforce requirements. • Note in the SIMP that sourcing the workforce is not considered an issue at this time due to proximity to population centres and the success of recruiting workforces in the nearby region to date. • Provide notification of workforce opportunities to relevant training, employment and indigenous groups. • Participate in an initiative to support indigenous business participating in the mine. • Provide specific training and apprenticeship opportunities including underrepresented groups (at appropriate project stages). • Participate in initiatives to assist with training and development of local

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<p>breakdown into numbers or percentages.</p> <ul style="list-style-type: none"> It was also suggested that the SIMP include principles of a regional procurement program, which would enable local and regional suppliers to be aware of opportunities and to be considered where practicable in supplying or servicing the mine. Ongoing consultation with departments and stakeholders involved in the preparation of the EIS and SIA/SIMP – incorporating feedback in advance of the formal public review period. 	<p>people into the mining industry (e.g., Bursaries).</p> <ul style="list-style-type: none"> Continue to engage with stakeholders. Contact government agencies with relevant sections of SIMP for feedback prior to submitting EIS. Update FIFO coordinators about workforce requirements.
	<p>Housing</p> <ul style="list-style-type: none"> Discussions around affordable housing opportunities and how this issue will be managed. Ongoing consultation with departments and stakeholders involved in the preparation of the EIS and SIA/SIMP – incorporating feedback in advance of the formal public review period. 	<p>Housing</p> <ul style="list-style-type: none"> Provide workforce housing in Glenden for families, couples, singles and commuting workers. Continue to engage with stakeholders. Contact government agencies with relevant sections of SIMP for feedback prior to submitting EIS.
	<p>Health</p> <ul style="list-style-type: none"> Discussions around the capacity of Glenden Community Health Centre to provide services to the growing community. Capacity of key Queensland Health facilities in the Bowen Basin, which include the Collinsville and Moranbah Hospitals, to provide the full range of specialist services, clinics, and allied health along with outreach and support services. Ongoing consultation with departments and stakeholders involved in the preparation of the EIS and SIA/SIMP – incorporating feedback in advance of the formal public review period. 	<p>Health</p> <ul style="list-style-type: none"> See local health service section for specific suggested mitigations that resulted from discussions. Continue to engage with stakeholders. Contact government agencies with relevant sections of SIMP for feedback prior to submitting EIS.
	<p>Transport</p> <ul style="list-style-type: none"> Impact on Xstrata’s haul road to Newlands (adjacent to Wollombi Road). Impact on gazetted road (in the northern corner of Colinta Holdings to Suttor Creek). Locations of access into the mine. 	<p>Transport</p> <ul style="list-style-type: none"> Intersection upgrades for Collinsville-Elphinstone Rd intersection with site access roads. Pavement maintenance contributions. Traffic management for interaction of Xstrata haul road and Byerwen project roads.

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<ul style="list-style-type: none"> • Quality of surrounding road networks. <p>Emergency services (police, ambulance and fire)</p> <ul style="list-style-type: none"> • Discussions around current staffing of Glenden’s police station and back up police services from Nebo and Mackay. • Queensland Police Services does not assume that an increase in population necessarily means an increase in crime and requested that the situation be monitored before deciding if any mitigations to address police-related concerns are necessary. • Discussions about support for Glenden’s fire station by Queensland Fire and Rescue Services, and involvement from Nebo. <ul style="list-style-type: none"> • Discussions relating to ongoing provision of Queensland Ambulance Service and the private medical practice providing medical services and patient care to Glenden and surrounding landholders. • Ongoing consultation with departments and stakeholders involved in the preparation of the EIS and SIA/SIMP – incorporating feedback in advance of the formal public review period. 	<ul style="list-style-type: none"> • Access or alternate access to local roads provided. <p>Emergency services (police, ambulance and fire)</p> <ul style="list-style-type: none"> • Continue monitoring the demands on the services by collecting service utilisation data to demonstrate the existing and future demand on the service. • If the service continues to be under pressure, provide this data to Queensland Government as input into resource planning. • Continue to engage with stakeholders. • Contact government agencies with relevant sections of SIMP for feedback prior to submitting EIS. • Establishment of productive partnerships with emergency service providers through: <ul style="list-style-type: none"> – Mine site familiarisation with emergency service officers. – Invite emergency service officers to give toolbox talks. – Provide health and support resource information in induction packs to alleviate unnecessary emergency calls. • Development of a Safety Plan which implements preventative measures on-site and at the accommodation village, including an Emergency Management Plan to address emergency incidents. • Implementation of a Traffic Management Plan which includes actions to address potential safety issues due to increased traffic.
<p>Environmental activists</p>	<ul style="list-style-type: none"> • General concerns about mining, industry and the impact on the environment. • It was mentioned in one instance that wildlife carers are not adequately supported financially – it was acknowledged that it is difficult to set up a support program for individuals, or where this is not consistency in carer qualifications or level of care provided. • To date the environmentalists’ objections to QCoal’s approval applications on other projects have not been successful. • QCoal continues to develop strategies that as a minimum meet government requirements to address environmental impacts. • The environmentalists feel the government regulations are 	<ul style="list-style-type: none"> • Continue to develop and implement strategies to address environmental impacts as required by government. • Keep community and interested stakeholder informed of extent of potential impact and the mitigation measures to maintain the level of impact to within an acceptable range.

Stakeholder category	Issues/opportunities raised	Suggested mitigations
	<p>inadequate to address environmental impacts.</p>	
<p>Community action groups</p>	<ul style="list-style-type: none"> • Concerns around the potential to encourage FIFO workers – reassured by the strategy to provide workers the choice to live locally or commute (and there is understanding that target percentages cannot be imposed where the choice is given to workers). • Concern around whether there will be accommodation provision for workers and families – reassured with the strategy to provide a range of accommodation options to workers and their families as well as commuting workers. • Concern around road safety between Mackay and Glenden in particular – with increased worker traffic on the road as well as the families travelling long distances. • Concern around whether there will be local and regional business and employment opportunities – reassured with the strategy of providing workforce choice of where to live and encouraging workers to live locally as well as giving consideration to local and regional suppliers where requirements, quality and price requirements are met. 	<ul style="list-style-type: none"> • Provide regular updates about the project. • Give workers choice of where to live and ensure provision of suitable accommodation options to support choice. • Provide rest facilities after shifts and encourage workers to rest before travelling.
<p>Community social groups</p>	<ul style="list-style-type: none"> • Community groups are interested to see how QCoal will support their objectives. • Group representatives feel that Glenden is lacking in the number and type of events and activities available in larger towns and would like to improve the range of activities on offer (if supported by the community). • There is a lack of interest in running or participating in community groups and activities – key community members would like to encourage community members to get more involved. • Community groups rely on industry financial support in many cases to deliver these events and activities. 	<ul style="list-style-type: none"> • Implement community grants program to support community groups. • Offer rosters to give workers and their families advance notice of work and leave days in order to improve ability to plan and participate. • Structure rosters to support workers to live locally – providing the opportunity for increased family and community involvement.
<p>Businesses</p>	<ul style="list-style-type: none"> • Local businesses are looking forward to growth opportunities through either servicing the mine or a growing population. • Mention of space concerns if expansion is required. 	<ul style="list-style-type: none"> • Use local suppliers where viable – must be competitive, meet requirements and specifications for mine supply contracts, etc. • Notify interested suppliers of planning progress through regular email

Stakeholder category	Issues/opportunities raised	Suggested mitigations
		<p>updates.</p> <ul style="list-style-type: none"> • Continue to liaise with other local industrial companies about current facilities and ensure an agreement is reached in terms of expansion opportunities if there are businesses that have a requirement for it.
Landowners	<ul style="list-style-type: none"> • Landowner consultation is ongoing with the discussions focused almost entirely on land compensation agreements. • Landowners are concerned about the amount of time being spent on addressing compensation agreements and the number of companies they are being approached by. • There is an interest in the timing of the mine but not much discussion around the mine itself – one concern about dust affecting the quality of cattle drinking water has been raised to date. • It is likely that mine impacts have rarely been raised due to the large distances between the homesteads and the proposed mine (or that QCoal now owns one of the nearby properties and one is uninhabited) 	<ul style="list-style-type: none"> • Continue to engage with landowners and respond to enquiries. • Continue to progress and finalise land compensation agreements. • Address landowner project concerns if and when they arise.
Industry associations	<ul style="list-style-type: none"> • Industry groups are interested in project timeframes and requirements on behalf of their network and members' interests. • QCoal has made frequent presentations at industry association functions and events with positive feedback about the value of these resulting in many more requests. • Interest in accommodation arrangements and timeframes. • Interest in skills and training opportunities for a future workforce of up to 1,000 people – frequent requests to be involved in careers expos. • Provide contact details of current contractor, Leighton, to participate in career expos to discuss current opportunities. • There is increasing demand for mining companies to attend and present at a range of industry events due to the high volume of organisations delivering similar services – which is important to do but there would be benefit if the organizations in close proximity or targeting the same audiences coordinated some of their activities. 	<ul style="list-style-type: none"> • Continue to provide regular briefings and presentations to industry associations. • Continue to encourage contractors to participate in careers expos. • Continue to respond to individual enquiries about the project. • Encourage service providers to coordinate their efforts to alleviate the duplication of effort with multiple programs and concepts intended for the same target audience and trying to achieve the same objectives.

2.4.7 Ongoing Consultation and Communication

QCoal will undertake two further formal rounds of stakeholder and community consultation with community relations team members available via phone, email and in person throughout the project planning and delivery. .

The third formal round of public consultation will be conducted when the EIS is placed on public display to enable stakeholders and the general public to understand the project's impacts, the draft social impact management plan, and to provide comment on the project.

Stakeholders and the community will be consulted during the preparation of the EIS supplementary report; this will comprise the fourth round of consultation.

Round four will display the final environmental impact statement, ensure the key stakeholders and the community of Glenden are kept informed about the project status, provide information about construction timeframes and maintain relationships that have been established with the community.

During the construction, operations and decommissioning stages of the project, the community will continue to be informed of project activities via project newsletters and responses to concerns and complaints registered via QCoal's grievance/feedback mechanism and dispute resolution process. In the case of complaints, all complaints will be provided with a response within 48 hours. This process is outlined in Attachment A, Social Impact Management Plan. The processes for independent monitoring, incident reporting and management of complaints are also presented in the attachment.

Following the completion of the EIS process, community consultation and stakeholder engagement will be ongoing through the implementation and adaptive management of the social impact management plan.

2.5 Existing Social environment

This section presents an overview of the social characteristics of the study area.

2.5.1 Historical Background and Settlement Pattern

The town of Glenden is named after the Glenden Station (1918), which adjoined the site chosen for the township. Located in the Bowen Basin, Glenden is a mining town that was established by XStrata (then MIM) to support the nearby Newlands Coal Mine, which started construction in 1981. Whilst the town and its facilities were built by the company, the services and public facilities of the town have been handed to the Isaac Regional Council to administer.

The Bowen Basin covers an area of approximately 60,000 square km in Central Queensland. The area derives its name from the Bowen River, which was named after Queensland's first governor, Sir George Bowen. Prior to the arrival of the European settlers, the Birriah people in the north and the Jangga people in the south inhabited the area. Colonial practices and expansion of agriculture and mining has led to degradation of customary contact with 'country' and has impacted on the health and lifestyles of traditional owners.

European settlement of the region began in 1861 with the opening of the land to pastoral activity which was primarily the grazing of sheep and cattle. Mineral prospecting was undertaken as the land was explored and settled. Coal was discovered in 1866 and large-scale mining operations commenced in the 1920s. Key townships include the predominantly mining communities of Moranbah and Collinsville, with Mackay on the coast being the primary population and service

centre. The combination of rural (pastoral) activity along with resource exploration and development has shaped the character and heritage of the region.

2.5.2 Demographic and Demographic Change

Changes to population and migration patterns are stimulated by numerous variables including employment opportunities, family ties, age and climate. Table 2-4 details the population at the time of the 2001, 2006 and 2011 census events conducted by the ABS.

Table 2-4 Demographic and Demographic Change

Locality	2001 population	2006 population	2011 population	Population change 2001-2011
Glenden	977	1,112	1,793	83.5%
Mackay	89,877 ^a	101,015 ^a	112,798	25.5%
Isaac	19,013 ^b	19,822 ^b	22,588	18.8%
Whitsunday	34,688 ^c	29,335 ^c	31,426	-9.4%
Northern Bowen Basin Region	143,578	150,172	166,812	16.2%
Queensland	3,585,639	3,973,961	4,332,739	20.8%

a) Compilation of Mackay, Sarina and Mirani LGAs. b) Compilation of Broadsound, Belyando and Nebo LGAs. c) Compilation of Whitsunday Shire and Bowen Shire LGAs. Source: (ABS, 2012a, b, c, d, e)

As indicated in Table 2-4, the population of Glenden as recorded in 2011 was 1,793, which represents approximately 1.1% of the region's recorded population of 166,812. Population growth in Glenden between 2001 and 2011 has been substantial (83.5%); notably higher than that which has occurred in the region (16.2%) or Queensland (20.8%).

2.5.2.1 Fulltime Equivalent (FTE) Population

Since the introduction of commuting work practices, it has become increasingly common for mining areas to have a high incidence of non-resident workers who commute long distances to work and live in the area temporarily while rostered on, but return to their place of usual residence when rostered off. The FTE population measure includes the usual resident population (people who live in the area permanently) and non-resident workers (those who regularly stay in the area for extended periods when working, but who are not counted as usual residents). The concept was developed to provide a more complete picture of the service population of an area and provides a more effective measure of total demand for goods, services and infrastructure in regions where there is a high incidence of commuting workers.

The FTE population estimate for Glenden and Isaac and Whitsunday LGAs is presented in Table 2-5.

Table 2-5 Full-Time Equivalent (FTE) Population Estimate

Locality	Residential population	Non-resident workforce ^d	FTE estimate
Glenden	1,793	1,620	3,413
Isaac	22,588	13,590	36,178
Whitsunday	31,426	720 ^e	32,146

d) This data is from Bowen and Galilee Basins Population Report (OESR, 2011b). e) This data is for Bowen (S) only not the entire Whitsunday LGA (OESR, 2011b).

As at 2011, there were an estimated 3,413 persons residing in the township of Glenden including those in short term accommodation. This almost doubles population of the town; however it is recognised that due to shift rotations, not all of these people are likely to be 'in residence' at any one time. The non-resident workforce of Isaac Council is also substantial, accounting for an additional 60% to the resident population.

2.5.2.2 Projected Populations

The Office of Economic and Statistical Research (OESR) has produced population projections for the LGAs that comprise the Northern Bowen Basin Region. Medium series projections predicting population from 2016 to 2031 are provided in Table 2-6. There were no population projections available for Glenden.

Table 2-6 Project Population (Medium Series)

Locality	2011 (current)	2016	2021	2026	2031
Mackay	112,798	138,348	156,117	172,604	187,367
		22.7%	12.8%	10.6%	8.6%
Isaac	22,588	28,266	31,418	34,270	37,000
		25.1%	11.1%	9.1%	8%
Whitsunday	31,426	40,618	46,008	50,928	55,451
		29.2%	13.3%	10.7%	8.9%
Northern Bowen Basin Region	166,812	207,232	233,543	257,802	279,818
		24.2%	12.7%	10.4%	8.5%
Queensland	4,332,739	5,092,858	5,588,617	6,090,548	6,592,857
		17.5%	9.7%	9%	8.2%

Source: (OESR, 2011a).

The population projections indicate that each of the Isaac, Mackay and Whitsunday LGAs are predicted to have strong population growth in the period from 2001 to 2016, with overall growth for the region (24.2%) being substantially higher than that of Queensland (17.5%). Elevated rates of predicted growth taper off in the period 2016 - 2031. The most likely explanation for high predicted growth rates across the Isaac, Mackay and Whitsunday LGAs is the predominance of mining activity this region, with 29 operational mines and an additional 23 mines planned. These are likely to stimulate population growth over the next 5 to 10 years.

2.5.2.3 Age and Gender Distribution

Age and gender are key demographic variables which influence the character of a community and the needs of its residents. Census information (2011) indicated that the population of Glenden (32 years) and the Isaac LGA (31 years) was comparatively young when compared to Whitsunday (38 years) and Queensland (36 years). There were very few persons aged 60 and above recorded in Glenden, accounting for just 3% of the population. Employment opportunities and housing affordability are likely to be factors attracting younger age cohorts.

The ratio of males to females as at 2011 for the primary and secondary study areas is presented in Table 2-7.

Table 2-7 Proportion of Males to Females

Locality	Proportion of females	Proportion of males
Glenden	35.3%	64.8%
Mackay	48.4%	51.6%
Isaac	44.4%	55.6%
Whitsunday	47.4%	52.6%
Queensland	50.4%	49.6%

Source: (ABS, 2012a, b, c, d, e).

The population of Glenden recorded a substantially higher ratio of males to females, with males comprising 64.8% of the population. With respect to the broader region, the proportion of males and females was more balanced, with the exception of Isaac LGA in which the proportion of males was 6% higher than the state average.

2.5.2.4 Cultural Diversity

The degree of cultural diversity in a community provides an insight into the cultural characteristics of residents and an indication of the type of services which may be required. Both the primary and secondary study areas recorded a lower proportion of persons born overseas than the state average (20.5%). In the population of Glenden, 10.4% were recorded as being born overseas, whilst Isaac recorded 9.9% and Mackay 11.7%. Accordingly, Glenden and Isaac also recorded very low rates of a language other than English being spoken at home.

