



PROJECT CHINA STONE

Attachment H Additional Information on SIA

PROJECT CHINA STONE

ADDITIONAL INFORMATION ON SOCIAL IMPACT ASSESSMENT

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For:

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PROJECT CHINA STONE ADDITIONAL INFORMATION ON SOCIAL IMPACT ASSESSMENT

for
MacMines Austasia Pty Ltd

1 INTRODUCTION

1.1 OVERVIEW

This report is an attachment to the Supplement to the draft Environmental Impact Statement (draft EIS) for Project China Stone (the project). The Supplement to the draft EIS (the Supplement) is Volume 6 and should be read in conjunction with the draft EIS Volumes 1 – 5 that were publicly exhibited. Together, Volumes 1 - 6 form the revised draft EIS for the project. To the extent of any inconsistencies, the information in this attachment supersedes information in any other volume of the draft EIS.

1.2 PURPOSE AND SCOPE

This attachment provides additional information on the draft EIS Socio-Economic Impact Assessment (SIA) (Appendix N). This additional information has been provided in response to specific comments submitted by the Department of State Development (DSD) regarding the SIA and future community engagement for the project. The DSD comments were not lodged as a formal submission for the project; however have been considered and responded to. The comments, the proponent's proposed responses and the additional information to be provided were discussed and an approach was agreed with the DSD in January 2016.

Individual responses to all the DSD comments on the SIA are also provided in Attachment G – Responses to DSD SIA Advice. Some other stakeholders raised other social and economic issues and these have also been responded to in Section 4 – Response to Submissions or in Attachment A – Responses to Individual Submissions.

Table 1 provides an overview of the additional information presented in this report.

Table 1
Overview of Additional Information on Social Impact Assessment

Topic	Sections in Draft EIS	Nature of Revision	Section in This Attachment
Management Measures	Sections 6.2.4, 6.3.6, 7.2 and 7.3 of the draft EIS SIA (Appendix N)	Creation of a series of action plans that contain all relevant commitments and act as content guides for the following future Management Plans: <ul style="list-style-type: none"> • Workforce Management • Housing and Accommodation • Health and Wellbeing • Local Business and Industry Content • Cumulative Impacts • Community and Stakeholder Engagement Redrafting of management actions as commitments.	2.3 Workforce Management
	Section 6.8.3 of the draft EIS SIA (Appendix N)		2.4 Housing and Accommodation
	Sections 6.4.2 and 7.3 of the draft EIS SIA (Appendix N)		2.5 Health and Wellbeing
	Sections 6.5.6 and 7.4 of the draft EIS SIA (Appendix N)		2.6 Local Business and Industry Content
	Sections 6.9 and 7.5 of the draft EIS SIA (Appendix N)		2.7 Cumulative Impacts
Community Consultation	Section 7.6 of the draft EIS SIA (Appendix N)	Provision of a comprehensive Community Consultation and Engagement Strategy for all phases of the project.	3 Stakeholder Consultation Strategy
Complaints and Grievances	Section 7.6.1 of the draft EIS SIA (Appendix N)	Provision of further details in relation to the resolution of complaints and grievances.	3.5 Complaints and Grievances
Report and Evaluation	Section 7.7 of the draft EIS SIA (Appendix N)	Redrafting of reporting actions as commitments and inclusion of evaluation procedures.	3.6 Evaluation and Reporting

1.3 DOCUMENT STRUCTURE

This report is structured as follows:

- Section 1 – Introduction (this section) describes the purpose and content of the report.
- Section 2 – Management Measures describes the scope of the plans to be prepared to manage potential social impacts and provides an outline of each management plan including key commitments and initiatives.
- Section 3 – Stakeholder Consultation Strategy provides a description of the:
 - Stakeholder engagement process for all phases of the project;
 - Complaints and grievances strategy; and
 - The approach to evaluation and reporting.

2 MANAGEMENT MEASURES

2.1 INTRODUCTION

The draft EIS SIA (Appendix N) outlines the proponent's identified strategies to avoid, minimise and, where required, mitigate or enhance the potential socio-economic impacts of the project. These strategies are based on the outcomes of the SIA and associated stakeholder engagement program. These strategies include the development of a number of management plans to address the key social issues associated with the project, including:

- Workforce management;
- Housing and accommodation;
- Health and community wellbeing;
- Local business and industry content; and
- Cumulative impacts.

Detailed management plans are typically developed prior to the project construction phase and are not required to be developed as part of the EIS process. However, the DSD has requested that the proponent provide an outline of each of the above management plans to supplement the information that was provided in the draft EIS. Proponent management commitments and initiatives are to be documented in the outline plans. An outline of each of these plans is presented in Sections 2.3 to 2.7. This outline provides a description of the indicative content of the management plan and will be reviewed and revised, as necessary, following the SIA review and update (refer Section 2.2.2). The proponent will fully develop these plans 12 months prior to the commencement of construction of the project.

2.2 KEY MANAGEMENT COMMITMENTS

2.2.1 SIA Review and Update

The proponent acknowledges the changing nature of the socio-economic environment due to the recent downturn in the mining industry and, as such, has committed to undertaking a full revision of the draft EIS SIA (Appendix N) prior to the commencement of the Construction and Early Works (CEW) phase of the project. The following actions will be undertaken as part of this process:

- Confirm the project social and cultural area of influence;
- Update the socio-economic baseline using the latest available statistical data;
- Review and update the Labour Market Study (Appendix D of the SIA);
- Review and validation of labour sourcing locations;
- Review and validation of potential workforce home base locations;

- Confirm the location of collection nodes for the long-distance commuting workforce;
- Confirm the associated workforce transport options e.g. bus-in-bus-out (BIBO) and fly-in-fly-out (FIFO);
- Review and update the assessment of impacts, particularly cumulative impacts based on the updated socio-economic baseline; and
- Review management strategies identified in the draft EIS and develop new strategies, where necessary, to reflect any changes in the socio-economic baseline.

This review and update is a precursor to the preparation of plans to manage social impacts. The review and update of the SIA will confirm the impacts and therefore the associated management strategies necessary to be developed and implemented for the project. The revised SIA will include a justification for the preferred collection node for the long-distance commuting workforce and potential nodes that are excluded. The SIA review and revision has been included in Attachment I – Additional Commitments.

2.2.2 Preparation and Review of Management Plans

Following the SIA review and update (Section 2.2.1), any required social management plans will be prepared and submitted to the Office of the Coordinator-General. This will occur at least 12 months prior to the commencement of the CEW phase of the project. At this stage, it is anticipated that the following management plans will be prepared:

- Workforce management - CEW phase;
- Housing and accommodation;
- Health and community wellbeing;
- Local business and industry content; and
- Cumulative impacts.

These plans will also be reviewed and updated for the operations phase, at least 12 months prior to the completion of the CEW phase.

All social management plans prepared for the project will adopt the following structure:

- Section 1 - Background setting - A brief overview of the social setting relevant to the management plan;
- Section 2 - Impacts - A brief description of the nature of the relevant impacts including their magnitude, spatial extent, duration and relevant project phase;
- Section 3 - Desired outcomes - The outcomes sought through the implementation of the management plan;
- Section 4 - Stakeholders - A list of interested and affected stakeholders;

- Section 5 - Management Actions - a suite of detailed actions to manage potential adverse social impacts and enhance positive benefits of the project. These actions will be aligned with the commitments defined in this document and will include timelines for the implementation of actions. Management actions will be supported by key performance indicators (KPIs);
- Section 6 - Monitoring Framework - Documented strategy for monitoring the success of the management plan in achieving the desired outcomes. The monitoring framework will define overall performance goals, targets, data sources and monitoring frequency; and
- Section 7 - Consultation Actions - Schedule of consultation actions to support the implementation of the management plan.

The implementation of the social management plans will be further supported by the project Stakeholder Consultation Strategy (SCS) described in Section 3.

2.3 OUTLINE OF WORKFORCE MANAGEMENT PLAN

2.3.1 Purpose

The Workforce Management Plan (WMP) will provide a framework for the management of potential social impacts associated with the training, recruitment, retention and management of a temporary phase workforce for the CEW phase and a permanent workforce for the operations phase of the project. The WMP will support the creation of local and regional employment opportunities, and will be tailored to support employment opportunities for groups traditionally under-represented in the mining industry.

2.3.2 Overarching Commitments

The following key commitments guide the preparation and implementation of the WMP for the project:

- A CEW Phase Workforce Management Plan including all components defined here-in will be prepared at least 12 months prior to the commencement of the CEW phase;
- An Operations Phase Workforce Management Plan including all components defined here-in will be prepared 12 months prior to the commencement of the operations phase;

- A full review of the Labour Market Study (draft EIS Appendix N) will be completed as part of the SIA review and update (Section 2.2.1), prior to the commencement of the CEW phase and prior to the completion of all social management plans for the CEW phase. This review will include:
 - A full review of the labour market and training conditions across all Queensland regions using the latest available data;
 - A reassessment of potential workforce home base locations using the findings of the labour market review and updated social baseline information for relevant communities; and
 - Justification for the selection and exclusion of collection nodes.
- A further review of the Labour Market Study and home base locations assessment will be conducted prior to the completion of the CEW phase to inform the recruitment and retention plan for the project's operations phase.
- Workforce collection nodes will be nominated prior to the commencement of the CEW Phase, and reviewed and revised as necessary prior to the commencement of the operations phase.

2.3.3 Desired Outcomes

It is anticipated that the following outcomes will be achieved as a result of the implementation of the WMP:

- Potential employees are not discriminated as a result of their chosen residential location;
- A healthy and happy workforce is employed on the project, as evidenced by strong project workforce retention rates;
- The project facilitates employment of local and regional workforces, as practicable, and therefore contributes to a stronger region;
- Direct and in-direct employment opportunities on the project are accessible to groups who are traditionally under-represented in the mining industry;
- The skill base of residents of the Charters Towers Local Government Area (LGA) is diversified through the provision of education and training opportunities associated with the project;
- Local Governments in which the workforce resides are provided with the necessary information to make informed decisions around strategic planning to accommodate project induced population growth;
- State Government, Isaac Regional Council (IRC) and Charters Towers Regional Council (CTRC) remain informed of the size of the non-resident workforce associated with all stages of the project; and
- Labour force impacts on the non-mining sector are minimised.

The WMP will include a suite of key performance indicators which will be used to measure progress towards the achievement of the desired outcomes.

2.3.4 Key Initiatives

This section describes the key initiatives to be included in the WMP to address:

- Workforce recruitment and retention;
- Indigenous participation;
- Workforce training and skilling; and
- Workforce sourcing and the use of workforce collection nodes.

Workforce Recruitment and Retention Plan

A Workforce Recruitment and Retention Plan will be prepared as part of the WMP for each of the CEW and the operations phases. The Workforce Recruitment and Retention Plan will:

- Identify the nominated collection nodes (CEW phase and operations phase) for the long-distance commuting workforce. Note, the selection of nodes will be determined through the outcomes of the review of the SIA, including the labour study.
- Confirm the range of transport options available to the workforce to access the site during the CEW phase and the operations phase e.g. BIBO and FIFO.
- Define the workforce accommodation arrangements for the project. All employees residing more than a one hour commute from the project site will be required to reside on a shift roster basis at the on-site accommodation village.
- Define the workforce commuting arrangements. No worker employed on the project and who resides further than a one hour commute from the project site will be permitted to commute by private vehicle to the project site for shift roster. These workers will be required to use the company or contractor provided transport options (bus service or air service) from identified collection nodes.
- Identify the shift patterns and roster arrangements proposed for each respective phase of the project.
- Include a detailed portfolio of job descriptions and key selection criteria. This will cover all employment opportunities including school based traineeships, apprenticeships, graduate programs and mature aged placement programs.
- Include a tailored Local Employment Strategy to support the provision of direct and indirect employment opportunities to residents of the CTRC and IRC LGA.
- Include an Advertising Strategy for employment opportunities that encompasses media advertising, face-to-face engagement with residents of the Local Area (as defined in the SIA), home base locations and other regional communities.

