

8 SOCIAL IMPACT MITIGATION AND MANAGEMENT FOR THE QUEENSLAND CURTIS LNG PROJECT AREA

8.1 INTRODUCTION

This chapter describes QGC's Social Impact Management System, including mitigation objectives, management processes, implementation strategies and the monitoring and reporting framework in the context of the Queensland Curtis LNG (QCLNG) Project.

8.1.1 QGC and BG Group Principles

QGC's parent company, BG Group, has developed a set of social performance standards to express the company's core beliefs and behaviours. These include:

- establishing and maintaining effective relationships with interested and affected stakeholders
- avoiding or minimising the negative impacts of our activities
- creating and delivering on opportunities to enhance benefits to society.

BG Group's social performance aim is to meet and exceed the company's Business Principles, by managing risks to social values and securing alignment with host community and host government objectives. In this way, BG Group aims to contribute to the socio-economic aspects of sustainable development in regional communities in the Project area and the local, state and federal governments.

QGC's commitment to social sustainability in the Project area is expressed in two fundamental principles:

- avoiding or mitigating negative impacts on social values
- enhance Project benefits and community development throughout the Project area.

Social sustainability means ensuring there are sufficient social resources to support community wellbeing over time. Social resources in this context include people, employment, skills, housing, community cohesion, shared values and social infrastructure.

QGC and BG Group are committed to the principle of social sustainability and intend to contribute in this area through the QCLNG Project.

8.1.2 Summary of Project Benefits and Impacts

The Project's benefits include:

- approximately 4000 jobs at peak construction
- more than 1,000 direct permanent jobs in the Gas Field and LNG Facility

operations over the life of the Project

- participation of indigenous traditional owners in the Project's economic benefits
- building skills and employment capacity in an industry with huge international potential
- support for steady and sustainable population growth, and retention of young people in regions throughout the Project area
- contributions to community development, affordable housing and social infrastructure
- economic stimulus for other businesses due to population growth and Project requirements
- production and beneficial use of associated water
- an injection to the State's and Commonwealth's economic resources through taxes and royalties.

Without mitigation, the Project could have the following direct impacts on social conditions:

- further alienation of indigenous people from economic and social participation
- reduced cohesion within Western Downs Local Government Area communities due to fragmentation of land use, drawing labour from local businesses, displacement of residents from rental housing, and potentially, social division between Project workforces and host communities
- reduced housing affordability in the Gladstone and Dalby regions
- incremental increased demand for social infrastructure
- constraints on the activity levels and cohesion of recreational boating communities in Gladstone
- impacts of increased traffic on amenity and safety
- social division regarding the treatment and use of coal seam water.

The following indirect and cumulative impacts could also occur without mitigation:

- demand on social, health and housing systems due to population growth from indirect employment creation
- recreational boating and environmental concerns as a result of dredging to accommodate LNG projects
- fragmentation of rural land due to cumulative pipeline and coal seam gas (CSG) infrastructure placement.

Potential cumulative residual impacts include:

- fragmentation of rural land holdings and of connectivity between rural areas due to CSG gathering network (to be addressed in land owner agreements, road infrastructure upgrades, beneficial use of coal seam water, and in the decommissioning plan)
- reduced housing availability due to cumulative impacts of Project

developments in Dalby and Gladstone regions, addressed through the Housing and Accommodation Management Plan and Housing Mitigation Strategies.

8.2 SOCIAL ENVIRONMENT MANAGEMENT PLAN

8.2.1 Framework

Social Environment Management Plans (SEMPs) will be developed by the Project for the construction and operational periods. The Construction SEMP will be developed prior to commencement of construction, and enhanced with ongoing community input.

The SEMP will provide a framework for the Project's mitigation of impacts on social conditions throughout the Project area. The SEMP will include:

- Social Impact Management Plans, including action plans for key areas
- a strategy to build QGC's organisational capacity for social impact management and social performance, including policies and practices enabling transparent and effective social and environmental performance
- a sequencing strategy to address priority impacts and sustain ongoing social performance activities
- monitoring standards and procedures
- reporting protocols.

