

# A | Alpha Coal Project's Social Impact Management Plan (Nov 2011)





# Report

## Alpha Coal Project Social Impact Management Plan

18 NOVEMBER 2011

Prepared for  
Hancock Coal Pty Ltd

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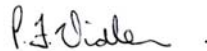


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Appendix A Condensed Impacts Table for Social Impact Management Plan

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## Abbreviations

Abbreviation	Description
ABS	Australian Bureau of Statistics
APSDA	Abbot Point State Development Area
BRC	Barcaldine Regional Council
BIBO	Bus in, Bus out
CoG	Coordinator-General
CHMP	Cultural Heritage Management Plan
CHRCA	Central Highlands Regional Council Area
CLO	Community Liaison Officer
CID	Community Infrastructure Designation
CMP	Construction Management Plan
DEEDI	Department of Employment, Economic Development and Innovation
DIDO	Drive in, Drive out
DoC	Department of Communities
DTMR	Department of Transport and Main Roads
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
EPC	Engineering, Procurement and Construction
FIFO	Fly in, Fly out
GBCIF	Galilee Basin Common Issues Forum
HCIPL	Hancock Coal Infrastructure Pty Ltd
HCPL	Hancock Coal Pty Ltd
HCICC	Hancock Coal and Infrastructure Consultative Committee
HCC	Hancock Consultative Committee
HGPL	Hancock Galilee Pty Ltd
HPPL	Hancock Prospecting Pty Ltd
HIMS	Hancock Integrated Management System
HSECH	Health, Safety, Environment, Community and Heritage
ICN	Industry Capability Network
IEP	Indigenous Employment Program
IFS	Infrastructure Facility of Significance
IRC	Isaac Regional Council
JORC	Joint Ore Reserves Committee
LGA	Local Government Area
LOM	Life of Mine
MOU	Memorandum of Understanding
Mtpa	Million tonne per annum
NGO	Non-Government Organisation
NQBP	North Queensland Bulk Ports Corporation
OESR	Office of Economic and Statistical Research
PMC	Project Management Contractor
SIA	Social Impact Assessment
SIA CAR	SIA Cross Agency Reference Group



## Abbreviations

Abbreviation	Description
SIAU	Social Impact Assessment Unit
SIMP	Social Impact Management Plan
SEIFA	Socio-Economic Index for Areas
SEIS	Supplementary Environmental Impact Assessment
SLA	Statistical Local Area
TPA	Trade Practices Act 1974
WRC	Whitsunday Regional Council

## Project Proponent

### 1.1 Proponent Overview

Hancock Coal Pty Ltd (HCPL), here in referred to as 'Hancock', is 79% owned by GVK Coal Developers (Singapore) Pty Limited (GVKCDPL) and 21% owned by Hancock Prospecting Pty Ltd (HPPL).

Hancock has contracted Worley Parsons Ausenco Joint Venture (WPAJV) to manage the planning and construction phase of the Project. The community relation and social impact management activities will be related to the development of the mine, the construction and management of five workers' accommodation camps and the development of the railway. Associated activities include extension and development of road and air transport corridors and the development of local and regional business and industry support services.

### 1.2 Project Summary

The Alpha Coal Project comprises two key elements to be developed by Hancock. These two elements are the:

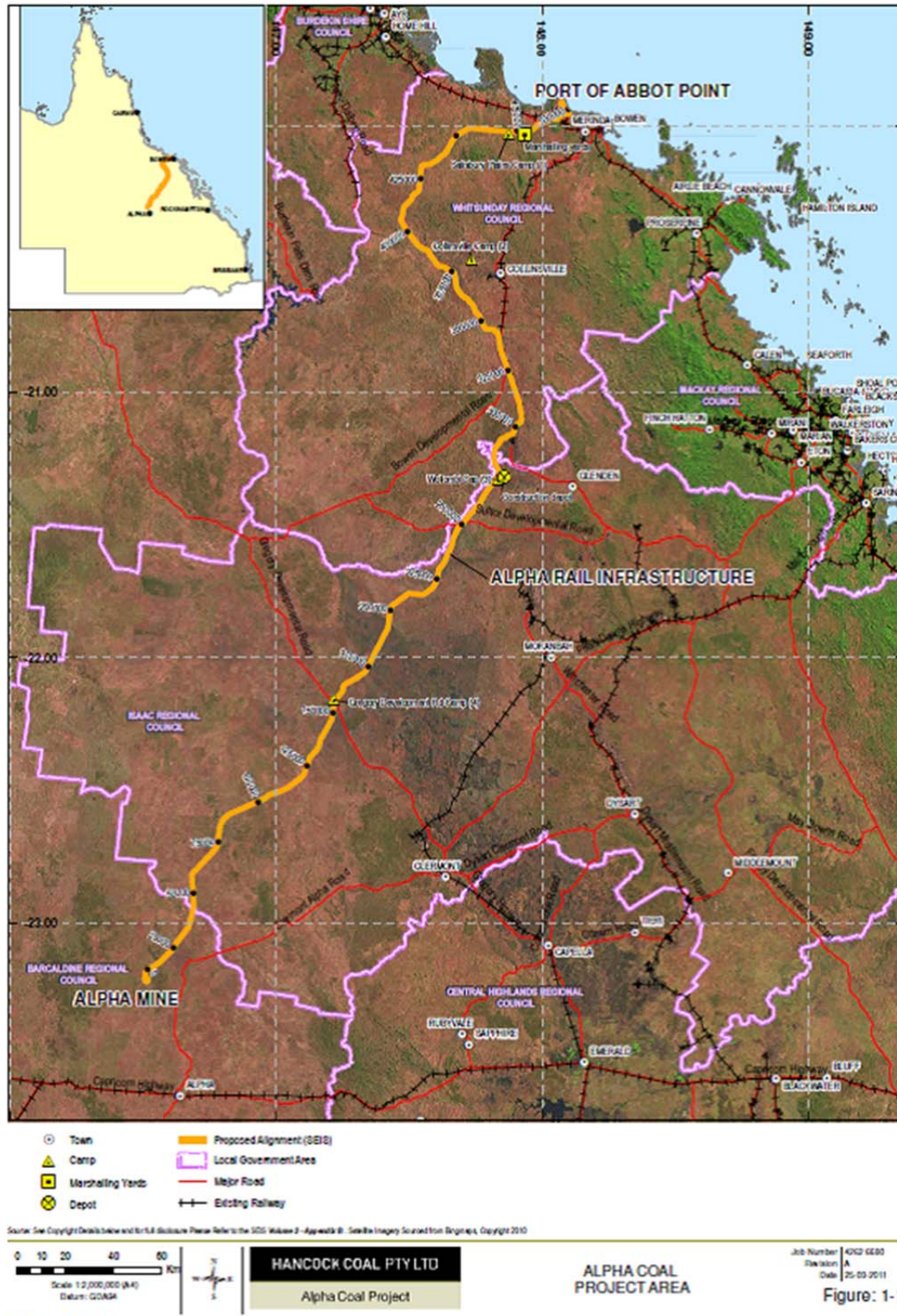
1. Alpha Coal (Mine) Project: comprising an open cut thermal coal mine to be developed north of the township of Alpha in Central Queensland; and
2. Alpha Coal (Rail) Project: comprising 495 kilometres (km) of standard gauge rail line and associated infrastructure.

Supporting infrastructure for these project elements include the T3 Coal Terminal (Port of Abbot Point), comprising coal stockyards and ship loading facilities with an annual capacity of 30 million tonnes (Mtpa). The T3 work is currently excluded from this SIMP. The environmental assessment of the Abbot Point Terminal is being undertaken in a separate approval pathway and therefore does not form part of this SIMP.

The Alpha Coal Project is located in the Galilee Basin, in Central Queensland. The mine component of the Project is located approximately 50 km north of the town of Alpha to the west of the Alpha-Clermont Road, within the Barcaldine Regional Council area. The mine will be accessible via Alpha along the Capricorn Highway from Emerald in the east and Barcaldine in the west. Barcaldine is the nearest major community via these road networks with a population of over 1,000 people. Emerald is the major regional centre with a population of over 10,000 people. Figure 1-1 below shows the geographical location of the Project.

# 1 Project Proponent

Figure 1-1 Alpha Coal Project location



## 1 Project Proponent

The proposed Alpha Coal Project aims to develop a 30 Mtpa product open cut thermal coal mine, targeting the coal seams in the Upper Permian coal measures of the Galilee Basin. Full details of the coal project are provided in volumes two and five of the EIS.

The mine will be supported by the privately owned and operated rail and port infrastructure facilities that are also proposed as part of the Alpha Coal Project, to be developed by Hancock. Hancock is proposing to construct a standard gauge, single track, non-electrified, 495 km long railway line for the purposes of transporting processed coal from the Alpha Coal Mine to the Port of Abbot Point north of Bowen.

The Project will link the Galilee Basin in Central Queensland with coal export ports at Abbot Point on the Central Queensland Coast. The Galilee Basin spans over 247,000 km<sup>2</sup> of land and holds over 14 billion tonnes of Joint Ore Reserves Committee (JORC) compliant coal that has been identified by several proponents. As such, the Project will be an essential part of opening up the Galilee Basin for export of thermal coal and will benefit the Central Queensland region, the State of Queensland and the Nation. As the northern section of the Project enters the Abbot Point State Development Area (APSDA) and ends at a rail loop and dump station immediately south of the proposed X110 Coal Terminal, it will also benefit future industrial development of the APSDA.

