

27 Social Impact Management Plan



Section 27 Social Impact Management Plan

A1 Location of Project

The Alpha Coal Project (Rail) (herein referred to as the Project) stretches between the Alpha Coal Mine, 38 km northwest of the Alpha Township and the Abbot Point Coal Export Terminal, 25 km north of Bowen (refer to Figure 1). The alignment of the Project has been selected on the basis of several factors, primarily environmental, economic and geotechnical. The rail corridor proceeds in a generally north-easterly direction from the Alpha Coal Mine, crossing the Belyando River and several of its tributaries in the first 100 km. The railway crosses generally flat lowlands before commencing a gentle climb from near Eaglefield adjacent to the Suttor River, to a point near the existing Newlands mine. This is the highest point on the railway at approximately 300 m above sea level. In the vicinity of the Newlands mine, it runs parallel to the Queensland Rail (QR) Northern Missing Link (NML) railway for approximately 70 km through a pass in the Leichhardt Range and parallel to the Newlands Railway to a point near the Bowen River. It then travels in a north westerly direction crossing the Bowen River, then passing down the Bowen River valley through mostly grazing land toward Mt Herbert, where it passes to the west of Mt Herbert through a pass in the Clarke Range. From this point, it travels north-easterly crossing the Bogie River, then finally in an easterly direction entering the Abbot Point area on its western boundary. The Project passes approximately 70 km to the northeast of the town of Clermont, 55 km to the northeast of the town of Moranbah, 35 km to the east of Mt Coolon, 20 km to the west of Collinsville, and enters the Abbot Point area 25 km west of Bowen.

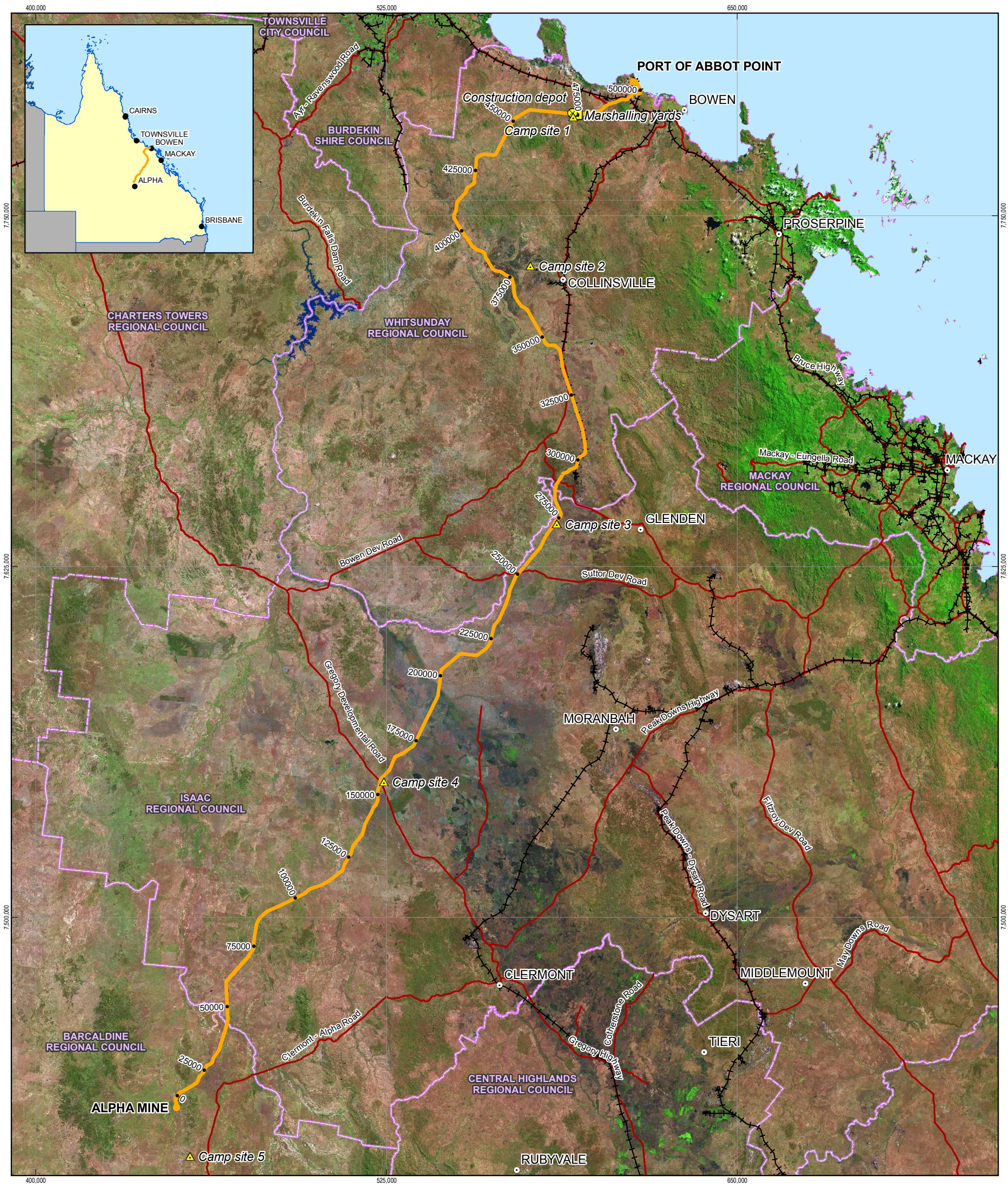
Refer to Volume 3, Section 2 of this Environmental Impact Statement (EIS) for further information on the proposed Project location.

A2 Brief Summary of the Project

Hancock Prospecting Pty Ltd (HPPL) (the Proponent) is proposing to construct a standard gauge, 495 km long railway line for the purposes of transporting processed coal from the Alpha Coal Mine to the Port of Abbot Point, Multi Cargo Facility in Bowen (refer to Figure 1). The Project is a vital piece of infrastructure that will enable export of 60 to 80 Mtpa of quality thermal coal to overseas markets from both the Alpha Coal Mine and the Kevin's Corner mine. Refer to Volume 3, Section 2 of this EIS for further information on the Project.

A3 Social and Cultural Area of Influence

The social and cultural area of influence has been split into a regional and local study area. The local study area focuses on the landholders who will be impacted by the Project (refer to Figure 2) and the regional study area focuses on the Barcaldine, Isaac and Whitsunday Regional Council Local Government Areas (LGA) (refer to Figure 3). Refer to Volume 6, Section 3 of Appendix K for further information on the Social and Cultural Area of Influence.

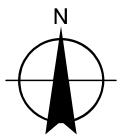


- LEGEND**
- Town
 - Camp
 - Marshalling Yards
 - Depot
 - Proposed Alignment
 - State Road
 - Existing Railway
 - Local Government Area

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Kilometres
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Grid: Map Grid of Australia, Zone 55