2.5.2.5 Family Structure and Household Composition

The way in which households and families are structured can provide an indication as to the character of the built environment along with social relationships and latent social capital within a community. Table 2-8 provides information as to household type.

Table 2-8 Household Type

Locality	Ave. household size (persons)	Total dwellings	Detached dwellings (%)	Family households (%)
Glenden	3	656	50.8	67.8
Mackay	2.7	43,086	76.2	76.3
Isaac	2.9	8,751	67.1	77.6
Whitsunday	2.4	10,848	75.3	70
Queensland	2.6	1,725,214	70.4	72.4

Source: (ABS, 2012a, b, c, d, e).

In terms of the physical nature of the built environment, Glenden recorded a relatively low proportion of houses which are detached houses- 50.8% compared to a state average of 70.4%. Glenden recorded a higher average household size than the LGA's, however when related to the small number of dwellings, the low proportion of detached dwellings and the lowest percentage of family households, this is likely to indicate that residents are sharing houses for employment purposes. Glenden also recorded a very low proportion of lone person and lone parent households.

2.5.2.6 Indigenous Community

Aboriginal and Torres Strait Islander people are a uniquely important stakeholder in Australian society. In recognition of this, it is appropriate to examine the population profile of the Indigenous population in more detail. The Mining Lease Application (MLA) recognises the traditional owner groups in the mining lease area as being the Birriah people and the Jangga people. A Cultural

Heritage Management Plan (CHMP) has been negotiated and finalised with both the Birriah People and the Jangga People for the Byerwen Coal Project. These plans detail any impact that the project may have upon artefact sites and mitigation steps taken to minimise impact wherever possible.

A summary of the Indigenous population of the primary and secondary study areas is provided in Table 2-9.

Table 2-9 Indigenous Persons

Locality	Indigenous proportion of total population (%)	Number of Indigenous Residents (persons)
Glenden	1.84	33
Mackay	4.35	4,912
Isaac	2.66	601
Whitsunday	4.24	1,334
Northern Bowen Basin Region	3.8	6,847
Queensland	3.6	155,824

Source: (ABS, 2012a, b, c, d, e).

Mackay has the largest proportion of Indigenous persons, while Glenden has the lowest, with a proportion which is 50% less than the Queensland average.

A notable feature of the Indigenous population of the region is the lack of persons aged 55 and over. This is reflective of national trends where socioeconomic disadvantage and poor health is resulting in Indigenous Australians having a notably shorter life expectancy compared to the mainstream population. The gender ratio for the Indigenous population in both the primary and secondary study area was comparable to the Australian average, being 51.2% female and 48.9% male.

2.5.3 Employment, Income and Housing

2.5.3.1 Labour Force and Unemployment

A notable feature of the primary study area is the comparatively very low level of unemployment in Glenden and across the Isaac Regional Council compared to the state average. As at the September 2010 quarter, the estimated proportion of unemployed persons aged 15 years and over in Glenden was less than 1%. For the Isaac LGA the rate of unemployment was also low, being 1.6% compared to a Queensland rate of 5.6%. The Mackay (4.1%) and Whitsunday rates (6.1%) were comparable to the state average.

In terms of labour force characteristics the most notable feature in Glenden is the predominance of mining as the industry of employment, recorded as being approximately 70% of the labour force. Considering that Glenden is effectively a purpose built mining community, it is considered that the actual proportion of the labour force employed in the mining industry is higher than 70% and that the lower figure recorded in the Census is due to confusion between 'occupation' and 'industry of employment'.

For the Isaac Regional Council, mining is also recorded as being the most significant industry of employment with 39% of all employed persons working in this industry, compared to a state average of 4.2%. The Mackay and Whitsunday LGA's more closely mirror state trends with construction and manufacturing being key industries and agriculture accounting for a relatively high proportion of employment in the Whitsunday LGA.

In terms of employment by occupation, technicians and trade workers, labourers, machinery operators and drivers were the most prevalent occupational groups in both Glenden and across the region. Managers are also highly represented in Whitsunday, again reflecting the importance of the agricultural industry in this LGA.

2.5.3.1 Income

The median individual (\$1,586) and family weekly income (\$2,770) recorded in 2011 for Glenden was considerably higher than that for the regions (median individual income ranging from \$621 and family income ranging up to \$2,671) and Queensland (median individual income of \$587 and family income of \$1,453). It is likely that high wages associated with employment in the mining sector is the explanation for such high median incomes in Glenden.

2.5.3.2 Disadvantage

The Socio-economic Index for Areas (SEIFA) developed by the ABS provides a measure of comparative social and economic wellbeing across localities. One such index focuses upon indicators of advantage/ disadvantage with relative disadvantage being associated with a low score. A high proportion of the population within Isaac and Mackay regions was recorded as being in Quintile 4, which means that they fall within the highest 70% of the population of Queensland with regard to measures of socio economic advantage (OESR, 2011). Glenden recorded one of the highest scores in the Isaac LGA (Decile 9 -10) indicating that it is one of the most relatively advantaged areas in Queensland (OESR, 2010).

2.5.3.3 Housing and Accommodation

The housing market in Glenden differs substantially to that which exists elsewhere. As at the 2011 census there were 659 dwellings recorded in Glenden, 50.76% of which were separate houses. A most notable feature is the high proportion of dwellings which are being rented (93.8%), compared to the regional average of 31.5%, and the state average of 33%. Additionally, no dwellings were being purchased, and a very low proportion of dwellings were fully owned in Glenden (1.1%). The median rent paid in Glenden is just \$30 compared to a Queensland average of \$300. This indicates that in Glenden there is an artificial housing market whereby housing is provided for a specific purpose, i.e., by an employer for direct employees.

As these figures suggest, the housing market in Glenden is substantially different to that of a typical Queensland township. The township is a purpose built mining community with the housing stock provided by Xstrata for employees of the Newlands mining operations. Housing is part of a salary package offered to employees and subsequently the housing market in Glenden is an artificial market. The private housing market is limited to a very small proportion of the overall housing stock- approximately 4-5 houses. Table 2-10 provides an overview of housing in the study area.

Table 2-10 Median Housing Costs Versus Median Income

Locality	Median individual income (\$/weekly)	Median rent (\$/weekly)	Median housing loan repayment (\$/monthly)
Glenden	1,586	30	0*
Mackay	705	310	2,167
Isaac	1,052	64	1,907
Whitsunday	621	260	1,768
Queensland	587	300	1,850

*There were no mortgage holders in Glenden at the time of the 2011 Census. Source: (ABS, 2012a, b, c, d, e).

As at July 2012 there was 1 property for sale in Glenden.

Temporary Accommodation

Temporary accommodation is constrained and is limited to the Glenden Country Motor Inn which provides a total of 19 rooms available over and above those which have been allocated to companies operating in the Glenden area. The inn is located at Ewan Drive, Glenden.

Low Cost, Social and Community Housing

Isaac Regional Council's Affordable Housing Project has responded to the region's need for affordable housing, but has focussed upon the Moranbah community, via the Isaac Views Housing Project.

Mackay Regional Council released a draft Residential Densities Strategy in 2011 to support planning for the region's continued population growth and changing demographics and to encourage higher density residential development.

There was no specific data available from the Whitsunday Regional Council. This council is liaising with the Isaac Regional Council in relation to their Affordable Housing Project.

2.5.4 Education

Census data (2011) indicated that approximately 38% of the population of Glenden had completed schooling to a Year 12 level. The proportion of the population which has completed Year 12 schooling for the state of Queensland was substantially higher at 48.04%. Overall, the recorded level of attainment of a secondary education in both the primary and secondary study areas was lower than the applicable state average. The dominance of mining related occupations in both the primary and secondary study areas suggests that a primary reason for the lower than average recorded rates for completion of secondary education is that of employment opportunities which do not require higher levels of formal education.

2.5.5 Health

No health related baseline data was identified during consultation that was specific to Glenden.

No disability prevalence related baseline data was identified during consultation that was specific to Glenden. However, anecdotal evidence during the consultation process suggests disability prevalence is low to very low for the township. Information provided in the Newlands Coal Extension Project EIS outlines the existing workforce as at 25 January 2012 for the Newlands Coal Project, located adjacent the Byerwen Coal Project site, included two persons with a disability.

2.5.6 Land Use and Land Ownership

Land use within the region surrounding the project is a mix of large-scale grazing, cropping, and mining activity. The seven leasehold properties that are either within or intersected by the project MLAs are all used for grazing. Details of these properties are outlined in Table 2-11.

Table 2-11 Property Tenure - Byerwen Coal Project

Lot	Plan	Tenure	Description and land use
1	CP905226	Lands Lease	Tenure: Grazing Homestead Perpetual Lease (GHPL) 30/4120.
3	SP171922	Lands Lease	Tenure: TL 0/235865 Lessee: Collinta Holdings. Pty. Ltd. - Grazing
4	SP171921	Lands Lease	Tenure: GHPL 5/2123 Lessee: Private Individual - Grazing
14	SP225054	Lands Lease	Tenure: Term Lease (TL) 0/35642 Lessee: Collinta Holdings Pty. Ltd. - Grazing
667	PH1321	Lands Lease	Tenure: Lands Lease (Mount Lookout Holding) Lessees: Private individuals. - Grazing Tenure Reference Pastoral Holding (PH) 5/667.
682	CP906890	Lands Lease	Tenure: Lands Lease (Suttor Creek Holding). Lessees: Private individuals - Grazing Tenure Reference TL 0/235783.
689	SP251696	Lands Lease	Tenure: Lands Lease Lessee: Leichhardt Pastoral Pty. Ltd. - Grazing Tenure Reference TL 0/235359

Lot 689 SP251696 will experience the largest direct impact from the project relative to the property's size. This property is owned by a wholly owned subsidiary of Byerwen Coal Pty Ltd. Lot 3 SP171922 and Lot 14 SP225054 are leased by the same party and will experience direct impacts from the project. Lot 1 CP905226 and Lot 682 CP906890 will experience direct impacts from the project. The proponent will negotiate compensation arrangements with landholders that are directly impacted. Minor portions of Lot 4 SP171921 and Lot 667 PH1321 are within the project area but are not directly within the project footprint. The proponent will negotiate compensation arrangements with these landholders, if required.

Suttor North homestead (Lot 689 SP251696) will be vacated prior to any construction for the project. Wollombi homestead on Lot 1 CP905226 is unoccupied and will remain unoccupied for the life of the project.

2.5.7 Community Infrastructure and Social Services

The provision of infrastructure and services which support and maintain community health and well being is often a challenge in sparsely populated rural and remote areas. However the primary study area differs somewhat from similarly sized townships in that there is a relatively high level of provision of community infrastructure.

2.5.7.1 Health

Table 2-12 indicates the availability of health services across the region.

Table 2-12 Existing Health Services in the Study Area

Locality	Health services available
Glenden	<ul style="list-style-type: none"> • Glenden Community Health Centre. • Glenden Medical Practice. • Glenden Dentist.
Mackay	<ul style="list-style-type: none"> • Mackay Base Hospital. • Mackay Mater Misericordie Hospital. • Eight Community Health Centres. • General practitioners. • Other health services.
Isaac	<ul style="list-style-type: none"> • Nebo Medical Centre. • Moranbah Hospital.
Whitsunday	<ul style="list-style-type: none"> • Whitsunday Community Health Centre. • Collinsville Hospital. • Bowen Hospital. • General practitioners. • Visiting health services.

Source: Queensland Health website, July 2012.

The Glenden Community Health Centre is staffed by a nurse and in addition to emergency, the centre offers a range of nursing services to residents including a baby clinic, immunisation programs, community nursing, Triple P parenting programs, antenatal classes and aged care support. There is a range of visiting health services also available at Glenden Community Health including counselling, mental health support for both children and adults and speech pathology. The mobile women's health clinic and school based youth health nurse also visit Glenden regularly.

The Glenden Medical Practice is underwritten by Xstrata and is staffed by a single doctor. The Glenden Dentist is a private Dental Surgery in Glenden which opened in 2011.

The key Queensland Health provided facilities in the Bowen Basin include the Collinsville and Moranbah Hospitals. Collinsville Hospital is a public hospital with less than 10 beds providing accident and emergency services, admissions, aged care, cancer treatment and outpatient services. Moranbah Hospital is a public hospital with less than 20 beds, which provides accident and emergency services, admissions and outpatient services. The Mackay Base Hospital is the major hospital for the Central Queensland Region providing the full range of specialist services, clinics, and allied health along with outreach and support services. There is also a private hospital located in Mackay.

There appears to be limited disability services provided in the Glenden region corresponding to an expected low to very low disability prevalence for the region.

2.5.7.2 Education

Educational facilities in the primary and secondary study areas are provided in Table 2-13. In terms of the primary and secondary study area, the city of Mackay is the regional hub and provides an array of educational facilities and services including an education and research centre under the auspices of James Cook University.

Table 2-13 Availability of Educational Services in the Study Area

Locality	Education services available
Glenden	Glenden State School (P-12 and special education program), C&K Glenden Community Childcare Centre,
Mackay	45 state schools, 14 non-state schools, Central Queensland Institute of TAFE, Central Queensland University, James Cook University. Collinsville State High School.
Isaac	20 state schools, Central Queensland Institute of TAFE, Central Queensland University.
Whitsunday	5 state schools, 14 non-state schools, Barrier Reef Institute of TAFE, Central Queensland University.

Source: (DETE, 2012a, b, c), (Whitsundays Australia, 2012), (CQ University, undated).

Glenden State School reported 283 enrolments in 2010, from Prep to Year 12 and includes a special education program (GSS, 2010). The school is well regarded and has capacity across all years (prep- Year 12) and a total capacity for in excess of 400 students.

Kindergarten and childcare services are provided in Glenden by the C&K Glenden Community Childcare Centre. The centre is open from Monday to Friday and capacity currently fluctuates.

2.5.7.3 Emergency Services

There is a police station located in Glenden which is attended by a single police officer who is permanently based in the town. Back up police services are provided from Nebo and Mackay.

The Glenden fire station is supported by the Queensland Fire and Rescue Services, which operates from 38 urban fire stations with a staff of over 620 full time and auxiliary firefighters. There is a Glenden State Emergency Services shed that is only staffed during emergencies and disasters.

The Queensland Ambulance Service and the private Glenden Medical Practice provide medical services and patient care to Glenden and surrounding landholders. There is one full time ambulance officer based in Glenden. The Glenden Medical Practice is open Monday to Friday from 9am to 12pm and 1pm to 5pm.

The Glenden SES is no longer operational and as such all SES involvement is provided from the Nebo SES.

2.5.7.4 Recreational Facilities and Services

Existing community facilities, sporting and recreational groups are outlined in Table 2-14.

Table 2-14 Recreation groups and facilities in Glenden

Locality	Community facilities	Sporting facilities
Glenden	Children's playground Community centre and gymnasium Library Bowling Club Arts and Craft Centre Glenden Recreation Centre Golf course	Motocross track, swimming pool and tennis courts.

Source: (Regional Council websites, accessed July 2012).

The Mackay, Isaac and Whitsunday regions afford a range of recreational facilities and services, which include, but are not limited to, galleries and museums, national parks, local parks and

playgrounds, the BlueWater Lagoon, walking trails, as well as golf and sailing clubs, swimming pools, tennis courts and sports grounds.

In addition to recreational facilities, natural areas and reserves offer opportunities for informal recreational pursuits such as hiking and swimming.

2.5.7.5 Communications Infrastructure

Compared to the Queensland average of 78.3%, the proportion of households with connection to the internet in Glenden (84.5%) is relatively high. As at the 2011 Census date, Glenden recorded 10.8% of dwellings without internet connection. Across the region, the internet was available in all townships, with local call rate access. In addition all libraries offer computers with internet access to students, staff and the general public for a range of purposes.

2.5.7.6 Transport Infrastructure and Services

Access to Glenden from Mackay is the Peak Downs Highway to the Suttor Developmental Road, and then to the Collinsville-Elphinstone Road. There is no passenger railway to Glenden. Coal from Newlands Mine is railed via Collinsville to Abbot Point Coal Terminal. Byerwen Coal Project has negotiated capacity for its coal and the initial years of production are catered for within the existing 50 Mtpa allocated for the Newlands-Abbot Point rail line.

There is no existing public transport in Glenden with the closest bus service running from the town of Nebo. Accordingly there is a high dependency on private motor vehicles for all transportation requirements.

Collinsville airport is the closest airport to Glenden and is classified as a small airport. Regional and domestic flights are all serviced by Mackay airport.

2.5.7.7 Crime

The study area is located within the Mackay District of the Central Police Region. It is served by 297 Police Officers and 59 Staff Members. In the 2010-2011 year for the Mackay Police District there were a total of 901 reported offences against the person, 5823 reported offences against property and 5735 reported other offences. Rates of crime per police officer for the Mackay District and for Queensland are presented in Table 2-15.

Table 2-15 Rates of Crime Per Police Officer

Locality	Offences against person per officer	Offences against property per officer	Other offences per officer
Mackay	3.0	19.6	19.3
Queensland	2.8	20.4	14.8

There is one police officer permanently based in Glenden, who reports a very low crime rate in the town.