The Project will enable export of 60 Mtpa of quality thermal coal for a lifespan of approximately 30 years. This capacity will provide for export of the expected 30 Mtpa from the Alpha Coal Mine and a further 30 Mtpa from Hancock's Galilee mine, Kevin's Corner. With construction of additional passing loops to the single line track and selective partial duplication, there is potential to further increase the tonnage and thus service other potential miners from the Galilee Basin. Hancock has undertaken to make the track available to third party users under a Voluntary Undertaking pursuant to the *Trade Practices Act 1974* (TPA).

In addition to the main line from the Alpha Coal Mine to the Port of Abbot Point, the Project also involves construction of the following:

- two load out loops, one at the Alpha Coal Mine and one at the Port of Abbot Point;
- eight passing loops each approximately 5 km long to accommodate export of 60 Mtpa of coal;
- maintenance tracks along the railway line;
- marshalling yard at the entry to the APSDA; and
- five workers' accommodation villages accommodating for 700 to 800 personnel per worker accommodation village (three permanent worker accommodation villages and two temporary worker accommodation villages).



## Social Outcome and Responsibility

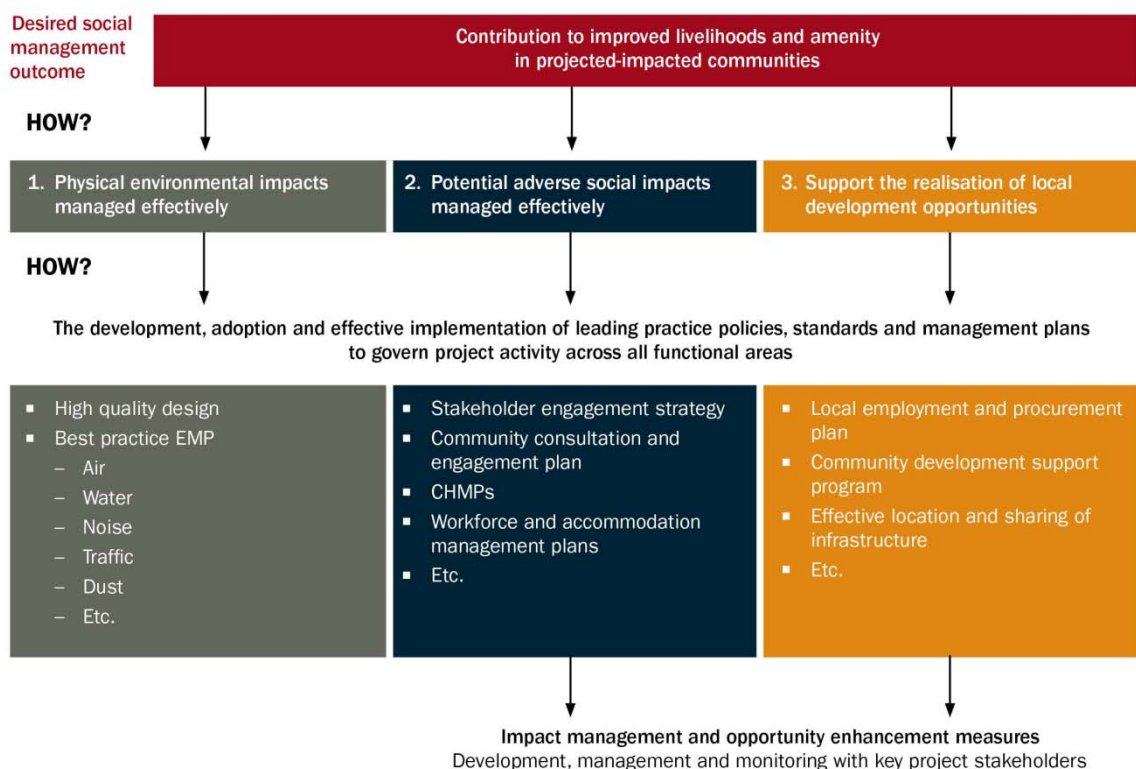
### 2.1 Overview of Hancock's Approach to Social Outcome and Responsibility

Hancock takes a proactive approach to community engagement and seeks to achieve more than just the management of potential adverse social impact. Hancock expects to contribute to a social outcome of improved livelihoods and amenity in project-impacted communities. Hancock will adopt a three component strategic approach to the achievement of this outcome. These components are the:

- effective management of physical environmental impacts;
- effective management of potential adverse social impacts, and
- provision of support for the realisation of local development opportunities.

Activities in these three areas will be guided by leading practice policies, standards, guidelines and management plans. The outcome will be founded on the implementation of a high quality design process that seeks to avoid impact to the maximum extent possible. A schematic representation of this social management approach is shown in Figure 2-1.

**Figure 2-1 Hancock's Approach to Social Management**



#### 2.1.1 Overarching Hancock Policies and Standards

The following policies and standards have been developed by Hancock:

- Hancock Corporate Environmental Policy; and
- Hancock Integrated Management System (HIMS) (addresses the health, safety, environment, community and heritage impacts associated with exploration projects).

## 2 Social Outcome and Responsibility

### 2.2 Approach to Social Impact Management for the Project

Hancock is coordinating internal responsibilities for the management of the social impacts of the mine and rail components of the Project. This is achieved through the development of an aligned Social Impact Management Plan (SIMP) that is spatially organised around Hancock's proposed assets. The SIMP is thus structured as follows:

- Part A - Alpha Coal Mine Social Impact Management Plan; and
- Part B - Alpha Coal Infrastructure: Rail Social Impact Management Plan.

The mine component of the SIMP (Part A) outlines mitigation mechanisms for the identified key mine related social impacts for the Life of the Mine (LOM) (including decommissioning). It is anticipated that any social impacts associated with the operation of the rail component of the Project will be addressed through on-going updates to this document, the Landholder Management Plan and on-going consultation, aligned with a grievance mechanism (see Section 4.3.3). At this point in time, the rail component of the SIMP (Part B) outlines mitigation mechanisms for the key identified rail related social impacts with a focus on the pre-construction and construction phases.

The SIMP is also supported by a number of action plans relating to the social domain, which are summarised in Section 2.4 below. The SIMP will be managed by Hancock and Hancock contractors with oversight by the Hancock Consultative Committee (HCC) (for the mine) and the Hancock Coal Infrastructure Consultative Committee (HCICC) (for the rail) (see Section 2.4.1). Final decisions pertaining to the management of the SIMP will remain with Hancock. The social impacts of the port component of the Project will be managed through a Voluntary Environmental Assessment.

### 2.3 SIMP Development Methodology

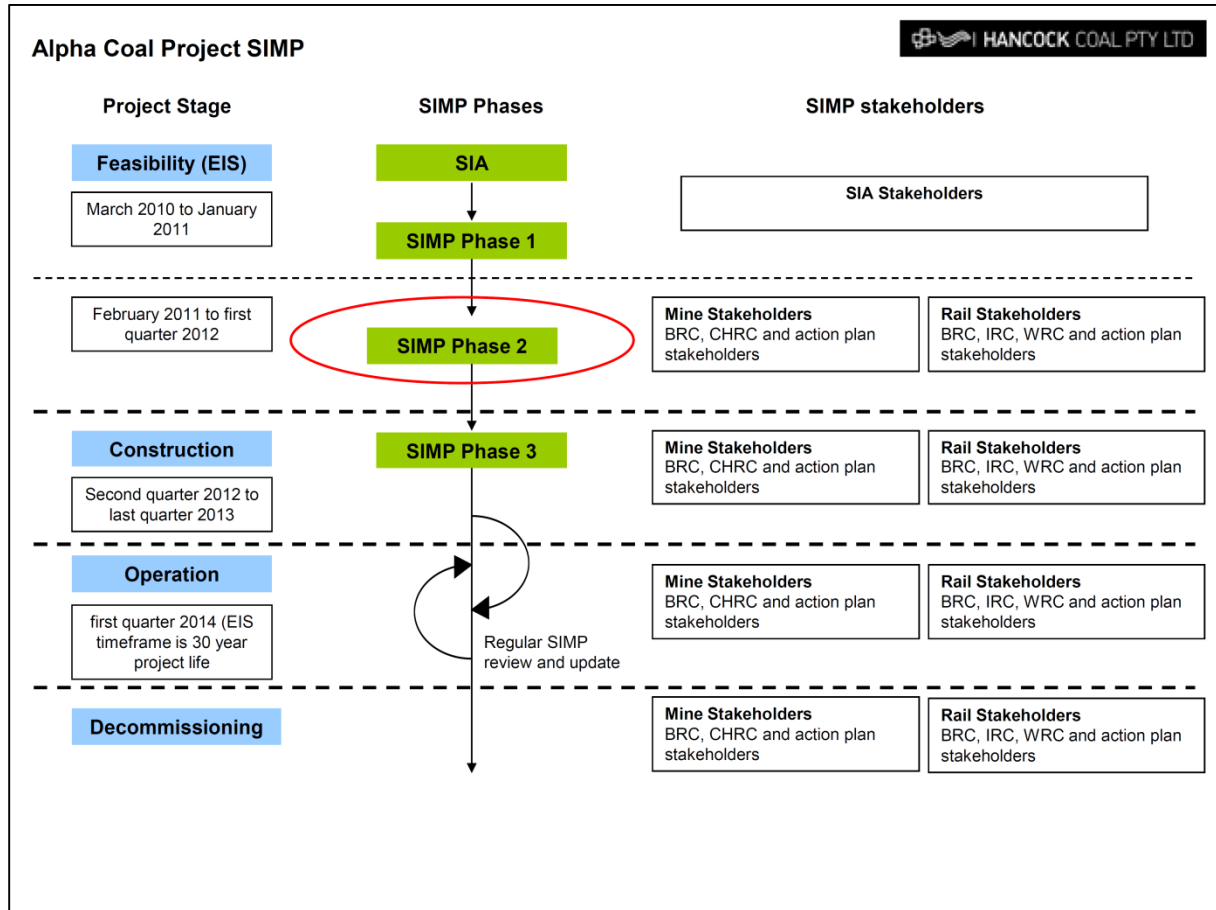
The SIMP is based on a three-phased approach as outlined below:

- **Phase One:** SIMP Foundation - Draft SIMP based on the SIA analysis and conclusions;
- **Phase Two:** SIMP Details - Consultation with key stakeholders on the details of the SIMP, roles and responsibilities, benchmarks, reporting, monitoring and program evaluation; and
- **Phase Three:** SIMP Implementation - Initiation of the SIMP including mitigation, monitoring, management and reporting. Review and adaptation of the SIMP as the Project and community evolve.