The SEMP will form an annex to QGC's Social Performance Plan, which provides the framework for the Project's relationships with communities. The Social Performance Plan includes an Indigenous Peoples' Plan, Community Engagement Strategies and Social Investment Strategies which will link to and encompass strategies outlined in the SEMP.

The framework for social environment management is outlined in *Figure 8.8.1*. It outlines the relationship of the SEMP to QGC's social performance framework, and indicates the plans and strategies required to ensure the Project contributes to social sustainability.

Figure 8.1 Social Environment Management Framework



8.2.2 Social Impact Management and Mitigation

Eight Social Impact Management Plans are outlined below in *Table 8.8.1* through *Table 8.8.8*. Each management plan includes:

- policy objectives (expanding on the summary above)
- performance criteria
- implementation strategies, including action plans, community engagement strategies and social investment
- monitoring and reporting commitments.

Table 8.8.1 Social Values Impact Management Plan

Social Values Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • ensure the Project does not constrain community lifestyles or access to amenities, and avoids damage to social values including local networks • ensure workers respect local social values and enact mitigation strategies as outlined by QGC • promote inclusion of workers and their families in local community organisations and events • establish and maintain regular engagement with all key stakeholders throughout the Project area
Performance Criteria:	<ul style="list-style-type: none"> • community satisfaction with environmental management of impacts on amenity and local values throughout the Project area, during construction, measured through successful resolution of queries and complaints, and annual survey for corporate reporting • indigenous people's satisfaction with Project involvement through training, employment, community benefits package, and monitoring activities and outcomes • satisfaction of landholders in the Project area regarding QCLNG's relationships and cooperation with them • positive, productive relationships with community members and organisations throughout the Project's operation, as evidenced in satisfaction surveys and local media
Implementation Strategy:	<ul style="list-style-type: none"> • develop a comprehensive QCLNG Community Engagement Management Plan, to include: <ul style="list-style-type: none"> • community engagement plans for the LNG and Gas Field/Pipeline areas • indigenous peoples engagement plan • landholders liaison strategy • community participation in monitoring • community enquiries and complaints resolution process • consult with local indigenous leaders to ensure the Project is fulfilling commitments to indigenous participation including in training, employment, community benefits package, and monitoring activities and outcomes • ensure community relations plans detail responsibilities falling on the contractor and subcontractors to the same standard as for QGC performance • develop a detailed community grievance procedure to ensure that individuals are able to easily contact the company and have their concern promptly addressed. This will include a free telephone hotline for contacting the Project

Social Values Impact Management Plan	
	<ul style="list-style-type: none"> consider community movement patterns, land use patterns and visual amenity in locating CSG infrastructure to avoid severing or overloading gazetted and informal roads ensure a high standard of environmental management and monitoring, including participative monitoring with community groups the Project will clearly communicate information on safety standards and practices, and respond quickly to community questions as they arise maintain a focus on protection of recreational, community, tourism and commercial boating activity in Project execution planning and contracts develop a Workers' Behaviour Management Plan and strategy train all workers in Camp and Town Rules and Code of Conduct, and standardise disciplinary and safety procedures for all contractors and subcontractors support initiatives targeting behaviour awareness and management for workers and local young men and women consult further with the South End community, to explore support for initiatives which would support community safety and sustainability at South End provide information and support for workers and families to participate in local groups and events
Monitoring and Auditing:	<ul style="list-style-type: none"> community and environmental group participation in monitoring projects and review of results monitor key metrics for criteria successful resolution of community complaints and grievances participation rate of Project employees in community and sporting activities
Reporting and Corrective Action:	<ul style="list-style-type: none"> community relations report including relevant metrics quarterly during construction and annually during operation corrective action as required including reviewing social investment and workforce behaviour management strategies non-compliance and Incident Reporting will be closed out by senior management to ensure prompt rectification and change management as required the construction contractor will maintain records of all monitoring and auditing activities and report results to the Project Manager at agreed intervals routine work reports (as appropriate) will be recorded and reviewed by each supervisor or manager recommendations and corrective actions arising from audits and reviews will be implemented