2.5.7.8 Volunteering

Participation in volunteer activities provides a measure of social capital in a community. Identifying volunteer activities provides insight into the opportunities for social participation and of the importance placed in the valued of community ownership and assistance. Table 2-16 details volunteer activities and associations in Glenden and the Northern Bowe Basin Region. Table 2-17 provides comparative rates of participation in voluntary activities.

Table 2-16 Volunteer Activities/Associations in the Communities of Interest

Community	Volunteer associations
Glenden	<ul style="list-style-type: none"> • Queensland Fire and Rescue Service. • Glenden and District Arts Council. • Glenden Progress Association.
Mackay ^a	<ul style="list-style-type: none"> • Natural Environment Centre. • Conservation Volunteers Australia. • Mackay Conservation Group. • Mackay and District Turtle Watch. • Pioneer Catchment and Landcare Group.
Isaac ^a	<ul style="list-style-type: none"> • Hinterland Community Care Inc. • Reef Catchments Public Fund.
Whitsunday ^a	<ul style="list-style-type: none"> • Whitsunday Community Services Inc. • OUCH Volunteers (Environment). • Proserpine Community Centre Association.

a An extensive list of volunteer organisations can be found on the council's local volunteer directory. Source: <http://www.whitsunday.qld.gov.au/web/guest/local-volunteer-directory>, July 2012.

Table 2-17 Rates of Participation in Voluntary activities

Locality	% Voluntary Activity	Number of People Volunteering
Glenden	10.5%	189
Mackay	15.9%	14,081
Isaac	15.3%	3,446
Whitsunday	13.8%	4,347
Northern Bowen Basin Region	15%	21,874
Queensland	14.90%	645,543

Source: (ABS, 2012a, b, c, d, e).

In Glenden, four volunteer organisations were identified. The rate of participation in voluntary activities (10.5%) as recorded in 2011 was slightly lower than the rate for the Northern Bowen Basin Region (15%) and Queensland (14.90%) reflecting the predominant focus upon work activities and the needs of shift work.

2.5.8 Community Values

Complementing the collection and analysis of secondary, quantitative data which describes Glenden and the Northern Bowen Basin Region, primary data has been collected through consultation with members of the community and associated stakeholders. In addition to seeking feedback on specific issues relating to proposed project activities, an objective has been to identify the aspects of life which are most highly valued by members of the Glenden community. As described in Section 2.4, a broad range of consultative activities have been completed in the course of undertaking the EIS. Feedback has informed the identification of the three broad community values as described below.

2.5.8.1 Strong Community Identity

Residents of Glenden and in the Isaac region more broadly reported the existence of a strong community spirit that exists among residents. The community has been founded on mining and

agricultural production and this provides a distinct community identity. Residents identify with being part of a mining and rural community and value the hard work and determination that has gone into its creation. Furthermore there is a general appreciation of being able to earn high financial rewards through hard work.

2.5.8.2 Cohesive Communities

Residents of the study area value living in cohesive, stable communities, which offer a high standard of living. A number of key qualities were consistently raised as being factors that contributed to a cohesive community. First, residents highly valued that their community was safe and offered a healthy environment to raise a family. There was a strong public perception of community safety, which is reflected in relatively low rates of crime across the study area. Living in a quiet, non-polluted environment with clean air and access to natural landscapes was considered by residents as a preferred environment in which to raise a family.

Residents also appreciated the availability of social services and facilities, which support a good standard of living. Accessibility of health, education and recreational services was considered a valuable attribute of communities. A concern is that the expansion of Glenden may place further pressure on existing health services. Conversely it is seen as a positive effect on the school which has substantial additional capacity.

2.5.8.3 Affordable Rural Lifestyle

Residents celebrate and enjoy lifestyle aspects associated with living in a rural area that provides wide open spaces and diverse recreational opportunities. A less hectic and slower-paced lifestyle, as compared to perceptions of life in major cities, was seen as a beneficial aspect of living in the study area. This includes a lack of traffic and ease of commuting to employment and recreational destinations.

The pace of life, combined with relatively small, stable, close-knit communities, fosters a sense of rural friendliness, which is highly valued by residents. Residents also valued the relative affordability that the study area offered. A key element of affordability is the housing arrangement which exists in Glenden.

2.6 Project Details

This section describes particular aspects of the project which will influence the direct or indirect effects the project may have on the social and cultural environment. In particular, this relates to project timeframes, the required workforce and particular financial characteristics of the project. The section provides:

- Key project timeframes.
- A profile of required workforces for the construction, operations and decommissioning phases of the project.
- Accommodation and transportation arrangements for the workforce.
- An overview of key financial characteristics of the project.

2.6.1 Key Project Timelines

The development and operation of the project is comprised of a number of phases. The first is the construction and operation of the southern portion of the mine including the first coal handling preparation plant (CHPP). The second is the construction of a second CHPP in the northern portion of the mine and the subsequent expansion of operations. The final phase is

decommissioning and rehabilitation of the site. An overview in terms of the two construction phases and the operations components are provided in Table 2-18.

Table 2-18 Key Project Timelines

Construction	Timing
Phase 1: Construction of mine and CHPP1	Project initiation – Project year 1
Phase 2: Construction of mine and CHPP2	Project year 15- Project year 17
Operations	
Phase 1: Operation of mine and CHPP1	Project year 1- Project year 46
Phase 2: Operation of mine, CHPP1 and CHPP2	Project year 15- Project year 46
Rehabilitation	
Rehabilitation	Project year 47- Project 48

2.6.2 Workforce Profile for Life of Project

An overview of the workforce requirements of respective phases of the project is outlined in Table 2-19 below. These numbers represent the most accurate estimation of workforce numbers as at the date of EIS preparation.

Table 2-19 Estimated Workforce Numbers

Project Phase		Construction South			Construct ion and Operation South	Operation South				Operation South / Construction North			Operation South and North						Rehabilit- ation	
Duration		1.5 years			1 year	13 years				3 years			29 years						2 Years	
Project Period		- 1.5yrs	- 1yr	-6 mths	1yr	2yrs	3yrs	5yrs	14 yrs	15yrs	16yrs	17yrs	18yrs	19yrs	20yrs	30yrs	40yrs	46yrs	47yrs	48yrs
Construction Workforce		40	265	350	40	-	-	-	-	40	265	130	-	-	-	-	-	-	-	-
Operational Workforce		-	-	-	195	365	365	495	495	515	515	515	545	545	545	545	445	265	115	115
Operation Workforce Breakdown	Management Staff				25	45	45	75	75	75	75	75	75	75	75	75	75	45	20	20
	Open Cut				150	300	300	400	400	400	400	400	400	400	400	400	300	150	75	75
	CHPP				20	20	20	20	20	40	40	40	70	70	70	70	70	70	20	20
TOTAL WORKFORCE		40	265	350	235	365	365	495	495	555	780	645	545	545	545	545	445	265	115	115

2.6.2.1 Construction Workforce Profile

There are two distinct construction phases. The first construction phase (construction of the southern portion of the mine and first coal handling preparation plant (CHPP1)) is estimated to have a duration of 18 months to two years and require a peak workforce 350 personnel. Figure 2-4 below provides an overview of the anticipated construction workforce required for phase 1.

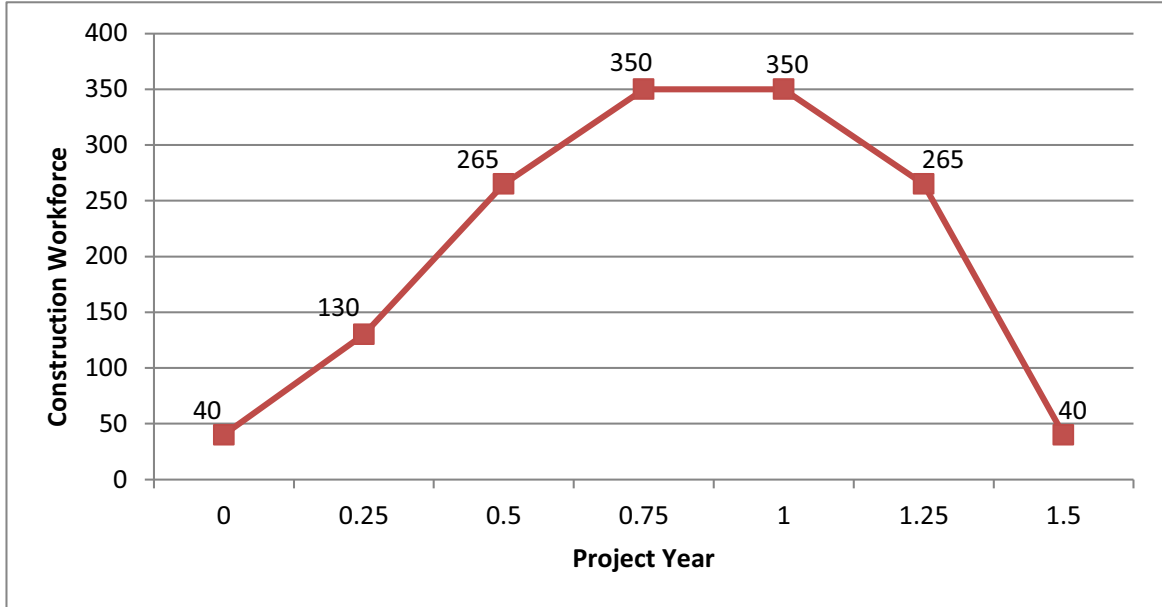


Figure 2-4 Byerwen Coal Project Construction Workforce- Phase 1

The second construction phase (construction of the mine components for the northern portion of the site and the second coal handling preparation plant (CHPP2)) is estimated to have a duration of three years and require a peak workforce 265 personnel. Figure 2-5 below provides an overview of the construction workforce required for phase 2.

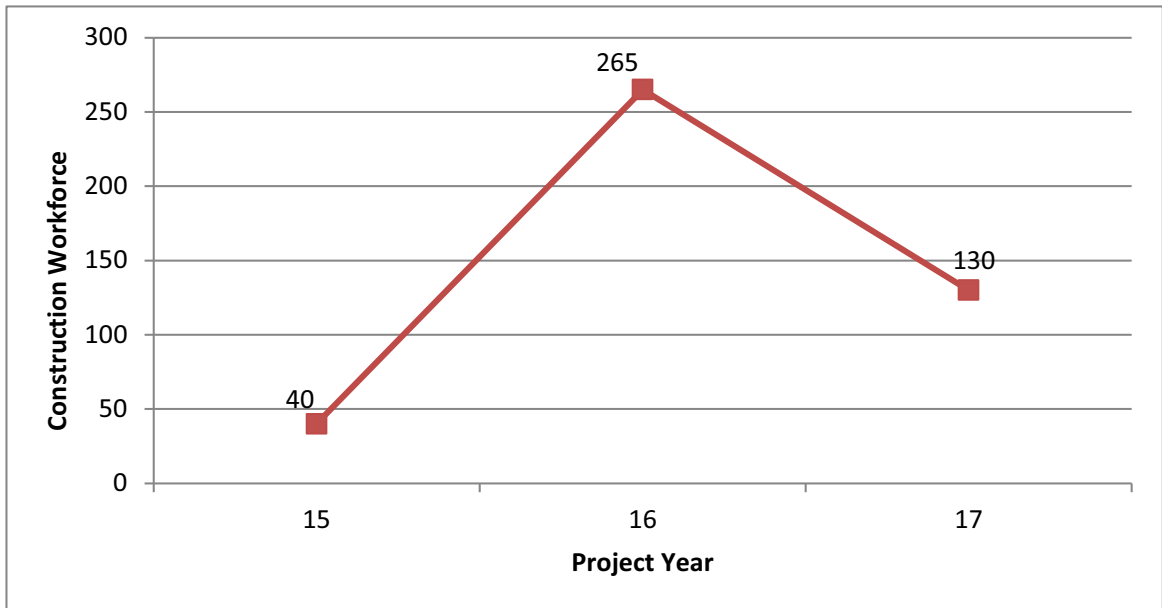


Figure 2-5 Byerwen Coal Project Construction Workforce- Phase 2

In terms of the skill sets required for each of the two construction workforces, they are expected to be relatively similar. An estimate of the specific occupations which will comprise the construction workforce is provided in Table 2-20.

Table 2-20 Jobs by Occupation for Construction Phases

Occupation	% of construction workforce
Management and Administration	3%
Engineers	2.5%
Surveyors	1%
Supervisors/Superintendent	5.5%
Civil Plant Operators	15%
Trade Services & Labourers	16%
HSSE	2.5%
Heavy Machinery Operators	43%
Relief operators/operators in training	2.5%
Drill & Blast Team	10%
Total	100%

The construction workforce will be operating on a 5 day on 4 day of roster.

2.6.2.2 Construction Workforce Transportation

The construction workforce will primarily commute to/from Glenden at the start and end of shift rosters. With respect to daily mobilisation of the workforce, personnel accommodated at the mine village will be transported to the mine site for their daily shift rotation via shuttle bus.

2.6.2.3 Operations Workforce Profile

The workforce required to operate the mine builds up relatively quickly as the mine and first coal handling preparation plant become operational. After reaching an initial peak of 495 personnel in project year 5, the operations workforce then grows again in project year 15 as the second coal handling preparation plant comes on line. By project year 18 the operations workforce reaches its peak of 545 personnel.

By project year 40 it is anticipated that parts of the mine will begin winding down with the workforce reducing to 265 personnel by project year 46. In project year 47 and 48 the mine will be decommissioned and rehabilitated. This will require an estimated workforce of 115 personnel.

The operations workforce is comprised of three primary sectors:

- Operations management and supervision – peak of 75 personnel.
- Open cut mine operations – peak of 400 personnel.
- Coal handling preparation plant – peak of 70 personnel.

Figure 2-6 below provides an overview of the anticipated operations workforce required for the project.

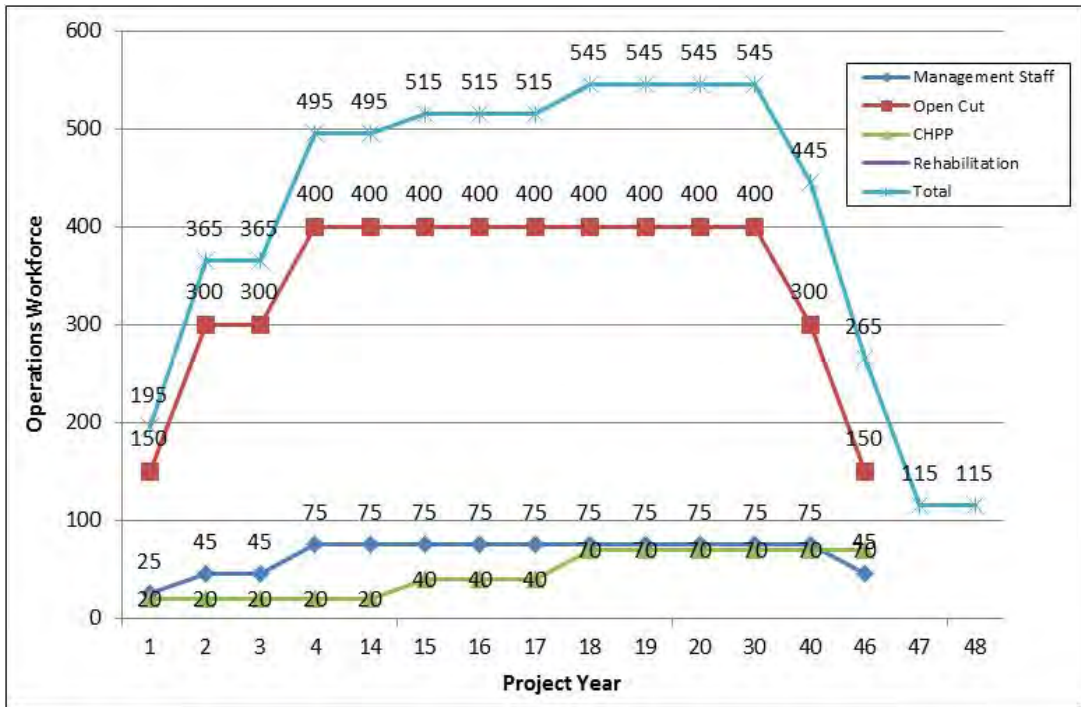


Figure 2-6 Byerwen Coal Project Operations Workforce

In terms of the skill sets required for each of the two construction workforces, they are expected to be relatively similar. An estimate of the specific occupations which will comprise the construction workforce is provided in Table 2-21.

Table 2-21 Jobs by Occupation for Operations Phases

Occupation List	Percentage of operations workforce
Managerial and Supervisory Staff (75 total)	
Mine Managers	2%
Engineers	20%
Geologists	18%
Surveyors	13%
Specialists	47%
TOTAL	100%
Mining Contractors (Open Pit and CHPP)	
Project Managers	1%
Contract Administrators	1%
Senior Administration Clerks	1%
Administration Clerks	2%
HSSE	2%
Workshop Managers	1%
Workshop Leading Hands	3%
Heavy Duty Plant Fitters	9%
Trade Services	7%

Table 2-22 Jobs by Occupation for Operations Phases (cont'd)

Occupation List	% of operations workforce
Mining Contractors (Open Pit and CHPP) (cont'd)	
Production Superintendents	1%
Mining Supervisors	2%
Heavy Vehicle and Equipment Operators	44%
Relief operators/operators in training	4%
Mining Engineers	2%
Mining Surveyors	1%
Drill & Blast Teams	20%
TOTAL	100%

The operations workforce will be operating on a 7 day on, 7 day off roster.