An outline of the timing of the SIMP development and implementation process over the life of the Project is outlined schematically in Figure 2-2.

## 2 Social Outcome and Responsibility

**Figure 2-2 SIMP Development and Implementation Process over the Life of the Project**



### 2.3.1 Phase One: Draft SIMPs submitted within the EIS

Draft SIMPs were submitted as part of the Social Impact Assessments (SIAs) for both the mine and the rail components of the Project. These SIAs were submitted to the Coordinator-General in September 2010 as part of the Environmental Impact Statement (EIS) process, with a Supplementary EIS (SEIS) released in September 2011. The draft SIMPs fulfilled phase one of the SIMP development process and they included the identification of social impacts and mitigation mechanisms. A summary of the commitments made relating to social impact and social management within the EIS and SEIS processes for the Project can be found on the Hancock website (<http://hancockcoal.com.au>).

### 2.3.2 Phase Two: Post EIS Draft SIMP Revisions

Since the draft SIMP submission, phase two of SIMP development has been in progress. The social impacts and mitigation measures have been further refined during this phase to provide for a more concise, logical and consistent approach to social impact management. Appendix A details the refined impact categories and their associated action plans.

For the mine component of the SIMP social impacts have been organised into three impact themes:

- community wellbeing;
- economic participation; and



## 2 Social Outcome and Responsibility

- regional development.

For the rail component of the SIMP impacts have been categorised by project phase, these being:

- Phase One – rail corridor planning and acquisition;
- Phase Two – rail line construction;
- Phase Three – rail line operations; and
- Phase Four – decommissioning.

It is anticipated that a higher degree of social impacts will be experienced within the rail corridor during the planning, acquisition and construction phases of the Project, compared with the operational phase. It is therefore proposed that social impacts experienced during the operational phase will be managed through ongoing updates to this document, the Landholder Management Plan, and ongoing consultation, aligned with a grievance mechanism (see Section 4.3.3).

For each identified social impact the following has been described:

- issue;
- project context;
- project phase (for mine component only);
- stakeholders;
- significance;
- mitigation/enhancement measures;
- indicators (and target measures);
- means of verification; and
- responsibility for mitigation/enhancement

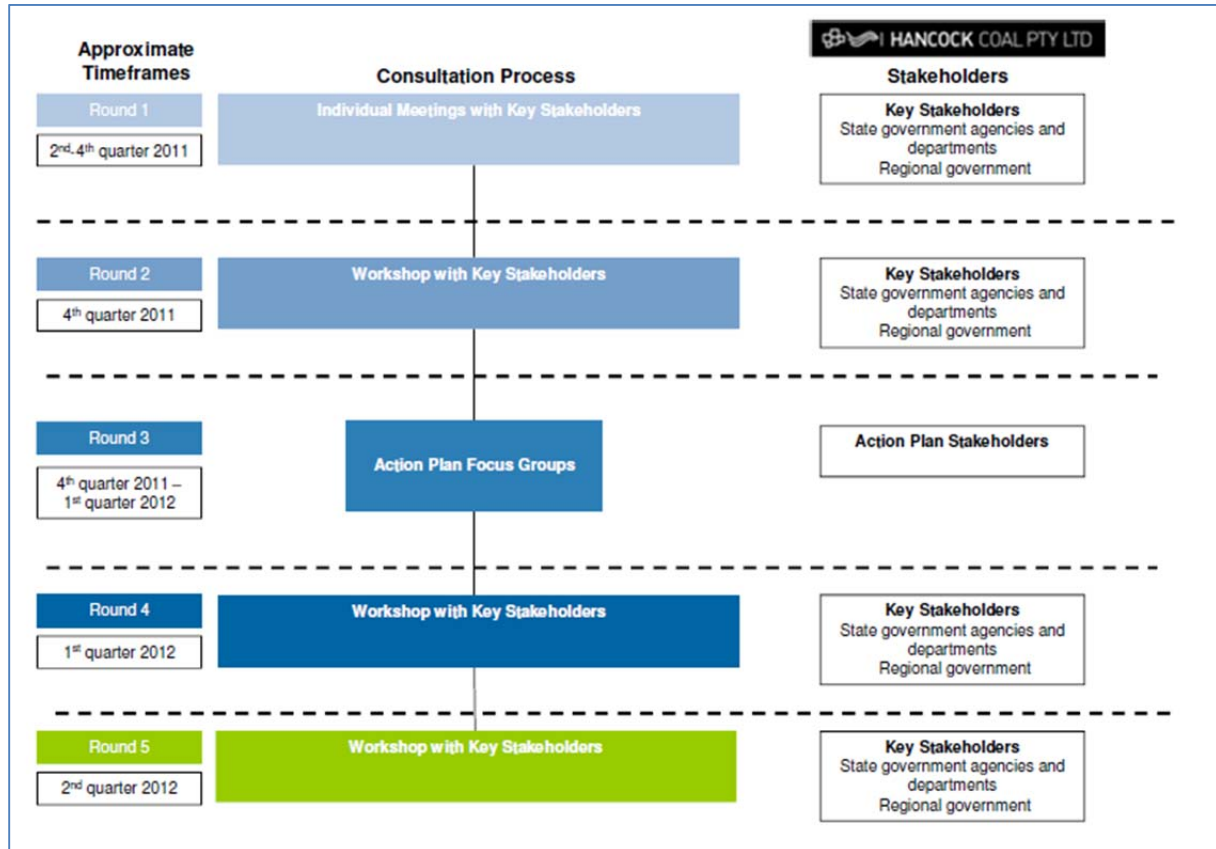
In addition, a number of action plans are being developed to support impact mitigation and management (see Section 2.4).

### 2.3.3 Phase Two: Draft SIMP Consultations

Consultations with relevant stakeholders are critical throughout the SIMP development process. Figure 2-3 presents a proposed consultation process to finalise the SIMP. This consultation process is subject to change as a result of feedback from key stakeholders.

## 2 Social Outcome and Responsibility

Figure 2-3 Proposed SIMP Phase Two Consultation Strategy



### Round One: Consultations

The first round of consultations will involve meetings with key State and Local Government stakeholders to seek their feedback on the draft SIMP and establish how they would like to participate in the finalisation of the SIMP and associated action plans. Key stakeholders in the SIMP consultations have been identified as:

- Department of Communities;
- Department of Community Safety;
- Department of Employment, Economic Development and Innovation;
- Department of Health;
- Department of Education and Training (TAFE, Skills Queensland, Education Queensland);
- Barcaldine Regional Council (BRC) – primary mine and rail;
- Central Highlands Regional Council (CHRC) – secondary mine;
- Blackall – Tambo Regional Council (BTRC) – secondary mine;
- Isaac Regional Council (IRC) – primary rail; and
- Whitsunday Regional Council (WRC) – primary rail.

### Round Two: Consultations

Round two will include the establishment of both the mine and rail consultative committees together with further meetings with key stakeholder meetings to develop the SIMP action plans.

## 2 Social Outcome and Responsibility

The purpose of this round of consultation is to:

- formalise the round one findings described above;
- finalise the scope of action plans (see Section 2.4 for draft action plans); and
- confirm action plan stakeholders.

### ***Round Three: Consultations***

Sub-committees or focus groups will be established to develop specific action plans, dependant on the outcome of consultation undertaken during rounds one and two. Action plan focus group stakeholders may include, but will not be limited to, the relevant representatives from the following groups' regional and/or State offices:

- Indigenous people and their representative organisations;
- Central Highlands Regional Council;
- Department of Employment, Economic Development and Innovation;
- Department of Communities;
- Queensland Police Service;
- Department of Community Safety;
- Queensland Health and other health service providers;
- Department of Transport and Main Roads;
- Royal Flying Doctor Service;
- Commonwealth Department of Education, Employment and Workplace Relations;
- Housing service providers;
- Chambers of Commerce and business owners;
- Department of Education and Training (TAFE, Skills Queensland, Education Queensland), registered training organisations and recruitment companies; and
- recreational organisations.

The following provides a potential guide for the focus group discussions:

- formalise the round one findings;
- conduct initial discussion of potential indicators and thresholds;
- confirm indicators and thresholds;
- develop action plans (scale for level of impact and opportunity); and
- confirm action plans if impact or opportunity occurs.

Hancock have set a goal of the end of the fourth quarter of 2011 to undertake all the consultations for the draft action plans prior to finalisation of the SIMP (phase two) and implementation (phase three).