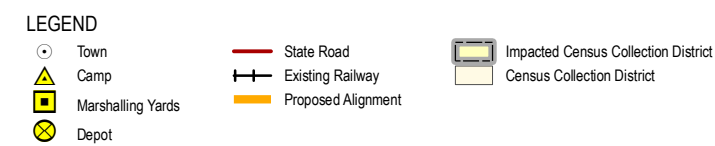
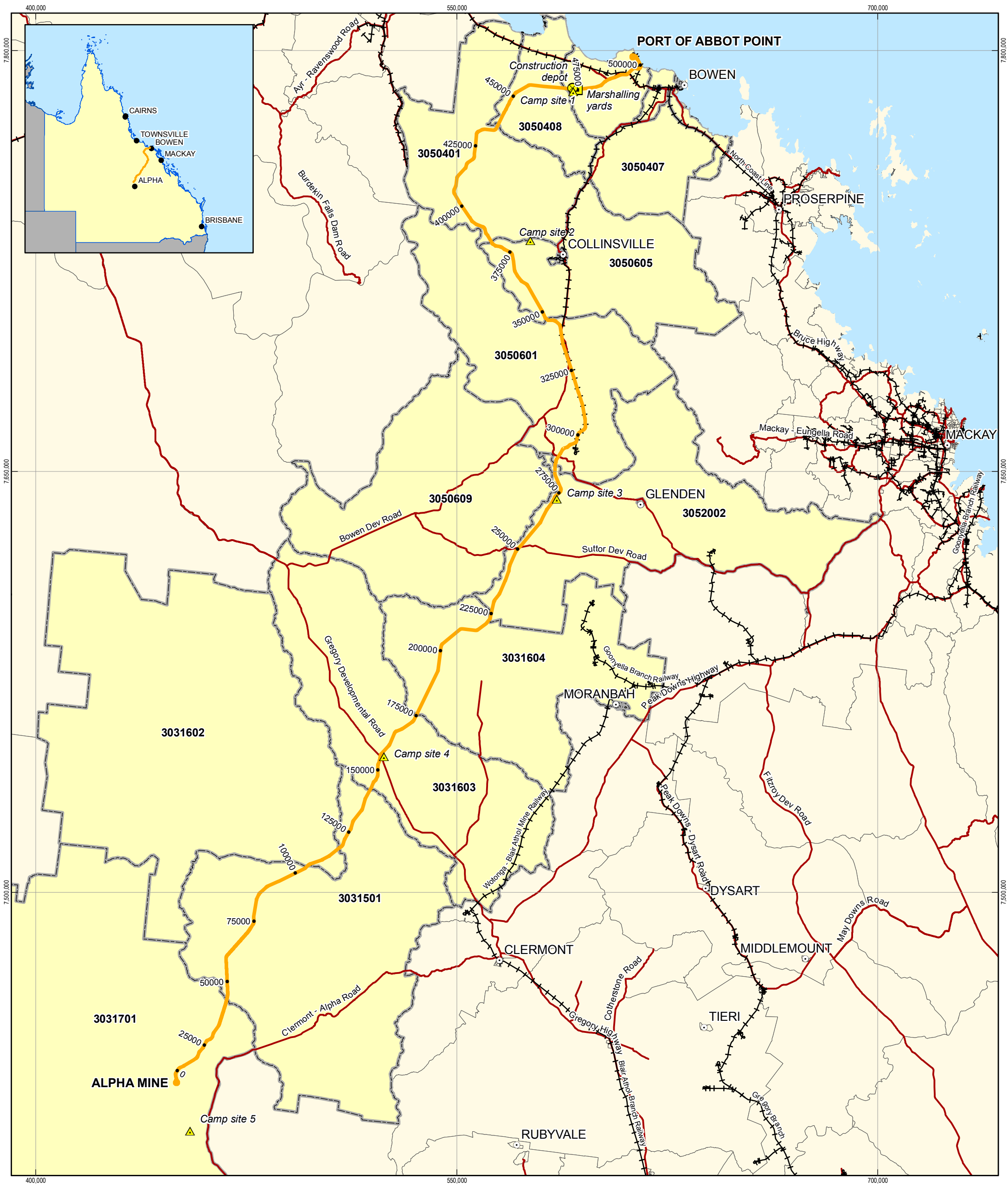
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Alpha Coal Project
Environmental Impact Statement

Job Number | 41-22090
Revision | A
Date | 04-08-2010

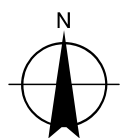
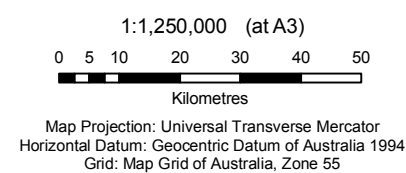
PROJECT AREA

Figure: 1

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Alpha Coal Project
Environmental Impact Statement

LOCAL STUDY AREA CENSUS COLLECTION DISTRICTS

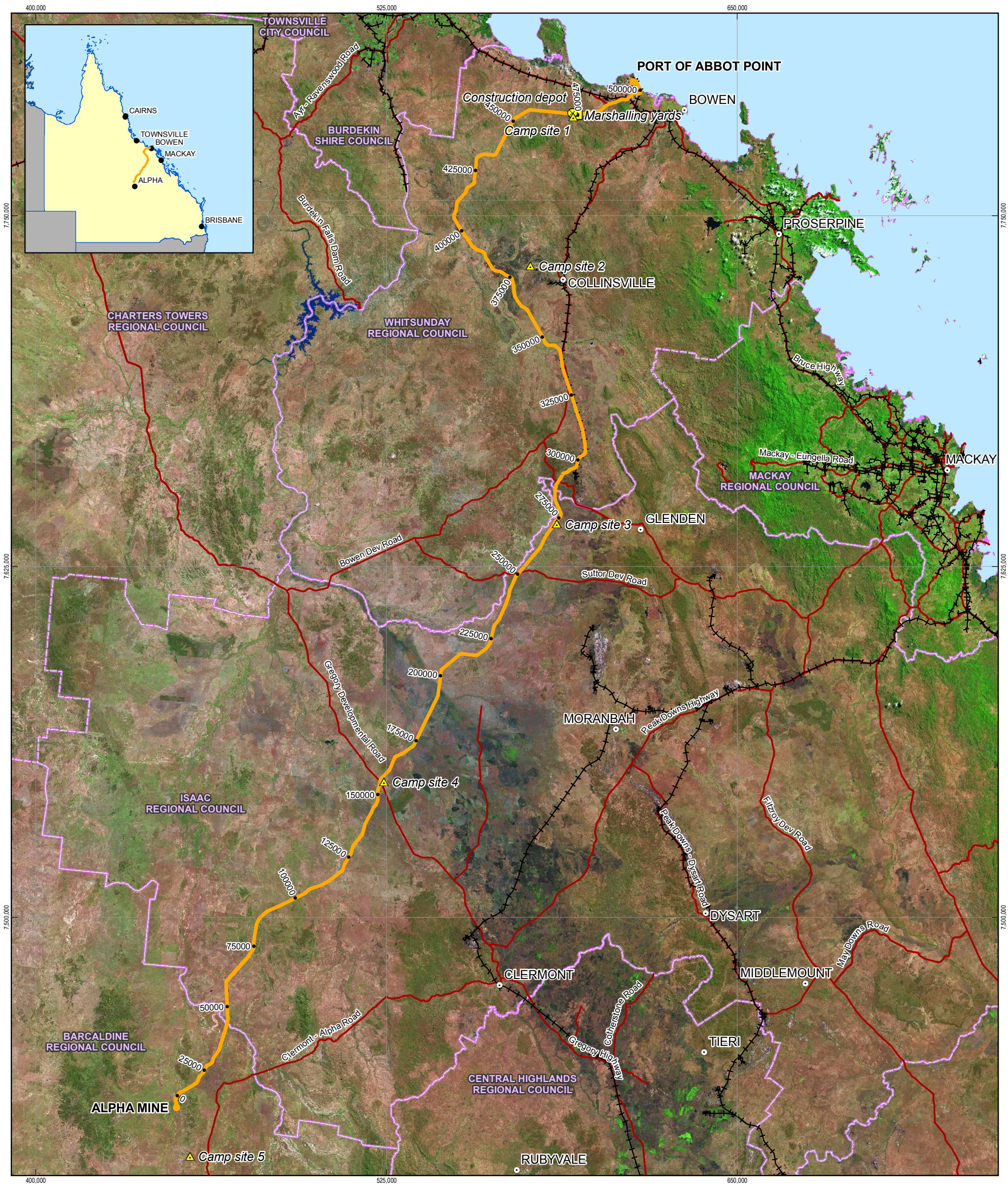
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Figure: 2

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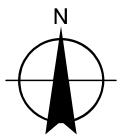


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REGIONAL STUDY AREA

Figure: 3

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A4 Summary of Baseline

Local Study Area

The local study area is predominantly based on agriculture including livestock and crops. People living in the local study area defined themselves as hard working, family orientated, having a quiet lifestyle with strong connections to their property. The majority of the properties in the local study area are primary producers, with cattle breeding and fattening or crops being the main source of income. People who live in the area are highly passionate about their property and their businesses due to the large component of physically hard and long work it takes to run the property successfully. The properties are people's homes not just the location of their business and they have a strong connection or a strong sense of place.

The total enumerated population in the local study area in 2006 was 2,912 people. During the Social Impact Assessment (SIA) case studies, landholders were asked the number of people who live in their property. Of the eight case studies, there was an average of three people living permanently on each property, however the largest number was six. Landholders explained that there were often more people on the property (living part time) depending on the work that needed to be undertaken, e.g. mustering, where the number of people living on the property could increase by up to fourteen people.

'Couple family with children' was the most common family type (50% of all families), followed by 'couple family with no children' (41%). There were a few one parent families and very few other family types in the area (6% and 2% respectively).

During the SIA case studies, landholders explained that many of the properties to be impacted by the Project were in a stage of transition, of one generation handing over to the next, so there could be two generations living on one property or one family getting ready to leave and the next generation getting ready to relocate.