- Include suitable employment and retention targets (aspirational local employment targets and Indigenous employment targets).
- Include a Workforce Diversity Strategy that documents actions to be undertaken to encourage a higher rate of labour force participation amongst groups traditionally underrepresented in the mining industry e.g. women, single parents, Indigenous people. Strategies will include:
 - Provision of part-time and/or flexible employment opportunities, where practicable, such as in any off-site mine administration centre;
 - The establishment of an annual scholarship for engineering or a related field at a Queensland university for a female and/or Indigenous person who meets the defined selection criteria; and
 - Provision of apprenticeship opportunities initially in Charters Towers, to target under-represented groups in the mining industry e.g. young school leavers.
- Include a Mentoring Strategy, designed to support the retention of employees who are new to long-distance commuting, or new to the mining industry.
- Include a Workforce Code of Conduct (WCC) to create a culture of tolerance, fairness and equity at work which includes the workers accommodation village. The WCC will include the following components:
 - Fitness for Work (FFW) Plan including a Fatigue Management Procedure and Drug and Alcohol Management Procedure;
 - Equal Opportunity Policy – To ensure a work environment in which all employees and contractors are treated fairly and with respect;
 - Complaints Handling Procedure – To assist employees and contractors to resolve their workplace issues. If during the process of addressing their concerns, they believe they have been treated unfairly, this policy will provide a step by step process to follow to attempt to resolve the concern. The policy aims to have employee concerns addressed promptly, fairly and competently; and
 - Behavioural Management Procedure – To ensure all employees and contractors are aware of the proponent's expectations in relation to standards of behaviour; and to ensure inappropriate behaviour is addressed and corrected.
- Include an Employee Wellbeing Plan to support a healthy workforce, manage workforce wellbeing and respond to the prevalence of high industry workforce turnover rates. The plan will include:
 - The provision of on-site or tele-health mental health and counselling support services;
 - Engagement with FIFO Families to establish a Project China Stone FIFO Families group within the identified Home Base Locations;
 - The establishment of an on-site activities calendar, including sporting, recreation and group activities to enhance social network building among the workforce;
 - Where possible, roster scheduling to align employees from the same Home Base Location with each other; and

- Where possible, fast and reliable internet access and mobile services for all employees to encourage communication with partners and families.
- Include an Employee Assistance Program (EAP) to assist employees in dealing with personal issues and minimise impacts on family assistance services in their residential locations. The EAP will include access to mental health and isolation adjustment support for all employees and their families for the first year of employment.
- Include a Contractor Social Management Procedure, to ensure all contractors engage in their activities in a socially responsible manner. The procedure will require all contractors to prepare a contractor social management plan detailing how the contractor proposes to support the proponent's objectives and desired outcomes in relation to:
 - Workforce management;
 - Housing and accommodation;
 - Health and wellbeing;
 - Local business and industry content; and
 - Cumulative impact management.

Indigenous Employment and Training

An Indigenous Participation Strategy (IPS) will be prepared prior to the commencement of the CEW phase. The IPS will provide local Traditional Owners, government, industry and community stakeholders including Indigenous stakeholders with an overview of the proponent's commitment to supporting Indigenous employment and procurement on the project, as well as the expectations MacMines' has of its contractors.

The IPS will be reviewed and updated 12 months prior to the commencement of the operations phase.

Through the IPS the proponent seeks to:

- Build strong, sustainable and respectful relationships with Indigenous people in the Local Area;
- Provide long-term, sustainable employment, training and business opportunities for Indigenous people;
- Create a working and living environment that recognises and respects the local customs and practices of Indigenous people, and the importance of these practise in preserving and protecting their culture; and
- Deliver culturally appropriate employment and training processes and practices.

With respect to Indigenous employment opportunities, the IPS will include the following information:

- An overview of state and commonwealth Indigenous participation requirements;
- A description and analysis of the Indigenous employment context in the Local and Regional Area;
- Actions and initiatives to provide opportunities for Indigenous workforce development;
- Defined contractor responsibilities in relation to Indigenous employment; and
- Indigenous participation reporting.

The following key initiatives will be included in the IPS in relation to Indigenous employment:

- Establishment of a dedicated Indigenous liaison role for the project.
- Assessment of Indigenous labour force composition in the Local Area and in communities where collection nodes are located. The purpose of this assessment would be to determine interested jobseekers suitability for project roles or related employment and training programs. This assessment would be undertaken prior to the commencement of the CEW Phase and revisited prior to the operations phase. The proponent would work with service providers to develop baseline Indigenous labour availability data.
- The establishment of partnerships with regional Indigenous training and employment agencies and the Queensland government.
- The provision of support for Indigenous employees that considers cultural sensitivities and supports Indigenous employment and retention.
- The identification of suitable project roles based on a job skills analysis and feedback from employment and training service providers.
- Defined contractor responsibilities including the following requirements:
 - All contractors and subcontractors engaged on the project to have existing Indigenous employment standards, or adopt the proponent's Indigenous employment standards for the duration of their engagement.
 - All Tier 1 contractors to prepare a project-specific Indigenous Participation Plan.
 - All Tier 1 contractors to identify project roles suitable for Indigenous job seekers.
 - All Tier 1 contractors to report on Indigenous participation outcomes.
 - Defined target for Indigenous representation in the workforce. In this regard the proponent will aim to achieve Indigenous representation on the project matching Indigenous representation in the wider Australian population.
- A process for investigating available opportunities to extend established Indigenous training initiatives (such as those provided by recognised Indigenous training organisations e.g. Myuma, and Jenagar), to the project.

The IPS will also include a reporting framework for local Indigenous employment and participation in development, training and skills programs.

Training and Skilling Strategy

A Training and Skilling Strategy will be prepared as part of the WMP for the CEW phase and reviewed and updated 12 months prior to the commencement of the operations phase.

The strategy will respond to the following opportunities and issues:

- Increased labour force participation;
- Building stronger regional communities through a focus on skill development;
- Provision of apprenticeships, traineeships and scholarships; and
- Supporting work readiness programs and pre-trade training concepts.

The project has a large workforce requirement. The strategy will include specific activities to facilitate the successful recruitment and retention of an appropriate workforce by optimising direct and indirect employment opportunities while managing challenges around the availability of and competition for local labour.

Consultation will be conducted with all levels of government, local and regional stakeholders to develop the strategy. This consultation is reflected in the SCS described in Section 3.

The Training and Skilling Strategy will include:

- Defined objectives that seek to deliver the outcomes of the WMP.
- Defined responsibilities for the proponent, primary contractors and partner agencies in relation to the delivery of training and skilling programs.
- A detailed analysis of workforce skill requirements for the CEW phase workforce and later for the operations phase workforce.
- A review of baseline labour skills across the Local and Regional Area and in potential home base locations, undertaken through the review of the Labour Market Study described in Section 2.3.2.
- Audit of relevant training and skill development initiatives available in the communities of the Local and Regional Area and in neighbouring resource communities such as Emerald.
- Risk assessment to determine the key challenges and focus areas for the strategy.

- Mining industry skill development initiatives that support employment on the project. Initiatives may include:
 - A structured apprenticeship program in a range of trades for post school leavers. The program will be available to applicants who meet the defined eligibility requirements and who have permanent accommodation in one of the identified workforce collection nodes (including Charters Towers) for the duration of a four-year apprenticeship.
 - A structured school-based apprenticeship and traineeship program delivered initially in Charters Towers through partnerships with existing secondary schools, the Dalrymple Trade and Training Centre (DTTC) and regional training providers.
 - A structured apprenticeship and traineeship program specifically targeting Indigenous people with permanent accommodation in one of the identified workforce collection nodes (including Charters Towers). These programs will be delivered through a partnership with existing Indigenous training providers.
- Internal training and development initiatives that facilitate continual development of the local and regional skill base to provide an appropriately specialised workforce for the project. Initiatives will include:
 - A requirement for project contractors to develop a Workforce Development Plan that outlines the opportunities for development and training of personnel (including traineeships and apprenticeships) and identifies measures to ensure that all personnel (including trainees and apprentices) are compliant with the proponents training and competency requirements.
 - A New Entrant program aimed at those people with no prior experience or skills in the mining sector. This program would initially give preference to the inclusion of residents from Charters Towers and would be extended as necessary to other communities in the Local and Regional area and to residents in home base locations. The program will also give preference to people from groups traditionally under-represented in the mining industry.
 - Career progression initiatives such as graduate development programs, leadership development, personal development programs delivered through the proponent or primary contractors and sub-contractors. These initiatives will assist in up-skilling the workforce, and enable backfilling of lower level positions with local people or people from traditionally under-represented groups.
- Partnerships with secondary schools in the Local Area and the DTTC to:
 - Support work experience placements;
 - Deliver career mentoring programs; and
 - Deliver a pipeline of school based apprenticeships and traineeships relevant to the project.
- Engagement with the Queensland Minerals and Energy Academy and the Queensland Resources Council (QRC) to extend relevant programs to the Local Area.

- Communications strategy for engaging with relevant stakeholders e.g. FIFO Coordinators in Home Base Locations, government agencies, RTOs to progress the development and implementation of initiatives in the project Training and Skilling Strategy.
- Monitoring of the labour market and skill base across the Local and Regional Area and at collection nodes to inform any changes to the strategy. Monitoring would include analysis of publically available labour market data and discussions with peak employment agencies operating in the collection node locations.
- Review of the strategy throughout the CEW Phase and for the first five years of operations phase. A documented procedure for evaluation and review of the strategy will be developed. The purpose of the evaluation and review is to ensure the strategy continues to respond to the labour demands of the project and any changes in the local and regional labour market.
- Specific training targets for proponent and contract workforces.
- Key Performance Indicators specific to identified workforce and training targets.

The strategy will be developed in consultation with the Department of Education and Training (DET).

In developing the Training and Skilling Strategy, the proponent will ensure the components align with the objectives of relevant State and Commonwealth Government resource workforce planning, skill development and training strategies and policies such as the Skilling Queenslanders for Work initiative.

Management of Impacts associated with Workforce Sourcing

The following strategies, plans and actions will be included in the WMP to manage potential impacts associated with the workforce sourcing arrangements for the project:

- A program for monitoring workforce geographic movements and the movement of the in-direct workforce will be established prior to the commencement of the operations phase. The proponent will conduct regular monitoring of the workforce home base locations in order to understand the magnitude of any project induced potential population growth in the geographical areas where collection nodes are located.
- A register of employee residential location preferences will be established and maintained to inform any future decisions around workforce collection nodes.
- Regular communication with relevant FIFO coordinators and/or regional councils will occur in order to keep relevant stakeholders informed of project timing and project labour force requirements. Communication actions are discussed in Section 3.0.