2.6.2.4 Operations Workforce Transportation

The operations workforce will be comprised of those who commute to/from Glenden at the start and end of shift rosters and those who live permanently in Glenden. It is likely that a proportion of those who commute will utilise private transport when starting and completing shift rotations, however bus transportation will be provided from key localities such as Mackay.

With respect to daily mobilisation of the workforce, both employees accommodated in the mine village and those in permanent accommodation will be transported to the mine site for their daily shift rotation via shuttle bus.

2.7.3 Workforce Accommodation Strategy

2.7.3.1 Workforce choice

Byerwen Coal will provide its future workforce with the choice of where to live and will encourage workers to live locally by providing accommodation choice, which supports the region's vision for a stronger community.

2.7.3.2 Provision of a mix of accommodation styles

Byerwen Coal will develop a Glenden Urban Design Master Plan, which will incorporate an accommodation plan that enables the provision of a mix of houses and duplexes to attract families and couples and take into account functionality, comfort, recreational uses, access to services and integration into the existing community.

Byerwen Coal is seeking to acquire suitable land in Glenden to develop accommodation facilities for construction and operational workers, management staff and contractors. There are land parcels within Glenden, currently owned by Queensland Government and Isaac Regional Council, which are considered suitable to acquire for the development of a mixed style of accommodation facilities to suit:

- Contractors and construction workers (village-style or temporary accommodation segregated from other accommodation).
- Commuting operational workers (village-style or temporary accommodation).
- Residential operational workers (duplexes and family housing).
- Management staff (family housing for residents and duplexes for visiting staff).

2.7.3.3 Workforce Accommodation Strategy implementation

The Workforce Accommodation Strategy will be implemented based on the following guidelines:

- Byerwen Coal will secure land in Glenden for the facilities and ensure the development meets the required local government approvals requirements.
- Facilities will be of a standard commensurate with other facilities in the Bowen Basin.
- Byerwen Coal will select partners based on financial capacity and on experience in design, construction and operation of similar facilities in the Bowen Basin.
- Byerwen Coal will appoint facility operators to manage and maintain the facilities to meet all relevant industry standards.
- Byerwen Coal is seeking to acquire sufficient land in Glenden so that there is flexibility and the ability to respond rapidly to changing demands for the quantity and style of housing.

If sufficient land in Glenden is unable to be acquired, accommodation will be provided at an alternative location outside of Glenden such as on or near the mining lease.

2.7.3.4 Role of Queensland Government

The principal of Glenden State School has provided written support for Byerwen Coal's intention to acquire surplus school land from the Department of Education, Training and Employment for the development of housing for couples and families.

The Office of the Coordinator-General and the Department of Education, Training and Employment are providing regular liaison about available land and assistance with acquiring that land.

Byerwen Coal's Workforce Accommodation Strategy is consistent with the *Mackay, Isaac and Whitsunday Regional Plan*, which identifies Glenden as an urban footprint suited to developments of this nature.

2.7.3.5 Role of local government

As part of its vision for the sustainable development of Glenden, Isaac Regional Council has provided written support for Byerwen Coal's approach to secure sufficient land in Glenden to meet its accommodation requirements and to provide a range of accommodation suitable for singles, couples and families.

Isaac Regional Council is considering a tender submission from Byerwen Coal for industrial land that is considered suitable for a construction and contractors accommodation village as it is located in close proximity to existing facilities for the same purpose.

Byerwen Coal will seek all relevant approvals for the Glenden Urban Design Master Plan under the *Sustainable Planning Act 2009*. Should approval for accommodation facilities in Glenden not be granted then accommodation facilities will be provided at an alternative location outside the town. However, as Isaac Regional Council has provided written support for Byerwen Coal's Workforce Accommodation Strategy for the project it is not anticipated that approvals should cause delay or the need to locate accommodation facilities outside of Glenden.

2.7.3.6 Construction Workforce Accommodation Requirements

The construction workforce will be accommodated in purpose-built accommodation designed for a temporary workforce. This village-style accommodation will be located separately and of a

different standard to operations workforce accommodation in most cases. Contractors will also utilise this accommodation.

The anticipated number of construction workers requiring this style of accommodation is shown in Table 2-23.

Table 2-23 Construction workforce accommodation plan

Timing	Workforce Number	Accommodation Provision (per # of workers)
Construction south Year – 1 to 1.5	350	350 rooms (350 workers)
Construction north Year 15	40	40 rooms (40 workers)
Construction north Year 16	265	265 rooms (265 workers)
Construction north Year 17	130	130 rooms (130 workers)

2.7.3.7 Operations Workforce Accommodation Requirements

Byerwen Coal's Workforce Accommodation Strategy is to maximise local residency as this will assist in management of employee turnover and absenteeism as well as strengthen the community.

The percentage of workers who will choose to live in Glenden will not be known until the workforce is employed and the workers make their choice of whether to live in town or commute to work. It is particularly difficult to assume this percentage based on existing conditions as it is currently a single-mine town and the shift to a town with multiple industrial developments, including the Byerwen Mine, is likely to influence the number of people choosing to live in the town. This ratio may vary from time to time throughout the life of the mine.

With this in mind, Byerwen Coal is planning its initial quantities of operational worker accommodation based on an assumption that 30% of workers might choose to live in Glenden with 70% commuting at the start and end of shift rosters and staying in purpose-built accommodation villages during their roster. This percentage is solely for the purposes of initial accommodation planning. However, sufficient land is being sought prior to it being required in order to respond to the demand of workers' accommodation choice. The percentage of 30% is lower than the current percentage of Xstrata mine workers living locally in Glenden and Byerwen Coal expects this will change over time in response to a range of conditions.

For the purpose of this accommodation plan, residents are assumed to prefer houses and duplexes while non-residents will be provided rooms at purpose-built accommodation villages. The duplexes include two self-contained units, each suitable for a single or couple and it is therefore assumed that one duplex will accommodate at least two workers and in some cases more.

The accommodation plan, in expectation of operations workforce accommodation requirements based on 30% resident and 70% non-resident workers, is provided in Table 2-24.

Table 2-24 Workforce accommodation plan – operations*

Timing	Workforce Number (Based on 30% resident workers)	Accommodation Provision (per # of workers)
Operations - south Year 1	136 (non-res) 59 (res) 195 total (maximum)	<i>(Build as required for up to Year 14) – consider accommodation supply as Newlands Mine reduces its workforce through the decommissioning phase starting in 2024.</i>
Operations – south (cont) Years 2 - 14	346 (non-res) 149 (res) 495 total (maximum)	200 rooms (400 non-res workers) 120 houses (120 workers) 20 duplexes (50 workers)
Operations – south (cont) Years 15 - 17	360 (non-res) 155 (res) 515 total (maximum)	<i>(As for yrs 2 – 14)</i> 200 rooms (400 non-res workers) 120 houses (120 workers) 20 duplexes (50 workers)
Operations – south/north (cont') Years 18 – 46 545 workers (maximum)	381 (non-res) 164 (res) 545 total (maximum)	<i>(As for yrs 2 – 14)</i> 200 rooms (400 non-res workers) 120 houses (120 workers) 20 duplexes (50 workers)
Rehabilitation Years 47-48 115 workers (maximum)	80 (non-res) 35 (res) 115 total (maximum)	Manage reallocation of accommodation as workforce numbers reduce

*Indicative only – based on predictions of expected resident and non-resident workers

NB. With 7 days on/7 days off rosters, half of the total operational workforce will be on shift and requiring accommodation for each shift rotation

2.8 Impact Identification and Assessment

2.8.1 Methodology

The impact identification and analysis component of the SIA involved assessing the project characteristics against the social context of the environment within which the project will occur (i.e., the social baseline characterisation). This was done through the assessment of the project's potential to impact key social and cultural values.

An initial impact scoping assessment was undertaken to identify potential impacts (positive and negative) of the project. This was based on review of the baseline data and desktop analysis of likely impacts which could result from project activities, and an assessment of the current impacts (real and perceived) occurring throughout the study area. A detailed study was then carried out to ascertain the likely nature, magnitude, timing and duration of potential impacts, and the population segment that could be affected, including an assessment of the affected population's capacity to adapt.

A wide variety of issues were considered in the SIA, which drew on desktop research, stakeholder engagement and the findings of other specialist studies that have been undertaken for the EIA/EIS, including cultural heritage, transport and traffic impacts, land use, community health and water management.

The assessment of identified issues has been undertaken utilising an impact significance assessment methodology. In this approach, the significance of an impact is assessed by considering the sensitivity of social values and the magnitude of a predicted impact. This approach assumes the identified impacts will occur, and enables a more comprehensive understanding and assessment of the likely impacts of the project.

Central to the assessment method is the identification of intrinsic social values associated with the potentially affected community. Intrinsic social values include the core attributes of any typical Australian community such as population, housing, environmental health, infrastructure and economic characteristics. Intrinsic values are also those values which are unique to a particular community. These are any attributes of the community which residents consider important and can range from physical spaces or places to less tangible attributes such as community cohesion, friendliness or character. Such values can usually only be identified through consultation and engagement with residents of the community.

The intrinsic social values examined as part of the social impact assessment are the following:

- Demographics and Demographic Change
- History and Heritage, Non-Indigenous
- Indigenous Community
- Housing and Accommodation
- Residential Amenity
- Employment, Education and Training
- Local Economic Conditions
- Health and Safety
- Community Infrastructure and Social Services
- Social Identity and Cohesion.

The significance of a particular impact is determined by assessing the sensitivity of a social value against the magnitude of a potential impact.

2.8.1.1 Sensitivity

The sensitivity of a value is determined from its relative social significance in the context of the potentially affected community, which may be real or perceived, and the susceptibility of the value to change. The following provides a guideline as to the criteria for determining whether a value is of high, medium or low sensitivity.

Table 2-25 Criteria for Defining Sensitivity of Social Value

Sensitivity	Criteria
High	<ul style="list-style-type: none"> Alteration of the value is likely to result in major public outrage Health effects associated with a negative impact on the value are likely to result in death or a widespread negative effect on human health Financial effects associated with a negative impact on the value are likely to result in huge financial loss
Moderate	<ul style="list-style-type: none"> Alteration of the value could possibly attract public concern in the wider community (i.e., outside of the directly affected community) Health effects associated with a negative impact on the value could result in injuries requiring medical attention Financial effects associated with a negative impact on the value could result in major financial loss
Low	<ul style="list-style-type: none"> Alteration of the value is unlikely to create public concern in the community Health effects associated with a negative impact on the value are unlikely to result in minor injuries that require first aid treatment Financial effects associated with a negative impact on the value are unlikely to result in minor financial loss

2.8.1.2 Magnitude

The magnitude of an impact is an assessment of the extent, duration and severity of the impact upon environmental values. The following provides a guideline for determining whether an impact is considered as having a high, moderate or low level of magnitude.

Table 2-26 Criteria for Defining Magnitude of Impact

Magnitude	Criteria
High	An impact that is widespread, long lasting and results in substantial and possibly irreversible change to the social value.
Moderate	An effect that may extend beyond the direct impact area to the surrounding area with impacts being generally short-term and resulting in changes that can be ameliorated through collaborative mitigation and management.
Low	A localised impact that is temporary or short-term and either unlikely to be detectable or able to be effectively mitigated through simple control measures.

2.8.1.3 Significance of Impacts

The significance of impacts on an environmental value is determined by the sensitivity of the value itself and the magnitude of the change it experiences.

Table 2-27 shows how, using the criteria described above, the significance of impacts is determined by considering the sensitivity of the social value and the magnitude of the expected impact or change.

Table 2-27 Significance Assessment Matrix

Magnitude of Impact	Sensitivity of Social Value or Receptor		
	High	Moderate	Low
High	Major	High	Moderate
Moderate	High	Moderate	Low
Low	Moderate	Low	Negligible

The significance of an impact derived using Table 2-27 is explained below.

Major Impact

A major impact occurs when the project effect or change will potentially cause irreversible or widespread harm to a social value or characteristic of the community. Avoidance through appropriate design responses is generally the only effective mitigation.

High Impact

A high impact occurs when the project effect or change will potentially affect the intrinsic characteristics and structural elements of a social value. Avoidance through appropriate design responses or extensive mitigation and management is required.

Moderate Impact

A moderate impact occurs when project induced effects would degrade a social value (in spite of its intrinsic resilience) due to the scale of the impact or alter the susceptibility of a value to further change. Appropriate mitigation and management of the change is required.

Low Impact

A low impact occurs where a social value is of local importance and temporary and transient changes will not adversely affect its viability provided adequate control measures are implemented.

Negligible Impact

A degraded (low sensitivity) social value exposed to minor changes (low magnitude impact) will not result in any noticeable change in its intrinsic value and hence the activities will have negligible impact.

2.8.2 Summary of Impacts

A summary of potential social impacts associated with the project is provided in Table 2-28 below.

Table 2-28 Summary of Potential Social Impacts

Potential Impact	Phase	Positive/ Negative	Sensitivity	Magnitude	Significance
Demographics and Demographic Change					
Population growth associated with construction workforces.	Construction	Negative	Low	Moderate	Low
Population growth associated with operation workforces.	Operation	Negative	Moderate	Moderate	Moderate
Change to demographic characteristics of resident population of Glenden.	Construction Operation	Negative	Low	Low	Negligible
History and Heritage (Non-Indigenous)					
Loss or destruction of items or areas of heritage value.	Construction Operation	Negative	Low	Low	Negligible
Diminished rural and agricultural identity resulting from direct land use changes and development of a non-agricultural enterprise.	Construction Operation	Negative	High	Low	Moderate
Indigenous Community					
Increased employment, education and training opportunities.	Construction Operation	Positive	Moderate	Moderate	Moderate
Increased business opportunities for Traditional Owners.	Construction Operation	Positive	Moderate	Moderate	Moderate
Loss or destruction of items or areas of heritage value.	Construction Operation	Negative	Moderate	Moderate	Moderate
Housing and Accommodation					
Increased temporary accommodation requirements.	Construction	Negative	Moderate	Moderate	Moderate
Increased permanent accommodation requirements.	Operation	Negative	High	Moderate	High
Residential Amenity					
Amenity effects associated with increased traffic in residential areas.	Construction Operation	Negative	Moderate	Moderate	Moderate
Changes to existing urban design of Glenden.	Construction Operation	Negative	Moderate	Moderate	Moderate
Increased demand on existing municipal infrastructure.	Construction Operation	Negative	Moderate	Moderate	Moderate

Potential Impact	Phase	Positive/ Negative	Sensitivity	Magnitude	Significance
Employment, Education and Training					
Generation of construction employment.	Construction	Positive	Moderate	Moderate	Moderate
Generation of operations employment.	Operation	Positive	High	Moderate	High
Stimulation of training and skill development opportunities.	Construction Operation	Positive	Moderate	Moderate	Moderate
Contribution to regional skills shortage	Construction Operation	Negative	Moderate	Moderate	Moderate
Health and Safety					
Traffic-related incidents due to increased population.	Construction Operation	Negative	Moderate	Moderate	Moderate
Social health effects associated with commuting and shift work.	Construction Operation	Negative	High	Low	Moderate
Real or perceived deterioration of the safety of Glenden.	Construction Operation	Negative	Moderate	Moderate	Moderate
Health and Community Infrastructure					
Increased demand on health services.	Construction Operation	Negative	High	Moderate	High
Increased demand on essential services.	Construction Operation	Negative	Moderate	Moderate	Moderate
Increased demand on education services.	Operation	Positive	High	Moderate	High
Increased demand on emergency services.	Construction Operation	Negative	High	Moderate	High
Increased usage of recreational facilities and services.	Operation	Positive	Moderate	Moderate	Moderate
Increased usage of general community infrastructure (halls, meeting spaces etc.)	Operation	Positive & Negative	Moderate	Moderate	Moderate
Lack of land allocation for provision of social and commercial services.	Operation	Negative	Moderate	Moderate	Moderate
Social Identity and Cohesion					
Social identity of Glenden changed.	Operation	Negative	Moderate	Moderate	Moderate
Reinvigoration of the Gleneden community	Operation	Positive	Moderate	Moderate	Moderate
Social friction resulting from creation of an 'us and them' dynamic.	Operation	Negative	Moderate	Moderate	Moderate

Potential Impact	Phase	Positive/ Negative	Sensitivity	Magnitude	Significance
Local Economic Conditions					
Generation of opportunities for local businesses.	Construction Operation	Positive	Moderate	Moderate	Moderate
Injection of wealth into local and regional economy.	Construction Operation	Positive	High	Moderate	High
Difficulties attracting and retaining skilled staff.	Construction Operation	Negative	Moderate	Moderate	Moderate
Increase to cost of living in local area.	Construction Operation	Negative	Moderate	Moderate	Moderate

2.8.3 Cumulative Impacts

This section provides a high level assessment of the collective social impacts likely to arise from the development of the project concurrently with other major projects either currently in operation, being developed or likely to be developed in the greater regional area.