There are significantly more males than females in the local study area. The male to female ratio is 129 to 100 which reflects the higher ratio of females leaving the region at a school age and not returning. There are comparatively very few children and young persons between the age of 10 and 20 years. This is reflective of the high percentage of high school students who relate to Rockhampton for boarding school. There are very few persons over the age of 70 years which reflects the low levels of aged care in the region. The median age in the local study area is 35 years, which is similar to the Queensland median of 36 years (ABS 2006a, ABS 2006b).

The majority of the population, 1,482 persons or 82%, were born in Australia, followed by New Zealand (35 persons or 2%) and the United Kingdom (17 persons or 1%). The only non European country among the top five countries of birth was Indonesia, with 4 persons identified as being born there. Due to the low value and the Australian Bureau of Statistics (ABS) introduced random error, this may however reflect a distortion of the real value. During the SIA case studies, landholders explained that there was a significant (although minor) presence of backpackers working in the area, which may account for the diversity in cultural and ethnic characteristics.

In 2006, 44 persons identified as indigenous in the local study area, with 26 males and 18 females. The indigenous population constituted 2% of the usually resident population (ABS, 2006a).

In 2006, the majority of people in the local study area had reported gross individual weekly income of \$400-\$599, which is supported by the median weekly individual income of \$539, which is higher than the Queensland median of \$476 (ABS 2006a, ABS 2006b). There was also a relatively large group with no or negative income.

The total labour force participation was high (72.6%). Very few people were unemployed, with the unemployment rates at 1%. For both women and men, Manager was the most common type of occupation (444 persons), followed by Labourers (261 persons) and Machinery Operators and Drivers (110 persons). In conjunction with the large dominance of agriculture in the local study area, the large number of managers is likely to reflect a large number of self employed property owners and/or employed managers.

In 2006 the largest home loan repayment bracket in the local study area was \$2,000 to \$2,999 per month, followed by \$3,000 and over. It should be noted that 54% of the respondents did not state their housing loan repayment levels and with the only 81 dwellings being purchased at the time, it is difficult to draw any certain conclusions from the data. More than 70% of the 191 rented dwellings were being rented for less than \$49 per week. These very low rents may indicate a large proportion of employer subsidised rental housing.

The CCDs to the south west of the local study area were more disadvantaged than those in the middle of Project or the north-eastern area of the local study area.

There was no social infrastructure located within the local study area. There were some service providers who would travel to the landholders; however the majority of people living in the area need to travel to towns where services are provided. The only social service that comes to landholders is the Central Queensland Rescue Helicopter (based in Mackay) and/or ambulance.

Regional Study Area

Each of the towns in relative proximity to the Project have different settlement histories:

- Alpha (1884) rail;
- Clermont (1864) sheep and mining (including gold, copper and coal);
- Collinsville 1866) mining (coal); and
- Bowen (1861) pioneering and World War II history.

People living in the regional study area defined themselves as having a strong sense of community and community pride. They would like to see the towns in their region to develop to encourage young people and families to stay, which supports the provision of community services and facilities, such as medical and educational services.

The regional study area has a diverse mix of land use including with agriculture (livestock and crops) and mining being the main industries.

The population of the regional study area has remained from 2004 to 2009 at 52,988. The population of the Barcaldine Regional Council LGA decreased from 2004 to 2009 by 0.4%. The population of the Isaac Regional Council LGA increased from 2004 to 2009 by 2.6%. The population of the Whitsunday Regional Council LGA increased from 2004 to 2009 by 2.8%. The population of the regional study area is expected to increase from 2009 to 2031, from 59,988 to 86,056 and each of the regional council LGAs are expected have an increase in their populations.

In 2009, Office of Economic and Statistical Research (OESR) calculated the full-time equivalent (FTE) population for the Bowen Basin, including the pre-amalgamated boundaries for the Belyando, and Bowen LGAs. The Belyando LGA had a FTE population estimate of 14,109 which included 17% non-resident workers. Bowen LGA had a FTE population estimate of 14,240 which included 2% of non-resident workers.

There were 12,555 families in the regional study area in 2006. The Barcaldine and Isaac Regional Council LGAs had a higher percentage of couple families with children, which is consistent with the rest of Queensland, however Whitsunday Regional Council LGA had a higher percentage of couple families with no children.

In 2006 the Barcaldine and Whitsunday Regional Council LGAs had a similar population pyramid to the Queensland. Isaac Regional Council had a significantly lower percentage of older people (that is people aged 65 and above) compared to Queensland. This may be representative of the higher percentage of people in the labour force age groups (15-64) in the LGA.

There were 41,056 people born in Australia in the regional study area and 5,433 born overseas. 89.4% of the Barcaldine Regional Council LGA, 81.7% of the Isaac Regional Council LGA and 75.0% of the Whitsunday Regional Council LGA were born in Australia.

There are 1,742 who identified as being Indigenous in the regional study area.

At the time of the 2006 Census, 42.1% of people aged 15 years and over in the Barcaldine Regional Council LGA stated their gross individual weekly income was less than \$400, and 2.3% who stated their gross individual weekly income was higher than \$2,000. At the time of the 2006 Census, 29.4% of people aged 15 years and over in the Isaac Regional Council LGA stated their gross individual weekly income was less than \$400 and 13.7% stated their gross individual income was more than \$2,000. At the time of the 2006 Census, 34.5% of people aged 15 years and over in the Whitsunday Regional Council Local Government Area stated their gross individual weekly income was less than \$400 and 2.0% stated their gross individual income was more than \$2,000.

In the March quarter of 2010, the Barcaldine Regional Council LGA had 2,071 people in the labour force and an unemployed rate of 2.8%. At the time of the 2006 Census Agriculture, Forestry and Fishing was the largest industry of employment in the Barcaldine Regional Council LGA (33.5% of the population). The Barcaldine Regional Council LGA had 12.2% of their labour force employed as technicians or trade workers, 707% as machinery operators or drivers and 20.3% as labourers.

In the March quarter of 2010, the Isaac Regional Council LGA had 12,947 people in the labour force and an unemployment rate of 1.4%. At the time of the 2006 Census, Mining was the largest industry of employment in the Isaac Regional Council LGA (38.9%). The Isaac Regional Council LGA had 20.1% of their labour force employed as technicians or trade workers, 24.9% as machinery operators or drivers and 12.3% as labourers.

In the March quarter of 2010, the Whitsunday Regional Council LGA had 18,631 people in the labour force and an unemployment rate of 6.3%. At the time of the 2006 Census, Accommodation and Food Services was the largest industry of employment in the Whitsunday Regional Council LGA (11.6%). The Whitsunday Regional Council LGA had 16.7% of its labour force employed as technicians or trade workers, 9.8% as machinery operators or drivers and 18.1% as labourers.

Median house prices in the Alpha area have increased considerably 2008 and 2009 in comparison to prices from 2000 to 2007. According to an OESR, in the 12 months ending 31 March 2010, there were

9 residential dwelling unit approvals valued at \$2.5 million in the Barcaldine Regional Council LGA. The value of non-residential building approvals in the Barcaldine Regional Council was in the 12 months ending 31 March 2010 was \$7.9 million. According to www.realestate.com.au, the range of house prices in Alpha in July 2010 was \$219,000 to \$369,000 and there were 40 houses for sale. There were 5 houses for rent with weekly rent ranging from \$160 through to \$230. There were no units, townhouses, villas or apartments for sale or rent in Alpha in July 2010.

Median house prices in the Clermont area were relatively stable from 2000 – 2003 with an increase of prices from 2005 and a peak in 2008 and a decline in 2009. According to an OESR, in the 12 months ending 31 March 2010, there were 95 residential dwelling unit approvals valued at \$28.5 million in the Isaac Regional Council LGA. The value of non-residential building approvals in the Barcaldine Regional Council was in the 12 months ending 31 March 2010 was \$25 million. According to www.realestate.com.au the range of house prices in Clermont in July 2010 was \$225,000 to \$570,000 and there were 235 houses for sale. There were 7 houses for rent with weekly rent ranging from \$280 through to \$420. The range of units, townhouses, villas or apartments prices in July 2010 was \$295,000 to \$450,000 and there were 5 units, townhouses, villas or apartments for sale. There were 19 units, townhouses, villas or apartments or rent in Clermont in July 2010 ranging from \$280 to \$400 per week.