- The provision of support (financial and/or in kind) to Local Governments affected by significant project induced resident population growth. Support may include assistance with local service delivery and/or partnering with relevant stakeholders to implement management strategies.
- A schedule for regular reporting of the size of the project non-resident workforce to relevant stakeholders to ensure the state government, CTRC and the IRC remain informed of the size of the non-resident workforce.

2.4 OUTLINE OF HOUSING AND ACCOMMODATION MANAGEMENT PLAN

2.4.1 Purpose

The Housing and Accommodation Management Plan (HAMP) will provide a framework for the management of potential direct and indirect impacts associated with workforce accommodation arrangements for all phases of the project. In this context the project workforce includes both permanent and contract employees.

2.4.2 Context

The project includes an on-site accommodation village. All workers (permanent and contract) will be required to reside permanently for block shift periods at the accommodation village during all phases of the project. Only those workers who permanently reside (i.e. have their permanent residence) within a one hour commute of the project site (ie the proposed mining lease area) will be permitted to commute on a daily basis to the mine site. All other employees and contractors will be required to either FIFO or BIBO from collection nodes.

It is anticipated that the majority of workers will reside permanently within or nearby to communities that are identified as collection nodes. It is anticipated that there will be some in-migration of potential employees and their families to these communities during the CEW phase and the operations phase of the project. The HAMP will seek to manage potential social impacts associated with the in-migration of employees and families.

2.4.3 Overarching Commitments

The following key commitments will guide the preparation and implementation of the HAMP for the project:

- A HAMP including all components defined here-in will be prepared at least 12 months prior to the commencement of the CEW phase;

- The HAMP will be reviewed and updated at least 12 months prior to the commencement of the operations phase; and
- The management actions described in the HAMP will reflect the outcomes of the SIA review (Section 2.2.1) notably the communities within which collection nodes are located.

2.4.4 Desired Outcomes

It is anticipated that the following outcomes will be achieved as a result of the implementation of the HAMP:

- Project workforce accommodation demands do not result in significant changes to housing market dynamics in communities within which collection nodes are located.
- LGAs within which collection nodes are located are able to plan proactively for any incoming population associated with the project.
- Project workforce accommodation demands do not reduce access to affordable accommodation for lower socio-economic groups.

The HAMP will include a suite of key performance indicators which will be used to measure progress towards the achievement of the desired outcomes.

2.4.5 Key Initiatives

The following key initiatives will be included in the HAMP:

- Monitor employee residential movements and provide timely information to the relevant LGAs to ensure these LGAs remain informed of the size of any incoming project related population.
- Monitor the availability and cost of rental housing in Charters Towers and collection node communities to ensure the housing demands of the construction and operations phase workforce do not impact on affordability in these areas.
- Liaise with local real estate agents, short stay accommodation providers and emergency accommodation providers in collection node communities to remain informed of potential housing issues in collection node communities.
- Undertake early consultation with local accommodation providers in collection node locations to discuss peak employment periods during the CEW and operations phases of the project, and capacity to absorb in-migrating workforce.

2.5 OUTLINE OF HEALTH AND COMMUNITY WELLBEING MANAGEMENT PLAN

2.5.1 Purpose

The Health and Community Wellbeing Management Plan (HCWMP) will provide a framework for the management of potential direct and indirect impacts on health services and boarder community wellbeing for all phases of the project. Employee health and wellbeing is addressed in the WMP (Section 2.3).

2.5.2 Overarching Commitments

The following key commitments will guide the preparation and implementation of the HCWMP for the project:

- A HCWMP including all components defined here-in will be prepared at least 12 months prior to the commencement of the CEW phase; and
- The HCWMP will be reviewed and updated for the operations phase at least 12 months prior to the commencement of the operations phase.

The HCWMP will reflect the outcomes of the SIA review to be prior to the commencement of the CEW phase.

2.5.3 Desired Outcomes

It is anticipated that the following outcomes will be achieved as a result of the implementation of the HCWMP:

- Minimal risk of project related accidents along the Gregory Developmental Road and Flinders Highway during the CEW phase.
- Local emergency service personnel are fully informed of the project timing and have the necessary equipment and personnel to respond to project related off-site incidents.
- The CEW and operations phases of the project have a neutral impact on emergency services in the Local Area, health service providers and community infrastructure in communities that host collection nodes.
- Changes in rural amenity (noise, dust, lighting and visual) are minimised across all phases of the project and potential changes do not unduly distress surrounding landholders.

2.5.4 Key Initiatives

This section describes the key initiatives to be included in the HCWMP to address:

- Health service provision;
- Emergency response;
- Road safety; and
- Changes in rural amenity.

Health Service Provision

- A Project Servicing Strategy will be developed in consultation and coordination with Adani Mining. The purpose of the Project Servicing Strategy is to ensure the coordinated delivery of services for the project and the project workforce. The Project Servicing Strategy will document delivery arrangements for the following:
 - Provision of on-site health services for the workforce;
 - Provision of on-site tele-health facilities;
 - The use of the project airstrip by emergency services during emergencies;
 - The use of mine site safety and rescue equipment by emergency services when necessary;
 - Provision of up-to-date workforce figures, inventory lists of emergency and medical equipment and vehicle lists to Queensland Police Service (QPS), Queensland Fire and Rescue Service (QFRS) and Queensland Ambulance Service (QAS) on an annual basis;
 - Provision of on-site security; and
 - Provision of dedicated remote services room on-site, for use by service providers.
- Provision of key workforce statistics to the Government Statistician and relevant Queensland Government departments to facilitate service provision planning.
- Conduct regular consultation with key health service providers in the CTRC and IRC LGAs in the communities where collection nodes are located (Section 3).

Emergency Response

- Preparation and implementation of an Emergency Response Management Plan (ERMP) in consultation with the relevant emergency services providers, and where relevant Adani Mining, prior to the commencement of the CEW phase.
- Proactive engagement with local emergency service providers and traffic authorities prior to and during the CEW phase to ensure that all parties remain informed of key CEW activities, anticipated traffic movements and road closures, to allow forward-planning by emergency services.
- Provision of a one-off donation of a heavy vehicle rescue kit to QFRS in Charters Towers to improve local emergency service response to CEW incidents.

- Co-ordination of project infrastructure upgrades, including communications upgrades, with local emergency services to enable cost effective expansion of emergency service communications along the Gregory Developmental Road.
- Maintain an effective and well-communicated Safety and Health Management System (SHMS) to limit the number of project-related emergencies. This includes undertaking appropriate site induction and health/safety training of consultants, contractors and employees across all phases of the project to minimise the number of project related health and safety incidents.

Road Safety

- Road impacts and safety issues related to the movement of construction traffic and any potential road closures will be addressed in the detailed design phase within the Road Use Management Plan (RMP) that will be submitted to the Department of Transport and Main Roads (TMR) and CTRC when the project execution contracts have been awarded. The RMP will be developed in consultation with CTRC and TMR and will include:
 - Engagement with the CTRC and regional road groups to establish a public notification system for traffic delays;
 - Potential options for minimising vehicle load dimensions in order to decrease the number of Over Dimensional Vehicle movements required;
 - A process for issuing advance notice to the CTRC of traffic movements expected to impact on traffic flows in the area.
- Preparation of a communications strategy to inform road users of potential traffic changes and delays during the CEW phase.
- Consultation with the IRC, CTRC, TMR, QPS, Adani Mining and the Road Accident Action Group (RAAG) to determine the need or otherwise for additional driver rest areas along the primary project supply routes.
- Fatigue Management Policy and associated Fatigue Management Plan for workers and their families. The proponent will implement a Fatigue Management Plan within its Safety and Health Management Systems with the workforces for all phases of the project to ensure that all individuals are fit for work, thereby not compromising safety within the workforce. The procedure should be in line with Section 42(2)(c),(d) of the *Coal Mining Safety and Health Regulation 2001* and is intended to reduce the risk of mine workers becoming fatigued whilst travelling to and from work and whilst on the job.

Changes in Rural Amenity

- Preparation of an Environmental Management System that includes environmental management plans and programs to ensure all regulatory requirements are met and the objective of the proponent's environmental policy are achieved.

- Implement tailored Landholder Consultation Plans for the life of the project (Section 3.4).
- Implement a compliance and grievances system for the project (Section 3.5).
- Design a night lighting system that meets safety and security requirements, is focussed on specific site areas as required and limits extraneous light where necessary.
- Maintain locally based Community Liaison Officer (or equivalent) as a central point of contact for ongoing landholder issues and concerns regarding the project (Section 3).
- Develop, with the relevant Traditional Owner group, and have approved, a Cultural Heritage Management Plan (CHMP) under Part 7 of the *Aboriginal Cultural Heritage Act 2003*.

2.6 OUTLINE OF THE LOCAL BUSINESS AND INDUSTRY CONTENT PLAN

2.6.1 Purpose

The Local Business and Industry Content Plan (LBICP) will provide a framework for local business and industry participation in the project supply chain.

2.6.2 Overarching Commitments

The LBICP, including Local Content Strategy (LCS) will be prepared at least 12 months prior to the commencement of the CEW phase.

2.6.3 Desired Outcomes

It is anticipated that the following outcomes will be achieved as a result of the implementation of the LBICP:

- Local and regional benefits of the project are maximised;
- Local businesses are given full, fair and reasonable opportunity to tender for and win project procurement contracts;
- Infrastructure upgrades and service provision associated with the project will provide ongoing tangible benefits to the surrounding community; and
- Workforce accommodation and commuting arrangements support sustainable population growth in regional centres.

2.6.4 Key Initiatives

This section describes the key initiatives to be included in the LBICP to:

- Enhance procurement opportunities;
- Support local industry participation:
- Support participation of Indigenous businesses; and
- Evaluate the effectiveness of local content initiatives.

Procurement

The proponent will prepare a project Procurement Policy and make the policy available on the company website.

Local Industry Participation

The proponent will adopt the *Queensland Resources and Energy Sector Code of Practice for Local Content* (QRC, 2013) (the QRC Code). The proponent will undertake the following initiatives (outlined in the QRC Code) for ensuring that local industry receives a full, fair and reasonable opportunity to tender for project opportunities:

- Openly promoting the adoption of the QRC Code and the project LCS.
- Holding public briefings in Charters Towers, Moranbah, Clermont and Emerald explaining what opportunities are available for local contractors and the anticipated timelines.
- Developing and openly publicising a forward procurement plan which identifies upcoming supply opportunities available for each project phase.
- Inviting pre-qualified suppliers to tender in addition to advertising tender opportunities via public avenues. This will include the development and implementation of a supplier-prequalification process.
- Utilise a variety of public communication avenues to openly promote supply opportunities in addition to inviting target pre-qualified suppliers to tender. Communication tools will include the use of the Industry Capability Network (ICN) Gateway, project website, Black Business Finder, media advertisements and public briefings with local industry.
- Establishing an ICN Gateway Portal for the project and associated supply opportunities to publically communicate all relevant project-related information.
- Developing procurement strategies that encourage local participation.

A LCS will be prepared as part of the LBICP at least 12 months prior to the commencement of the CEW phase. The LCS will include the following information:

- Local Content Policy describing the proponent's commitment to local procurement. The policy will outline the following:
 - Advertising of tenders;
 - Payment terms;
 - Point of contact for procurement enquiries;
 - How to divide large tenders into smaller work packages; and
 - Instructions on completing paperwork and regulations.
- Description of the benefits or business drivers for procuring locally.
- A database of capable local industry.
- A list of the local content practices the proponent will undertake, including how the practices will be resourced and implemented.
- A plan for communicating procurement opportunities to local industry.
- A description of the tender valuation process including evaluation criteria.