### ***Round Four: Consultations***

If required, workshop two will also be held with the combined key stakeholders (mine and rail). The purpose of the workshop will be to present the draft action plans to the key stakeholders for consideration and feedback (see Figure 2-3).

### ***Round Five: Consultations***

Once feedback has been received on the draft action plans, the final workshop will be held to seek 'in principle' sign-off for the action plans at workshop three (see Figure 2-3) if required. Once 'in principle' sign-off has been received the action plans will be incorporated into the draft SIMP.

## 2 Social Outcome and Responsibility

### *Timing of Consultations*

The timeframes outlined in Figure 2-3 have taken into consideration the following advice from the SIAU provided on 7 March 2011:

- regular versions of the draft SIMP to be provided;
- version of the draft SIMP to be presented to the SIA Cross-Agency Reference Group (SIACAR Group);
- version of the updated draft SIMP provided to the SIAU for the Coordinator-General's Report; and
- recognition of the need to undertake proactive and considered consultations in order to develop a working relationship with stakeholders and to gain their support for the SIMP processes and outcomes.

The SIAU and Hancock recognised that longer timeframes are required to allow for SIMP consultations including stakeholder feedback on the mitigation and management of social impacts identified by Hancock for the Project. The draft SIMP is required to be aligned with the *Queensland Government – Social impact assessment: guideline to preparing a social impact management plan* (DIP, 2010). The assessment carried out in the EIS process will inform the preparation of the Coordinator-General's report in relation to the draft SIMP and any further work required by Hancock to finalise the SIMP for the Project.

Hancock will provide regular updated versions of the draft SIMP throughout the consultation process.

### 2.3.4 Phase Three: Implementation

SIMP implementation will be managed by Hancock with oversight by the HCC (mine) and the HCICC (rail) (see Section 2.4.1). The composition of the HCC may change through the life of the Project. The composition, structure and function of the HCICC will also change through the life of the Project (see section 2.4.1). Final decisions pertaining to the management of the SIMP will remain with Hancock.

## 2.4 SIMP Action Plans

A number of supporting action plans are being developed or will be developed prior to the commencement of Project construction. These SIMP action plans will support effective management of potential adverse social impacts as well as support the realisation of local development opportunities.

The proposed social action plans will include but not be limited to the following areas:

- Landholder Management Plan
- Workforce Management Plan (including Worker's Code of Conduct)
- Local Housing Strategy
- Community and Stakeholder Engagement Plan
- Good Neighbour Policy
- Community Development Plan
- Local Employment Policy
- Local Industry Participation Plan
- Indigenous Participation Plan
- Cumulative Social Impact Management Plan

Appendix C includes statements related to each of these areas.

## 2 Social Outcome and Responsibility

In time, Environmental Management Plans will be developed to include matters relating to:

- Traffic management;
- Community safety and health;
- Air quality; and
- Incident response management.

### 2.4.1 Community and Stakeholder Engagement Plan

Regular project updates will be used to address common concerns, reduce the spread of misinformation and build a reputation for being a reliable source of information. Updates will be provided through a variety of communication channels including face-to-face meetings, the Project hotline, media releases, fact sheets and newsletters. These communication tools will be used to ignite or enhance the interests of community members and stakeholders. Feedback from external parties provides insight from the community and assists with shaping project messages.

A Community and Stakeholder Engagement Plan has been developed to describe Hancock's approach to community consultation (refer to Community and Stakeholder Engagement Plan within Appendix B). The Project Management Committee (PMC) will be responsible for developing, managing, monitoring and reporting feedback on consultation activities with local communities and stakeholders. This will involve building relationships through face-to-face meetings or telephone conversations; large-scale events and providing on-going feedback about the Project's development through a variety of consultation methods. The plan identifies communication channels and tools that seek to attract the interest of those who may not normally engage with mainstream consultation processes. Likewise certain activities will be used to include a diverse range of community members.

Stakeholder consultation is required as part of the Project's commitment to monitor and respond to impacts caused by the Project. For example, regular meetings with local councillors and business leaders would be used to assess local requirements and to provide business opportunities or sustainable alternatives where possible.

Keeping the community up-to-date and engaged with the Project is vital for aligning with community values and securing long-term community support. Although construction and operational impacts may be isolated to particular geographic locations, the general community will have an interest for work in their 'backyard'. Further matters of interest may relate to use of local roads, recreational space, social infrastructure, access to health services, employment opportunities, accommodation shortages and prices, noise, dust, public nuisances and safety matters.

The following stakeholders will be kept informed about the Project's progress:

- clients, customers and investors;
- affected landholders – near proposed site or along rail and transport corridors;
- traditional owners and interest groups;
- construction and operations contractors;
- community – schools, community groups, tourism associations;
- environmental lobby groups;
- Local Government
- elected members of parliament;
- Queensland Government departments and/or associated agencies;
- Commonwealth Government departments and regulators;

## 2 Social Outcome and Responsibility

- local emergency services;
- local and regional health, education and training services;
- regional industry and business councils;
- media;
- trade unions;
- research and development agencies;
- law enforcement agencies;
- transport and road users; and
- other industries planning to operate in the area.

The Community and Stakeholder Engagement Plan will be updated on an annual basis to reflect changes to the Project; issues and opportunities and stakeholder details. A review and audit of the activities associated with the plan will be conducted each year prior to revising the plan.

### ***Consultative Committees***

The geographic spread of the Project footprint and the diverse nature of the community and government stakeholders necessitate the implementation of a more formalised stakeholder engagement process. Hancock will participate within the existing Galilee Basin Common Issues Forum (GBCIF) for involvement in high-level cumulative impact and opportunity discussions. This forum is currently convened by the State Government Department of Employment, Economic Development and Innovation (DEEDI) and will be attended by executive level Hancock representatives. Representatives of EPC (Engineering, Procurement and Construction) contractors engaged by Hancock may be required to meet with and participate in the GBCIF meetings so that they remain cognisant with issues of potential concern to the community and government stakeholders.

Hancock will establish two working groups, one focussing on issues surrounding mine (the HCC) and one focussing on the rail (the HCICC). Membership of these working groups will comprise senior company and Local Government representatives, with input and participation from key community and industry stakeholder groups as required. Landholders may be represented at meetings of the HCC or the HCICC through their membership of stakeholder groups. However the principal means of liaison with landholders adjoining the Project mining lease and transport corridor boundaries will be through regular face-to-face meetings with Hancock site-based community relations officers and mine managers, emphasising the importance Hancock places on establishing and maintaining individual mutually respectful relationships with these stakeholders.

Hancock will issue a request to participate in the groups and for stakeholders to nominate representatives. Formal group terms of reference and meeting procedures will be finalised by each group who will receive secretarial support from the community relations section of Hancock.

It needs to be noted that given the likelihood of limited social impacts being experienced in the operations phase of the rail component of the Project (see Section 2.3.2), a review of the need, structure and benefits of the HCICC will occur following one year of rail and export operations. If findings of the review reveal that the HCICC has now become defunct, the HCICC will be disbanded for the remaining operations phase of the Project. If this does occur, reporting to key stakeholders (including landholders) will continue on an annual basis; particularly this would include Dispute Resolution reporting relating to the rail line.

## 2 Social Outcome and Responsibility

In any case, the HCICC will be reinstated for planning and implementation relating to project decommissioning.

Table 2-2 and Figure 2-4 outline the structure and function of the HCC, while Table 2-3 and Figure 2-5 outline the structure and function for the HCICC.

**Table 2-1 Hancock Consultative Committee Structure and Function**

Group	Hancock Consultative Committee
<b>Proposed membership</b>	<b>Hancock</b> <ul style="list-style-type: none"> <li>General Manager – Alpha Mine</li> </ul> <b>State Government (Preliminary list – to be refined)</b> <ul style="list-style-type: none"> <li>Regional Director, Department of Communities</li> <li>Regional Director, Department of Employment, Economic Development and Innovation</li> <li>Regional Director, Department of Transport and Main Roads</li> <li>Regional Director, Department of Community Safety</li> </ul> <b>Local Government (Primary Stakeholders)</b> <ul style="list-style-type: none"> <li>Barcaldine, Isaac and Central Highlands Regional Councils</li> <li>Secondary stakeholders such as Blackall-Tambo Regional Council will receive minutes of the meetings</li> </ul>
<b>Group role</b>	<ul style="list-style-type: none"> <li>Identification, discussion and provision of advice on significant project regional and local development issues</li> <li>Input to and participation in the development of the mine SIMP</li> <li>Input into and review of mine SIMP for the LOM (including decommissioning)</li> </ul>
<b>Meeting participants</b>	<ul style="list-style-type: none"> <li>As well as formal working group members, community and government stakeholder representatives will be able to participate in meetings, either by invitation or request, to present information and/or discuss issues of relevance to their organisation and to the Project.</li> </ul>
<b>Responsibility to convene and support</b>	<ul style="list-style-type: none"> <li>Hancock</li> </ul>
<b>Meeting frequency</b>	<ul style="list-style-type: none"> <li>Quarterly during construction or when requested and convenient to members</li> <li>Six monthly during first two years of mining operations following commissioning</li> </ul>
<b>Group duration</b>	<ul style="list-style-type: none"> <li>Review need, structure and benefits of the HCC following two years of operations of Alpha mine</li> </ul>



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**Table 2-2 Hancock Coal and Infrastructure Consultative Committee Structure and Function**