The following projects were included in the assessment of cumulative social impacts:

- Newlands Coal Project.
- Newlands Coal Extension Project.
- Sonoma Mine.
- Hail Creek.
- Burton Coal Project.
- North Goonyella Mine and Eagle Field Mine.

Concurrent development of projects in the region has the potential to deliver both beneficial and adverse social and economic impacts. Beneficial impacts include:

- Increased economic activity, including gross regional product, employment and incomes
- Direct benefits for industries other than mining, e.g., construction, port activities, retail
- Increased government revenues through taxation and royalties.

Social and economic stresses that can be collectively created by multiple projects include:

- Population growth placing demand on social infrastructure, i.e., childcare, education, health
- Labour shortage and labour draw through demand for mining and construction workers
- Upward pressure on wages due to labour shortage, affecting the viability of some businesses
- Impacts on agricultural production from land disruption and competition for land
- Impacts on residential, industrial and commercial property availability and values
- Impacts on trade-exposed industries through exchange rates.

The key cumulative impacts on the social environment relate to:

- Increased demand on regional social and community infrastructure and accommodation resulting from higher numbers of people working in the region.
- Traffic- related impacts associated with heavy vehicles and higher cumulative traffic volumes.

A summary of potential cumulative impacts assessed for projects included in the assessment is shown in Table 2-29.

Table 2-29 Projects Contributing to Potential Cumulative Impacts

Project Name	Proponent	Description	Workforce/ Workforce Predictions	Impact	Significance
Newlands Coal Project	Xstrata	Newlands recently had an application to extend the Wollombi mining area approved. This will take output from 1.5 Mtpa to 2.5-3 Mtpa. It will provide an additional 125 operations positions and 60 construction positions.	Operations: 250	Impact on housing and community infrastructure, facilities and services in Glenden. Impact on traffic and transport in Glenden with health and safety issues associated with use of roads.	High
Newlands Coal Extension Project	Xstrata	Applications for three additional mining leases which will extend the life of the Newlands mine have been made. The proposed extensions would enable the existing workforce and equipment to move into new areas as coal reserves in exiting parts of Newlands are depleted.	0	Continuation of the project's impact on housing and community infrastructure, facilities and services in Glenden. Impact on traffic and transport in Glenden with health and safety issues associated with use of roads.	Low
Hail Creek Mine	Rio Tinto	The existing Rio Tinto operated Hail Creek coal mine is located approximately 45km to the south east of Glenden.	850 personnel consisting of 650 employees and 200 contractors	Increase in heavy vehicle and personnel traffic on the Suttor Development Road.	High
Burton Coal Project	Peabody Energy	The existing mine is located approximately 55km to the south of Glenden off the Suttor Development Road.	400 employees	Increase in heavy vehicle and personnel traffic on the Suttor Development Road.	High
North Goonyella Mine and Eagle Field Mine	Peabody Energy	The mines are located off the Suttor Development Road approximately 35km in a direct line to the south west of Glenden.	Current operations support a workforce of 220 employees at the Eaglefield mine and 500 employees at the North Goonyella mine	Increase in housing demand in Glenden, if accommodation options are not available in Moranbah. Increase in heavy vehicle and personnel traffic on the Suttor Development Road.	High

2.9 Management Measures

2.9.1 Workforce Recruitment and Management Strategy

2.9.1.1 Workforce Recruitment Strategy

QCoal encourages local and regional residents to take up employment opportunities at its mines to assist in staff retention and strengthen the local communities and economies in which it operates. QCoal's contractors employ the majority of the workforces and they will develop workforce management plans to outline their approach to workforce recruitment and management.

QCoal will generate new opportunities to assist with skills development, such as educational bursaries through its community grants program. Contractors are expected to enhance employment opportunities for all groups including underrepresented groups by providing training, skills development and employment organisations with regular updates about workforce requirements. Only contractors with a commitment to implementing skills and training programs will be considered in the selection for Byerwen Mine Project operations.

The contractors' workforce management plans should include:

- Likely locations from which the workforce could be sourced.
- Contact details for local recruitment and skills development organisations with which partnerships would be established to ensure awareness of requirements and opportunities.
- Equal opportunity employment policy.
- Details of opportunities for structured training (e.g., apprenticeships, traineeships, graduate support programs) related to the workforce needs of the project.

Within the workforce management plan it is expected local and regional employment opportunities will be maximised by:

- Timely and regular communication of employment opportunities in each phase of the project and advice as to how such opportunities may be secured to members of the local and regional community.
- Notification of opportunities to relevant schools and TAFE colleges for graduate students forward planning.
- Collaboration with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) to inform about skills required and support matching of those with indigenous residents of the local and regional area.
- Ongoing consultation with Skills Queensland to assess employment requirements in the region.
- Assistance from Skills Queensland to secure funding for local and regional employees, where available.
- Collaboration with relevant agencies to promote access to nationally accredited courses for staff and local job seekers.
- Collaboration with relevant training providers to identify skills gaps and promote targeted training programs.

- Investigation of partnership arrangements with registered training organisations (RTOs) to conduct training for local businesses in procurement and HSSE standards.
- Provision of updates on required roles where there are shortages by:
 - Consultation with DETE and Skills Queensland.
 - Liaison with local, regional and state TAFE colleges offering the relevant certificate courses.
 - Liaison with James Cook University in Townsville and other Queensland based universities offering the relevant professional degree courses.
- Provision of in-house training where required.
- Information meetings on special topics if required.
- Forward planning to backfill from the local and regional employment base.

2.9.1.2 Workforce Management Strategy

QCoal's workforce management strategy, which will be consistent with the selected contractors approach, includes consideration of the following elements:

Recruitment Strategy/Workforce Sourcing

Byerwen Coal's contractors will be responsible for the recruitment of the majority of the workforce. With respect to sourcing the workforce, the main populated area in vicinity of the work site is the town of Glenden. Glenden residents are predominantly employees or families of employees of Xstrata and while employment opportunities will be open to local residents it is highly likely that the majority of the workforce for both phases of the project will need to be sourced from outside the town.

Byerwen Coal intends to provide a range of accommodation options so that the workers have a genuine choice of where they would like to live – either locally or remotely in which case they will be able travel in and out of town for their shift rosters.

The broader region from which workers may be sourced include the surrounding towns of Nebo, Moranbah, Collinsville, Bowen, Proserpine, Airlie Beach, Ayr and Home Hill as well as population centres including Mackay and Townsville. It is anticipated that workers in these locations who do not choose to live locally will drive or be transported by bus into town at the start of their shift roster and stay in purpose-built, temporary accommodation villages for the duration of their shift.

In addition, Byerwen Coal will link with the Newland's Detailed Mine Closure Plan, which is to be completed five years prior to the proposed closure of that mine, to attract members of the workforce who will be leaving the Newland's project and searching for employment in the region.

Byerwen Coal's contractors will ensure relevant organisations such as Skills Queensland, WM&D, FIFO Coordinators and employment agencies have access to workforce profile information such as that contained within this report and will continue to liaise about other opportunities that could be developed to achieve a higher proportion of local and regional employees.

Byerwen Coal will aim for a target of 80% of its workforce to live within the Mackay, Isaac and Whitsunday regions.

Indigenous Employment

Byerwen Coal will encourage its contractors to be culturally sensitive in terms of communication and process to the recruitment of indigenous people and to mentor, up-skill and retain indigenous employees. Byerwen Coal will require that the principal mining contractor provides the opportunity for two indigenous people to be employed at the Byerwen Mine as well as adhere to the commitments set out in the Cultural Heritage Management Plans.

Byerwen Coal will continue to work in collaboration with relevant traditional owners to increase the number of indigenous workers at the mine and will establish a revised employment target once the mine is operational. This target will be set and amended based on a number of factors including:

- Response levels by indigenous workers to advertised employment opportunities.
- Response and performance in relation to mentoring and training programs.
- Existing number of indigenous employees at the mine.
- Average duration of employment.

Employment of Women

QCoal is committed to supporting and encouraging its female workers to continue a career in mining and related disciplines. QCoal wishes to encourage more women into these careers and to increase the proportion of female workers at its mines by promoting career development opportunities for women.

Byerwen Coal will establish an employment target for women once the mine is operational. This target will be set and amended based on a number of factors including:

- Response levels by women to advertised employment opportunities.
- Response and performance in relation to employee mentoring and training programs.
- Existing number of female employees at the mine.
- Average duration of employment.

Employment Opportunities for Persons with a Disability

Byerwen Coal will encourage its contractors to liaise with disability employment organisations to assist job seekers with disabilities, learning difficulties, injury or medical condition gain employment at the mine.

Workers Code of Conduct

A code of conduct will be developed for both the construction and operational workforce. The code of conduct will be linked to employee contract conditions and will include:

- Compliance with relevant state, territory and Commonwealth laws.
- 'Zero tolerance' for drug and alcohol use whilst working monitored through mandatory drug and alcohol testing.
- Minimum workforce behavioural standards with consequences for non-compliance including dismissal for serious non-conformances or repeated offences.
- Being respectful of the communities within which they work and visit and refrain from any behaviour which could be harmful and/or result in negative impacts on the communities.
- Using work vehicles appropriately and in accordance with the company's policies regarding transportation to and from the site.

All workers will be required to adhere to the code of conduct when on shift, staying in contractor provided accommodation, travelling to and from accommodation locations and when undertaking work related responsibilities (e.g., when in uniform or attending work related functions). The code of conduct will be applicable to all employees, contractors, sub-contractors and consultants with penalties for non-adherence.

Worker Health, Safety and Wellbeing

In order to retain and attract workers and provide long term career pathways Byerwen Coal and its contractors will include conditions around worker health, safety and wellbeing strategies in their employment approach. These would include, but are not limited to:

- Provision of medical services for workforce while at work.
- Provision of transport from airports/key locations to mine/accommodation facility at the start and end of shift rosters.
- Provision of transport between accommodation facilities and the mine for the daily shifts.
- Access to counselling services.
- Development and implementation of safety and health policies.
- Provision of information about programs such as:
 - Financial planning and management.
 - Superannuation.
 - Housing or other financial investments.
 - Health and fitness programs.
 - Fatigue management.
- Healthcare providers and other representatives will be invited to make presentations to workers to educate on preventative health and wellbeing initiatives.

In addition to contractor responsibilities QCoal will support programs that address needs of the workers and their families who may choose to relocate to live locally. These programs will include:

- Workforce integration and cohesion programs through increased support and partnership with local community organisations contribution to initiatives to improve the liveability of local towns for example providing assistance to organisations that organise and promote community activities and events.
- Provision of information in induction packs to enable workers and their families to collate their health records providing medical staff with critical information prior to any medical incident.

Education and Training

Byerwen Coal will maintain regular liaison with educational and training organisations about future workforce requirements to assist them in shaping their programs to respond to demand. There are numerous organisations and facilities offering educational and training services in the region, including in Bowen, Townsville and Mackay, such as the Barrier Reef Institute of TAFE and Registered Training Organisations. These facilities offer courses ranging from basic certification courses to apprenticeships and associate degrees. In addition federal and state government programs are available to assist with fees and other expenses. However, in order to attract and retain staff and ensure that an appropriately skilled workforce is engaged, Byerwen Coal will encourage the contractors to provide project-specific training opportunities.

The principal mining contractor will be required to:

- Maintain regular contact with organisers of training programs for up-skilling workforce, obtaining appropriate health and safety education and appropriate certification.
- Provide the opportunity for at least two apprentices per year across their operations.
- Provide employee induction and toolbox meetings (covering aspects of worker behaviour, company expectations, community perceptions of behaviour, health record, etc.).

Byerwen Coal will aim to support trainees and graduate students in its operations as well as offer a target of two education grants per year for tertiary studies. QCoal currently supports eight students in the Collinsville area with education grants and this program will be expanded to include students from Glenden and the surrounding region. The program will include the opportunity for students to undertake vacation work to build their experience in readiness for graduation.

Pathways and initiatives to support the development of students from Glenden State School in particular will be one of the key ways in which Byerwen Coal will create education and training opportunities in addition to the education grants program.

Indigenous Education and Training

Byerwen Coal is committed to improving opportunities for indigenous people and its contractors will:

- Maintain regular contact with organisers of indigenous training programs for up-skilling workforce, obtaining appropriate health and safety education and obtaining the appropriate certification.
- Investigate a pathway between indigenous school students in relevant areas and work opportunities at the mine.
- Provide employee induction and toolbox meetings (covering aspects of worker behaviour, company expectations, community perceptions of behaviour, health record, etc.).
- Continue its existing Jangga educational grants program, with a target of awarding two education grants each year (there are currently two students on the program).

2.9.1.3 Regional Procurement Program

Along with increased local and regional employment opportunities the project will also provide local and regional business the opportunity to supply goods and services to construction and operations contractors.

Australian Industry Participation Policy

QCoal encourages its contractors to maximise local industry participation and give preference to suppliers of Australian-manufactured equipment that is competitively priced and complies with the relevant standards and specifications via best practice approaches.

Byerwen Coal will source contractors in line with its Australian Industry Participation Policy to construct and operate the mine and coal handling preparation plant. Contractors will be required to outline how they will source sub-contractors with a focus on local and regional suppliers as part of the tendering process.

Byerwen Coal and/or its contractors will implement procurement procedures to include the following provisions:

- Promote supply opportunities to suppliers within the region and provide local industry with full, fair and reasonable opportunity to provide goods and services.
- Liaise with Industry Capability Network (ICN) Gateway and Whitsunday Industrial Workforce Development (WIWD) program to identify pre-qualified suppliers and to provide them the opportunity to submit expressions of interest and/or tenders.
- Promote the ICN Gateway and WIWD to local and regional suppliers.
- Provide notification of work packages to ICN Gateway and WIWD as they become available.
- Provide project progress updates to local and regional suppliers via email updates and presentations to industry groups (such as MAIN, Major Projects Summit, MESCA).
- Continue to support economic development initiatives and work with relevant organisations that assist local businesses to identify and prepare for business opportunities.
- Monitor and evaluate the effectiveness of the program through a count of the number of suppliers from the local and regional areas.

Selection Criteria

Byerwen Coal and/or its contractors will engage product and service providers on the basis of the following criteria:

- Safety - all products will be assessed in relation to compliance with the *Coal Mining Safety and Health Act 1999 (Qld)* and all its regulations.
- Performance – assessed on capacity to match or exceed specification and/or performance standards.
- Environment – products will be assessed with regard to relevant environmental considerations.
- Life-cycle costing – analysis to ensure that optimum cost efficiencies are obtained for the projected life of capital equipment items.
- Capital cost comparison – assessed on capital cost considerations including manufacture, supply, installation and commissioning costs, and for imported goods in regard also to risk associated with transportation and currency exchange.
- Availability – assessed on availability of the equipment, parts and services for operation, repair and maintenance.
- Proven reliability and on-time delivery.
- Demonstration that they have the resources available to perform the work required.
- Best practice processes to deliver safe, efficient and socially responsible services.

Indigenous Business Opportunities

In addition to providing opportunities to the traditional owners as outlined in the Cultural Heritage Management Plan, QCoal is improving business opportunities for indigenous people by supporting a Leighton Contractors' indigenous business development initiative. This initiative provides assistance to indigenous groups interested in establishing business processes and operations in order to be successful in securing sub-contracts on projects. Leighton Contractors is in the process of establishing the relationship for this initiative with Birriah People and Jangga People - the traditional owners of land associated with one or more QCoal projects.

QCoal's support for this program includes ongoing input into the development of the program, identification to Leighton Contractors of Birriah and Jangga people as potential beneficiaries of the program and coordination of site visits to QCoal's operations and developments for Leighton Contractors' senior management to assist in program development. QCoal will continue to liaise with program coordinators to inform them of business opportunities at the mines.

Contractors' Conditions of Engagement

Byerwen Coal's construction and mining contractors' contract documents will include the Environmental Authority, the SIMP and the relevant Cultural Heritage Management Plans. Contractors will be commercially bound to comply with the conditions of these authorities and plans and will regularly report on their performance with respect to the requirements of these authorities and plans.

QCoal selects contractors with proven track record in successfully delivering mining contracts and with aligned values including a demonstrated commitment to best practice in workplace safety, training and development initiatives, workforce wellbeing and management, equal opportunity employment processes to be inclusive of under-represented groups, the local and regional economy and to being environmentally and socially responsible.

2.9.2 Key Commitments

At the time of approval, Byerwen Coal will commit to the mitigation strategies outlined in the action plans contained within this SIMP. QCoal has a number of initiatives already in place or in the process of being developed that relate to the mitigation of identified potential social impacts. The commitment register will be made available at the time of project approval upon request and will be updated regularly. Some of the project commitments are presented in Table 2-29.