Median house prices in the Collinsville and Bowen area have been slowly increasing since 2000 with a stabilisation from 2008 – 2009. According to www.realestate.com.au the range of house prices in Collinsville in July 2010 was \$120,000 to \$890,000 and there were 132 houses for sale. There were 52 houses for rent with weekly rent ranging from \$190 through to \$1,100. There was only one unit, townhouse, villa or apartment for sale in July 2010 and it was priced at \$400,000. There were 91 units, townhouses, villas or apartments or rent in Collinsville in July 2010 ranging from \$120 to \$925 per week. According to www.realestate.com.au the range of house prices in Bowen in July 2010 was \$255,000 to \$2,800,000 and there were 580 houses for sale. There were 58 houses for rent with weekly rent ranging from \$190 through to \$1,100. The range of units, townhouses, villas or apartments prices in July 2010 was \$175,000 to \$2,550,000 and there were 110 units, townhouses, villas or apartments for sale. There were 91 units, townhouses, villas or apartments or rent in Bowen in July 2010 ranging from \$120 to \$925 per week. According to OESR in the 12 months ending 31 March 2010, there were 201 residential dwelling unit approvals valued at \$55.9 million in the Whitsunday Regional Council LGA. The value of non-residential building approvals in the Barcaldine Regional Council was in the 12 months ending 31 March 2010 was \$35.8 million.

At the time of the 2006 Census, there were 96 persons (2.9% of population) in need of assistance with a profound or severe disability in the Barcaldine Regional Council Local Government Area. At the time of the 2006 Census, there were 267 persons (1.3% of the population) in need of assistance with a profound or severe disability in the Isaac Regional Council Local Government Area. At the time of the 2006 Census, there were 1,135 persons (3.9% of the population) in need of assistance with a profound or severe disability in the Whitsunday Regional Council Local Government Area.

At the time of the 2006 Census, the Barcaldine Regional Council local government area had 45.7% of the population in the lowest quintile (most disadvantaged) and 6.5% in the highest quintile (least disadvantaged). At the time of the 2006 Census, the Isaac Regional Council local government area had 5.1% of the population in the lowest quintile (most disadvantaged) and 17.3% in the highest quintile (least disadvantaged). At the time of the 2006 Census, the Whitsunday Regional Council local

government area had 27.8% of the population were in the lowest quintile (most disadvantaged) and 4.9 in the highest quintile (least disadvantaged).

In 2002-2003 the crime profile of the pre-amalgamated LGA of Jericho, Barcaldine, Blackall, Isisford and Tambo had lower rates of crime than Queensland. In 2002-2003 the crime profile of the pre-amalgamated LGA of Belyando and Nebo had a higher crime rate of offences against the person but lower rates of offences against property and other crime than Queensland. In 2002-2003 the crime profile of the pre-amalgamated LGA of Bowen had had a higher crime rate of offences against the person but lower rates of offences against property and other crime than Queensland.

The total value of agricultural production in the Barcaldine Regional Council Local Government Area in 2005-2006 was \$109.6 million (1.3% of Queensland production). This consisted of 2.5% crops, 88.5% livestock slaughtering and 9.1% livestock products). The total value of agricultural production in the Isaac Regional Council Local Government Area in 2005 – 2006 was \$232.8 million (2.7% of Queensland production). This consisted of 14.0% crops, 86% livestock slaughtering. The total value of the agricultural production in the Whitsunday Regional Council Local Government Area in 2005 – 2006 was \$336.0 million (3.9% of Queensland production). This consisted of 82.8% crops, 17.0% livestock slaughtering and 0.3% livestock products.

The Barcaldine Regional Council Corporate Plan 2009-2014, describes community access to services as one of the regions dilemmas, with the communities not having enough population to support key infrastructure such as education and health care. Isaac and Whitsunday Regional Councils described themselves as having adequate community infrastructure.

Refer to Volume 6, Section 4 of Appendix K for further information on the regional study area.

A5 Potential Contribution to Regional Development

HPPL will work with the Barcaldine, Isaac and Whitsunday Regional Council to identify and contribute (where possible) to regional development that is supported by the relevant plans developed under the *Sustainable Planning Act 2009* (SPA) e.g. Community Plans.

HPPL will work with local businesses and service providers to ensure the Project does not negatively impact on their operations.

A6 Project Monitoring Process

HPPL will implement a social impact monitoring process that will monitor impacts as well as the effectiveness of management strategies throughout the construction and operational stages of the Project.

A7 SIA Stakeholder Engagement

The SIA and Public Consultation for the EIA were integrated and included:

- meetings with the Barcaldine, Isaac and Whitsunday Regional Councils;
- SIA case studies and follow-up meetings with landholders;
- community information sessions; and
- attending the Alpha and Clermont Regional Show.

Local Study Area

There was concern about the transition of land use from agriculture to mining related infrastructure and the perception that the mining companies were pushing the primary producers out of business. Issues and concerns in the local study area have been summarised as:

- the level of uncertainty the Project has brought to landholders;
- impacts during construction (e.g. noise, weeds, health, safety, increased risk of fire, etc); and
- impacts during operation (e.g. noise, health, safety, increased risk of fire, etc).

Regional Study Area

Issues and concerns in the regional study area focused on the lessons learnt from the Bowen Basin and ensuring that opportunities associated with this Project and the broader development of the Galilee Basin are not lost.

Refer to Volume 6, Section 7 of Appendix K for further detail on the consultation process and findings.

A8 Proposed Workforce Profile

Construction

The estimated workforce requirement for the construction stage of the Project is 2,600 persons. Construction is planned to start at the beginning of 2011 and finish in 2014. Figure 4 shows the total estimated construction workforce over the construction timeframe.

The construction workforce will operate on a fly-in/fly-out rotation and will be accommodated in five accommodation camps located along the Project corridor. The accommodation camps are known as (Alpha Coal Mine, Gregory Highway, Eaglefield, Collinsville and Merinda. Figure 1 shows the location of the accommodation camps. Figure 5 shows the estimated construction workforce per construction camp. Transport of the workforce will be dependant on the location of the accommodation camp. The workforce based at:

- Alpha Coal Mine camp and Gregory Highway will be transported by bus from the airport on the mine site;
- Eaglefield will be transported by bus from the Mackay airport; and
- Collinsville and Merinda will be transported by bus from the Proserpine airport.