Group	Hancock Coal and Infrastructure Consultative Committee
<b>Proposed membership</b>	<b>Hancock</b> <ul style="list-style-type: none"> <li>General Manager – Rail</li> </ul> <b>State Government (Preliminary list – to be refined)</b> <ul style="list-style-type: none"> <li>Regional Director, Department of Communities</li> <li>Regional Director, Department of Employment, Economic Development and Innovation</li> <li>Regional Director, Department of Transport and Main Roads</li> <li>Regional Director, Department of Community Safety</li> </ul> <b>Local Government (Primary Stakeholders)</b> <ul style="list-style-type: none"> <li>Barcaldine, Isaac and Whitsunday Regional Councils</li> </ul>
<b>Meeting participants</b>	<ul style="list-style-type: none"> <li>As well as formal working group members, community and government stakeholder representatives will be able to participate in meetings, either by invitation or request, to present information and/or discuss issues of relevance to their organisation and to the Project.</li> </ul>
<b>Group role</b>	<ul style="list-style-type: none"> <li>Identification, discussion and provision of advice on significant project regional and local development issues</li> <li>Input to and participation in the development of the rail SIMP</li> <li>Input into and review of rail SIMP</li> <li>Planning and implementation relating to project decommissioning</li> </ul>
<b>Responsibility to convene and support</b>	<ul style="list-style-type: none"> <li>Hancock</li> </ul>
<b>Meeting frequency</b>	<ul style="list-style-type: none"> <li>Quarterly during construction or when requested and convenient to members</li> <li>Six monthly during first year of transport operations</li> </ul>
<b>Group duration</b>	<ul style="list-style-type: none"> <li>Review need, structure and benefits of the HCICC following one year of rail and operations. The lifespan of the committee will be determined in close consultation with members across the life of the Project.</li> </ul>

Figure 2-5 provides additional detail regarding the frequency of these ongoing consultation forums throughout the Project's lifecycle.

## 2 Social Outcome and Responsibility

Figure 2-4 Alpha Project – On-going Consultation Forums

		Alpha Coal (Mine)	Frequency	Alpha Coal (Rail)	Frequency
Pre-construction and Construction	Construction Managers	HCC	Quarterly	HCICC	Quarterly
	Executives	GBCIF	Biannually	GBCIF	Biannually
Operation	Operation Managers	HCC	Biannually		
	Executives	GBCIF	Annually	GBCIF	Annually
Closure	Closure Managers	HCC	Quarterly	HCICC	Quarterly
	Executives	GBCIF	Biannually	GBCIF	Biannually

HCC	Hancock Consultative Committee
GBCIF	Galilee Basin Common Issues Forum
HCICC	Hancock Coal Infrastructure Consultative Committee

### 2.4.2 Proposed Community Development Plan

Hancock takes a pro-active approach to community engagement and seeks to achieve more than just the management of potential adverse social impact. Hancock expects to contribute to a social outcome of improved livelihoods and amenity in project-impacted communities. The Alpha Coal Project Community Development Fund is an important part of achieving this goal and is the means by which Hancock can support the realisation of local development opportunities.

## 2 Social Outcome and Responsibility

Hancock is focused on the achievement of long-term outcomes, and as such wants to work with governments and communities on initiatives that help strengthen the social, human, environmental and economic capital of the local area. The Alpha Coal Project Community Development Fund is focused on augmenting existing successful local programs and initiatives that are addressing priority community needs.

The Alpha Coal Project Community Development Fund is comprised on two streams. These are:

- Community Projects Fund; and
- Community Infrastructure Fund.

Table 2-3 below outlines Hancock's proposed contributions to the Alpha Coal Project Community Development Fund through both the Community Projects Fund and the Community Infrastructure Fund.

**Table 2-3 Hancock Contributions - Alpha Coal Project Community Development Fund**

Alpha Coal Project Community Development Fund Components	Hancock Contributions	
	One-off Contributions (options currently being assessed)	Annual Contributions (options currently being assessed)
Community Projects Fund	<ul style="list-style-type: none"> <li>• Details are currently being developed as part of the SIMP consultation process</li> </ul>	<ul style="list-style-type: none"> <li>• On-going soft infrastructure contributions</li> </ul>
Community Infrastructure Fund	<ul style="list-style-type: none"> <li>• Upgrade of Alpha aerodrome and related facilities</li> <li>• Contribution to upgrade to Alpha-Clermont Rd, or Saltbush Rd (between Capricorn Highway and Degulla Rd)</li> <li>• Other essential physical infrastructure upgrades over Life of Project</li> <li>• Contribution to upgrade of Alpha-Clermont Rd (between Degulla Rd and Clermont)</li> <li>• Other hard social infrastructure contributions over first two years of the Project</li> </ul>	<ul style="list-style-type: none"> <li>• On-going hard infrastructure contributions</li> </ul>
<b>Total Contributions (\$)</b>	<b>one – off contributions</b> (details are currently being developed as part of the SIMP consultation process)	<b>annual contributions</b> (details are currently being developed as part of the SIMP consultation process)

### *Community Projects Fund*

The Community Projects Fund supports community based projects aimed at increasing community capacity within the region. The Community Projects Fund will be managed jointly with the BRC and is available to contribute to social infrastructure according to priorities set by the community through the BRC. Likely priority areas are:

- social, health and wellbeing;
- education and training;
- environment; and

## 2 Social Outcome and Responsibility

- economic development.

This list will be discussed with the HCC in the finalisation of the SIMP and will be open to expansion or contraction depending on the realities of the Project as it evolves. Changes to the priority areas will be discussed with and agreed to by the HCC and in consultation with the State Government, prior to change.

### **Social, Health and Wellbeing**

The focus will be on projects aimed at increasing the social sustainability, health and wellbeing of the local community, such as those that:

- develop youth and community capacity and leadership;
- improve access to community and health services; and
- improve the cohesiveness of the community and the strength of community networks and institutions.

### **Education and Training**

The focus will be on projects aimed at improving the capacity of the local community, such as those that:

- facilitate skills development;
- support the generation of local employment and business opportunities; and
- development the capacity of vulnerable and marginalised groups.

### **Environment**

The focus will be on projects aimed at enhancing the environmental values of the region, such as those that:

- promote the awareness of the environmental assets of the region; and
- implement activities that enhance the environmental qualities of the region.

### **Economic**

The focus will be on projects aimed at developing the economic base of the region, such as:

- regional procurement support;
- regional small and medium sized enterprise support and development;
- regional employment support;
- initiatives that support the economic development of the region.

### **Community Infrastructure Fund**

The Community Infrastructure Fund will provide opportunities for capital investment into facilities and infrastructure that is of strategic importance to the development of the region, such as:

- supporting and/or contributing to improvements to social infrastructure (e.g. schools, housing);
- projects that improve the amenity and liveability of the local area; and
- physical infrastructure upgrades/contributions to upgrades.

The details of the fund are being developed in consultation with key stakeholders.

## 2 Social Outcome and Responsibility

### 2.5 Overview of SIMP Monitoring, Reporting and Review

This section describes the approaches to monitoring, reporting and review that are applied within this document. Actual monitoring, reporting and review measures are outlined within Part A (mine SIMP Sections 3.4 - 3.6) and B (rail SIMP Sections 4.4 - 4.6) of this document.

#### 2.5.1 Monitoring

Hancock will monitor the social impact of its Alpha Coal Project operations in a manner that reflects the hierarchy of social objectives expressed in Section 2, Social Outcome and Responsibility. That is, Hancock expects to contribute to a social outcome of improved livelihoods and amenity in project-impacted communities and to achieve this Hancock will adopt a three component strategic approach, encompassing:

- effective management of physical environmental impacts;
- effective management of potential adverse social impacts; and
- provision of support for the realisation of local development opportunities.

Activities in these three areas will be guided by leading practice policies, standards, guidelines and management plans i.e. strategy implementation. As such, monitoring for the Alpha Coal Project will involve the consideration of impacts at these three levels:

- Level One: Desired longer-term social management outcomes;
- Level Two: Impact mitigation/opportunity enhancement objectives in the short to medium term; and
- Level Three: Strategy implementation.

These levels are described further below.

#### ***Level One: Desired longer-term social management outcomes***

This level of impact/outcome will be monitored for the mine component of the Project.

The desired long-term outcome from the mitigation and management of social impacts of the Alpha Coal (Mine) Project is for the project-impacted communities to be better places to live (that is, for there to have been a contribution made to improved livelihood opportunities and amenity for those living in the community). This is a high-level objective and is subject to a range of influences not solely subject to Hancock management control. For example, this high-level objective is subject to a range of other contributing factors which include, but are not limited to the implementation of other resource development projects in the area, the continued viability of agricultural industry in the area and the level of government investment in social infrastructure and services to the community.

Hancock will discuss with the BRC and agree on key indicators (i.e. what they regard as most important) for improved livelihoods and amenity and the means to measure them (such as through community surveys and the analysis of consultation feedback) for inclusion in the monitoring plan. These indicators could include qualitative measures such as the community's degree of satisfaction with the manner in which Hancock operates, as well as their appreciation of expanded opportunities that may be available (e.g. employment and business) and the level and quality of lifestyle amenity that is available post the commencement of Hancock operations.

## 2 Social Outcome and Responsibility

### ***Level Two: Impact Mitigation/Opportunity Enhancement Objectives in the Short to Medium Term***

Focal areas for level two monitoring include environmental, social and local development impacts. The Environmental Management Plan addresses the management and monitoring of bio-physical environmental impacts in accordance with Environmental Authority conditions, while the SIMP addresses social and local development impacts, including any conditions in relation to these areas issued as part of the State Government's assessment and approval of the EIS. Through discussions and workshops with key stakeholders in the region, indicators will be selected for the key impacts/opportunities. These may have a combination of direct/indirect and quantifiable/qualitative attributes and will be designed to assess the effectiveness of the mitigation/enhancement strategies deployed.