Table 8.8.2 Social Infrastructure Impact Management Plan

Social Infrastructure Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> avoid net increase in demand on community services from Project workers and their families mitigate impacts on community resources support the capacity of health and community service providers to maintain quality service provision and strong community networks
Performance Criteria:	<ul style="list-style-type: none"> Project's investment in social infrastructure offsets demands of Project workers and worker families new to the Project's regions

Social Infrastructure Impact Management Plan	
	<ul style="list-style-type: none"> • social investment has measurable positive outcomes on local well being • capacity of social infrastructure including halls, health services and family support is increased
Implementation Strategy:	<ul style="list-style-type: none"> • develop consultative relationships between QCLNG and key social infrastructure providers (Qld Health, Qld Education & Training, Qld Police, Dept Communities, and Regional Councils) • establish a QGC Community Development Fund for the whole Project area, with the following as priorities for investment: <ul style="list-style-type: none"> • family support programs, (such as counselling, parenting support, playgroups and youth programs), commensurate with total demand from all workers • upgrading the capacity of health facilities in Gladstone and the Dalby Region increase rural health service capacity and/or training in the Dalby region • provide targeted funding to community initiatives which will build local networks and capacity of community, cultural and recreational groups • invest in development of a facility for young people in Gladstone to foster community participation, skills development and recreational options • invest in upgrades of existing community facilities to support local capacity for service provision and community development • in cooperation with Gladstone Economic and Industry Development Board's Social Infrastructure Strategic Plan management group, monitor the impacts of QCLNG workers and families on social infrastructure demands
Monitoring and Auditing:	<ul style="list-style-type: none"> • outcomes monitoring framework established for all social investment and mitigation initiatives • direct and cumulative impacts on social and health infrastructure will be closely monitored, with corrective action such as re-allocations of community investment as required
Reporting and Corrective Action:	<ul style="list-style-type: none"> • community relations report including relevant metrics quarterly during construction and annually during operation • outcomes of investments in social capital and infrastructure monitored and reported as part of annual report • corrective action as required including reviewing social investment and workforce behaviour management strategies

Table 8.8.3 Housing and Accommodation Impact Management Plan

Housing and Accommodation Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • through development of a Housing and Accommodation Strategy, avoid exacerbation of housing stress (through demand-pull inflation) from Project worker demands • provide workers' accommodation for all non-local workers • ensure temporary housing solutions provided by the Project do not impact on local values • with other stakeholders, contribute to affordable housing initiatives for low-income local families in the Project area • build local workforce capacity for employment in Project construction and operation • work with other industry and government stakeholders to ensure a coordinated approach to housing supply

Housing and Accommodation Impact Management Plan	
Performance Criteria:	<ul style="list-style-type: none"> • net demand for rental housing of no more than 25 per cent of available rental housing stock in towns throughout the area attributable to Project workforce • impact of indirect demand on affordable housing is mitigated by housing and accommodation management strategies, and offset through affordable housing investment
Implementation Strategy:	<ul style="list-style-type: none"> • establishment of a workers' accommodation camp for the LNG plant construction, preferably on the plant site to avoid impacts on local communities • provision of workers' camps for all non-local workers in the CSG fields during construction, in a timely fashion to avoid stress on local housing stock and accommodation supply, with camps approved and developed ahead of worker inflow • investigate and implement best practice in the location, provision and management of temporary workers' accommodation camps • develop a Workers' Accommodation Camp Management Strategy, including Camp Rules and Workers' Code of Conduct to guide and monitor management of all QCLNG camps • monitor the need for Project investment in housing stock for workers moving to the area, and if indicated, enter joint ventures to support housing solutions, with a view to supporting population stability • invest (either directly, or through partnerships or joint ventures), in the development of affordable housing stock in Project communities • support local and regional tourism/hospitality providers to maintain high, steady occupancy whilst avoiding displacement of seasonal tourist stays, through consultation and forward planning for short-stay needs
Monitoring and Auditing:	<ul style="list-style-type: none"> • monitor rental availability and costs on a monthly basis in relation to worker demands and indirect population increases across the Dalby and Gladstone regions, • monitor provision of healthy living conditions including recreational and IT facilities in camps • in consultation with other major industry construction parties, local councils and community housing providers, monitor demand for affordable housing and the contribution of projects to this demand
Reporting and Corrective Action:	<ul style="list-style-type: none"> • invest in auxiliary housing if required to mitigate worker's housing demands leading to housing stress • review Housing and Accommodation Strategy and Management Plan annually, and report on outcomes in the QCLNG annual report