Figure 4: Total estimated construction workforce

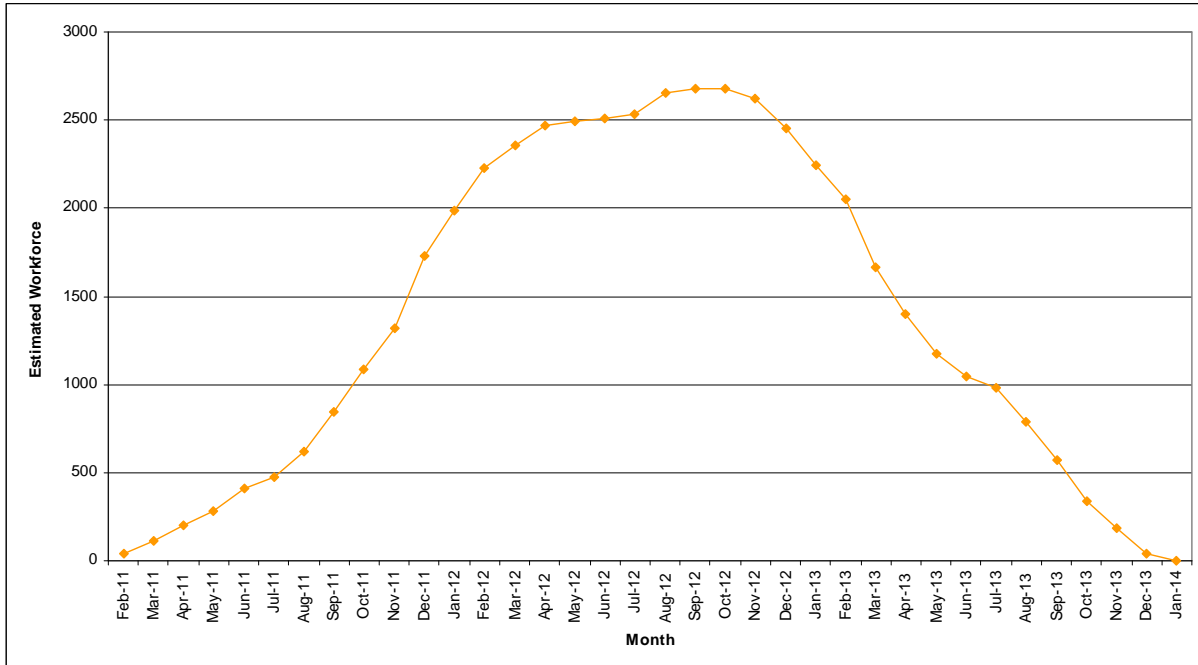
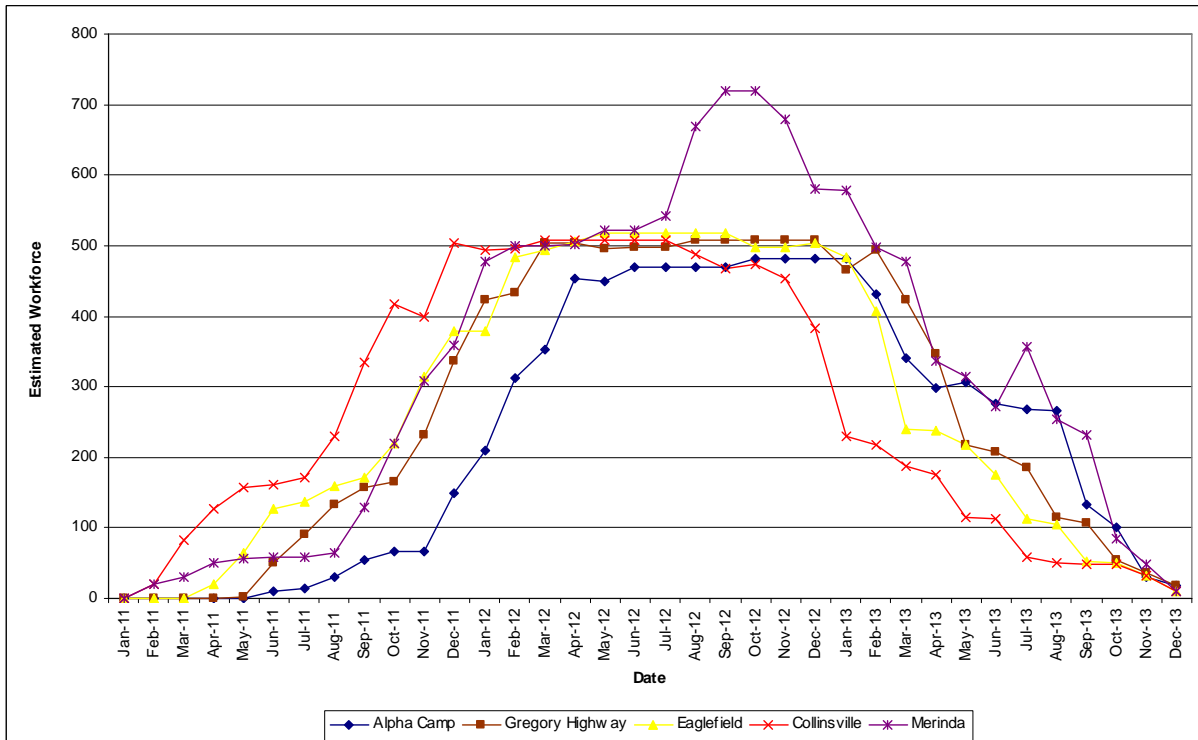


Figure 5: Estimated construction workforce per construction camp



Operation

The estimated workforce requirement for the operation of the Project will peak at 225 with Automated Train Operation (ATO) and 220 without ATO. It is expected that the majority of the workforce will be residentially located in the Whitsunday Regional Council area because this is where the rail yards (maintenance, administration and communications) will be located. A small proportion of the workforce will be located at the Alpha Coal Mine and Eaglefield camp to undertake track safety and maintenance and will operate on a drive-in/drive-out roster.

Local Employment and Procurement

Where possible HPPL will source their workforce locally, however are conscious of existing skills shortages in the regions. HPPL will provide traineeships and apprenticeships to support young people staying the region.

Refer to Volume 6, Section 6 of Appendix K for further details on the proposed workforce profile.

Section B and C: Identified Impact and Impact Analysis

BC1 Identified Impact and Impact Analysis

Table 1: Summary of the potential social impacts and opportunities during the construction stage of the Project

| Potential Impact | Stakeholder Group | No Management Strategy | | | | | Management Strategy Applied | | | | |
|---|----------------------|------------------------|------------------|--------------------|--------------------------|------------------------|-----------------------------|------------------|--------------------|--------------------------|------------------------|
| | | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance |
| Demographic | | | | | | | | | | | |
| Temporary increase in population | Regional communities | Medium | - | Medium | Regional | Medium | Low | - | Medium | Regional | Low |
| Fear of construction workers and construction camps | Landholders | Low | Negative | Medium | Local | High | Low | Negative | Medium | Local | Medium |
| Services and Facilities | | | | | | | | | | | |
| Community services and facilities | Regional Communities | Low | Negative | Medium | Regional | High | Low | Negative | Medium | Regional | Medium |
| Housing availability | Regional communities | Negligible | - | - | - | - | Negligible | - | - | - | - |
| Geographic | | | | | | | | | | | |
| Conversion of land use | Landholders | Medium | Negative | Long | Local | High | Low | Negative | Long | Local | High |
| Physical splintering | Landholders property | High | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| | Regional communities | Negligible | Negative | Medium | Regional community | Medium | Negligible | Negative | Medium | Regional community | Low |
| Physical construction impacts | Landholders | Low | Negative | Medium | Local | High | Low | Negative | Medium | Local | Medium |
| Health and Wellbeing | | | | | | | | | | | |

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| Potential Impact | Stakeholder Group | No Management Strategy | | | | | Management Strategy Applied | | | | |
|---|-------------------|------------------------|------------------|--------------------|--------------------------|------------------------|-----------------------------|------------------|--------------------|--------------------------|------------------------|
| | | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance |
| Decrease in health ¹ | Landholders | High | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Loss of aspirations | Landholders | Medium | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Loss of autonomy | Landholders | Medium | Negative | Medium | Local | High | Low | Negative | Medium | Local | Medium |
| Quality of the living environment | | | | | | | | | | | |
| Decrease in the quality of the living environment | Landholders | High | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Changes to the natural environment | Landholders | Medium | Negative | Medium | Local | Medium | Low | Negative | Medium | Local | Low |
| Decrease in personal safety and increase to hazard exposure | | | | | | | | | | | |
| Road safety | Road users | Medium | Negative | Medium | Regional | High | High | Negative | Medium | Regional | High |
| Fire | Landholders | High | Negative | Medium | Regional | High | High | Negative | Medium | Regional | High |
| Increase in crime and decrease in security | Landholders | Medium | Negative | Medium | Local | High | Low | Negative | Medium | Local | High |
| Economic and Material Wellbeing | | | | | | | | | | | |
| Increase in workload for landholders | Landholders | Medium | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Decrease in income, economic prosperity and resilience | Landholders | Medium | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Disturbance to cattle | Landholders | Medium | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Low |

¹ Medical or psychological testing has not been undertaken by a suitably qualified medical practitioner as part of the SIA.

| Potential Impact | Stakeholder Group | No Management Strategy | | | | | Management Strategy Applied | | | | |
|--|-------------------|------------------------|------------------|--------------------|--------------------------|------------------------|-----------------------------|------------------|--------------------|--------------------------|------------------------|
| | | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance |
| Loss of viable land | Landholders | Medium | Negative | Medium | Local | High | Low | Negative | Medium | Local | Medium |
| Decrease in property values | Landholders | Medium | Negative | Medium | Local | High | Medium | Negative | Medium | Local | Medium |
| Increase in local employment opportunities | Local employees | Low | Positive | Medium | Regional | Medium | Medium | Positive | Medium | Regional | Medium |
| Increase in skills shortage | Local businesses | Medium | Negative | Medium | Regional | High | Medium | Negative | Medium | Regional | Low |

Table 2: Summary of social impacts and opportunities in the operational stage

| Potential Impact | Stakeholder Group | No Management Strategy | | | | | Management Strategy Applied | | | | |
|---|-------------------|------------------------|------------------|--------------------|--------------------------|------------------------|-----------------------------|------------------|--------------------|--------------------------|------------------------|
| | | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance |
| Demographic | | | | | | | | | | | |
| Increase in population | WRC LGA | Negligible | - | - | - | - | Negligible | - | - | - | - |
| Services and facilities | | | | | | | | | | | |
| Housing availability | WRC LGA | Low | Negative | Long | Regional | High | Low | Negative | Long | Regional | Low |
| Community services and facilities | WRC LGA | Low | Negative | Long | Regional | High | Low | Negative | Long | Regional | Low |
| Geographic | | | | | | | | | | | |
| Conversion of land use | Landholders | High | Negative | Long | Local | High | Medium | Negative | Long | Local | Medium |
| Physical splintering | Landholders | Medium | Negative | Long | Local | High | Low | Negative | Long | Local | Medium |
| Physical operational impacts | Landholders | High | Negative | Long | Local | High | Medium | Negative | Long | Local | Medium |
| Health and Wellbeing | | | | | | | | | | | |
| Decreased in health ² | Landholders | High | Negative | Long | Local | High | Medium | Negative | Long | Local | Medium |
| Quality of the living environment | | | | | | | | | | | |
| Decrease in the quality of the living environment | Landholders | Medium | Negative | Long | Local | High | Low | Negative | Long | Local | Medium |
| Changes to the natural environment | Landholders | Medium | Negative | Long | Local | Medium | Low | Negative | Long | Local | Medium |
| Decrease in personal safety and increase to hazard exposure | | | | | | | | | | | |