### ***Level Three: Strategy Implementation***

Process monitoring of mitigation actions (such as the development, publication and implementation of policies, plans and standards) will both aim to demonstrate that strategic action and commitments to manage impacts are being honoured and implemented efficiently in the local prevailing context and delivering the required outputs (e.g. traffic safety advisory notices, road safety awareness sessions, number of workers receiving inductions).

The draft indicators for the mine and the rail components, which are summarised in Sections 3.4.1 and 4.4 respectively, will be discussed and refined with SIMP stakeholders, as well as the Project Management Contractor, recognising the key role in the field played by construction contractors and their importance to social impact management.

Hancock proposes to finalise the SIMP monitoring plan within six months of project approval by the State Government.

### **2.5.2 Reporting**

Hancock acknowledges its obligations to report to stakeholders on the effectiveness of its measures to meet the objectives contained within its approach to social management.

An annual progress report on the SIMP will be submitted to the Coordinator-General and the GBCIF/HCC/HCICC.

### **2.5.3 Review**

Effective SIMP management requires continual review to ensure that the strategies and actions employed address priority impacts in a timely manner with an appropriate level of resources. It is envisaged that Hancock will engage an independent person to review the SIMP at an interval of between three to five years, as agreed with the SIAU. This will contribute to the transparency of operations and build stakeholders' confidence Hancock's ability to identify, track and manage social impacts as a result of its operations.

Progress reporting, audits and associated reviews will be undertaken annually from the commencement of construction.

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### 2.6 Dispute Resolution

#### 2.6.1 Complaints, Enquiries and Comments

Tracking complaints, enquiries and comments relating to the Project are vital for improving interactions with community members and stakeholders as it allows for the development of proactive communication activities as well as development of robust mitigation options. It needs to be noted that disputes regarding the development of the SIMP will be addressed through the relevant consultative committee. The Project's standard dispute resolution process will apply in the event that a dispute cannot be resolved through these committees. Comments will be passed onto management through standard reporting procedures. The following definitions classify the feedback that will be received from external parties. These definitions have been used to determine how reasonable and consistent responses will be supplied in a timely manner.

**Complaint:** An expression of dissatisfaction with the organisation, its processes or operation; the complainant seeks a response about a particular matter/s.

**Enquiry:** A question about the Project's development that requires analysis or further examination of project details; negative viewpoints are not articulated.

**Comment:** Positive, negative or neutral feedback about the Project is provided and no further interaction with project personnel is required.

Feedback may come directly from the complainant, via Hancock Coal, PMC team or a contractor. Members of the PMC community and stakeholder engagement team will use the Project's community consultation form to record complaints, enquiries or comments and update within the Project's e-database accordingly. Contractors are required to appoint community personnel and will be provided access to the e-database to be updated according to reporting expectations defined by Hancock Coal and the PMC. A community consultation form will be used by contractors to record the feedback before the complaint, enquiry or comment is passed to the PMC via the Project's 24/7 hotline. Comments will also be logged into the Project's e-database. Matters unrelated to the Alpha Coal Project will not be logged.

Members of the PMC's Community and Stakeholder Engagement Team will be the first point of contact for managing complaints, enquiries and comments. On-going communication with the complainant will also be undertaken by this team. Although the PMC's community team will be the primary contact for the complainant, in certain cases technical information may be sought from a contractor before a response is provided. Project feedback may be received directly by the contractor's social performance practitioner, staff or sub-contractor. Therefore the contractor will establish a system for capturing and communicating this feedback directly to the PMC and ultimately Hancock.

Service standards associated with responding to complaints, enquiries and comments have been established by Hancock and the PMC and require the contractor to communicate details directly to the PMC to enable a prompt response to be provided. Failure to pass feedback directly to the PMC is regarded as a breach of the contract and disciplinary actions will be pursued by the PMC on behalf of Hancock Coal. The Project intends to include documents in contractors' requirements relating to dispute resolution service standards.



## 2 Social Outcome and Responsibility

Depending upon the frequency and number of complaints received, the contractor will receive weekly or monthly reports that outline the status of the complaints, enquiries and comments. Assistance to close-out certain issues and/or implementing new project standards or addressing behaviour may be required. A site-based Community and Stakeholder Engagement Officer will be employed for certain project areas and will assist with managing the interface between the contractor and community issues and opportunities.

From the outset negotiables and non-negotiables will be defined to assist the community's understanding for the Project's opportunities and limitations. For example, noise and dust management strategies will be developed in consultation with the community and contractors, yet be constrained by regulatory standards and construction methods.

Table 2-4 below describes the Project's service standards for responding to complaints and enquiries.

**Table 2-4 Response Times for Complaints and Enquiries**

Category	Response time	Resolution time
Complaints – hotline calls received 24 hours a day	Initiate investigation upon receipt of complaint. Within two hours of receiving the complaint provide an update to the complainant about the actions being taken to investigate the matter.	As soon as practical
Complaints – office phone, face-to-face, emails and written complaints	Response as above, but only within business hours.	As soon as practical
General enquiries	Response to the initial contact is provided within two business days.	Five business days
Written enquiries	Response to the initial contact is provided within seven business days.	Five business days

### ***Management of Feedback and Issues***

Identifying and classifying potential issues/risks are vital for developing effective communication tools and consultation activities. Consultation activities can be re-prioritised and a more proactive approach to responding to community and stakeholder issues can be achieved. The roles and responsibilities of key project personnel will be used to describe how feedback and issues will be managed, as follows.

#### **PMC Community and Stakeholder Engagement Officer**

For any given interaction with a community member or a stakeholder, the PMC Community and Stakeholder Engagement Officer will ensure all relevant information is recorded on the community consultation form or recorded directly into consultation manager.

The Officer is responsible for ensuring any actions from these entries are closed-out and any documents created as part of the investigation are uploaded into consultation manager by this officer. All communication with the community member or the stakeholder should be led or facilitated by the Officer. Although involvement from other project personnel may be required in some instances, the Officer will remain actively connected to these interactions.

Common themes or major issues from feedback provided by community members or stakeholders should be highlighted to the PMC project management and in turn, the contractor. Mitigation options to address issues will be investigated and where appropriate strategies should be implemented as a means to reduce the impact associated with the concern. In other instances, recommendations that

## 2 Social Outcome and Responsibility

alter the Project and/or a contractor's standards and processes may need to be drafted, reviewed and approved by management. This information would be prepared by the Officer in partnership with the action officer.

### Action Officer

The action officer is any member of the Project team (including contractor) who has been assigned an action associated with responding to details provided by the PMC Community and Stakeholder Engagement team. A query presented to the action officer may stem from interaction with a community member or stakeholder or in response to an issue that requires a strategic and project-wide review.

Working in close consultation with the PMC Community and Stakeholder Engagement Officer the Action Officer will ensure the action is closed-out in a timely manner and the appropriate information is supplied for uploading to the e-database.

The action officer may alert the PMC Community and Stakeholder Engagement Officer to the feedback, yet the PMC Community and Stakeholder Engagement Officer is responsible for making decisions for managing the issue.

### 2.6.2 Escalation and Dispute Resolution

When considering issues for escalation, the following matters will be considered:

- the seriousness of the issue in terms of the impact it may have on safety (public and workers), stakeholders or the Project's reputation;
- measures taken by project personnel have failed to quell or prevent a potentially damaging issue;
- the issue may have a negative impact on the Project owners or other government stakeholders, as opposed to the Project itself;
- the issue is outside of the Project scope but may have impact on the long-term implementation of the Project;
- the issue has potential to escalate in seriousness or affect more people; and
- the issue has potential or existing negative media connotations.

When a complaint has not been answered to the satisfaction of the person making the complaint or within a reasonable amount of time, the matter is elevated to the PMC Community and Stakeholder Engagement Manager. An independent mediator may be used if the complaint still cannot be resolved – covering the cost of an independent mediator would be considered by Hancock if all steps within the dispute resolution process have been exhausted.

In certain cases an independent technical assessment may also be required. Should the matter relate to damage to property an independent insurance assessor would be included in the investigation.

Details of any communication about complaints must be recorded on the Project's e-database by any party who receives the feedback. Furthermore, minutes generated from discussions with the complainant will be distributed to Hancock, the PMC Project Director and the contractor, where applicable, by the independent mediator within two business days of each meeting.

The following steps should be used as a guide when escalating a complaint:

1. Complaint received by the PMC's Community and Stakeholder Engagement Team;
2. Community Team is unable to provide a satisfactory response to the complainant.