Key local content practices to be included in the LCS include:

- Appointment of a dedicated procurement officer for the project, as a single point of contact for local business to contact in relation to procurement opportunities.
- Identification of supply opportunities in local (CTRC and IRC LGAs) and regional (North Central and Mackay Isaac Whitsunday) areas throughout project life cycle.
- Communication with local industry (CTRC and IRC LGA) regarding requirements for supplier registration, pre-qualification and tendering. This will include the establishment of a regular meeting with the CTRC to keep the local government informed of the progress of the project to inform investment decisions in the town.
- Engagement with local supplier advocates such as ICN, Resource Industry Network (RIN) and Regional Economic Development Corporations (REDC) to identify local suppliers and the known supply chain gaps.
- Engagement with CTRC and other relevant stakeholders to ensure that project initiatives build on the outcomes sought by the CTRC in relation to supply chain development. The proponent notes that the CTRC is seeking to develop a system and agreement with industry which enables small engineering companies in the Charters Towers LGA to bid for, and supply, major mining and agricultural contracts. The CTRC is currently in discussions with Adani Mining and Townsville Enterprise Limited in relation to creating a simplified procurement procedure for small business.
- Audit of local industry capability in Charters Towers.
- Inclusion of a mechanism for supplier registration, on the project website. Analysis of these suppliers to identify ones that meet the proponent's capability requirement.

- Inclusion of 'local content' as a tender evaluation criteria for suitable opportunities.
- Inclusion of local content reporting in contract conditions with contractors and sub-contractors.
- Development of procurement strategies that encourage local industry participation. The proponent will:
 - Unbundle supply packages, where feasible and appropriate, to allow pre-qualified suppliers to respond to the tender in part;
 - Encourage pre-qualified suppliers to establish joint ventures and collaborate with other pre-qualified suppliers when responding to tenders; and
 - Assist tenderers to understand tender specifications and requirements, and share questions and answers with all tenderers.
- Provision of assistance to suppliers including:
 - Supporting and guiding suppliers through the registration process, pre-qualification and tendering;
 - Ensuring bidders are aware of their responsibilities toward 'local content'; and
 - Providing feedback to local suppliers regarding performance during pre-qualification, tendering and contract fulfilment.

To support industry capability development in the communities of the CTRC and IRC LGAs the proponent will implement the following initiatives:

- Identify the industry capability development programs provided by other parties e.g. Enterprise Connect and ICN, and promote these to suppliers using the following mechanisms:
 - Feedback following unsuccessful prequalification or tendering; and
 - Supplier guides (or similar).
- Support, partner or collaborate with program providers to ensure programs assist in improving supplier capabilities relevant to the project. Mechanisms to be employed by the proponent include:
 - Identification of programs that build capabilities to pass pre-qualification;
 - Support programs that assist suppliers to develop capability statements; and
 - Work with program providers to encourage local industry to participate in the programs where applicable.
- Advise program providers of the capabilities required for the project.
- Advise program providers of the local industry capability gaps identified in relation to the project.

Indigenous Business Supply

An Indigenous Participation Strategy (IPS) will be prepared prior to the commencement of the CEW phase. The IPS is described in Section 2.3.4. With respect to procurement the IPS will include:

- A description and analysis of the Indigenous business context in the Local and Regional Area;
- Actions and initiatives to provide opportunities for local Indigenous supply;
- Defined contractor responsibilities in relation to Indigenous employment and supply; and
- Indigenous participation reporting.

The following initiatives will be included in the IPS in relation to the involvement of Indigenous businesses in the project supply chain:

- Establishment of a dedicated Indigenous liaison role for the project.
- The establishment of partnerships with Traditional Owners and Indigenous groups to develop Indigenous business opportunities related to the project.
- Defined contractor responsibilities including the following requirements:
 - All contractors and subcontractors engaged on the project to have existing standards to support fair and equitable tendering by Indigenous businesses for project services; and
 - All Tier 1 contractors to report on Indigenous participation outcomes.

The IPS will also include a reporting framework for local Indigenous spend.

Monitoring and Evaluation

The proponent will report annually on the effectiveness of the LCS in accordance with the requirements of the QRC Code.

2.7 OUTLINE OF CUMULATIVE SOCIAL IMPACT MANAGEMENT PLAN

2.7.1 Purpose

The Cumulative Social Impacts Management Plan (CSIMP) will provide a framework for the ongoing identification, evaluation and management of potential cumulative social impacts resulting principally from a combination of the project and the adjacent Carmichael Coal Mine and Rail Project (CCM&RP) and the associated Moray Power Project (MPP).

2.7.2 Context

The potential for cumulative social impacts associated with project is considered in Table 24, Section 6.9 of the draft EIS SIA (Appendix N). The potential cumulative social impacts of the project are related to the adjacent CCM&RP and the associated MPP which is proposed to supply power to the CCM&RP. The project is not reliant on the commencement of the CCM&RP, however the proponent acknowledges the strong potential that both projects will be operational at the same time.

The CCM&RP is much further advanced in the approval process than Project China Stone, having been issued key approvals from State and Federal Government regulatory agencies. However, the unanticipated and repeated legal challenges from anti-mining groups have delayed the anticipated commencement of construction of the CCM&RP. These ongoing legal challenges mean that it is not possible to accurately predict the timing of commencement of construction of either the CCM&RP or the project. However, it is noted that to date Adani have not made any public comments regarding not proceeding with the CCM&RP. It is, therefore, still most likely that the CCM&RP will proceed prior to the commencement of construction of Project China Stone, as assumed in the draft EIS.

In the absence of the CCM&RP, cumulative impacts associated with the project are likely to relate to:

- Project induced population growth in the collection node communities and the associated demand for housing and accommodation, and community services and facilities; and
- Labour market dynamics.

2.7.3 Overarching Commitments

The following key commitments will guide the preparation and implementation of the CSIMP for the project:

- The potential for cumulative impacts will be reassessed as a component of the SIA review (Section 2.2.1) at least 12 months prior to the commencement of the CEW phase.
- Community consultation with key stakeholders will underpin the identification and assessment of cumulative impacts.
- The CSIMP will be prepared at least 12 months prior to the commencement of the CEW phase and updated at least 12 months prior to the commencement of operations.
- Where the CCM&RP precedes the development of Project China Stone, engagement and collaboration with Adani will underpin management of cumulative impacts.

2.7.4 Desired Outcomes

It is anticipated that the following outcomes will be achieved as a result of the implementation of the CSIMP:

- Cumulative impacts associated with the project are managed through proactive impact identification, targeted consultation with interested and affected stakeholders and the implementation of adaptive management strategies.
- The adverse cumulative impact of the project on road users, service providers, nearby landholders and communities within and nearby collection nodes is minimized.
- Affected communities are proactively engaged in the identification and management of cumulative impacts without being subjected to successive periods of consultation.

2.7.5 Key Initiatives

The following key initiatives will be included in the CSIMP:

- Targeted engagement with directly affected communities and individuals, across all phases of the project to identify cumulative impacts and potential management strategies (Section 3.4).
- Regular and ongoing discussion and collaboration with Adani in relation to the management of cumulative impacts associated with workforce management specifically workforce accommodation arrangements and workforce recruitment and training, local industry content, traffic and emergency service provision.
- Establishment of a consultative forum e.g. roundtable forum, consultative committee with Adani, regulators, key service providers. The forum would provide an opportunity for open discussion around cumulative impacts, and the development of strategies to respond to potential cumulative social impacts of the two projects. Collaboration with state and local government and the resource sector will underpin the management of cumulative impacts.
- Preparation of a Project Servicing Strategy in consultation with Adani (where relevant), regulators and local and regional service providers. The purpose of the Project Servicing Strategy is to ensure the coordinated delivery of services, including health services, for the project and the project workforce.
- Preparation of emergency and evacuation planning and response procedures in consultation with state, regional and local emergency service providers. Procedures will include clear protocols, roles and responsibilities for responding to emergencies.
- Ongoing liaison with QFRS, QAS, local State Emergency Services and local hospital services.

- Provision of first aid and firefighting services at the project site. This will reduce the demand placed on government services. In addition the proponent will continue to liaise with the Queensland Government to identify potential impacts on emergency services over time.
- Establishment and maintenance of contingencies to deal with emergency situations. An emergency response capability and appropriate facilities will be provided, and maintained, to enable the management of emergency situations in an appropriate manner. In addition, Emergency Preparedness and Response shall be tested via emergency exercises, audits and reviews to verify adequacy and effectiveness. This will be completed in consultation with local emergency service providers.
- Conduct of periodic emergency simulation drills with regional emergency service providers over the life of the project.
- Preparation and implementation of a cumulative impact monitoring plan, as necessary, to ensure any potential new impacts are proactively identified and managed, and the success of existing strategies is evaluated.

3 OUTLINE OF THE STAKEHOLDER CONSULTATION STRATEGY

3.1 INTRODUCTION

The proponent is committed to engaging with interested and affected stakeholders including local communities, industry organisations, LGAs and State Government departments during the following stages of the project:

- Preconstruction - This is the period during which the project approvals process is progressed and relevant management plans and strategies are prepared.
- Construction and Early Works Consultation (CEW) - This is the period during which the various project components are constructed and includes the initial extraction of development coal. The CEW phase is anticipated to extend from Project Year (PY)1 to PY5.
- Operations Phase Consultation - This period commences in PY6 and extends for the life of the operation to ~PY49.

Given the considerable life of the project, consultation for the mine closure phase is not considered at this time. This consultation will be managed through the implementation of the comprehensive Stakeholder Consultation Strategy (SCS) described herein.

3.1.1 Purpose and Objectives

The purpose of the SCS is to:

- Provide the proponent with a documented roadmap for the implementation of the community consultation and engagement program over the life of the project; and
- Demonstrate the proponent's commitment to ongoing engagement with all interested and affected parties over the life of the project.

The objectives of the SCS include to:

- Demonstrate the proponent's commitment to open and transparent communications with communities of the Local Area about project activities;
- Continue to enhance the stakeholder relationships initially established during the preparation of the draft EIS;
- Progress the development of key strategies and plans designed to enhance the delivery of benefits to the local area and to manage any potential adverse impacts of the project on the local area; and
- Ensure a coordinated approach to project communications.

3.1.2 Key Commitments and Desired Outcomes

The proponent makes the following key commitments in relation to stakeholder consultation for the project:

- MacMines will engage in open and transparent communication with any interested or affected stakeholder(s) throughout the life of the project;
- MacMines will seek to understand and address the concerns of interested and affected stakeholders in relation to the environmental and socio-economic impacts of the project;
- MacMines will proactively and effectively manage community expectations around employment, training, accommodation, transport, economic and development opportunities; and
- MacMines will develop a personalised program of consultation and engagement for directly affected individual landowners that is specific to their property and issues of concern.

The proponent seeks the following outcomes through the implementation of the SCS for the project:

- To be considered a good corporate neighbour, respected and trusted by landowners, host communities and other stakeholders.
- Project stakeholders are informed of project components, timing and potential project impacts and benefits.
- A range of consultative opportunities are made available to stakeholders across the life of the project, to engage with the project team.
- An effective complaints and disputes resolution mechanism operates for all project phases.
- Stakeholder issues and concerns are identified and addressed by the project team, as they arise.

3.2 STRUCTURE

The SCS has the following three primary components:

- Stakeholder Engagement Plans. These are described in Section 3.4.
- Complaints and Grievances System. This is described in Section 3.5.
- Evaluation and Reporting Procedure. This is described in Section 3.6.