Table 8.8.4 Community Health and Safety Impact Management Plan

Community Health and Safety Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • reduce and offset demand on health and social services from workers and their families • avoid impacts on community health, and protect and enhance community safety • ensure worker behaviour does not impact on community safety • avoid worker and Project traffic impact on local businesses and sensitive receptors • maintain community safety with particular attention to road and marine traffic safety, and safety in public places and venues

Community Health and Safety Impact Management Plan

Performance Criteria:	<ul style="list-style-type: none"> • onsite health services meet all workers' primary health care needs and demand for general practitioners • improvement in capacity of local health facilities • no offences against the person attributable to Project employees or contractors for the duration of the Project • no traffic or boating accidents attributable to Project employees or contractors • increased awareness among boating community of safe boating practices in relation to LNG Facility construction and shipping • increased awareness of industrial traffic and transport, and safety measures in relation to this, throughout the Project regions
Implementation Strategy:	<ul style="list-style-type: none"> • develop and implement an Emergency Response Plan (ERP) • provide safety induction to all personnel and contractors working on the Project, including traffic safety and community safety, with failure to adhere to these procedures leading to disciplinary measures • ensure all personnel understand that they are responsible for ensuring the safety of themselves and any other people who may be affected by their actions • clearly communicate information on safety standards and respond quickly to community questions as they arise • hold contractors and subcontractors to the same Health, Safety, Security and Environment standards, with their compliance audited • provide public grievance procedures such that any member of the public can report an incident to management • establish a protocol for medical evacuation arrangements with Queensland Health • provide onsite health professionals at LNG Plant sites, and ensure access to a medical practitioner for workers resident in construction camps in the Gas Fields • initiate a partnership with health and medical stakeholders to increase capacity of general practitioners services and/or training of doctors for rural practice • support and fund health promotion programs of relevance to workers and worker families • ensure workers are aware of Project-provided, community-provided and government-provided support services in the region • implement a Marine Transport Management Plan to ensure safety of Gladstone Harbour recreational users. • provide ongoing communication and education program to minimise impacts on recreational sailing • develop and implement a Transport and Traffic Management plan for each component of the Project, including avoiding impacts on sensitive receptors • support pedestrian and traffic safety education initiatives through knowledge-sharing and funding
Monitoring and Auditing:	<ul style="list-style-type: none"> • the number of incidents or complaints received in relation to community health and safety will be monitored and compiled. • regular audits and reviews will be undertaken and recommendations and corrective actions will be implemented • community Liaison personnel will work alongside the construction activities and will ensure the social mitigation measures outlined in this Environmental Impact Statement (EIS) are implemented

Community Health and Safety Impact Management Plan	
Reporting and Corrective Action:	<ul style="list-style-type: none"> • all incidents including near-misses to be reported through the incident reporting system • non-Compliance and Incident Reporting will be closed out by construction and operations management to ensure prompt rectification and change management as required • all incidents to be reviewed by the Manager Compliance and Safety • community complaints will be recorded and closed out by the Project Manager or delegate • review Emergency Response Plan, Marine Transport Management Plan and Social Investment Plan and programs annually