Table 2-29 Overview of Social Commitments

Key commitments	
Workforce Accommodation Strategy	<p><i>Workforce choice</i></p> <ul style="list-style-type: none"> • Provide workers choice of where to live. • Encourage workers to live in Glenden by providing accommodation choice: <ul style="list-style-type: none"> – Assist in management of employee turnover and absenteeism. – Strengthen community. <p><i>Provision of a mix of accommodation styles</i></p> <ul style="list-style-type: none"> • Develop and obtain approval for a Glenden Urban Design Master Plan incorporating a mix of houses and duplexes to attract families and couples as well as single person's accommodation. • Develop accommodation facilities in Glenden for construction and operational workers, management staff and contractors. • Take into account functionality, comfort, recreational uses, access to services and integration into the existing community. <p><i>Workforce Accommodation Strategy implementation</i></p> <ul style="list-style-type: none"> • Byerwen Coal will acquire land with the assistance of Isaac Regional Council and Queensland Government for the development of the facilities and ensure the development meets the required local government approvals requirements. • Facilities will be of a standard commensurate with other facilities in the Bowen Basin. • Byerwen Coal will select accommodation development partners based on financial capacity and on experience in design, construction and operation of similar facilities in the Bowen Basin. • Byerwen Coal will appoint facility operators to manage and maintain the facilities to

Key commitments	
	<p>meet all relevant industry standards.</p> <ul style="list-style-type: none"> • Byerwen Coal is seeking to acquire sufficient land in Glenden so that there is flexibility and the ability to respond rapidly to workers' preferences for quantity and style of housing. <p><i>Role of government</i></p> <ul style="list-style-type: none"> • Written support from the principle of Glenden State School for accommodation development on surplus school land. • Written support from Isaac Regional Council for a mixed range of accommodation styles to support its vision for the sustainable development of Glenden. • Office of the Coordinator-General and the Department of Education, Training and Employment assistance in the process for potentially acquiring departmental land. • Mackay, Isaac and Whitsunday Regional Plan 2011 identifies Glenden as an urban footprint suited to developments of this nature. • Isaac Regional Council is considering a tender submission from Byerwen Coal for the purchase of industrial land for a construction and contractors accommodation village. • Approvals for the accommodation development under the <i>Sustainable Planning Act 2009</i>. <p><i>Accommodation requirements (forecast)</i></p> <ul style="list-style-type: none"> • Construction (two phases): <ul style="list-style-type: none"> – First 18 mths 350 rooms (350 workers). – Year 15 40 rooms (40 workers). – Year 16 265 rooms (265 workers). – Year 17 130 rooms (130 workers). • Operations (assuming a 30% Glenden residency rate) – forecast resident and non-resident workforce numbers: <ul style="list-style-type: none"> – Yr 1 136 (non-res)/59 (res) = 195 total. – Yr 2-14 346 (non-res)/149 (res) = 495 total. – Yr 15-17 360 (non-res)/155 (res) = 515 total. – Yr 18-46 381 (non-res)/164 (res) = 545 total. – Yr 47-48 80 (non-res)/35 (res) = 115 total. • Accommodation quantities expected to be available by start of construction until year 14 (built as required): <ul style="list-style-type: none"> – 200 rooms (400 non-res workers – half on shift and in accommodation at one time). – 100 houses (100 workers). – 20 duplexes (50 workers). • Quantities will be revised at Year 15 and sufficient accommodation will be developed or existing accommodation utilised to meet requirements: <ul style="list-style-type: none"> – Accommodation supply as Newlands Mine reduces its workforce through the decommissioning phase starting in 2024 will be considered. – There will be a reallocation of accommodation as workforce numbers reduce. <p>Bus transportation will be provided from key localities at the start and end of shift rosters as well as between the mine and accommodation for the daily shift rotation.</p>
<p>Workforce recruitment and management strategy</p>	<p><i>Workforce recruitment</i></p> <ul style="list-style-type: none"> • Encourage local and regional residents to take up employment opportunities. • Contractors employ the majority of the workforces and will develop workforce management plans to outline approach to workforce recruitment and management (aligned with QCoal's principals). • Equal opportunity employment for all groups including underrepresented groups by providing training, skills development and employment organisations with regular updates about workforce requirements and adjusting employment processes. • Workforce management plan to include:

Key commitments	
	<ul style="list-style-type: none"> – Timely and regular communication of employment opportunities. – Notification of opportunities to relevant schools and TAFE colleges. – Collaboration with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA). – Ongoing consultation with Skills Queensland and assist Skills Queensland to secure funding for local and regional employees, where available. – Collaboration with relevant agencies to promote access to nationally accredited courses for staff and local job seekers. – Collaboration with relevant training providers to identify skills gaps and promote targeted training programs. – Investigation of partnership arrangements with registered training organisations (RTOs) to conduct training for local businesses in procurement and HSSE standards. – Provision of updates on required roles where there are shortages. – Provision of in-house training where required. – Information meetings on special topics if required. – Forward planning to backfill from the local and regional employment base. <p><i>Workforce management</i></p> <ul style="list-style-type: none"> • Workforce management strategy includes consideration of the following elements: <ul style="list-style-type: none"> – Recruitment strategy/workforce sourcing: target – 80% workforce living in Mackay, Isaac and Whitsunday regions. – Cultural awareness: target – 100% workers receive cultural awareness induction. – Indigenous employment: two indigenous employees; target – to be revised once operational. – Employment of women: target – to be established once operational. – Workers code of conduct: zero drug and alcohol tolerance; target – 100% workers adhere to code of conduct with penalties for non-adherence. – Worker Health, Safety and Wellbeing: onsite medical facilities; implement safety and health policy; target – zero harm. – Education and Training: two apprentices (principal mining contractor) with a target to increase numbers once operational; trainees and graduate students; school pathways; eight current QCoal educational grant recipients (Collinsville area); target – two QCoal educational grant recipients per year (Glenden and surrounding area). – Indigenous Education and Training: two current Byerwen Coal educational grant recipients; two apprentices from 4Mtpa; two apprentices from 6Mtpa; two additional apprentices each two years after.
Regional Procurement Program	<p><i>Australian Industry Participation Policy</i></p> <ul style="list-style-type: none"> • Maximise local industry participation and give preference to suppliers of Australian-manufactured equipment that is competitively priced and complies with the relevant standards and specifications via best practice approaches. • Source contractors in line with participation policy to construct and operate the mine and coal handling preparation plant. • Contractors will be required to outline how they will source sub-contractors with a focus on local and regional suppliers as part of the tendering process. • Procurement procedures to include the following provisions: <ul style="list-style-type: none"> – Promote supply opportunities to suppliers within the region. – Liaise with Industry Capability Network (ICN) Gateway and Whitsunday Industrial Workforce Development (WIWD) program to identify potential suppliers. – Promote the ICN Gateway and WIWD to local and regional suppliers. – Provide notification of work packages to ICN Gateway and WIWD. – Provide project progress updates to local and regional suppliers via email updates

Key commitments	
	<p>and presentations to industry groups.</p> <ul style="list-style-type: none"> – Continue to support economic development initiatives. – Monitor and evaluate the effectiveness of the program through a count of the number of suppliers from the local and regional areas. <p><i>Selection criteria</i></p> <ul style="list-style-type: none"> • Byerwen Coal and/or its contractors will engage product and service providers on the basis of the following criteria: <ul style="list-style-type: none"> – Safety. – Performance. – Environment. – Life- cycle costing. – Capital cost comparison. – Availability. – Proven reliability and on-time delivery. – Demonstration of available resources to perform the work required. – Best practice processes to deliver safe, efficient and socially responsible service. – Value proposition. – Aligned employment and training principles or policies. – Loyalty to contractors known by previous successful working arrangements. <p><i>Indigenous business opportunities</i></p> <ul style="list-style-type: none"> • Cultural Heritage Management Plans. • Support Leighton Contractors’ indigenous business development initiative. <p><i>Contractors’ Conditions of Engagement</i></p> <ul style="list-style-type: none"> • Contractors’ contract documents include the Environmental Authority, this SIMP and the relevant Cultural Heritage Management Plans. • Contractors will be commercially bound to comply with the conditions of these authorities and plans. • Regular reporting to Byerwen Coal on performance with respect to the requirements of these authorities and plans.
Stakeholder Engagement Strategy	<p><i>Communication and engagement methods</i></p> <ul style="list-style-type: none"> • Information displays. • Face to face briefings, meetings and consultation. • Communication channels (email, phone, post). • Involvement in the Glenden Stakeholder Engagement Group (SEG). • Working in partnership with local government and other industrial and mining companies. • Complaints and review mechanism. • Dedicated team members who will implement the strategy at a corporate and local level. • Land compensation packages to compensate landowners for impacts of the project on their property. • Social impact monitoring and evaluation strategy, which will be conducted as part of ongoing stakeholder engagement and include: <ul style="list-style-type: none"> – Methods for determining whether the potential impacts actually occurred and identifying any unexpected impacts or emerging issues. – Evaluating the effectiveness of the management strategies. – Capturing information for reporting back to community and government on progress and achievements.
Community support	<p>Byerwen Coal and its contractors will support community involvement programs targeted at increased social participation and assist with workforce integration and</p>

Key commitments	
initiatives	<p>cohesion into local community. Support will include:</p> <ul style="list-style-type: none"> • Implementation of a grants program to support community development and support initiatives (Target – in line with existing Collinsville grants, rates and royalties payments). • Promoting access to support services for workers assisting with a range of health, wellbeing and other goals such as safe driving, reducing fatigue, balancing family and shift work, quitting smoking, healthy eating and financial management. • Continuing to engage with health care and emergency service providers in Glenden to understand arising issues and strategies to address them. • Funding a regional mobile dental initiative for three years or more in partnership with the Royal Flying Doctor Service (Target - \$1,000,000).
Technical management plans	<p>Cultural Heritage Management Plans (CHMPs): Protection of items and areas of indigenous cultural heritage.</p> <p>Traffic Management Plan:</p> <ul style="list-style-type: none"> • Actions to address potential safety issues of increased construction traffic on roads. • Plan construction and operational activities to avoid creating delays to existing traffic where practicable. • Provide notice of activities impacting roads to relevant authorities. • Establish road maintenance contribution scheme with relevant authorities. <p>Safety Plan:</p> <ul style="list-style-type: none"> • Preventative measures for a range of on and off-site incidents to address worker safety and potential community impact. • Emergency management plan to address any emergency incidents that might involve members of the public. <p>Construction Environmental Management Plan (CEMP):</p> <ul style="list-style-type: none"> • Construction methods designed to suppress dust and minimise noise. • Provide relevant stakeholders with advance notice of blasting and other higher impact activities. <p>Environmental Management Plan (EM Plan): measures designed to minimise or where possible avoid negative impacts to existing environmental conditions.</p>

3. SECTION B: IMPACT MITIGATION AND MANAGEMENT

Byerwen Coal has developed five individual action plans based on key themes drawn from social research and stakeholder consultation. The purpose of these plans is to detail the proposed strategies for managing the direct and indirect impacts from the Byerwen Mine.

Byerwen Coal recognises the cumulative and indirect nature of some of the impacts of a new mine and seeks collaboration with other stakeholders in the implementation of these plans to address these impacts and maximise the benefits of the project for the community. Relevant stakeholder groups include the community, government, industry and training and employment organisations.

Each action plan contains three sections:

- Introduction - the introduction explains the purpose of each plan, the underlying objectives and key stakeholders involved
- Impacts - this section describes the impacts that the action plan is addressing. It contains information on the nature, phase, extent, duration, severity, likelihood and significance of each identified impact (as assessed in Section 2.8).
- Mitigation actions - this section details the mitigation actions that will be undertaken as part of the project, responsible stakeholders for each and indicative timeframes.

These action plans represent proposed measures to be undertaken once the project is approved to proceed. Once a contractor has been selected to undertake construction and operational activities, actions will be amended or established in consultation with these parties. The method by which to measure progress against each target may also be altered.

3.1 Action Plan Themes

The action plans are detailed in Section 3.3 under the following themes:

- Table 3.1 - Housing and Accommodation.
- Table 3.2 - Employment, Training and the Local Economy.
- Table 3.3 - Indigenous Community.
- Table 3.4 - Social Identity and Cohesion.
- Table 3.5 - Health and Community Infrastructure.

3.2 Key Partnerships

QCoal is highly cognisant of the need to work in partnership with local government, state government agencies and other proponents to derive and implement strategies, which enable the provision and maintenance of a healthy and functioning social environment. QCoal is actively working with Isaac Regional Council, Whitsunday Regional Council and other industry

stakeholders to coordinate community and stakeholder consultation and to address key emerging community issues.

QCoal is a member of the Glenden Stakeholder Engagement Group (SEG). Similar to the model that has been successfully employed in Collinsville (Collinsville Development and Industry Group – DIG), the SEG invites representation from government, industry and community and provides an avenue to address priority issues through effective partnerships. The SEG also provides local project updates to the broader community and has the opportunity to check the progress of mitigation and management measures being implemented to address any social impacts.

3.2.1 Health Services

QCoal is committed to the health of the communities in which it operates and will continue to engage with health care and emergency service providers in Glenden and surrounding areas to understand arising issues and strategies to address them.

One of QCoal's key partnerships is with the Royal Flying Doctor Service.

QCoal recognises the lack of access to oral health facilities in these regional communities and has developed a mobile dental initiative in partnership with the Royal Flying Doctor Service. QCoal is underwriting the funding of the service for at least the first three years, which the RFDS has estimated could be at a cost of between \$600,000 and \$1,000,000 a year. The Australian Government provided over \$1,000,000 towards the funding for the dental truck and trailer in 2012 with the service expected to be launched in early 2013.

3.2.2 QCoal Community Grants Program

In addition to the rates that will be paid by the mine to the Whitsunday and Isaac Regional Councils, QCoal contributes to community support services through its Community Grants Program through Sonoma Mine. The program was established to encourage productive partnerships with the community of Collinsville and surrounding areas, enriching the lives of community members. With new QCoal mines under development and in operation and an ongoing commitment to support the community, the QCoal Foundation has been established. The Foundation, which will incorporate the Sonoma grants program and other giving initiatives, will provide financial contributions to improve and assist community services in the region. To date, through rates and this grants program, Sonoma Mine has contributed over \$2.9 million to council and the Collinsville and nearby communities. It has also contributed over \$140 million in royalty payments to the Queensland Government. A budget in line with this level of contribution will be set for the Glenden component of the QCoal Foundation's grants program once the Byerwen Coal Project is approved.

The objectives of the QCoal Foundation's grants program will be based on those developed for Sonoma's program, i.e.:

- To make meaningful and positive contributions that support the development of a vibrant, liveable and sustainable community for the future.
- To foster productive partnerships between QCoal and the local government and community organisations to facilitate sustainable growth.
- To provide a simple, fair and transparent application and awards process that benefits the community.

Based on the successful Sonoma Mine experience QCoal will put in place procedures and information channels to apply for the grants and a budget. QCoal will identify key social areas of priority for the grants program.

3.3 Action Plans

The five action plans are presented below. They describe the purpose of the plan, the objectives, the stakeholders likely to partner to action the plan, the impacts mitigated by the plan, and the actual actions to be taken to mitigate the impacts.

Table 3-1 SIMP Action Plan: Accommodation

Introduction					
Purpose	The purpose of this plan is to ensure accommodation is available for project workforces and to provide accommodation choice				
Objectives	<ul style="list-style-type: none"> To ensure that the construction workforce is accommodated To ensure that the operations workforce is accommodated and has access to accommodation choice To ensure accommodation development is of at least a similar standard and quality as existing accommodation 				
Impacts					
Impact	Nature	Phase	Sensitivity	Magnitude	Significance
Increased temporary accommodation requirements	Negative	Construction	Moderate	Moderate	Moderate
Increased permanent accommodation requirements	Negative	Operation	High	Moderate	High
Changes to existing urban design of Glenden	Negative	Construction Operation	Moderate	Moderate	Moderate

Table 3-1 SIMP Action Plan: Accommodation (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> Acquire land in Glenden suitable for development of construction and contractors accommodation village Acquire land in Glenden suitable for development of houses, duplexes and operations accommodation village 	<ul style="list-style-type: none"> Queensland Government Byerwen Coal Isaac Regional Council 	At approval	<ul style="list-style-type: none"> Land in Glenden is acquired
<ul style="list-style-type: none"> Formulate and submit an application for a Glenden Urban Design Master Plan that provides the blueprint for residential growth and development in Glenden as part of the process to implement the accommodation strategy 	<ul style="list-style-type: none"> Byerwen Coal Accommodation developer Isaac Regional Council Whitsunday Regional Council 	Prior to development of residential accommodation	<ul style="list-style-type: none"> Byerwen Coal submits development application for Glenden Urban Design Master Plan Isaac Regional Council approves Glenden Urban Design Master Plan
<ul style="list-style-type: none"> Develop accommodation village sufficient to house the construction workforce and contractors Appoint accommodation facility managers and maintenance staff 	<ul style="list-style-type: none"> Byerwen Coal Isaac Regional Council 	Pre-construction	<ul style="list-style-type: none"> Construction employees accommodated in accommodation village Contractors accommodated in accommodation village Accommodation is managed and maintained
<ul style="list-style-type: none"> Offer housing choice for operations workforce and managements staff Develop accommodation (houses/duplexes/accommodation village) for operations workforce and management staff Appoint accommodation facility managers and maintenance staff 	<ul style="list-style-type: none"> Byerwen Coal Isaac Regional Council 	Pre-operations	<ul style="list-style-type: none"> Operations workforce accommodated in choice of house, duplex or accommodation village Management staff accommodated in choice of house, duplex or accommodation village Accommodation is managed and maintained
<ul style="list-style-type: none"> Promote the allocation of Royalties for the Regions funding to enhance the liveability of Glenden Identify community priorities through consultation with community organisations, residents, schools, other industry, local and state government (SEG) Establish relevant links to other organisations and representative groups to identify community priorities and recommended actions 	<ul style="list-style-type: none"> Byerwen Coal Industry Isaac Regional Council Whitsunday Regional Council 	Ongoing	<ul style="list-style-type: none"> Agreed community priorities and list of recommendations to progress through Glenden SEG Recommended actions/projects are assigned to relevant/linked organisation to be progressed Council/s agree to submit an application for Royalties for the Regions funding for project/s that deliver improvements for the Glenden community