The structure of the SCS is illustrated in Figure 1.

3.3 ROLES AND RESPONSIBILITIES

Table 2 summarises the roles and responsibilities of project team members in relation to the delivery of the SCS for the project.

Table 2
Project Team Roles and Responsibilities for Community Engagement

Role	Responsibility
Chief Executive Officer	Final approval of all communication material including environmental, social and consultation reports for external distribution
Environmental Manager	Manage environmental aspects of the project Participate in engagement with directly affected landowners and adjoining landowners as requested by the Community Liaison Officer and in order to respond to complaints and grievances
Corporate Affairs Manager	Media Management Manage interactions with directly affected landowners and adjoining landowners, broader community and other stakeholders including government and non-government stakeholders Manage stakeholder and community issues/concerns Annual review and evaluation of stakeholder engagement implementation plans Review and evaluate all management plans relevant to the management of the project's social impacts
Indigenous Liaison Officer	Establish and manage interactions with Indigenous representatives and organisations in relation to project employment, training and procurement opportunities
Project Procurement Officer	A single point of contact for local business to contact in relation to procurement opportunities associated with the project.
Community Liaison Officer	Draft and implement the annual stakeholder engagement implementation plans Interact with key stakeholders, particularly directly affected and adjoining landholders, and the community, engaging on issues/concerns Manage the complaints and grievances system for the project and conduct awareness training with relevant stakeholders Attend community events in home base locations and nearby communities of Clermont and Charters Towers Prepare media releases, newsletters, facts sheets and other engagement tools Provide a local presence for the project

3.4 STAKEHOLDER ENGAGEMENT PLANS

The following section details the key components of the stakeholder engagement program for all phases of the project, excluding mine closure. These programs will form the basis of the detailed Stakeholder Engagement Plan (SEP) to be prepared by the proponent for each phase of the project.

The stakeholder engagement program described in the following sections also addresses the environmental concerns raised by stakeholders in submissions on the draft EIS.

Section 3.4.4 provides an outline of a Landholder Engagement Plan. Landholder Engagement Plans will be prepared for all directly affected and adjoining landholders to the project site.

3.4.1 Pre-Construction Phase

Table 3 provides an outline of the stakeholder consultation program for the Pre-Construction Phase of the project.

Table 3
Pre-Construction Phase Consultation Program

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Landowners within the project site			
Develop tailored landholder consultation plan for the life of the project	Individual face-to-face meetings with affected landowners/residents	Plan completed prior to commencement of CEW phase.	Agree number of meetings annually with landowners Reconfirm contact protocols Document tailored consultation plan
Provide project updates	Individual face-to-face meetings with affected landowners/residents	Ongoing throughout project approvals. Plan completed prior to commencement of CEW phase.	Offer a minimum of two face-to-face meetings each year Meeting updates to include a range of key information such as findings of environmental monitoring, enquiries and complaints, and environmental management
	Personal telephone calls, letters and emails	As further project information becomes available	Overview of current activities, key milestones achieved or request for property access
Land access agreements	Individual face-to-face meetings on affected properties	As required to finalise negotiations prior to commencement of CEW	Provision of Landholder Agreement Discussion of the purpose and process of a Landholder Agreement between MacMines and the landholder
Opportunity to talk to technical specialists	Face-to-face meeting	One meeting offered	Detailed explanation of modelling and potential groundwater impacts, including specific information about any bores on the landowners property. Detailed discussion in relation to surface water management including subsidence and potential impacts, and rehabilitation. Discussions could be included as part of regular update discussion

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Impact management	Face-to-face meeting	One meeting offered	Discuss management and potential realignment of stock routes
Landowners with properties adjoining or in proximity to the project site			
Develop tailored landholder consultation plan for the life of the project	Individual face-to-face meetings with affected landowners/residents	Plan completed prior to commencement of CEW phase.	Agree number of meetings annually with landowners Reconfirm contact protocols Document tailored consultation plan
Opportunity to talk to technical specialists	Face-to-face meeting	One meeting offered	Detailed explanation of modelling and potential groundwater impacts, including specific information about any bores on the landowners property. Detailed discussion in relation to surface water management including subsidence and potential impacts, and rehabilitation. Discussions could be included as part of regular update discussion
General project update and discussion	Individual face-to-face meetings with affected landowners/residents	Ongoing throughout project approvals. Plan completed prior to commencement of CEW phase.	Offer a minimum of two face-to-face meetings each year Meeting updates to include a range of key information such as progress of project approvals, approach to environmental management, workforce size and management
	Personal telephone calls, letters and emails	As further project information becomes available	
Impact management	Face-to-face meeting	One meeting offered	Discuss management and potential realignment of stock routes
Traditional Owners			
Cultural Heritage Management Plan (CHMP)	Face-to-face meetings with representatives of directly affected Traditional Owner Groups	As necessary to complete the negotiation of the CHMP	Present findings of final EIS environmental, cultural and social studies Discuss Indigenous employment and training opportunities Negotiate components of CHMP
Agree tailored consultation plan moving forward	Face-to-face meetings with representatives of directly affected Traditional Owner Groups	As necessary to complete tailored consultation plan prior to commencement of CEW phase	Confirm key contacts Agree frequency of contact and issues of relevance Confirm contact arrangements with the proponent
Off lease infrastructure	Face-to-face meetings with representatives of directly affected Traditional Owner Groups	As necessary	Discuss location and requirements for off-lease infrastructure

Engagement Activity	Consultation Actions	Frequency & Timing	Details
General project update and discussion	Face-to-face meetings with representatives of directly affected Traditional Owner Groups	On-going, as required and in accordance with the procedures agreed in the tailored consultation plan	Meeting updates to include a range of key information such as findings of environmental monitoring, enquiries and complaints, and environmental management
	Personal telephone calls, letters and emails		
CTRC and IRC			
General project update and discussion	Face-to-face meetings with key representatives of the respective LGAs	Quarterly or as requested by respective LGAs	Provide update on project approvals process and timing of CEW phase
	Personal telephone calls, letters and emails	As necessary	Discuss timing of infrastructure upgrades Discuss CEW phase traffic management Confirm workforce numbers and preferred accommodation strategy
	Project newsletters	Annually	Provide update on the project Newsletters made available to the public at LGA offices in Charters Towers and Clermont Advertise key contacts for the proponent
Report on content of management plans and findings of revised SIA	Briefing sessions with representatives of respective LGAs	Prior to the commencement of the CEW phase	Provide feedback on the findings of the revised SIA, particularly the social baseline and labour market dynamics. Present key components of Management Plans: <ul style="list-style-type: none">• Workforce Management• Housing and Accommodation• Health and Community Wellbeing• Local Businesses and Industry including the LCS
Opportunity to talk to project technical staff	Face-to-face or phone call	On request	Further explanation of project activities from technical staff members, with particular focus on potential impacts on CTRC/IRC infrastructure and townships
Impact management	Face-to-face meeting	One meeting offered	Discuss management of potential impacts to stock routes Present approach to cumulative Impact management and seek participation in appropriate forums
Regional Councils in Home Base Locations			
General project update and discussion	Face-to-face meetings with key representatives of the respective LGAs	Biannual during CEW or as requested by respective LGAs	Provide update on project approvals process and timing of CEW phase

Engagement Activity	Consultation Actions	Frequency & Timing	Details
	Personal telephone calls, letters and emails	As necessary	Confirm workforce numbers and preferred accommodation strategy Discuss workforce recruitment strategies and potential impacts on home base locations. Where relevant present findings of updated SIA and components of relevant management plans
	Project newsletters distributed to the Mayor of each Regional Council	Annually	Information and reminders on areas of key community interest. Update on project approvals process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
Charters Towers and Clermont Residents			
Information and updates provided through project newsletter	Project newsletters	Annually	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on project approvals process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
Local Business			
Information and updates provided through project newsletter	Project newsletters	Annually	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on project approvals process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
Business capability audit and Local Content Plan	Briefing sessions	Quarterly following receipt of all necessary environmental approvals and final investment decision (FID), prior to commencement of	Engagement with project business representative bodies e.g. Charters Towers Chamber of Commerce and Mines and Clermont Business Group Discuss key areas of interest such as:

Engagement Activity	Consultation Actions	Frequency & Timing	Details
		CEW	<ul style="list-style-type: none"> LCS Project supply chain opportunities Tender requirements Project timing Labour market dynamics <p>Commence discussions around business capability and project investment opportunities to support enhancement of business capability</p>
Dedicated project procurement staff	Face-to-face engagement with local businesses	Following FID and prior to CEW	Discuss key areas of interest such as project supply chain opportunities and tender requirements
	Procurement training and assistance with development of business capability	Following FID and prior to CEW	Discuss local business capability Training for local businesses in procurement arrangements
	Newspaper advertisements	As necessary to advertise procurement opportunities	Contain information relating to upcoming procurement opportunities or procurement training opportunities
Local Supplier Advocates e.g. ICN, RIN and REDC			
Local Business and Industry Content Plan (LBIC)	Face-to-face engagement and telephone calls	During the preparation of the LBIC Plan	<p>Identification of local suppliers, known supply gaps</p> <p>Establishment of Black Business Finder and ICN Gateway Portal for the project</p> <p>Identification of existing programs that support supplier capability improvements</p>
Indigenous organisations, representatives and wider Indigenous community			
Information and updates provided through project newsletter	Project newsletters	Annually	<p>Distributed through stakeholder register and made available at key locations e.g. library</p> <p>Information and reminders on areas of key community interest.</p> <p>Update on project approvals process and timing of CEW phase</p> <p>Update project initiatives and scope of potential training programs</p> <p>Provide contact details for project team</p>
Appointment of dedicated Indigenous liaison role for the project	Engage with relevant Indigenous organisations and Indigenous community representatives	Prior to the commencement of the CEW phase and following FID	<p>Engagement to occur across all identified home base locations including Charters Towers and Clermont</p> <p>Issues for discussion include employment and training and local content</p>

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			Engagement to occur consistent with consultation strategy
Department of Employment			
Development of project Recruitment and Retention Plan (RRP) and Training and Skilling Strategy (TSS)	Face-to-face meeting(s) during the preparation of the workforce Management Plan	As required during project planning and prior to release of Workforce Management Plan	Approach to recruitment and training Content of RRP and TSS Timing of recruitment program and range of potential opportunities Workforce size and diversity
Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)			
Design and implementation of Indigenous Participation Strategy (IPS)	Face-to-face meeting	As required during project planning and prior to release of Workforce Management Plan	Content of the IPS and the broader Workforce Management Plan Appointment of Indigenous Liaison Officer
State Emergency Service Providers i.e. QPS, QAS, Queensland Fire and Emergency Services (QFES)			
Coordination of emergency service provision	Face-to-face planning meeting	During project planning and prior to the finalisation of relevant management plans	Design and implementation of Project Servicing Policy including: <ul style="list-style-type: none"> Servicing arrangements for the CEW and operations phase of the project Management of potential cumulative impacts with Adani Mining Road safety and incident response Monitoring of project impacts on emergency services in the local area. Size of future service demand generated by the project. Placement and timing of infrastructure upgrades
	Personal telephone calls, letters and emails	As necessary	
General project update and discussion	Face-to-face meetings with local and regional representatives	Biannual or as requested	Provide update on project approvals process and timing of CEW phase Confirm workforce numbers and preferred accommodation strategy Where relevant present findings of updated SIA and components of relevant management plans
Information and updates provided through project newsletter	Project newsletters	Annually	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on project approvals