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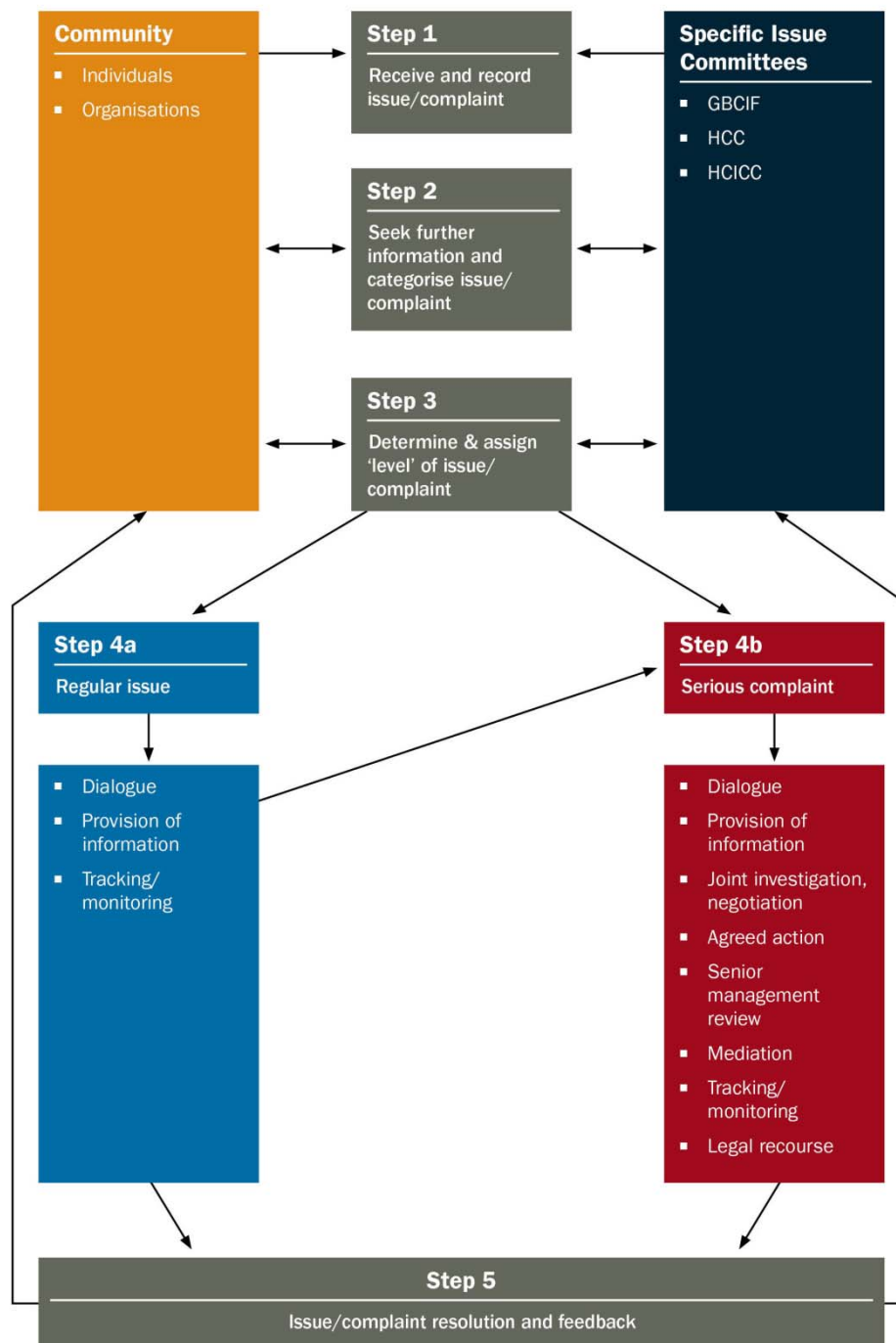
3. An invitation to meet with the Project's Community and Stakeholder Engagement Manager is offered to the complainant.
4. If a resolution is still not reached, the complainant is invited to meet with the PMC Project Director, PMC Community and Stakeholder Engagement Manager and an independent mediator. In such cases an advocate may accompany the complainant where this would add value to the discussion.

### 2.6.3 Issues and Risks Register

In previous Coordinator-General Reports there has been a requirement for a complaints process to be developed in accordance with the ICMM Good Practices Guideline for Handling and Resolving Local Level Concerns and Grievances 2009. The schematic diagram in Figure 2-5 outlines the general arrangement for such a procedure based on a five step process.

## 2 Social Outcome and Responsibility

**Figure 2-5 Alpha Mine Site-Level Community Issues and Risks Registry Overview**



Responsibility for development of the Issues and Risks Register will reside with Hancock and it will be managed by the PMC Community and Stakeholder Engagement Team with assistance from the Community Liaison Officers (CLO). The grievance mechanism will be a part of this register. All staff will be made aware of the existence of the register during staff inductions and trained according to their link to using the register.

## **2 Social Outcome and Responsibility**

### **2.6.4 Database software**

Community consultation software will be used to capture and respond to complaints, enquiries and comments. Further details about costs and technical matters associated with licensing matters are being investigated. Community issues will also managed through the tracking of trends presented within this e-database.

## Part A - Alpha Coal Mine - Social Impact Management Plan

### 3.1 Project Workforce

The mine component of the Alpha Coal Project will create a total of ~1,060 construction related jobs in the first two to three years and around ~2,300 operational job opportunities (including contractors) for the remaining LOM scheduled across a 30 year span. There will be additional rail workers housed at the mine site for construction and operations, bringing the total workforce to ~1,400 and ~2,400 respectively.

The Project will accommodate the majority of the construction and operational workforce in on-site accommodation villages within the Project boundary. The workforce is anticipated to be predominantly fly-in, fly-out (FIFO). The Project will also have drive-in, drive-out (DIDO) opportunities for some local residents, and bus in, bus out (BIBO) opportunities from key regional centres. FIFO workers will be collected from key regional centres throughout Queensland and flown to either the Alpha aerodrome for their work rotations.

### 3.2 Project Social Context

#### 3.2.1 Social and Cultural Area of Influence

The social and cultural area of influence for the Alpha Coal (Mine) Project includes Barcaldine Regional Council. The focus is on the town of Alpha and the landholdings surrounding the mine site due to the principal social impacts which are likely to be experienced within this area. Figure 3-1 shows the Project in relation to the Barcaldine Regional Council area.

A broader region, potentially including the Isaac and Central Highlands regional council areas, will likely be considered as the social and cultural area of influence for cumulative impact management.



### Figure 3-1 Study Area Map





### 3 Part A - Alpha Coal Mine - Social Impact Management Plan

#### 3.2.2 Social Baseline

Key characteristics of the social baseline from the Alpha SIA are presented here. From the SIA, data has been updated where required and distinct to the SIA, analysis has centred on the Alpha-Jericho district (the Jericho Statistical Local Area (SLA), which equates to the pre-2006 Jericho Local Government Area (LGA)) given that Alpha township and surrounds are likely to be the focus of social impacts from the Project.

Alpha is the closest settlement to the proposed project. It is a small community within the Barcaldine Regional Council area located on the Capricorn Highway, 170 km and 450 km respectively to the west of Emerald and Rockhampton and 55 km and 250 km east of Jericho and Longreach respectively. As at 30 June 2010 the estimated resident population of Alpha (locality) was 433 persons, the population of the broader Alpha-Jericho district (the Jericho SLA) being 991 people and the population of the Barcaldine Regional Council area being 3,406 persons (OESR, 2011). Over the period 2005 to 2010, Alpha locality grew by 11 people (2.6%) while Jericho SLA declined by 10 people (-0.2%) and BRC declined by 59 people (-0.3%). All areas however experienced population growth over the 2009 to 2010 period.

As at June 2009 the majority of the Jericho (SLA) population (31%) was aged between 45 and 64, while the majority of the population of the BRC area was aged 25-44 (28%) and 45-64 (27%) (OESR, 2011). Couple families with children were the dominant family type within both the Jericho (SLA) and BRC area, both comprising 46% of all families within the regions. In Jericho SLA, 55% of the population were in the most disadvantaged quintile, compared to 46% for BRC. Of the Jericho SLA, 3.5% are Indigenous, compared to 5.9% for the BRC area.

At the time of the 2006 Census there were 300 private dwellings in Alpha town of which 235 were reported to be occupied. Of these, 60.4% were occupied by families while 28.9% were lone-person households (ABS, 2006). In 2006, within the Jericho SLA, the median housing loan repayment was \$542/month (ABS, 2006). Consultations for the Social Impact Assessment revealed declining housing affordability and limited housing and land supply in Alpha, though a peak was identified in October 2010 (pers. comm., local realtors, 2011).

At the time of the 2006 Census, 30% of the population aged 15 years and over were volunteers within the Jericho SLA. The community plan for BRC identified that the Alpha community values having a lifestyle that is safe, comfortable and ideally suited to families (BRC, 2009). People enjoy the easy-going rural community lifestyle and appreciate the traditional family values of the community. The cleanliness of the town and district was valued by residents. Young people, in particular, value local sport including touch football, rugby league and cricket. Several community facilities were seen as assets including walking tracks at the park, the library, skate park and swimming pool (BRC, 2009).

The town of Alpha is reasonably well supported in terms of basic community facilities (such as a library, town hall, sports facilities and parks) and community services (such as Meals on Wheels and nursing posts). The Alpha hospital has a ten bed capacity, and there are also five beds made available for elderly care, which are used when required (pers. comm., Alpha Hospital, 2010). More broadly, medical, dental and allied health services are not well supplied and at current levels are not sufficient to cater to any future population growth. There is no Queensland Ambulance Service station in Alpha. The area is serviced by a hospital ambulance attended by a volunteer driver and nurse. The child care centre in Alpha is limited by staffing constraints and Alpha has schooling capacity up to Grade 10 with distance education available for Grade 11 and Grade 12.

### 3 Part A - Alpha Coal Mine - Social Impact Management Plan

The unemployment rate in the Jericho SLA as at December 2010 was 2.3%, with 656 people in the labour force (OESR, 2011). As at the Census 2006, Agriculture, Forestry and Fishing was the largest industry of employment in the Jericho SLA, employing 253 persons (49% of the labour force) and 'Managers' was the largest occupation group of employment (39% of the labour force). The median individual weekly income in Jericho in 2006 was \$439, which was below the state average of \$466.