Table 3-2 SIMP Action Plan: Employment, Training and Local Economy

Introduction					
Purpose	The purpose of this plan is to identify actions that maximise the employment and business opportunities and stimulate regional training opportunities				
Objectives	<ul style="list-style-type: none"> • Maximise the benefits associated with generation of construction and operations employment opportunities including for under-represented groups • Stimulate training and skills development • Provide opportunities for up-skilling of local workforce • Generate opportunities for local businesses • Monitor increases to local cost of living 				
Impacts					
Impact	Nature	Phase	Sensitivity	Magnitude	Significance
Generation of construction employment	Positive	Construction	Moderate	Moderate	Moderate
Generation of operations employment	Positive	Operation	High	Moderate	High
Stimulation of training, skilling and up-skilling development opportunities	Positive	Construction Operation	Moderate	Moderate	Moderate
The project contributing to regional skills shortages	Negative	Construction Operation	Moderate	Moderate	Moderate
Difficulties attracting and retaining skilled staff for local businesses	Negative	Construction Operation	Moderate	Moderate	Moderate
Generation of opportunities for local businesses	Positive	Construction Operation	Moderate	Moderate	Moderate
Injection of wealth into local and regional economy	Positive	Construction Operation	High	Moderate	High
Increase to cost of living in local area	Negative	Operation	Moderate	Moderate	Moderate

Table 3-2 SIMP Action Plan: Employment, Training and Local Economy (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> • Attraction of a skilled construction workforce through: <ul style="list-style-type: none"> ○ rigorous contractor selection processes ○ provision of workforce accommodation ○ equal opportunity policy • Notify relevant organisations of opportunities • Liaison with FIFO Coordinators, government agencies, training and other education facilities 	<ul style="list-style-type: none"> • Byerwen Coal • Contractors • Employment and training organisations • FIFO Coordinators 	Pre-construction (phase 1 and 2)	<ul style="list-style-type: none"> • Attraction of required construction workforce • Ongoing liaison with relevant organisations
<ul style="list-style-type: none"> • Attraction of a skilled operations workforce through: <ul style="list-style-type: none"> ○ rigorous contractor selection processes ○ advertisement of employment opportunities and recruitment strategy ○ provision of workforce accommodation and accommodation choice ○ provision of incentives to live locally ○ equal opportunity policy • Notify relevant organisations of opportunities • Create pathways with school and training organisations • Liaison with FIFO Coordinators, employments contacts in government agencies and training and other education facilities 	<ul style="list-style-type: none"> • Byerwen Coal • Contractors • Employment and training organisations • FIFO Coordinators • Glenden State School 	Pre-operations (phase 1 and 2)	<ul style="list-style-type: none"> • Attraction of required operations workforce • Established pathways with school • Ongoing liaison with relevant organisations • Target – 80% of workforce live in Mackay, Isaac and Whitsunday regions
<ul style="list-style-type: none"> • Offer at least two apprenticeships • Expand apprenticeship program once operational • Implement traineeship and graduate program once operational • Promote employment opportunities • Provide forecast workforce requirements to Skills Queensland, Registered Training Organisation (RTO's), TAFE and schools 	<ul style="list-style-type: none"> • Byerwen Coal • Principal mining contractor • Skills Queensland, Construction Skills Queensland • Department of Education, Training and Employment • Registered training organisations and TAFE 	Life of project	<ul style="list-style-type: none"> • Two apprenticeships filled (target – increase no. of apprenticeships during operations) • Target – increase graduate student and trainee opportunities during operations • Regular contact with interested employment and training organisations providing contact details of HR personnel and web links to employment opportunities

Table 3-2 SIMP Action Plan: Employment, Training and Local Economy (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> Investigate pathways for up-skilling people for employment and business opportunities with training, employment and economic development organisations and government agencies Ongoing consultation with relevant organisations about employment and training opportunities and strategies Review training strategies to incorporate useful suggestions as a result of consultation outcomes Implementation of rigorous contractor selection processes Assist skills development through provision of information to Skills Queensland and the promotion of employment and training opportunities 	<ul style="list-style-type: none"> Byerwen Coal Contractors Skills Queensland, Construction Skills Queensland Department of Education, Training and Employment Registered training organisations and TAFE Glenden State School 	Life of project	<ul style="list-style-type: none"> Regular contact with organisations and government agencies to provide updates about workforce requirements Training strategies are reviewed taking into account useful feedback Notification of employment and training opportunities on relevant websites and distribution of advertisements to relevant organisations
<ul style="list-style-type: none"> Currently eight QCoal educational grants awarded (Collinsville) Introduce educational grants program to Glenden and surrounds (two grants per year) Eight education grants recipients currently offered vacation work (offer future students vacation work opportunity) Implement program for linkage between mine site and high school students 	<ul style="list-style-type: none"> Byerwen Coal QCoal Foundation Students Glenden State School 	Life of project	<ul style="list-style-type: none"> Two education grants awarded each year to Glenden and surrounds Education grant recipients undertake work experience High school students are engaged in mine site linkage program
<ul style="list-style-type: none"> Establish productive partnerships with the business community Promote procurement opportunities utilising the Industry Capability Network (ICN) Gateway and WIWD Establish productive partnerships with the business community and industry associations Promote supply opportunities to suppliers within the region Liaise with Industry Capability Network (ICN) Gateway and Whitsunday Industrial Workforce Development (WIWD) program to identify potential suppliers Promote ICN and WIWD to local/regional suppliers 	<ul style="list-style-type: none"> Byerwen Coal Contractors ICN Gateway Department of State Development, Infrastructure and Planning Local businesses Industry associations Isaac Regional Council Whitsunday Regional Council 	Life of project	<ul style="list-style-type: none"> Project and contractors' work packages are advertised on the Industry Capability Network (ICN) Gateway, WIWD and on website Regular contact with businesses and industry associations QCoal makes regular presentations to industry Report on list of local and regional suppliers

Table 3-2 SIMP Action Plan: Employment, Training and Local Economy (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> • Provide notification of work packages to ICN Gateway and WIWD • Provide project progress updates to local and regional suppliers via email updates and presentations to industry groups • Continue to support economic development initiatives • Monitor and evaluate the effectiveness of the program through a count of the number of suppliers from the local and regional areas 			
<ul style="list-style-type: none"> • Promote the release of adequate land by local and state agencies to meet demand for residential and industrial purposes • Councils provide assistance to local businesses to respond to industry requirements through land release and development applications • Implement the accommodation strategy, which provides affordable accommodation options • Monitor issues raised with respect to local living costs through engagement mechanisms • Demonstrate intention to secure and develop land • Collaborate with relevant stakeholders to develop indicators to monitor cost of living 	<ul style="list-style-type: none"> • Byerwen Coal • Isaac Regional Council • Whitsunday Regional Council • Queensland Department of State Development, Infrastructure and Planning • Industry • Businesses 	<p>Life of project</p>	<ul style="list-style-type: none"> • Councils release industrial and residential land prior to the start of construction • Councils approve business expansion plans • Land acquisition process is under way • Accommodation proposal submitted to council • Report on request on changes to cost of living via agreed indicators

Table 3-3 SIMP Action Plan: Indigenous Community

Introduction					
Purpose	The purpose of this plan is to provide adequate protection to Aboriginal cultural heritage and ensure indigenous people are aware of employment and training opportunities at the mine				
Objectives	<ul style="list-style-type: none"> To provide support in securing employment and training opportunities for indigenous people To generate business opportunities for indigenous businesses To ensure that risks to damage or destruction of indigenous peoples' cultural heritage are properly managed 				
Impacts					
Impact	Nature	Phase	Sensitivity	Magnitude	Significance
Increased employment, education and training opportunities	Positive	Construction Operation	Moderate	Moderate	Moderate
Increased business opportunities for Traditional Owners	Positive	Construction Operation	Moderate	Moderate	Moderate
Loss or destruction of items or areas of heritage value	Negative	Construction Operation	Moderate	Moderate	Moderate

Table 3-3 SIMP Action Plan: Indigenous Community (cont)

Mitigations			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> Byerwen Coal’s contractors to provide the opportunity for two apprenticeships to indigenous people Currently provide two education bursaries each year (target four per year) 	<ul style="list-style-type: none"> Byerwen Coal QCoal Contractors Skills Queensland, Construction Skills Queensland Department of Aboriginal and Torres Strait Islanders and Multicultural Affairs (DATSIMA) Traditional Owners 	Life of project	<ul style="list-style-type: none"> Indigenous apprentices at mine (two at 4Mtpa, two at 6Mtpa and two each two years after) Two bursaries are currently granted Target – four education bursaries per year
<ul style="list-style-type: none"> Byerwen Coal’s contractors to identify appropriate methods, if not already in place, to recruit and retain indigenous Australians in consultation with Traditional Owners, DATSIMA, Skills Queensland and other relevant indigenous community representatives Employ Indigenous Relations Manager Employ two indigenous workers (Target – set a % of indigenous workers target once baseline conditions are established during operations) 	<ul style="list-style-type: none"> Byerwen Coal Contractors Traditional Owners DATSIMA Skills Queensland Other relevant indigenous community representatives 	Life of project	<ul style="list-style-type: none"> Contractors’ recruitment and workforce management strategies support indigenous applicants Regular contact with relevant indigenous groups and agencies regarding employment opportunities and training (emails) Two (at least) indigenous people are employed at the mine (target – increase number of indigenous employees beyond baseline, once established) Indigenous relations manager employed
<ul style="list-style-type: none"> Identify appropriate business opportunities and invite applicable Traditional Owner Groups to apply Distribute employment and business opportunities to Traditional Owners and Indigenous employment agencies Provide input into Leighton Contractors’ indigenous business initiative Coordinate further site visits to QCoal operations and developments to support Leighton Contractors’ indigenous business initiative and provide input to program Provide Leighton Contractors’ indigenous business initiative with details of sub-contracting opportunities 	<ul style="list-style-type: none"> Byerwen Coal Traditional Owners DATSIMA 	Life of project	<ul style="list-style-type: none"> Regular contact with relevant organisations including TOs including providing a link to ICN Gateway Traditional Owner Groups and Indigenous employment agencies advised of applicable business opportunities (letter/email) Site visits are undertaken with Leighton Contractors’ indigenous business initiative staff Input into indigenous business initiative Sub-contracts are offered to traditional owners

Table 3-3 SIMP Action Plan: Indigenous Community (cont)

Mitigations			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> • Finalised Cultural Heritage Management Plan for each relevant Traditional Owner group • Implementation of cultural awareness program as part of induction program for relevant staff and contractors 	<ul style="list-style-type: none"> • Byerwen Coal • Contractors • Traditional Owners 	<p>Pre-construction</p>	<ul style="list-style-type: none"> • Endorsed Cultural Heritage Management Plan • Cultural awareness component included in induction (target – 100% workers complete induction) • Report on number of workforce inductions

Table 3-4 SIMP Action Plan: Social Identity and Cohesion

Introduction					
Purpose	The purpose of this plan is to identify actions that address potential changes to social identity and cohesion in Glenden				
Objectives	<ul style="list-style-type: none"> • Manage changes to social identity and avoid social friction in the community • Facilitate the re-invigoration of Glenden • Address the need for appropriate support services 				
Impacts					
Impact	Nature	Phase	Sensitivity	Magnitude	Significance
Social identity of Glenden altered due to growth and redevelopment	Negative	Construction Operation	Moderate	Moderate	Moderate
Social friction resulting from creation of an 'us and them' dynamic	Negative	Construction Operation – Phase 1	Moderate	Moderate	Moderate
Reinvigoration of the Glenden community	Positive	Construction Operation – Phase 1	Moderate	Moderate	Moderate
Social health effects associated with shift work and commute	Negative	Construction Operation – Phase 1	High	Low	Moderate
Diminished rural and agricultural identity	Negative	Construction Operation	High	Low	Moderate
Real or perceived deterioration of the safety of Glenden	Negative	Construction Operation	Moderate	Moderate	Moderate

Table 3-4 SIMP Action Plan: Social Identity and Cohesion (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> Retain details of community development and support initiatives until financial investment decision in project is made Expand existing community grants program, through the QCoal Foundation, to support Glenden and surrounding areas with a budget of \$200,000 a year Consult community, industry, local and state government to understand community priorities and establish priorities for community grants (SEG and other consultation) Establish open communication with the community and capture complaints (requiring a resolution) Address social issues swiftly and appropriately Develop and implement workforce wellbeing programs Implement workforce management strategy including code of conduct Invite speakers to promote services as toolbox talks Promote access to support services for members of the workforce 	<ul style="list-style-type: none"> Byerwen Coal Contractors Isaac Regional Council Whitsunday Regional Council Queensland Police Service Community facilities managers 	Life of project	<ul style="list-style-type: none"> Commitments to community development initiatives are made following FID Feedback about involvement in community is positive Feedback about how issues are addressed is positive Community complaints register is updated Community grants to be awarded (in line with Collinsville budget including grants, rates and royalties payments) Rates and royalties are paid Community groups state they have support from Byerwen Coal if asked Inclusion of details about support services in induction programs and kits Safety target of zero harm
<ul style="list-style-type: none"> Provide housing choice to encourage local living Acquire land Develop and implement Glenden Urban Design Master Plan to guide residential development and address issues if they arise Obtain support of state and local government for accommodation strategy Integration of CPTED principles into Urban Design Master Plan 	<ul style="list-style-type: none"> Byerwen Coal Accommodation developer Isaac Regional Council Whitsunday Regional Council 	Life of project	<ul style="list-style-type: none"> Byerwen Coal or its representative acquires land Glenden State School principal has provided written support for accommodation development on surplus school land to attract families and couples to town and its positive impact on improving educational opportunities Isaac Regional Council has provided written support for accommodation strategy and the linkages with Council's vision for strengthening communities Isaac Regional Council endorses Glenden Urban design Master Plan/development application

Table 3-4 SIMP Action Plan: Social Identity and Cohesion (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
•	•		<ul style="list-style-type: none"> • Approved Urban Design Master Plan/ Development Application • Integration of CPTED principles into Urban Design Master Plan • Feedback about accommodation development and management is positive
<ul style="list-style-type: none"> • Support Isaac Council to preserve agricultural heritage and identity through the Isaac Region 2020 Vision Community Plan • Engage with landowners via SEG and ongoing consultation 	<ul style="list-style-type: none"> • Byerwen Coal • Isaac Regional Council • Landowners 	Life of project	<ul style="list-style-type: none"> • Engagement occurs with Isaac Regional Council (offers of meetings, teleconferences to IRC) • Attendance at SEG meetings • Ongoing landowner consultation

Table 3-5 SIMP Action Plan: Health and Community Infrastructure

Introduction						
Purpose	The purpose of this plan is to identify actions that enhance the community and manage the impacts on social, health and community infrastructure and services.					
Objectives	<ul style="list-style-type: none"> • Maintain the standard of existing community infrastructure • Support community services to obtain the required resources to manage growth • Manage impacts of demand for community services with limited resources 					
Impacts						
Impact	Nature	Phase	Sensitivity	Magnitude	Significance	
Increased demand on health services	Negative	Construction Operation	High	Moderate	High	
Increased demand on essential services	Negative	Construction Operation	Moderate	Moderate	Moderate	
Increased demand on educational services	Positive	Operation	High	Moderate	High	
Increased demand on emergency services	Negative	Construction Operation	High	Moderate	High	
Increased usage of recreational facilities and services (with capacity for growth)	Positive	Operation	Moderate	Moderate	Moderate	
Increased use of community infrastructure	Positive and Negative	Operation	Moderate	Moderate	Moderate	
Lack of land allocation for provision of social and commercial services	Negative	Operation	Moderate	Moderate	Moderate	

Table 3-5 SIMP Action Plan: Health and Community Infrastructure (cont)

			Impacts		
Impact	Nature	Phase	Sensitivity	Magnitude	Significance
Amenity effects associated with increased traffic in residential areas	Negative	Construction Operations	Moderate	Moderate	Moderate
Traffic-related incidents due to increased population.	Negative	Construction Operations	Moderate	Moderate	Moderate
Increased demand on existing municipal infrastructure	Negative	Construction Operation	Moderate	Moderate	Moderate
Mitigation					
Mitigation Actions	Responsibility		Timeframe	Outcomes	
<ul style="list-style-type: none"> Provision of on-site medical facilities Promote the allocation of Royalties for the Regions funding to enhance the health and community infrastructure of Glenden Monitor demand via feedback from service providers in relation to increasing workforce numbers Develop and implement workforce well-being initiatives such as preventative health education, fatigue management, social participation Principal sponsor of Royal Flying Doctor Service and support of auxiliary services such as mobile dental unit Establish productive partnerships with health service providers Obtain agreement with existing private medical practice to enable it to service growing demand. 	<ul style="list-style-type: none"> Byerwen Coal Contractors Accommodation facility management Queensland Health Glenden SEG Isaac Regional Council Whitsunday Regional Council 		Life of project	<ul style="list-style-type: none"> Health care provider feedback about demand on services is being managed Inclusion of information in induction packs Participation by workforce in initiatives or talks Health professionals invited to present at toolbox talks Council/s agree to submit an application for Royalties for the Regions funding for project/s that deliver improvements for the Glenden community Community grants are awarded Fund mobile dental service for three years (target - \$1,000,000) Workers are encouraged to use Australian Government's eHealth.gov.au - a secure online summary of a person's key healthcare information – and permit local hospitals and health care providers to access it 	