Table 8.8.5 Business, Tourism and Recreation Impact Management Plan

Business, Tourism and Recreation Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • avoid impacts on indigenous peoples' recreational and social uses • avoid impacts on local boating activity and provide support for marine and harbour-based local events • minimise impacts on visitor and recreational facilities, including accommodation and marine transport, tourism and recreational activities • minimise and offset labour draw from other businesses through the Project's Local Content Strategy, consultation and cooperative training and recruitment strategies
Performance Criteria:	<ul style="list-style-type: none"> • high occupancy in short-stay accommodation with no negative impacts on tourism from Project workforce demands • no reduction in current boating activity in Gladstone Harbour attributable to Project • no impacts to community character supporting tourism in the Dalby region • boating community satisfied with offsets to constraints on boating activity • increased participation numbers at major local events
Implementation Strategy:	<p>Tourism and Recreation</p> <ul style="list-style-type: none"> • social investment in community fishing and boating events, • implementation of a Marine Transport Management Plan to ensure the recreational values and safety of Gladstone Harbour are protected. This will include: <ul style="list-style-type: none"> • consultation with boating, sailing and fishing representatives to identify key activity periods on a weekly, seasonal and annual basis • where possible, schedule construction water traffic accordingly • credible assurance to the fishing and boating community that LNG vessels in the established channel and their moving safety zones will be managed to have minimal impact on recreational boating and fishing in the harbour and general area • protocols and practices which respect regular weekly events such as learn-to-sail classes and family events • safety practices which specifically address both organised and casual social marine trips • avoidance of barge and ferry movements during major events such as yacht races and regattas • training and contract management practices for barge and ferry staff regarding the safety of recreational craft • safe harbour usage of The Narrows • an education campaign describing the Project's boating traffic,

Business, Tourism and Recreation Impact Management Plan	
	<p>protocols and safety management practices</p> <ul style="list-style-type: none"> • consultation with tourism and recreational groups to update understanding of local priorities and monitoring standards • consult with car park owners to assess current supply and demand, and develop a parking and commuting strategy which minimises impacts on businesses and community facilities <p>Business</p> <ul style="list-style-type: none"> • maximise employment and enterprise opportunities for indigenous people through information exchange and skills development; • incubate indigenous micro businesses within the execution of higher-value contracts for long-term field production and operations and maintenance • in implementing the QGC Local Content Strategy, and within the limits of competition rules: <ul style="list-style-type: none"> • address constraints in the local labour market for sufficient specialised labour to support all phases of a QGC Projects • identify and facilitate Australian suppliers to add value to imported items and competitively replace imports • facilitate strategic partnerships to assist capable Australian suppliers access global supply chains
Monitoring and Auditing:	<ul style="list-style-type: none"> • number of incidents or complaints received regarding Project's impact on recreational activities will be monitored and closed out by the Project Manager or delegate • monitor satisfaction of marine recreation operators and organisations with management of impacts quarterly • consult with motel and hotel operators throughout the Project area to monitor capacity, occupancy levels and Project use of accommodation • monitor the effects of Project labour draw in consultation with local businesses and industries, and adjust the balance of recruitment strategies between local, regional and broader labour pools as far as is practicable • regular liaison with local and regional tourism/hospitality providers to maintain steady occupancy whilst avoiding displacement of seasonal tourist stays
Reporting and Corrective Action:	<ul style="list-style-type: none"> • regular liaison with community representatives to monitor the effectiveness of the management plan and review as required • non-Compliance and Incident Reporting will be closed out by senior management to ensure prompt rectification and change management as required • the construction contractor will maintain records of all monitoring and auditing activities and report results to the Project Manager at agreed intervals • routine work reports (as appropriate) will be recorded and reviewed by each supervisor or manager • recommendations and corrective actions arising from audits and reviews will be implemented

Table 8.8.6 Employment and Training Impact Management Plan

Employment and Training Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • maximise employment of existing local and regional residents, without draining labour from small businesses • enable participation of young people, indigenous people and women in the Project workforce