² Medical or psychological testing has not been undertaken by a suitably qualified medical practitioner as part of the SIA.

| Potential Impact | Stakeholder Group | No Management Strategy | | | | | Management Strategy Applied | | | | |
|--|----------------------|------------------------|------------------|--------------------|--------------------------|------------------------|-----------------------------|------------------|--------------------|--------------------------|------------------------|
| | | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance | L/C Rating | Status of Impact | Duration of Impact | Spatial Extent of Impact | Stakeholder Importance |
| Train safety | Landholders | High | Negative | Long | Local | High | High | Negative | Long | Regional | Medium |
| Fire | Landholders | High | Negative | Long | Regional | High | High | Negative | Medium | Regional | Medium |
| Increase in crime and decreased security | Landholders | High | Negative | Long | Regional | High | Medium | Negative | Medium | Regional | Medium |
| Economic and Material Wellbeing | | | | | | | | | | | |
| Increase in workload | Landholders | Medium | Negative | Long | Local | High | Low | Negative | Long | Local | Medium |
| Decrease in income, economic prosperity and resilience | Landholders | Low | Negative | Long | Local | High | Low | Negative | Long | Local | Medium |
| Disturbance to cattle and other animals | Landholders | Low | Negative | Long | Local | High | Low | Negative | Long | Local | Low |
| Loss of cattle or other animals | Landholders | Low | Negative | Long | Local | High | Low | Negative | Long | Local | Low |
| Increased rates and rents | Regional communities | Medium | Negative | Long | Regional | Low | Low | Negative | Long | Regional | Low |
| Family and Community | | | | | | | | | | | |
| Alterations to family structure | Landholders | High | Negative | Long | Regional | Medium | Medium | Negative | Long | Regional | Medium |

Refer to Volume 6, Section 8 of Appendix K for further details on the identified potential social impacts and their significance.

BC2 Mitigation and Management

Table 3: Overview of management strategies

| Management Strategy | Impact Category | | | | | | | | | | | | | | | | |
|---|-----------------|----|----|--------------|---|----|----|-----|----|----|-----------|---|----|----|-----|----|----|
| | Feasibility | | | Construction | | | | | | | Operation | | | | | | |
| | HW | EM | FC | D | G | SF | HW | QLE | EM | FC | D | G | SF | HW | QLE | EM | FC |
| Project Design | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Good Neighbour Policy | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Individual Landholder Compensation Package | ✓ | ✓ | | | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Regional Stakeholder Engagement Program | | | | | | ✓ | | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | ✓ |
| HPPL Community Development Fund | | | | | ✓ | | | | | | | | | | | | |
| Employment and Economic Development Strategy | | | | | | | | | ✓ | | | | | | | ✓ | |
| Other technical study management strategies | | | | | | | | | | | | | | | | | |
| Environmental Management Plan (dust, noise, ecological) | | | | | | | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | | |
| Traffic Management Plan | | | | | ✓ | | | ✓ | | | | ✓ | | | | | |
| Emergency Response Plan | | | | | | | | ✓ | | | | | | | ✓ | | |

D- demographic, G – Geographic, SF – Services and Facilities, HW – Health and Wellbeing, QLE – Quality of the Living Environment, EM – Economic and Material Wellbeing, FC – Family and Community, EMP – Environmental Impact Management Plan

Refer to Volume 6, Section 9 of Appendix K for further details on the social impact management strategies.

Section D: Monitoring, Reporting and Review

D1 Monitoring

Table 4: Monitoring Program – Construction Stage

| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|---|--|---|----------------------|--|--|
| Demographic | | | | | |
| Concern about construction workers and construction camps | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | If a landholder requires support, it is provided in a timely and sensitive manner. | HPPL and landholders | As required | Type and length of support provided. Complaints from landholders about workforce or construction camps |
| Temporary increase in population | Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers) | Not to increase the population of the local and regional study area by more than 5% | HPPL | Planning Information and Forecasting Unit (PIFU) and OESR – annual ABS Census – every 5 years | Population numbers across the local and regional study area Other projects and policies impacting the local and regional study area that will change the population numbers. |
| Services and Facilities | | | | | |
| Housing availability | Track property values in the region and other trends that may impact on property values. | Not to impact on housing prices | HPPL | Quarterly | Property values Housing availability and affordability Other projects and policies impacting the local and regional study area that will impact on available and affordable housing. |
| Decrease in infrastructure quality | Refer to Traffic Management Plan | - | - | - | - |

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| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|-------------------------------|---|--|--|---|--|
| Geographic | | | | | |
| Conversion of land use | Recording of the land use conversion over the life of the Project | To provide a photo reference of the conversion of land use | HPPL and landholders | At key stages during the construction phase | Visual amenity Topography |
| Physical splintering | | | | | |
| Landholder's property | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To reduce the type and frequency of physical splintering | HPPL and landholders | As required | Ability to access Time to access |
| Regional community | Communication with regional community members about the Project (inc. stakeholder engagement specialists and complaints database) | To reduce the type and frequency of physical splintering | HPPL and members of the regional community | As required | Ability to access Time to access |
| Physical construction impacts | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To reduce the type and frequency of physical construction impacts | HPPL and landholders | As required | Physical construction impacts as reported by landholders |
| | Refer to Environmental Management Plan | - | - | - | - |
| Health and Wellbeing | | | | | |
| Decrease in health | Communication with landholders about the Project (landholder survey) | If a landholder requires support, it is provided in a timely and sensitive manner. | HPPL and service providers (if required) and landholders | As required | Type and length of support provided |
| Loss of aspirations | Communication with landholders about the Project (landholder survey) | If a landholder requires support, it is provided in a timely and sensitive manner. | HPPL and service providers (if required) and landholders | As required | Type and length of support provided |

| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|---|--|--|--|-------------|--|
| Loss of autonomy | Communication with landholders about the Project (landholder survey) | If a landholder requires support, it is provided in a timely and sensitive manner. | HPPL and service providers (if required) and landholders | As required | Type and length of support provided |
| Quality of the living environment | | | | | |
| Decrease in the quality of the living environment | Refer to Environmental Management Plan | - | - | - | - |
| Changes to the natural environment | Refer to Environmental Management Plan | - | - | - | - |
| Decrease in personal safety and increase to hazard exposure | | | | | |
| Road safety | Refer to Traffic Management Plan | - | - | - | - |
| Fire | Refer to Hazard and Risk Management Plan | - | - | - | - |
| Increase in crime and decrease in security | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To not increase crime or decrease security | HPPL and landholders | As required | Type and frequency of crime |
| | Police reports | To not increase crime or decrease security | HPPL | As required | Type and frequency of crime |
| Economic and Material Wellbeing | | | | | |
| Increase in workload for landholders | Communication with landholders about the Project (landholder survey) | Limit the type and amount of increased workload | HPPL and landholders | As required | Type extra work and hours to do the work |
| Decrease in income, economic prosperity and resilience | Communication with landholders about the Project (landholder survey) | Limit the decreased income, economic prosperity and resilience of landholders | HPPL and landholders | Quarterly | Income and profit (increase , constant or decrease). Monitor markets and policies that may also impact on business viability. |

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| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|--|--|---|---|-------------|---|
| Disturbance to cattle and other animals | Monitor cattle | Limit the disturbance to cattle | HPPL and landholders | As required | Cattle movements and growth |
| | Communication with landholders about the Project (landholder survey) | | HPPL and landholders | As required | Cattle movements and growth |
| Loss of viable land | Monitor cattle reaction and habits (e.g. areas where they graze, camping locations etc) | Limit the loss of viable land | HPPL and landholders | As required | Pasture quality, cattle movements and growth |
| Decrease in property values (landholders) | Track property values in the region and other trends that may impact on property values. | For the individual compensation packages to cover the loss in property value. | HPPL | Quarterly | Property values |
| Increase in property values (regional communities) | Track property values in the region and other trends that may impact on property values. | For the individual compensation packages to cover the loss in property value. | HPPL | Quarterly | Property values |
| Increase in local employment and contracting opportunities | Review of Human Resources and procurement data | Maximise local | HPPL | Quarterly | Number of positions offered and advertised locally and the number of local people employed. |
| Increase in skills shortage | Communication with landholders about the Project (landholder survey) | Reduce impacts on existing skills shortage | HPPL and landholders | Quarterly | Staff retention Recruitment rates |
| | Business and service providers survey | Reduce impacts on existing skills shortage | HPPL and business and service providers | Quarterly | Staff retention Recruitment rates |
| Diversification of regional economy | Refer to Economic Impact Management Plan | - | - | - | - |