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
Queensland Health (QH)			
Information and updates provided through project newsletter	Project newsletters	Annually	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on project approvals process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
Project Servicing Strategy	Face-to-face planning meeting	During the preparation of the Project Servicing Strategy and prior to commencement of CEW phase	Discuss health service provision at the on-site accommodation village and the broader Project Servicing Strategy Discuss relevant strategies for incorporation into the Health and Wellbeing Management Plan and Workforce Management Plan Discuss approach to management of potential impacts on regional service delivery associated with potential cumulative population growth in home base locations
Engagement around Mental Health	Face-to-face meeting	During the design of the accommodation village	Discuss with the Queensland Health and the Queensland Mental Health Commission worker mental health needs and appropriate workplace health initiatives
Queensland Department of Natural Resources and Mines (DNRM)			
Stock route accessibility	Face-to-face meetings and electronic communication	As necessary	Management and possible realignment of stock routes, where necessary.
Department of Education and Training (DET)			
RRP and TSS	Face-to-face planning meeting	During the preparation of the RRP and TSS and prior to CEW phase	Employment, education and training initiatives and opportunities for partnering with the proponent at the local level
Transport and Main Roads (TMR)			
Traffic management and	Face-to-face meetings	As necessary	Development and implementation of Traffic

Engagement Activity	Consultation Actions	Frequency & Timing	Details
community safety			Management Plan. Placement and timing of infrastructure upgrades Management of CEW phase traffic on regional road network
EHP			
Issue of Environmental Authority (EA)	Electronic review of information for draft and final EA	As required, following issuance of CG Evaluation Report	Provision of any requested environmental information. Discussion and negotiation of EA conditions with EHP.
Review of Environmental Management Plans (EMPs)	Electronic review of documents	Following completion of EMPs	Provision of relevant EMPs to EHP as required by the approved Environmental Authority
Registered Training Organisations (RTO), and Education Providers including Charters Towers and Clermont Schools, Dalrymple Trade Training Centre (DTTS), Myuma and Jenagar			
Development of RRP and TSS	Face-to-face discussions with Charters Towers and Clermont Schools, Dalrymple Trade Training Centre, Myuma and Jenagar and any other relevant training provider	During the development of IPS, RRP and TSS	Review and update existing stakeholder database to reflect changing labour market and training dynamics in the regional area and potential home base locations. Discuss the components of the Training and Skilling Strategy, and opportunities for partnerships. Discuss partnership opportunities for training and skilling of project workforce
Information and updates provided through project newsletter	Project newsletters	Annually	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on project approvals process and timing of CEW phase Update project initiatives and scope of potential training programs Provide contact details for project team
FIFO Families (organisation)			
Development of Health and Wellbeing Plan	Face-to-face/telephone meetings	Following FID and as necessary to develop strategies	Discuss potential strategies to be adopted to manage impact of working arrangements on employees and family health and wellbeing

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Adani Mining			
Project Servicing Strategy and Cumulative Impact Management	Face-to-face engagement with Adani Mining representatives	Ongoing as necessary following FID. This will depend on the progress and timing of the Carmichael Mine Project	<p>Management of cumulative impacts</p> <p>Development of a suitable stakeholder engagement strategy to address common issues e.g. emergency services delivery</p> <p>Project timing</p> <p>Project Servicing Strategy</p> <p>Management of cumulative environmental and social impacts</p>
Real Estate Agents, Short Stay Accommodation Providers and Emergency Accommodation Providers in Communities within which collection nodes are located			
Development of CEW phase Housing and Accommodation Management Plan	Face-to-face/telephone meetings	Ongoing as necessary to inform the development of the HAMP and monitoring of outcomes	<p>Discuss housing market conditions in communities within which collection nodes are located</p> <p>Discuss potential housing and accommodation demands associated with peak employment periods during CEW and operations phases of the project and capacity for communities to absorb in-migrating workforce</p> <p>Discuss potential strategies to respond to the impacts of any potential change in housing and accommodation pressures</p>

3.4.2 Construction and Early Works Phase

Table 4 provides an outline of the stakeholder consultation program for the CEW phase of the project.

Table 4
Construction and Early Works Phase Consultation Program

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Landowners within and adjacent to the project site, Landowners with properties along the Gregory Development Road			
General project update	Individual face-to-face meetings with affected landowners/residents	<p>Initial meetings at commencement of CEW phase then as necessary throughout CEW</p> <p>Ongoing throughout project approvals and in</p>	<p>Meeting updates to include a range of key information such as:</p> <ul style="list-style-type: none"> Project timing and progress of CEW Overview of current activities, key milestones achieved or request for
	Personal telephone calls, letters and emails		

Engagement Activity	Consultation Actions	Frequency & Timing	Details
		accordance with tailored landholder consultation plan	<p>property access</p> <ul style="list-style-type: none"> Provision of training in the operation of the project complaints and grievances system Management of potential environmental and social impacts associated with CEW phase Traffic delays and road upgrades Placement and timing of infrastructure upgrades Findings of environmental monitoring, enquiries and complaints, and environmental management; and Stock routes. <p>Offer a minimum of 2 face-to-face meetings each year to report on environmental performance</p>
	Project newsletters	Quarterly	<p>Distributed through stakeholder register and made available at key locations e.g. library</p> <p>Information and reminders on areas of key community interest.</p> <p>Update on progress and key milestones for CEW phase</p> <p>Update project initiatives and scope of potential training programs</p> <p>Discuss complaints and grievances procedure</p> <p>Provide contact details for project team</p>
24hr Phone Line	Phone call	Available for directly affected and adjoining landowners only for the life of the project	Allows landowner to report urgent operation impacts e.g. noise at night, and speak to a site personnel
Notification of blast events	Phone call	As necessary prior to blast	<p>Sensitive receptors to be notified of blasts at least 24 hours before a blast.</p> <p>Where blasts are in proximity to Gregory Development Road CTRC, IRC and TMR to also be notified</p>
Notification of road closures	Phone call, letters of notification	As necessary	<p>Notify landholder of any potential road closures likely to impact accessibility.</p> <p>Provision of supporting information around road closures including alternate route.</p> <p>Reassurance regarding</p>

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			emergency services access. Expected dates that roads will close Any mitigation measures for inconvenience.
Report on environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
Annual Report	Email or mail out of annual report	Annually	Provision of Annual Report on Project social performance including evaluation report on stakeholder engagement plan and complaints and grievances
Opportunity to talk to project technical staff	Face-to-face or phone call	On request	Further explanation of project activities from technical staff members, with particular focus on potential impacts on the landowner's property
CTRC and IRC			
General project updates	Project newsletters	Quarterly	Distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Emails, letters and phone contact	As necessary	Key issues arising, project changes, project timing changes
	Face-to-face meetings with relevant Council representatives	Quarterly during CEW or as requested by IRC or CTRC	CEW timing and progress Project workforce accommodation strategy Infrastructure upgrades Construction phase roads and traffic planning Employment and business development opportunities Proposed strategies to manage project environmental and social impacts Provision of information around road closures
Annual Report	Email or mail out of annual report	Annually	Provision of Annual Report on project social performance including evaluation report on stakeholder engagement plan and complaints and grievances

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Report on monthly environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
Regional Councils in Home Base Locations			
General project updates	Project newsletter	Quarterly	Project newsletters distributed to the Mayor of each Regional Council Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Face-to-face meetings with relevant representatives	Biannual during CEW	Project Workforce Accommodation Plan, Recruitment Plan and TSP progress. Timing of recruitment strategies for construction and operations Infrastructure and service demands
Charters Towers and Clermont Residents			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Presentations to relevant organisations e.g. Charters Towers Chamber of Commerce and Mines and Clermont Business Group	Biannual	Project timing Employment opportunities Business development opportunities
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
	Community Liaison Officer	Position established at commencement of CEW	Available to provide presentations to community groups, meet with individuals or provide project information over the phone
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
Community services, organisations and groups in Clermont and Charters Towers			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
	Community Liaison Officer	Position established at commencement of CEW	Available to provide presentations to community groups, meet with individuals or provide project information over the phone
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
Report on environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
RAAG			
General project updates and	Face-to-face meeting	Annually during CEW	Strategies to manage employee journey management and driver

Engagement Activity	Consultation Actions	Frequency & Timing	Details
tailored road safety campaign.			fatigue Community road safety
	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
Road users including tourists			
Tailored safety campaign	Media releases, radio interviews and bill boards on key roads	Ongoing throughout CEW phase or in line with significant increase in construction traffic volumes	Tailored campaign to raise awareness of potential travel delays on regional road network during the CEW phase. Road safety and potential travel delays on regional road network Target populations to include CTRC, IRC, Townsville and surrounding Councils, Mackay City Council and Central Highlands Regional Council
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
Local business including relevant industry groups e.g. Charters Towers Chamber of Commerce and Mines, Clermont Business Group			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
	Community Liaison Officer	Position established at commencement of CEW	Available to provide presentations to community groups, meet with individuals or provide project information over the phone
	Regular presentations/meetings with local business groups in Charters Towers and Clermont	Quarterly during CEW, or as determined in consultation with relevant groups	Local Content Plan Tendering procedures and opportunities Project timing Labour market dynamics
Project Procurement Officer	Dedicated project procurement staff	Established during pre-construction and ongoing throughout CEW and operations phases	Responsible for promoting project procurement opportunities, implementing Local Content Plan and providing conduit between local businesses and the project.
Local Content	Newspaper advertisements	As necessary	Advertise procurement opportunities throughout CEW
	Procurement advertisements on project website and any relevant government tendering websites	As necessary	
	Advertise procurement opportunities on ICN Gateway	From commencement of CEW	
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify organisations of procedure
Local Supplier Advocates e.g. ICN, RIN and REDC			
Local business and industry content	Telephone calls	Ongoing with implementation of LBICP	Local supplier capability audit Implementation of programs to support local supplier tender capabilities Preparation of LBICP for operations phase
Indigenous organisations, representatives and wider Indigenous community			
Indigenous participation	Face-to-face	Quarterly during CEW, or as deemed necessary	Engagement with Indigenous representatives of nearby communities, host communities and organisations. Potential items for discussion include; <ul style="list-style-type: none"> • IPP • Employment and training opportunities • Business development