Employment and Training Impact Management Plan	
	<ul style="list-style-type: none"> labour needs of local businesses and services considered in recruitment strategies project infrastructure is located to avoid impacts on economic use of land for cropping and other primary production
Performance Criteria:	<ul style="list-style-type: none"> contribute to a reduction in unemployment rate for indigenous people in the Project area increased income levels for indigenous people associated with the Project contribute to a reduction in unemployment for young people throughout the Project area
Implementation Strategy:	<ul style="list-style-type: none"> Develop a Local Employment Program including: <ul style="list-style-type: none"> skills audits , including indigenous people and young people a program of up-skilling, training and development to increase local availability of those trades with a local shortage QCLNG job readiness training program cooperation with Skilling Solutions Queensland to identify workers within the region who can obtain qualifications based on the principle of prior learning indigenous Employment Program women's training and employment program participate in events where potential employees can meet Project staff, learn about the Project, and register their interest for training and employment provide a program of up-skilling, training and development to increase local availability of those trades with a local shortage recruitment and retention programs and strategies to attract skilled trades and supervision personnel from the local area local content strategy focusing on the Project area, based on an accurate understanding of current and potential future business capacity target skills development and recruitment programs to unemployed and young people, to enhance capacity and resilience of disadvantaged people promote local businesses to new families coming to the region for the Project invest in initiatives to support science students
Monitoring and Auditing:	<ul style="list-style-type: none"> ongoing labour availability analysis to ensure training strategies are well targeted to local labour regular analysis of employment levels including indigenous people and young people, and early engagement with local labour pools, training consult regularly with business associations to monitor the Project's effects on local businesses
Reporting and Corrective Action:	<ul style="list-style-type: none"> regular liaison with community representatives to monitor the effectiveness of the management plan and review as required

Table 8.8.7 Cultural Heritage Impact Management Plan

Cultural Heritage Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> avoid or mitigate impacts on indigenous cultural values avoid or mitigate impacts on indigenous and non-indigenous material culture and sites of cultural heritage significance
Performance Criteria:	<ul style="list-style-type: none"> compliance with <i>Aboriginal Cultural Heritage Act 2003 (Qld.) (ACH Act)</i> and associated Duty of Care guidelines compliance with policies and procedures set out in the Cultural Heritage Management Plans and Indigenous Land Use Agreements

Cultural Heritage Impact Management Plan	
	<ul style="list-style-type: none"> • compliance with <i>Queensland Heritage Act (1992)</i> and associated regulations • compliance with community expectations regarding protection and management of cultural heritage
Implementation Strategy:	<ul style="list-style-type: none"> • see also Chapter 9 • consultation with indigenous traditional owners to identify cultural heritage sites and values and determine strategies to protect significant sites and their values • site walkovers with representatives from relevant Aboriginal groups, • full observance and beyond compliance approach to <i>ACH Act</i> requirements • ensure cultural heritage component in induction to ensure knowledge of identification of sites, and process in terms of notification • processes for salvage of indigenous artefacts identified during the construction process in accordance with the CHMP • maintain buffer area around places of known heritage significance with appropriate signage • relocation and archival recording of places and items of non indigenous heritage to be impacted upon by development works • consultation with local historical museums and historical societies regarding accessioning items of moveable heritage unable to be avoided by development works
Monitoring and Auditing:	<ul style="list-style-type: none"> • monitoring of sensitive areas by representatives from the relevant Traditional Owner groups during clearing and grading and / or trenching operations and during preliminary ground disturbance activities group in accordance with <i>ACH Act</i> Duty of Care guidelines • monitoring by QGC of compliance with Queensland Heritage (QH) Act. • monitoring by contractors and construction managers to ensure detailed design and construction planning avoids or mitigates impacts on non-indigenous cultural heritage
Reporting and Corrective Action:	<ul style="list-style-type: none"> • new indigenous heritage sites identified during construction phase will be reported to the Department of Natural Resources and Water (Qld) for inclusion in the Aboriginal and Torres Strait Islander Register and Database • notify the Queensland Police if human remains are discovered to determine whether the remains are ancient and/or indigenous. If determined to be indigenous, the (former) DNRW procedure on the discovery, handling and management of human remains under the provisions of the <i>ACH Act</i> will apply. • notify the EPA of any discoveries under s.89 of the QH Act

Table 8.8.8 Land Use (and Water Reuse) Impact Management Plan

Land Use [And Water Reuse]¹ Impact Management Plan	
Construction and Operations Policy:	<ul style="list-style-type: none"> • Project's use of land does not prevent the adjoining properties or leased holdings from sustaining other uses • disturbance to community movement patterns and social uses from Project infrastructure, construction activity and logistics will be minimised • compression and processing infrastructure will be located with regard to social constraints • Project will avoid preventing access by indigenous people to areas of