Table 5 Monitoring Program – Operational Stage

| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|-----------------------------------|--|---|---|---|--|
| Demographic | | | | | |
| Increase in population | Changes to population numbers and characteristics (review ABS data) compared to Human Resources data on workforce (including relocations and camp numbers) | Not to increase the population of the local and regional study area by more than 5% | HPPL | PIFU/OESR – annual ABS Census – every 5 years | Population numbers across the local and regional study area Other projects and policies impacting the local and regional study area that will change the population numbers. |
| Services and facilities | | | | | |
| Housing availability | Track property values in the region and other trends that may impact on property values. | Not to impact on housing prices | HPPL | Quarterly | Property values Housing availability and affordability Other projects and policies impacting the local and regional study area that will impact on available and affordable housing. |
| Community services and facilities | Business and service providers survey | Not to significantly impact on community services and facilities | HPPL and business and service providers | Quarterly | Project human resources data Feedback from service providers |
| Geographic | | | | | |
| Conversion of land use | Recording of the land use conversion over the life of the Project | To provide a photo reference of the conversion of land use | HPPL and landholders | At key stages during the construction phase | Visual amenity Topography |
| Physical splintering | | | | | |
| Landholders | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To reduce the type and frequency of physical splintering | HPPL and landholders | As required | Ability to access Time to access |

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| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|--|--|--|--|-------------|--|
| Physical operational impacts | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To reduce the type and frequency of physical operational impacts | HPPL and landholders | As required | Physical construction impacts as reported by landholders |
| | Refer to Environmental Management Plan | - | - | - | - |
| Health and Wellbeing | | | | | |
| Decreased in health | Communication with landholders about the Project (landholder survey) | If a landholder requires support, it is provided in a timely and sensitive manner. | HPPL and service providers (if required) and landholders | As required | Type and length of support provided |
| Quality of the living environment | | | | | |
| Decrease in the quality of the living environment | Refer to Environmental Management Plan | - | - | - | - |
| Changes to the natural environment | Refer to Environmental Management Plan | - | - | - | - |
| Decrease in personal safety and increase to hazard exposure | | | | | |
| Train safety | Refer to Hazard and Risk Management Plan | - | - | - | - |
| Fire | Refer to Hazard and Risk Management Plan | - | - | - | - |
| Increase in crime and decreased security | Communication with landholders about the Project (inc. land liaison officers, complaints database and landholder survey) | To not increase crime or decrease security | HPPL and landholders | As required | Type and frequency of crime |
| | Police reports | To not increase crime or decrease security | HPPL | As required | Type and frequency of crime |

| Potential Impact | Monitoring Tool | Target and Outcomes | Responsibility | Timing | Indicators to be monitored |
|--|---|---|----------------------------|-------------|---|
| Economic and Material Wellbeing | | | | | |
| Increase in workload | Communication with landholders about the Project (landholder survey) | Limit the type and amount of increased workload | HPPL and landholders | As required | Type extra work and hours to do the work |
| Decrease in income, economic prosperity and resilience | Communication with landholders about the Project (landholder survey) | Limit the decreased income, economic prosperity and resilience of landholders | HPPL and landholders | Quarterly | Income and profit (increase, constant or decrease). Monitor markets and policies that may also impact on business viability. |
| Disturbance to cattle and other animals | Monitor cattle | Limit the disturbance to cattle | HPPL and landholders | As required | Cattle movements and growth |
| | Communication with landholders about the Project (landholder survey) | | HPPL and landholders | As required | Cattle movements and growth |
| Increased rates and rents | | | | | |
| Regional community | Monitor rates with Regional Councils and rents with local real estates (service provider and business survey) | | HPPL and Regional Councils | Quarterly | Rates and rents |
| Family and Community | | | | | |
| Alterations to family structure | Communication with landholders about the Project (landholder survey) | Not to adversely affect family structure of the landholders | HPPL and landholders | As required | Number of family and relationship living on the property. |

Refer to Volume 6, Section 10 of Appendix K for further detail on the monitoring program.

D2 Reporting

Reporting to stakeholders

HPPL will report the findings of the monitoring strategy as part of the Good Neighbour Policy, Regional Stakeholder Engagement Program and Cumulative Impact Management. Where impacts have been monitored on landholders, results will be de-identified.

Reporting to the Social Impact Assessment Unit

As per the draft Social Impact Management Plan (SIMP) Guidelines, HPPL will report on the monitoring program to the Social Impact Assessment Unit (SIAU) of the Department of Infrastructure and Planning on an annual basis during construction.

HPPL will report on the operational impacts of the Project to the Social Impact Assessment Unit of the Department of Infrastructure and Planning every three years.

As per the draft SIMP Guidelines, reports prepared for the Social Impact Assessment Unit will include:

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

D3 External Review

HPPL will agree to an external review of the SIMP when requested by the SIAU of the Department of Infrastructure and Planning.

D4 Amendment and Termination

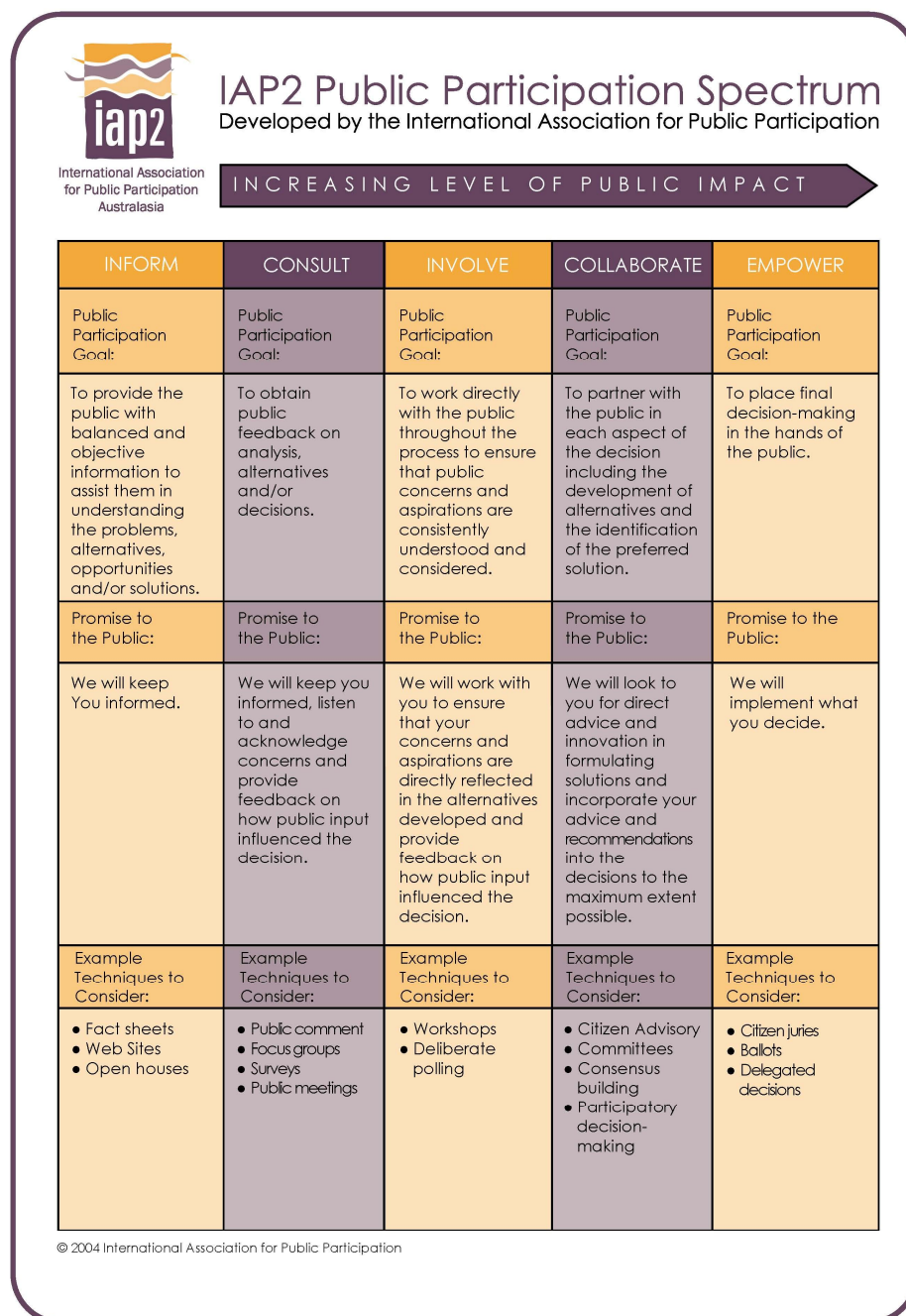
Amendments and updates to the SIMP will be considered as part of the internal SIMP Review, which will be timed with the Reporting to the SIAU and will consider findings of the External Review.