Table 3-5 SIMP Action Plan: Health and Community Infrastructure (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
			<ul style="list-style-type: none"> Private medical practice establishes arrangement to deliver health services to Glenden community
<ul style="list-style-type: none"> Expand the existing community grants program through the QCoal Foundation, which will include the funding of education grants for Glenden and surrounds (two education grants to be awarded) Provide Education Queensland/ Glenden School accurate information as to resident workforce and expected increases in student numbers Continue to liaise with childcare providers to assist in planning for changing demand 	<ul style="list-style-type: none"> QCoal Byerwen Coal Contractors Department of Education, Training and Employment Glenden State School Child care providers 	Pre-operations	<ul style="list-style-type: none"> Capacity of existing educational services not exceeded Eight educational grants recipients in Collinsville area (awarded) Two educational grants recipients in Glenden and surrounds School is informed of workforce numbers and expected timeframes Child care service is aware of workforce numbers and expected timeframes
<ul style="list-style-type: none"> Liaise with emergency services to provide information about workforce numbers and timeframes Develop a safety and health plan in response to assessed risk at site and the accommodation facilities outlining preventative measures including an emergency management plan Establish productive partnerships with emergency service providers through: <ul style="list-style-type: none"> mine site familiarisation with emergency service officers invite emergency service officers to give toolbox talks provide health and support resource information in induction packs to alleviate unnecessary emergency calls 	<ul style="list-style-type: none"> Byerwen Coal Contractors Queensland Police Services Emergency Management Queensland Isaac Regional Council Local emergency service officers 	Pre-construction	<ul style="list-style-type: none"> Regular liaison with emergency services Inclusion of information in induction packs Emergency service officers invited to present at toolbox talks Emergency services officers are familiar with site and site contacts Relevant plans are implemented and adhered to

Table 3-5 SIMP Action Plan: Health and Community Infrastructure (cont)

Mitigation			
Mitigation Actions	Responsibility	Timeframe	Outcomes
<ul style="list-style-type: none"> Support developers of proposed social and commercial infrastructure developments to access and for identified requirements 	<ul style="list-style-type: none"> Byerwen Coal Isaac Regional Council Department of State Development, Infrastructure and Planning 	Life of project	<ul style="list-style-type: none"> Letters of support for developers of identified requirements Attendance at meetings in support of release of land
<ul style="list-style-type: none"> Implementation of a Traffic Management Plan which includes actions to address potential safety issues due to increased traffic Manage traffic related project effects through: <ul style="list-style-type: none"> reducing traffic by providing bus services for non-resident workforce for shift rotations reducing traffic by providing bus services for daily mobilisation to site Establish a road maintenance contribution scheme with relevant authorities Provide adequate accommodation for all members of construction and operational workforces Promote the allocation of Royalties for the Regions funding to enhance the provision of funding to adequately maintain regional and local roads. 	<ul style="list-style-type: none"> Byerwen Coal Contractors Isaac Regional Council Queensland Department of Transport Queensland Police Service Local emergency service officers 	Life of project	<ul style="list-style-type: none"> Feedback that traffic issues are being addressed Development and implementation of a project specific Traffic Management Plan Provision of bus services for shift rotation and daily mobilisation (accommodation-mine site) Establish approved road access into all new housing and accommodation sites Close out of traffic-related safety issues Council/s agree to submit an application for Royalties for the Regions funding for project/s that deliver improvements for the Glenden community
<ul style="list-style-type: none"> Formulation and application of a Glenden Urban Design Master Plan which includes planning development of trunk infrastructure and services with capacity to meet estimated population growth 	<ul style="list-style-type: none"> Byerwen Coal Isaac Regional Council Queensland Department of State Development, Infrastructure & Planning 	Prior to development of residential accommodation	<ul style="list-style-type: none"> Isaac Regional Council endorsed Glenden Urban Design Master Plan through approvals and letter of support

4. SECTION C: MONITORING, REPORTING AND REVIEW

4.1 Monitoring Program Tools

The tools listed in the monitoring program in this section will be applied across the project lifecycle to provide consistency of monitoring results. A variety of monitoring tools will be used to provide information on the full range of potential impacts and opportunities identified by the SIA and also to utilise both available qualitative and quantitative data. In addition, QCoal will continue to consult with stakeholders to gather relevant data and feedback throughout the life of the project.

Community participation in the monitoring will be on a voluntary basis and results will be “de-identified” for publication beyond the project to maintain confidentiality and landholder anonymity where requested such as for Queensland Government reporting under the SIMP Guidelines.

The monitoring program will be implemented in conjunction with monitoring programs included in other technical management plans, such as the Project Environmental Management Plan, Traffic Management Plan and Emergency Response Plan.

4.1.1 Glenden Stakeholder Engagement Group (SEG)

The Glenden Stakeholder Engagement Group (SEG) could provide a useful vehicle for monitoring the mitigations outlined in project SIMPs if there was agreement from the group. This would achieve a shared understanding of community views while minimising consultation fatigue for the community by reducing the number of forums in which issues need be discussed. Byerwen Coal will provide independent reporting as required.

4.1.2 Workforce Reporting

Contractors will provide Byerwen Coal with regular reports, which will include consideration of the following indicators associated with management of potential social impacts:

- demographic characteristics of the workforce (i.e. gender, indigenous status)
- place of residence
- accommodation arrangements
- school enrolments
- monetary value of community grants and other community support initiatives
- membership of and participation in any community or sporting organisations
- list of local suppliers
- number of call outs to site by emergency services
- intention to remain in or leave town at mine closure
- satisfaction levels with workforce arrangements.

4.1.3 Use of Existing Monitoring Tools

In addition to those monitoring tools described above, Byerwen Coal will also utilise other existing monitoring tools such as the ABS Census data and reports, OESR data and reports and other

data sources and reports that are publicly available to monitor potential impacts and opportunities.

Byerwen Coal will consult with stakeholders to gather relevant data and feedback and will rely on Byerwen Coal and contractor internal management systems (such as human resources, safety and health) for the collection of data. Byerwen Coal will collate and report on the data collected.

This section summarises the monitoring, reporting and review processes for each of the action plans described in Section 3.

4.2 Cumulative Impact Monitoring

Involvement in the Glenden SEG and ongoing consultation with other industrial stakeholders will provide a vehicle for monitoring cumulative impacts.

4.2.1 Monitoring of the Action Plans

The purpose of the action plan monitoring processes is to determine whether the actions contained therein are meeting the identified objectives. Robust monitoring and evaluation of activities will allow the project to:

- identify and respond to issues or challenges at an early stage
- conduct more effective forward planning
- record program inputs, outputs, outcomes and impacts
- understand and justify whether a program is meeting initial objectives
- increase accountability within project staff and teams
- understand if community and stakeholder expectations are being met
- increase levels of project transparency.

Key performance indicators have been developed based on the objectives under each action plan. These will be refined and adapted as the project progresses.

4.3 Reporting

Communicating the findings of the monitoring process is important to provide key stakeholders and the community of Glenden with information on how social management activities are progressing. Communication will be the responsibility of the Stakeholder Manager. Regular communication will help to generate knowledge of what works, what does not work and why, and thereby help the project team to appropriately manage impacts throughout the project life.

External reporting during construction will take place via an annual report on progress against the SIMP, which will be submitted to key stakeholders and the community of Glenden.

The reporting regime during operations will be agreed with Queensland Government during the approval process. Byerwen Coal understands that it is likely to report two years after commencement then every three years. Alternatively, Byerwen Coal recognises that reporting may be required two years after commencement then at key project milestones such as at the time of planned or unplanned increases or decreases in production levels.

Byerwen Coal will report on some key performance indicators more regularly through stakeholder engagement activities. Byerwen Coal will also distribute communication to provide the community of Glenden and other stakeholders with updated information about Byerwen Mine.

4.4 Review

The dynamic and evolving nature of the SIMP process requires that mechanisms be established for the adaptive management, regular review and update of the plan. As such, internal review of the project's SIMP will take place annually – through the reporting mechanisms described in the previous section. This internal review will be conducted in consultation with the Isaac Regional Council, Whitsunday Regional Council, the Mackay Regional Council, Queensland Government's SIA Unit and selected key community stakeholders.

External review could also occur two years after commencement of the construction stage. A final review will occur 12 months in advance of the commencement of the closure/decommissioning of the project.

External review will involve the commissioning of a third-party independent company or chairperson, who will audit the SIMP process undertaken to date, and will also report on progress against key performance indicators and targets. The audit process will culminate in a report to the Office of the Coordinator-General that will include:

- An overview of the effectiveness of implementation to date.
- An assessment of progress against nominated indicators.
- An explanation as to why specific actions were not carried out, where applicable.
- Recommendations as to how Byerwen Coal can improve future performance.

4.5 Amendment and Termination

Amendments and updates to this SIMP will be made if the strategies and actions described in the original SIMP no longer meet the desired outcomes, or if improvements to existing measures can be made. Amendments and updates will occur during the regular review process as described above.

Any proposal to amend this SIMP will be subject to negotiation between Byerwen Coal and the Queensland Government's SIA Unit. Amendments and updates will be communicated to key stakeholders for the project through existing community consultation mechanisms.

5. SECTION D: STAKEHOLDER ENGAGEMENT STRATEGY

QCoal has an ongoing commitment to engage with the community of Glenden. As part of this commitment QCoal recognises that effective and transparent consultation is essential in building and maintaining the community's trust and in developing a positive ongoing relationship for the life of the project.

Underpinning the community consultation and stakeholder engagement strategy for the project are the following objectives:

- Introduce the project and announce the Coordinator-General's declaration of the Byerwen Coal Project as a significant project (complete)
- Provide the opportunity for input into the draft terms of reference for the environmental impact statement (complete)
- Establish an understanding of the community climate to shape community engagement activities (ongoing)
- Participate in a regular forum for community government and industry to work in partnership to identify and address community priorities (ongoing)
- Provide updates to the local community and key stakeholders about the project (ongoing)
- Identify issues and community perceptions related to potential environmental impacts of project design, construction and operation (ongoing)
- Validate and further develop an understanding of what in the community is important and the potential impact of the project on these values for input into the social impact assessment (complete for SIA - ongoing)
- Gather feedback and input into the development of mitigation and monitoring strategies for the SIMP (ongoing)
- Provide community with communication channels to make enquiries (complete)
- Reaffirm QCoal's position as a small, private Queensland mining company dedicated to responsible mining development and operations in the northern Bowen Basin (ongoing).

5.1 Engagement Mechanisms

A range of engagement strategies will be employed to continue the consultation process with stakeholders and the community throughout the life of the project. Two initial rounds of formal consultation as outlined in Section 2.4 were undertaken to inform the community about the project and gather input into the social sections of the project's environmental impact statement. Further rounds have been planned at this stage. Round 3 will advise the stakeholders and the community of the findings of the EIS following submission of the draft EIS. Round 4 will advise the stakeholders and the community of the changes made to the project design following receipt of all submissions and the provision of the final version of the EIS. Table 5-1 outlines the key stakeholder engagement mechanisms that are planned for use throughout the life of the project.

Table 5-1 Key stakeholder engagement mechanisms

Stakeholder Group	Primary Interest in Project	Engagement Mechanisms
Federal Government	<ul style="list-style-type: none"> • Sustainable resource development • Road network changes/upgrades • EIS progress and conditions • Economic development of Australia 	<ul style="list-style-type: none"> • Public media releases • Newsletters and information sheets • Project website
State Government	<ul style="list-style-type: none"> • Sustainable resource development • EIS compliance and conditions • Economic development of the State • Employment and training opportunities • Indigenous opportunities • Impact on housing affordability • Impact on service delivery • Impact on cultural heritage • Impact on local road networks 	<ul style="list-style-type: none"> • Public media releases • Briefing sessions • Individual meetings • Newsletters and information sheets • Project website
Local Government	<ul style="list-style-type: none"> • Impact on agricultural land • Opportunities for local businesses • Employment opportunities for local people • Impact on local road networks • Changes in the local demography and population profile • Regulation of accommodation village • Impact on rural lifestyles and livelihoods 	<ul style="list-style-type: none"> • Public media releases • Briefing sessions • Individual meetings • Newsletters and information sheets • Project website • Glenden SEG
Traditional Owners	<ul style="list-style-type: none"> • Employment opportunities for indigenous people • Education and training opportunities for youth • Business and procurement opportunities • Impact on cultural heritage • Preservation of environmental values 	<ul style="list-style-type: none"> • Meetings to action Cultural Heritage Management Plans • Group meetings • Letters, faxes and emails • Project website
Landholders	<ul style="list-style-type: none"> • Property acquisition and/or compensation arrangements • Environmental impacts on amenity • Protection of agricultural land • Impact on farming businesses • Economic opportunities • Land access 	<ul style="list-style-type: none"> • Individual meetings • Newsletters and information sheets • Telephone calls • Letters, faxes and emails • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG

Table 5-1 Key stakeholder engagement mechanisms cont'd

Stakeholder Group	Primary Interest in Project	Engagement Mechanisms
Resident Community	<ul style="list-style-type: none"> • Employment opportunities for local people • Business and procurement opportunities • Workforce behaviour in the community • Workforce integration with local activities • Cost and standard of living, particularly for non-mining residents • Access to community and health services • Housing availability and affordability • Community and social cohesion • Preservation of rural lifestyles and values 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG
Emergency Services	<ul style="list-style-type: none"> • Increased fire risk • Availability of health facilities • Workforce behaviour in the community 	<ul style="list-style-type: none"> • Individual meetings • Newsletters and information sheets • Letters, faxes and emails • Project website • Glenden SEG
Community and Environmental Groups	<ul style="list-style-type: none"> • Sustainable resource development • Preservation of environmental and social values • Workforce behaviour in the community • Workforce integration with local activities • Cost and standard of living, particularly for non-mining residents • Access to community and health services • Housing availability and affordability • Community and social cohesion • Local amenity 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG
Education, Health and Community Services	<ul style="list-style-type: none"> • Access to educational, community and health services • Housing availability and affordability • Community and social cohesion • Local amenity 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG

Table 5-1 Key stakeholder engagement mechanisms cont'd

Stakeholder Group	Primary Interest in Project	Engagement Mechanisms
Businesses and Business Groups	<ul style="list-style-type: none"> • Employment opportunities for local people • Business and procurement opportunities 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG
Industry and Industry Groups	<ul style="list-style-type: none"> • Employment opportunities for local people • Business and procurement opportunities 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism • Glenden SEG
Special Interest Groups	<ul style="list-style-type: none"> • Sustainable resource development • Preservation of environmental and social values • Safety and wellbeing 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Dispute Resolution Process and Grievance Mechanism
Utilities	<ul style="list-style-type: none"> • Business opportunities 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website • Glenden SEG
Media	<ul style="list-style-type: none"> • Business and narrative opportunities 	<ul style="list-style-type: none"> • Community information sessions • Newsletters and information sheets • Project website

6. SECTION E: SOCIAL IMPACT MANAGEMENT PLAN DISPUTE RESOLUTION

QCoal recognises the importance for both internal employees and external members of the community and stakeholders to have an effective process for resolving grievances and disputes that may arise from, and to provide feedback, on the project. A dispute resolution process has been developed to facilitate prompt, confidential and fair investigation into all incidents and complaints.

6.1 Objectives of the Dispute Resolution Process

The objectives of the dispute resolution process are to:

- Provide employees, members of the community and stakeholders with a dedicated pathway through which to air grievances and disputes
- Prevent disputes from arising
- Ensure that grievances and disputes are managed in a transparent, effective and fair way for all parties involved
- Facilitate equal and easy access to dispute resolution mechanisms
- Improve and maintain internal and external stakeholder relationships.

The dispute resolution process will facilitate swift, sensitive and confidential treatment of grievances and disputes as close as possible to their source. The contractor will be responsible for its implementation and will report regularly on complaints and outcomes to Byerwen Coal.

6.2 Dispute Resolution Process

QCoal's social performance standards require that a grievance/feedback mechanism be implemented to ensure that community complaints and feedback reach appropriate staff throughout the life of the project. The process captures both negative and positive inputs (i.e., grievances and feedback) and details how they will be managed.

Byerwen Coal's grievance/feedback process operates via a dispute resolution process and complaints register. In the first instance, action will be taken to resolve grievances through direct and informal communication. Formal grievances will be lodged only if the issue is not resolved by such communication. Formal grievances could be lodged in writing via the following mechanisms:

- Contractor
- Project phone number, where the complaint will be recorded in writing
- Email
- Post.

The contractor will document all formal grievances and respond to suit their best practice processes.

Response to grievances will be via a direct reply through email, letter or telephone. Response to positive feedback will be provided, where appropriate, in communication to the community of Glenden and via email, letter or telephone.

The dispute resolution process will be communicated as part of the stakeholder engagement and community consultation process once the project is approved to proceed.