1 To be further investigated and developed

Land Use [And Water Reuse]¹ Impact Management Plan	
	<p>cultural significance</p> <ul style="list-style-type: none"> Project encourages indigenous peoples' involvement in caring for country, including cultural heritage, land maintenance, environmental management strategies and rehabilitation Community consultation incorporated into water strategy
Performance Criteria:	<ul style="list-style-type: none"> landholders satisfied with Project management of land leased by the Project water management use options incorporate consultation feedback from the local community environmental management precinct on Curtis Island supported by Project actions
Implementation Strategy:	<p>Land Use Management</p> <ul style="list-style-type: none"> all permanent, long-term and short-term impacts on private properties and property landholders will be mitigated through the land access and compensation negotiations procedures where possible land will be rehabilitated and original land use will be restored, for example after construction land use outside the fenced area around wells will be returned to original land use and access routes used during construction will be returned to original land use to minimise disruptions to graziers and livestock, stock crossing points will be installed at key locations during construction. Trench breakers and ramps will also be adopted to prevent entrapment of livestock if irrigation systems are removed during construction phase, they will be restored post-construction good community relations, respect for people, cattle, land and crops will be employed through appropriate measures as determined through consultation subcontractors will be required to abide by the Project's terms and conditions while operating in the Project area grievance procedures will be put in place and the Project will ensure a quick response further impacts on land will be assessed once the Project infrastructure locations are specified <p>Water Management</p> <ul style="list-style-type: none"> Associated Water use options and management of Associated Water as described in <i>Volume 3, Chapter 11</i> will be developed with consideration to community needs for water and current water usage communication and consultation program to incorporate community views groundwater levels will be monitored to assess and manage future impacts on groundwater caused by the Project
Monitoring and Auditing:	<ul style="list-style-type: none"> monitor community response to commencement of Project activities in the area ongoing consultations with impacted landholders during construction and operations
Reporting and Corrective Action:	<ul style="list-style-type: none"> community relations report including relevant metrics quarterly during construction and annually during operation grievance reporting and response to it and response time the construction contractors will maintain records of all monitoring and auditing activities and report results to the Project Manager at agreed intervals routine work reports (as appropriate) will be recorded and reviewed by each supervisor or manager recommendations and corrective actions arising from audits and reviews will be implemented

8.3 *MONITORING, MANAGEMENT AND RESPONSIBILITIES*

8.3.1 *Monitoring Standards*

Table 8.8.1 through Table 8.8.8 above include performance criteria, monitoring standards and metrics to be monitored by QGC.

In addition to monitoring impacts as part of the Social Environment Management Plan, BG Group has a detailed metrics system to monitor and manage its Social Performance and Indigenous Peoples Strategies.

Achievement of objectives with respect to performance criteria will be monitored quarterly during construction, except for those indicators requiring direct community input through an annual community survey, or those that depend on census and other statistical data.

The Project will establish Community Reference Groups in each of the Gladstone and Dalby regions as part of the Community Relations Plans for the two regions, to provide community feedback on the efficacy of social impact management.

8.3.2 *Reporting*

The Project will implement a social impact management performance reporting system which will include:

- the contractors will provide records of all monitoring and auditing activities, and reports will be provided to the QGC Project Manager at agreed intervals
- QGC and the contractors will undertake regular liaison with community representatives, to monitor the effectiveness of social impact management plans, and review as required
- routine work reports (as appropriate) recorded and reviewed by each supervisor or manager
- non-Compliance and Incident Reporting will be closed out by senior management to ensure prompt rectification and change management as required
- recommendations and corrective actions arising from audits and reviews will be implemented and reported
- monitoring results will be communicated to the public and to government agencies through the Project's website. Annual auditing of social performance will also be invited and reported as part of the Project's annual report.

The SEMP and its constituent plans will be regularly updated to reflect changes to the operations or management of the Project and appropriate training or re-training provided to the existing operations team and new team members as required.