Section E: Stakeholder Engagement Strategy

E1 Overview

HPPL will develop a Stakeholder Engagement Strategy for the construction and operation of the Project. The Stakeholder Engagement Strategy will align with the International Association for Public Participation (IAP2) Spectrum (refer to Figure 6).

Figure 6: The IAP2 Spectrum



HPPL will allocate resources to ensure that the Stakeholder Engagement Strategy is able to be developed, implemented and reviewed in a timely fashion. Resources include stakeholder engagement personnel at the corporate level and on site, appropriate funding and relevant policies and procedures.

E2 Construction

HPPL will develop detailed Construction Stakeholder Engagement Strategy in consultation with their construction contractor. The Construction Stakeholder Engagement Strategy will address the stakeholders, actions, management strategies and review processes.

Stakeholders

Stakeholders who could be included (but not limited to) in the Construction Engagement Strategy are summarised in Table 6.

Table 6: Construction Stakeholder Engagement Strategy – Stakeholders

| Stakeholder Group | Stakeholders |
|--|--|
| Landholders | Landholders will be directly impacted by the Project |
| Regional Councils | Barcaldine Regional Council Isaac Regional Council Whitsunday Regional Council |
| Queensland Government | Department of Infrastructure and Planning (Social Impact Assessment Unit,) Department of Employment, Economic Development and Innovation, Department of Communities, Department of Education and Training, Queensland Police, Department of Main Roads, Department of Environment and Resource Management and Queensland Health. |
| Residents of the regional study area | People living in the Local Government Areas of Barcaldine, Isaac and Whitsunday Regional Council. |
| Service providers in the regional study area | For example, health, education, training, emergency services. |
| Businesses in the regional study area | Businesses based in the towns of Alpha, Clermont, Collinsville and Bowen, this may occur through local progress associations or Chambers of Commerce. |
| Interest groups | For example, environmental groups |

Actions

Actions or tools which could be used (but not limited to) to implement the Construction Stakeholder Engagement Strategy are summarised in Table 7.

Table 7: Construction Stakeholder Engagement Strategy – Tools and Actions

| Action | IAP2 Spectrum ³ | Stakeholder | Purpose | Timing |
|----------------------------------|----------------------------|---|---|--|
| Land liaison officers | Collaborate | Landholders | Provide Project updates, raise, discuss and address ways of addressing any issues specific to landholders | As required (at least fortnightly contact) |
| Meetings with Regional Councils | Collaborate | Barcaldine, Isaac and Whitsunday Regional Councils | Provide Project updates, participation in Regional planning exercises, raise, discuss and address ways of addressing any issues at the regional level | Every two months |
| Community Consultative Committee | Collaborate | Residents, businesses and services providers in the regional study area | Provide Project updates, raise, discuss and address ways of addressing any issues at the regional level | Every quarter |
| State Government Committee | Involve | Relevant State Government Departments | Provide Project updates, raise, discuss and address ways of addressing any issues. | Every 6 months |
| Participation in Regional Shows | Consult | Residents in the regional study area | Provide Project updates, raise, discuss and address ways of addressing any issues. | Annual |
| Project website | Inform | All stakeholders | Provide Project updates, publish newsletters, publish monitoring data, minutes of Community Consultative Committee meetings etc. | Updated as required |
| Project newsletter | Inform | Landholders; residents, businesses and service providers in the regional study area | Provide Project updates | Quarterly |
| Meetings with SIAU | Inform | SIAU | To provide Project updates | Annual ⁴ |
| 1300 number | - | All stakeholders | Stakeholder's contact HPPL regarding the Project | Daily |

³ Refer to Figure 6

⁴ Timed with the SIMP review, refer to Section D2

Management Strategies

HPPL and their construction contractors will develop management policies and processes to support the development and implementation of the Construction Engagement Strategy.

Review

The Construction Stakeholder Engagement Strategy will be reviewed by representatives from HPPL and their contractors on an annual basis. The review will include an assessment of the effectiveness and efficiency of engagement policies, processes and tools. Relevant stakeholders may be requested to participate in the review.

E3 Operation

Stakeholders

Stakeholders who could be included (but not limited to) in the Stakeholder Engagement Strategy (Operation) are summarised in Table 8.

Table 8: Stakeholder Engagement Strategy (Operation) – Stakeholders

| Stakeholder Group | Stakeholders |
|--|--|
| Landholders | Landholders will be directly impacted by the Project |
| Regional Councils | Barcaldine Regional Council Isaac Regional Council Whitsunday Regional Council |
| Queensland Government | Department of Infrastructure and Planning (Social Impact Assessment Unit,) Department of Employment, Economic Development and Innovation, Department of Communities, Department of Education and Training, Queensland Police, Department of Main Roads, Department of Environment and Resource Management and Queensland Health. |
| Residents of the regional study area | People living in the Local Government Areas of Barcaldine, Isaac and Whitsunday Regional Council. |
| Service providers in the regional study area | For example, health, education, training, emergency services. |
| Businesses in the regional study area | Businesses based in the towns of Alpha, Clermont, Collinsville and Bowen, this may occur through local progress associations or Chambers of Commerce. |
| Interest groups | For example, environmental groups |

Actions or tools which could be used (but not limited to) to implement the Stakeholder Engagement Strategy (Operation) are summarised in Table 9.

Table 9: Stakeholder Engagement Strategy (Operation) – Tools and Actions

| Action | IAP2 Spectrum ⁵ | Stakeholder | Purpose | Timing |
|----------------------------------|----------------------------|---|---|--|
| Land liaison officers | Collaborate | Landholders | Provide Project updates, raise, discuss and address ways of addressing any issues specific to landholders | As required (at least quarterly contact) |
| Meetings with Regional Councils | Collaborate | Barcaldine, Isaac and Whitsunday Regional Councils | Provide Project updates, participation in Regional planning exercises, raise, discuss and address ways of addressing any issues at the regional level | Every quarter |
| Community Consultative Committee | Collaborate | Residents, businesses and services providers in the regional study area | Provide Project updates, raise, discuss and address ways of addressing any issues at the regional level | Every 6 months |
| State Government Committee | Involve | Relevant State Government Departments | Provide Project updates, raise, discuss and address ways of addressing any issues. | Every 6 months |
| Participation in Regional Shows | Consult | Residents in the regional study area | Provide Project updates, raise, discuss and address ways of addressing any issues. | Annual |
| Project website | Inform | All stakeholders | Provide Project updates, publish newsletters, publish monitoring data, minutes of Community Consultative Committee meetings etc. | Updated as required |
| Project newsletter | Inform | Landholders; residents, businesses and service providers in the regional study area | Provide Project updates | Quarterly |
| Meetings with SIAU | Inform | SIAU | To provide Project updates | Every 3 years ⁶ |
| 1300 number | - | All stakeholders | Stakeholder's contact HPPL regarding the Project | Daily |

⁵ Refer to Figure 6

⁶ Timed with the SIMP review, refer to Section D2

Management Strategies

HPPL and their construction contractors will develop management policies and processes to support the development and implementation of the Stakeholder Engagement Strategy (Operation).

Review

The Stakeholder Engagement Strategy (Operation) will be reviewed by representatives from HPPL and their contractors on an annual basis. The review will include an assessment of the effectiveness and efficiency of engagement policies, processes and tools. Relevant stakeholders may be requested to participate in the review.

Section F: Dispute Resolution

HPPL will develop a dispute resolution mechanism which supports an active response to community and stakeholder concerns about social impact issues. The dispute resolution mechanism will be aligned with organisational processes and will include:

- a dedicated pathway and process for handling grievances;
- relevant policies dedicated to or associated with preventing and/or handling community grievances;
- maintenance of a data base to record any community grievances and which support the relevant policies and procedures; and
- appropriate resources for handling grievances.