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			opportunities <ul style="list-style-type: none"> Role of Indigenous Liaison Officer
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
	Project Indigenous Liaison Officer	Position established at commencement of CEW	Available to meet with individuals or organisations and provide project information including information relating to employment ,training, procurement, community development investment opportunities etc.
	Face-to-face engagement with Indigenous representatives	Quarterly during CEW, or as deemed necessary	Engagement with Indigenous representatives
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify organisations of procedure
Australian Government Department of Employment (DE)and Queensland Department of Employment and Training (DET)			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			programs Discuss complaints and grievances procedure Provide contact details for project team
Recruitment and training planning	Face-to-face meeting	As required during CEW in preparation for operations phase	Items for discussion include employment, education and training
Emergency service providers in the Local Area			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
Coordination of service delivery	Face-to-face meetings	Quarterly meetings during CEW or as required	Discuss progress of CEW phase and potential issues in service delivery. Monitoring of project impacts on emergency services in the local area. Placement and timing of infrastructure upgrades
Community service and facility providers in home base locations			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			<p>Notify residents of road closures</p> <p>Advertise availability of any public reports relevant to the project</p> <p>Advertise complaints and grievance procedure</p>
	Community Liaison Officer	Position established at commencement of CEW	Available to provide presentations to community groups, meet with individuals or provide project information over the phone
Monitoring social impacts	Face-to-face meetings, letters, emails and phone calls	As necessary during CEW	<p>Monitoring potential project induced population growth impacts on community services and facilities.</p> <p>Discuss service demand and supply</p> <p>Discuss potential community development opportunities to enhance service delivery.</p>
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
QH			
General Project Updates	Project newsletter	Quarterly	<p>Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest.</p> <p>Update on progress and key milestones for CEW phase</p> <p>Update project initiatives and scope of potential training programs</p> <p>Discuss complaints and grievances procedure</p> <p>Provide contact details for project team</p>
	Media releases	Ongoing and aligned with key milestones or as necessary	<p>Provide updates on key project activities</p> <p>Notify road users of potential road closures and alternate routes</p> <p>Notify residents of road closures</p> <p>Advertise availability of any public reports relevant to the project</p> <p>Advertise complaints and grievance procedure</p>
	Community Liaison Officer	Position established at commencement of CEW	Available to provide presentations to community groups, meet with individuals or provide project information over the phone

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Monitoring social impacts	Face-to-face meetings, letters, emails and phone calls	As necessary during CEW	Monitoring potential project induced population growth impacts on health services. Discuss service demand and supply Monitor success of service delivery strategy for QH
TMR			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
	Face-to-face meetings as necessary	As necessary during CEW	Review and continue implementation of Traffic Management Plan. Placement and timing of infrastructure upgrades.
RTOs and Education Providers			
General Project Updates	Project newsletter	Quarterly	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Update on progress and key milestones for CEW phase Update project initiatives and scope of potential training programs Discuss complaints and grievances procedure Provide contact details for project team
Workforce training and skilling	Face-to-face, emails, letters and phone calls as necessary	Ongoing	Discussions with Education and Training Providers including: <ul style="list-style-type: none"> • Charters Towers and Clermont Schools • Dalrymple Trade Training Centre • Myuma • Jenagar Consultation as required to

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			implement the TSP prepared prior to CEW in consultation with education and training providers
FIFO Families (organisation)			
Monitoring impacts on employee health and wellbeing	Telephone discussions and emails	Ongoing as necessary	Ensure strategies to address employee and family health and wellbeing remain relevant and effective
Adani			
Project coordination and cumulative impact management	Face-to-face engagement with Adani representatives	Quarterly meetings where both projects are progressing on a similar timeframe. Where timeframes are significantly difference, biannual meetings or meetings as necessary	Project timing Project Servicing Strategy Management of cumulative environmental and social Impacts
Queensland Government Statisticians Office (QGSO)			
Galilee Basin Population Report	Provision of data	Annually	Project workforce size and accommodation arrangements
Queensland Resources Council (QRC)			
LCS	Submission of reporting documents	Annual	Annual reporting on effectiveness of the LCS in complying with the QRC Code of Practice
Real Estate Agents, Short Stay Accommodation Providers and Emergency Accommodation Providers in Communities within which collection nodes are located			
Development of Housing and Accommodation Management Plan for operations phase	Face-to-face/telephone meetings	Ongoing as necessary to inform the development of the HAMP and monitoring of outcomes	Discuss housing market conditions in communities within which collection nodes are located Discuss potential housing and accommodation demands associated with peak employment periods during Operations phases of the project and capacity for communities to absorb in-migrating workforce Discuss potential strategies to respond to the impacts of any potential change in housing and accommodation pressures Cumulative impact management
Monitoring of housing market conditions	Face-to-face/telephone meetings	Annually during CEW phase	Discuss housing market conditions in communities within which collection nodes are located Obtain housing data to report against HAMP outcomes Cumulative impact management

3.4.3 Operations Phase

Table 5 provides an outline of the stakeholder consultation program for the operations phase of the project.

Table 5
Operations Phase Consultation Program

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Landowners within and adjacent to the project site, Landowners with properties along the Gregory Development Road			
Tailored consultation plan	Face-to-face meeting	At commencement of operations phase	Update CEW phase tailored landholder consultation plan
General Project Updates	Newsletter	Biannual for first 5 years then annual	Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team Notify of road closures for blasting activities
		Ongoing	Management of potential environmental and social impacts associated with operations phase
		Quarterly	Individual face-to-face meetings on affected properties
		Ongoing	Complaints and grievances system
		Annually for first two years of operations	Provision of Annual Report on Project social performance
Blasting notification	Telephone call	At least 24hrs prior to blast	Notify landholder of intention to blast including time frames and any road closures resulting from the blast.
24hr Phone Line	Phone call	Available for directly affected and adjoining landowners only for the life of the project	Allows landowner to report urgent operation impacts e.g. noise at night, and speak to a site personnel
Report on environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
Opportunity to talk to project technical staff	Face-to-face or phone call	On request	Further explanation of project activities from technical staff members, with particular focus on potential impacts on the landowner's property

Engagement Activity	Consultation Actions	Frequency & Timing	Details
CTRC and IRC			
General Project Updates	Project newsletter	Biannual	Project newsletters distributed through stakeholder register and made available at key locations e.g. library. To include information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Notify of road closures of blasting activities Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
Project changes	Face-to-face discussions	As necessary	Discuss changes to production rates or any significant operational events.
Environmental and social performance	Provision of Annual Report on project social performance	Annually for first two years of operations	Management of potential environmental and social impacts associated with operations phase
Report on environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
Opportunity to view environmental management and mitigation practices and outcomes	Site tour	Biannual	Stakeholders invited to visit the project site to view and experience environmental, operational and rehabilitation practices first hand
Regional Councils in Home Base Locations			
General Project Updates	Project newsletter	Biannual	Project newsletters distributed through stakeholder register and made available at key locations e.g. library. To include information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			scope of potential employment and training programs Discuss complaints and grievances procedure Notify of road closures of blasting activities Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and grievance procedure
	Face-to-face meetings with relevant representatives	Biannual for first two years of operations, then as necessary	Provide updates on project timing and planning for workforce recruitment and training Discuss potential project induced population growth and associated social impacts
Residents, community services and organisations in Charters Towers and Clermont			
General Project Updates	Project newsletter	Biannual	Project newsletters distributed through stakeholder register and made available at key locations e.g. library. To include information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Notify of road closures of blasting activities Provide contact details for project team
	Media releases	Ongoing and aligned with key milestones or as necessary	Provide updates on key project activities Notify road users of potential road closures and alternate routes Notify residents of road closures Advertise availability of any public reports relevant to the project Advertise complaints and

Engagement Activity	Consultation Actions	Frequency & Timing	Details
			grievance procedure
Report on environmental monitoring	Electronic review of documents	As required by EA	Written report providing an overview of findings of environmental monitoring
Opportunity to view environmental management and mitigation practices and outcomes	Site tour	Biannual	Stakeholders, particularly residents of Clermont and Charters Towers and families of employees, invited to visit the project site to view and experience environmental, operational and rehabilitation practices first hand
Complaints and grievances system	Fact Sheet and media releases	From commencement of CEW	Notify residents of procedure
RAAG			
General Project Updates	Project newsletter	Biannual for first five years then annually	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team
	Personal telephone calls, letters and emails	As necessary	To discuss progress of operations
Local business including relevant industry groups e.g. Charters Towers Chamber of Commerce and Mines, Clermont Business Group			
General Project Updates	Project newsletter	Biannual for first five years then annually	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team
Dedicated project procurement staff	Face-to-face engagement with local businesses	Life of Project	Discuss key areas of interest such as project supply chain opportunities and tender requirements
	Procurement training and assistance with	Life of Project	

Engagement Activity	Consultation Actions	Frequency & Timing	Details
	development of business capability		Discuss local business capability Training for local businesses in procurement arrangements
	Newspaper advertisements	As necessary to advertise procurement opportunities	Information relating to upcoming procurement opportunities or procurement training opportunities
Procurement activities	Briefing sessions and training sessions	Periodically over life of Project	Build local business capability Identify new businesses as they come on line Ensure procurement policy and procedure remains fair and equitable
Local Supplier Advocates e.g. IICN, RIN and REDC			
Monitoring of LBIC Plan outcomes	Telephone calls	Ongoing	Local supplier capabilities Implementation of programs to support local supplier tender capabilities Local spend
Indigenous organisations, representatives and wider Indigenous community			
General Project Updates	Project newsletter	Biannual for first five years then annually	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team
	Project Indigenous Liaison Officer	Life of Project	Available to meet with individuals or organisations and provide project information including information relating to employment ,training, procurement, community development investment opportunities etc.
Opportunity to view environmental management and mitigation practices and outcomes	Site tour	Biannual	Stakeholders, particularly residents of Clermont and Charters Towers and families of employees, invited to visit the project site to view and experience environmental, operational and rehabilitation practices first hand
Emergency Service providers in the Local Area			

Engagement Activity	Consultation Actions	Frequency & Timing	Details
Social impacts	Face-to-face meetings	Biannual	Monitoring of project impacts on emergency services in the local area
Community service and facility providers in home base locations			
General Project Updates	Project newsletter	Biannual for first five years then annually	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team
Social impacts	Face-to-face meetings, letters, emails and phone calls	When monitoring of workforce home base locations suggests potential for project related social impacts.	Discuss population growth and potential impacts with key service providers in home base locations to determine whether project induced impacts are occurring
QH			
Social impacts	Face-to-face meetings, letters, emails and phone calls	Biannual for first two years then as necessary	Service delivery in home base locations and on site
Education and Training Providers			
General Project Updates	Project newsletter	Biannual for first five years then annually	Project newsletters distributed through stakeholder register and made available at key locations e.g. library Information and reminders on areas of key community interest. Discuss production rates and any changes to site activities Update project initiatives and scope of potential employment and training programs Discuss complaints and grievances procedure Provide contact details for project team
Implementation on TSP	Face-to-face	Biannual with key training providers, otherwise as necessary	Partnership opportunities for training and skilling of project workforce Evaluation of project TSP
Queensland Resources Council			
LCS	Submission of reporting documents	Annual	Annual reporting on effectiveness of the LCS in complying with the QRC Code of Practice

Engagement Activity	Consultation Actions	Frequency & Timing	Details
FIFO Families (Organisation)			
Monitoring impacts on employee health and wellbeing	Telephone discussions and emails	Ongoing as necessary	Ensure strategies to address employee and family health and wellbeing remain relevant and effective
Adani			
Consultation strategy for common issues	Face-to-face engagement with Adani representatives	At commencement of operations phase as relevant	Update consultation strategy for common issues, prepared prior to CEW
Project coordination and cumulative impact management	Face-to-face engagement with Adani representatives in accordance with consultation strategy for common issues	Quarterly meetings where both projects are progressing on a similar timeframe. Where timeframes are significantly different, biannual meetings or meetings as necessary	Management of cumulative environmental and social impacts Project servicing strategy
QGSO			
Galilee Basin Population Report	Provision of data	Annually	Project workforce size and accommodation arrangements
Real Estate Agents, Short Stay Accommodation Providers and Emergency Accommodation Providers in Communities within which collection nodes are located			
Housing and accommodation impacts	Face-to-face/telephone meetings	Ongoing as necessary to monitor housing and accommodation impacts associated with changing workforce arrangements during operations phase.	Discuss housing market conditions in communities within which collection nodes are located Discuss potential housing and accommodation demands associated with changing workforce size during operations phase of the project Discuss potential strategies to respond to the impacts of any potential change in housing and accommodation pressures Cumulative impact management

3.4.4 Landholder Engagement Protocol

The proponent will prepare a Landholder Engagement Protocol (the protocol) for the project 1 month prior to the granting of the mining lease. The purpose of the protocol is to:

- Provide an overview of the approach employed by the proponent when engaging with directly affected and adjoining landholders;
- Reassure landholders that the proponent is committed to resolving problems, improving relations and building trust with landholders;
- Explain how landholders may access and engage with the proponent;
- Describe the process for resolution of concerns; and

- Explain the process to gain access to landholder property.