8.3.3 Responsibilities

Action plans identified as part of the social impact management plans are summarised below, along with responsibilities and timing for implementation. The Project area's size and diversity, and the staggered timeframe for construction of the LNG and CSG infrastructure, is likely to require upstream and downstream sub-plans within each social impact area. *Table 8.8.9* outlines broad areas of responsibility for QGC and its contractors.

Table 8.8.9 Mitigation Responsibilities

Action plan/implementation strategy	Responsibility	Timing
Workers' accommodation camp planning, local government approvals and camp construction	Principal Contractors	Developed before construction
Housing and Accommodation Impact Management Plan	Principal Contractors	Before construction begins
Health Risk Management Plan	Principal Contractors	Before construction begins
Worker and family health and safety plans, and provision of support and health services for workers	Principal Contractors	Planned before construction begins, implemented from date 100 total workers expected
Investment in affordable housing	QGC	Within 12 months of construction beginning in respective areas
Social infrastructure and community development investment	QGC	As part of QGC Community Development Fund
Sensitive receptors management	Principal Contractors	To be developed as part of set of Traffic Safety Plan
Training and Employment Plan, including Local and Regional Recruitment and Training, and Youth Employment Strategy	Principal Contractors	Before construction begins
Indigenous Peoples Employment and Enterprise Partnerships Plan	QGC	Before construction begins
Local Content Strategy	QGC	Before construction begins
Marine Transport and Marine Recreation Safety Plan, including Boating Safety Management	Principal Contractors	Prior to construction, and renewed for operations by QGC
QGC Community Development Fund	QGC	Before construction begins
Community engagement plans	See below	Before construction begins

All relevant personnel with management and operational responsibilities for the Project will receive training and an induction in the Social Impact Management Plans to ensure they are familiar with the relevant management systems and requirements, as appropriate to their roles and responsibilities.

Responsibility and timing for community engagement implementation is outlined in *Table 8.8.10*.

Table 8.8.10 Community Engagement Responsibilities

Community Engagement Plans	Responsibility	Timing
Land Owner Relationships Strategy	QGC	Initiated during EIS and ongoing throughout construction and operation
Gladstone Region Community Relations Plan	QGC with support from Principal Contractor during construction QGC during operation	Before construction begins
Dalby Region Community Relations Plan	QGC with support from Principal Contractor during construction QGC during operation	Before construction begins
Indigenous Peoples Engagement Plan	QGC	Planned before construction begins, implemented from date 100 total workers expected
Community Participation in Monitoring	QGC with support from Principal Contractor during construction QGC during operation	Within 12 months of construction beginning in respective areas
Community Enquiries and Complaints Process	QGC with support from Principal Contractor during construction QGC during operation	

A grievance mechanism will be developed and managed by QGC in partnership with the Contractor to facilitate resolution of community concerns and grievances, as outlined in *Volume 12*, and will include:

- a range of contact mechanisms readily accessible to all community members
- a process for discussing and arbitrating community concerns
- the role of arbiters, monitors and auditors in tracking and reviewing grievances.

8.4 CONCLUSION

The Queensland Curtis LNG (QCLNG) Project will provide significant benefits to communities within the Project area and to Queensland.

It is difficult to precisely quantify the likely impact of the Project on social indicators given current economic conditions and the local social impacts of the global economic downturn. However, the following positive changes are expected:

- increased employment security in areas where resource sector employment is being lost
- decreased unemployment, including for indigenous people and young people, throughout the Project area
- increased workforce capacity and skill levels in specialised construction and operational occupations
- population growth and stability in the Gladstone region
- enhanced community cohesion due to population stability and investments in social infrastructure.

Given implementation of recommended mitigation strategies and relevant standards, including social performance standards, the Project will not present an unacceptable risk to social values and conditions in the Project area, at local, regional or state level.

However, there is potential for cumulative impacts from a number of major construction projects proposed for the Gladstone region, and the number of proposed CSG developments, pipelines and infrastructure. QGC will therefore work with regional councils, the relevant government agencies and other industry proponents to ensure a coordinated approach to cumulative impacts, particularly for:

- community cohesion in the area of the Gas Field Component due to the extent of land required
- housing impacts
- labour draw from other businesses throughout the study area
- impacts on social infrastructure.