The protocol will include the following information:

- Guiding principles;
- Engagement activities and tools (consistent with the actions described in the SCS);
- Defined roles and responsibilities within the project team for landholder engagement;
- Land access process;
- Ongoing communications arrangements;
- Process for raising concerns;
- Contact details for relevant project personnel; and
- Protocol review mechanism.

The proponent recognises that stakeholders residing close to the project site i.e. neighbours may have concerns that are urgent. As such, access to senior site personnel via a telephone number which operates 24 hours a day, will be available to near neighbours for issues relating directly to the CEW and operations phases.

The protocol will be provided to all affected landholders and also placed on the company website.

3.5 COMPLAINTS AND GRIEVANCES SYSTEM

3.5.1 Overview

The proponent will establish a complaints and grievances system (the system), including a clear procedure for receiving, managing, investigating and responding to stakeholder complaints in a timely and respectful manner. The complaints and grievances system will be underpinned by a commitment to openness, transparency and accountability.

3.5.2 Purpose

The purpose of the complaints and grievances system is to provide a formal process whereby interested and affected stakeholders can submit complaints regarding construction or operational aspects of the project and can, through a defined process, and within a predefined timeframe, receive a response or resolution of the complaint.

The complaints and grievances system will be modelled on the principles of fairness, accessibility, responsiveness, efficiency and integration. Complaint handling staff will be skilled and professional. Information about complaints will be examined as part of a continuous process of organisational review and improvement.

3.5.3 Objectives

The objectives of the system will be to:

- Provide stakeholders with a clear and accessible process for making comments on the project and/or raising grievances;
- Reassure stakeholders that MacMines is committed to resolving problems and building trust with stakeholders;
- To structure and manage the handling of comments, responses and grievances, and allow monitoring of effectiveness of the mechanism; and
- To ensure that stakeholder issues, concerns and grievances are handled in a fair and transparent manner.

3.5.4 System Components

The system will consist of the following two primary components:

- Complaints and Grievances Procedure (the procedure); and
- Complaints and Grievances Register.

Complaints and Grievances Procedure

The procedure will describe the following stages in complaint handling:

- Acknowledgment of the complaint or grievance;
- Assessment and prioritisation;
- Planning and scheduling of any required investigation;
- Resolution of factual issues and consideration of options for complaint resolution;
- Dealing with situations where the complainant is not satisfied with the response e.g. internal review of the decision or external review options; and
- Dealing with secondary issues arising as a result of the complaint.

The procedure will be implemented in time for the commencement of the CEW phase.

All communications received through the complaints and grievances process will be recorded and responded to in accordance with the Complaints and Grievances Procedure.

Complaints and Grievances Register

During pre-construction an electronic register will be established, in which to record any complaints or grievances received over the life of the project. The register will enable

entering, tracking and monitoring of complaints, and the analysis of complaint data. The register will incorporate the following features:

- Simple data entry;
- The ability to search across various fields; and
- Regular reporting, to prompt MacMines to monitor trends and quickly identify and respond to new issues.

3.5.5 Community Engagement

Proactive engagement will be undertaken with directly affected landowners and adjoining landowners at the commencement of the CEW phase to ensure stakeholders are informed about the complaints and grievances procedure and understand the process for raising concerns and complaints should they occur.

In relation to the implementation of the Complaints and Grievances Procedure, the proponent will undertake the community engagement activities described in Table Table 6.

Table 6
Stakeholder Engagement - Complaints Procedures

Purpose	Engagement Activity	Frequency	Project Phase	Detail
Directly affected landowners, adjoining and nearby landowners				
Clarify the complaints and grievances procedure	Face-to-face meeting	Yearly during CEW phase and once at commencement of operations phase or when procedure is updated	Life of Project	Opportunity to talk landowners through the procedure, specifically the use of the 24hr phone number.
Information regarding the procedure	Distribution of a fact sheet	At commencement of CEW phase or when the procedure is updated	Life of Project	Information sheet detailing the key components of the complaints and grievances procedure.
CTRC and IRC				
Information regarding the procedure	Distribution of a fact sheet	At commencement of CEW phase or when the procedure is updated	Life of Project	Information sheet detailing the key components of the complaints and grievances procedure.

Charters Towers and Clermont communities and other interested stakeholders				
Information regarding the procedure	Fact sheet made available on project website	At commencement of CEW phase or when the procedure is updated	Life of Project	Information sheet detailing the key components of the complaints and grievances procedure.
	Newsletter	Annually	Life of Project	Include details of complaints and grievances procedure

3.6 EVALUATION AND REPORTING PROCEDURE

The SCS will include a procedure for the evaluation, review and reporting against the Complaints and Grievances System and the Stakeholder Engagement Plan for each phase of the project. The procedure will document:

- Objectives and desired outcomes;
- Key roles and responsibilities; and
- A schedule for evaluation, review and reporting.

3.6.1 Evaluation and Review

Table 7 outlines the proponent's commitments in relation to the evaluation of the SCS and the desired outcomes from the process.

Table 7
Evaluation Commitments and Desired Outcomes

Commitments	MacMines will monitor and evaluate the effectiveness of the stakeholder consultation strategy every six months during pre-construction and annually throughout the CEW and operations phase of the project.
Desired Outcomes	Stakeholder engagement techniques remain useful, relevant and accessible to interested and affected stakeholders. MacMines remains informed of stakeholder issues and concerns to enable proactive management.

Table 8 describes the key actions to evaluate the effectiveness of the SCS.

Table 8
Evaluation Actions

Evaluation Action	Frequency
Development of an evaluation framework, including review schedule, for the evaluation of the SCS against the objectives and articulated desired outcomes.	During pre-construction and prior to the commencement of the CEW phase
Maintenance of an issues tracker (consultation manager or similar) enabling analysis and comparison of key issues across multiple years.	Ongoing over life of project
Preparation of a procedure for evaluation and review of the complaints and grievances system.	Prior to the commencement of CEW phase
Internal review of database records including feedback forms submitted, website hits, telephone calls, emails and issues.	Monthly during CEW phase and quarterly during operations
Evaluation of SCS, specifically the annual stakeholder implementation plans and overarching SEPs.	Annual over life of project

3.6.2 Reporting

Table 9 outlines the actions for reporting against the SCS. Each of the identified reports will include a discussion of issues and trends identified through the complaints and grievances register. All public reports will be made available on the company website.

Table 9
Reporting Actions

Reporting Action	Frequency
Publicly report on the implementation of the SEP for the pre-construction phase.	Every six months following the granting of the mining lease and prior to the commencement of the CEW Phase
Publicly report on the implementation of the SEP for the CEW Phase.	Annually for the duration of the CEW phase.
Publicly report on the implementation of the SEP for the operations phase.	Annually for the first two years of the operations phase
Each of the above reports will include a discussion of issues and trends identified through the complaints and grievances register.	As above

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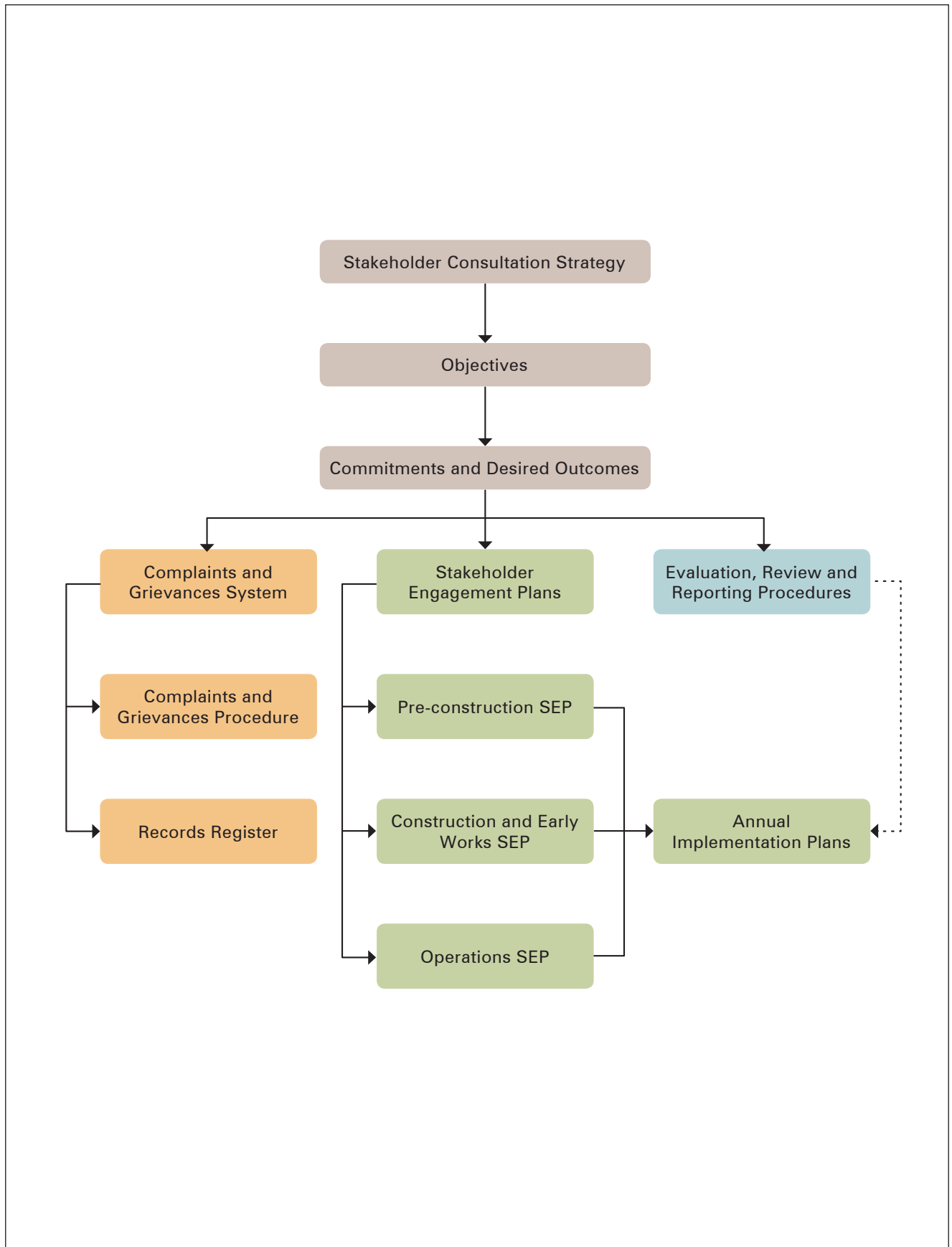
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for
HANSEN BAILEY

A handwritten signature in dark ink, appearing to read 'Bronwyn Pressland'.

Bronwyn Pressland
Principal Social Planner

FIGURES



PROJECT CHINA STONE