The total value of agricultural production in 2005 to 2006 was \$53.5 million and nearly 100% of this was comprised of livestock slaughtering. There are 247 businesses in Jericho SLA and all of these are small businesses (OESR, 2011). According to the Barcaldine Regional Council Community Plan (BRC, 2009) long term employment is needed to retain and expand the population and services of Alpha. Alpha has very little career-entry employment and generally offers limited employment and career opportunities. The beef industry, as the major industry in the district, has substantially reduced employment over the years due to drought and narrow margins.

Primary infrastructure in Alpha is limited principally in terms of power, water and sewerage. Alpha experiences a poor standard of electricity service with frequent blackouts and brownouts. Alpha and Jericho's water supply is sourced from a sub-artesian basin requiring heavy reliance on bores. Despite a substantial drilling program undertaken in previous years, capacity has not been greatly increased. As 30 residential allotments are scheduled for future release, completion of this development will see the water supply at full capacity. A high priority for BRC is the installation of sewerage in Alpha and BRC is currently progressing this. Communication services are also limited outside the township of Alpha. The Alpha-Clermont Road (a state controlled road) is also a high priority for BRC and needs to be upgraded (BRC, 2009).

### 3.3 Key Social Impacts and Action Plans

Given the proximity of the Project from the township of Alpha (50 km), as well as FIFO/BIBO policies will be the principal means of attracting the Project workforce, it is expected that in general, social impacts as a result of the Project will be experienced at a relatively localised scale (i.e. the Alpha-Jericho district with a focus on the township of Alpha) and that a range of high-level adverse impacts on the township of Alpha are considered unlikely (as assessed through the SIA process).

However, through the SIA process, the key expected social impacts from the Alpha Coal (Mine) Project have been identified, and these impacts are presented below. These impacts have been grouped under the following themes:

- community wellbeing;
- economic participation; and
- regional development.

The action plans included within Table 3-1 to 3-9 have been developed after reviewing the social impacts and mitigation approaches outlined within Hancock's EIS and consultation activities undertaken to date. Details within the Plans provide an overview for Hancock's intention to mitigate and manage impacts that may be linked to the Project's development.

Each action plan includes:

- issue;
- project context;
- project phase;

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- stakeholders;
- significance;
- mitigation or enhancement measures;
- indicators (and target measures);
- means of verification; and
- responsibility for mitigation or enhancement.

Cumulative impacts of the multiple project development potential within the Galilee Basin are also considered.

Appendix C lists all the impacts identified in the SIA and how they were condensed to align with the re-worked social impacts and the core action plans in the SIMP.

Information from the plans will inform the development of the Project's approach to monitoring, reporting and evaluation activities.

Hancock has been working with external parties who have a vested interest in protecting and enhancing communities within the Galilee Basin. Relationships with key government stakeholders will be supported throughout the life of the Project in order to effectively manage commitments and use of resources. Apart from Hancock's interest in key social areas, government too has a responsibility to manage matters relating to social infrastructure, transport, employment, emergency services and health. Hancock has begun to collaborate with government officers who have a shared interest for delivering and monitoring robust mitigation to avoid duplicate efforts and the potential to cause increased anxiety within the community.

#### 3.3.1 Community Wellbeing

Community wellbeing refers to 'the condition or state of being well, contented and satisfied with life. 'Wellbeing has several components including physical, mental, social and spiritual. Wellbeing can be used in a collective sense to describe how well a society satisfies people's wants and needs' (Eckersley, R. (ed.) 1998).

Key impacts that have been identified as likely to occur as a result of the Alpha Coal Project and that relate to the state of community wellbeing are:

- heightened anxiety regarding the future direction of the region/communities;
- housing availability and affordability;
- residents' safety and sense of security;
- interference with Indigenous Cultural Heritage;
- impaired road safety environment; and
- access to community services and social infrastructure.

Tables 3-1 to 3-6 present the key impacts as well as associated mitigation measures.

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**Table 3-1 Heightened Anxiety Regarding the Future Direction of the Region/Communities**

Impact / Opportunity	Heightened anxiety regarding the future direction of the region/communities
<b>Issue</b>	A heightened sense of anxiety amongst the Alpha community residents (and Barcaldine Regional Council residents more generally) regarding the perceived future of the region and Alpha community as a result of the introduction of coal mining.
<b>Project Context</b>	<p>As well as the Hancock Project, there are a significant number of large mining projects proposed in the vicinity of Alpha and throughout the Galilee Basin. Media and other commentary can often convey the impression that there will be a wave of very large scale uncoordinated development occurring that will alter radically the nature of the Galilee Basin communities. This can lead to a heightened state of anxiety due to factors such as:</p> <ul style="list-style-type: none"> <li>• the inability to appreciate the scale of the projects;</li> <li>• uncertainty as to what projects will proceed and when;</li> <li>• concern that the community will not benefit materially; and</li> <li>• that the rate of development may disrupt community cohesion and lead to a loss of the current rural identity.</li> </ul>
<b>Project Phase</b>	Life of Project
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• HCC</li> <li>• Department of Community Safety</li> <li>• BRC</li> <li>• Alpha community</li> <li>• HCC</li> <li>• Queensland Police</li> <li>• Existing industry and proponents in basin</li> </ul>
<b>Significance</b>	Medium
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Hancock will keep the community informed of its projects with the provision of accurate and timely information on an on-going basis through use of communication measures outlined in the Community and Stakeholder Engagement Plan.</li> <li>• Hancock will establish an information display in the BRC Alpha office, to be attended by the CLO at regular publicised times.</li> <li>• Provision of prompt responses to queries raised through any of the project's communication paths.</li> <li>• Ensuring that residents are able to meet face-to-face in forums with senior Hancock representatives on a regular basis to discuss issues as a group.</li> <li>• Outline expectations for contractors and include details within contracts.</li> <li>• Develop the Community Health and Safety Plan in consultation with HCC, government officers and local Council.</li> <li>• Finalise grievance and feedback process and promote details with community information tools.</li> <li>• Monitor the implementation of activities within the Community Health and Safety Plan; promote results within community information tools.</li> <li>• Use of the Community Development Fund to support projects aimed at enhancing the character and amenity of the community.</li> <li>• Hancock will work collaboratively with Government in regional planning forums and will encourage other industry stakeholders to co-operate with outcomes from these forums.</li> <li>• Educating workers about social performance factors and protecting the locals' way-of-life through the inclusion of community considerations within induction material.</li> <li>• Include Workers' Code of Conduct within employment agreements and regularly alert workers to content from the Code.</li> <li>• Develop a communication campaigns that targets common issues raised by community members and reinforces positive behaviour.</li> <li>• Develop and implement the Fitness for Work Management Plan.</li> <li>• Outline expectations for contractors and include details within contracts.</li> </ul>

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Indicators (and target measures)	Means of verification	Responsibility for mitigation/enhancement
<ul style="list-style-type: none"> <li>Frequency and number of community wellbeing issues being expressed</li> </ul>	<p>Six-monthly evaluation of communication plan measures (1800-hotline; grievance and feedback from HCC minutes and community forums; minutes from HCC, issues registers)</p> <p>Service standards for responding to complaints, enquiries and comments are met</p>	Project's Community and Stakeholder Engagement Manager
<ul style="list-style-type: none"> <li>Number of community investment applications made by local residents to enhance the character or amenity of the community</li> </ul>	Annual review of Community Development Fund	Project's Community and Stakeholder Engagement Manager and BRC
<ul style="list-style-type: none"> <li>BRC residents satisfied with their community and lifestyle</li> </ul>	Annual survey of BRC residents (similar to surveys conducted by the CQU (Centre for Social Science Research) for Central Highlands Regional Council)	BRC (with financial assistance from the Project)
<ul style="list-style-type: none"> <li>Number of BRC community forums held and community newsletters distributed annually</li> </ul>	Annual evaluation of Community and Stakeholder Engagement Plan	Project's Community and Stakeholder Engagement Manager
<ul style="list-style-type: none"> <li>No incidents involved community members</li> </ul>	Review of the number of incidents involving community members	Project's Health and Safety Manager
<ul style="list-style-type: none"> <li>Workers' respected and valued the local 'way of life'</li> </ul>	<p>Number of breaches of the Workers' Code of Conduct.</p> <p>Number of calls to the project's 1800-hotline related to negative employee behaviour</p>	Project's Community and Stakeholder Engagement Manager
<ul style="list-style-type: none"> <li>Project impacts are minimised by complementing the work of other proponents, industry or government</li> </ul>	Active participation within industry forums	Project's Community and Stakeholder Engagement Manager

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**Table 3-2 Housing Availability and Affordability**

Impact / Opportunity	Housing availability and affordability
<b>Issue</b>	Localised inflation in property prices and rents in the Alpha community as a result of a change in the local population.
<b>Project Context</b>	<p>Due to the limited amount of accommodation available in Alpha and proximity of Alpha to the site, the majority of workers for the Alpha mine will be either flown or bussed into site. Workers will be accommodated at a site-based mining village which would initially act to neutralise the likely inflation of the Alpha housing market. Attracting in-direct workers to the region will occur. Established towns such as Emerald, Clermont and Barcaldine are expected to be favoured as bases for these workers due to the range of existing services, accommodation and ability to travel to and from Alpha within a short timeframe.</p> <p>Central Highlands and Isaac Regional Councils are supported by Regional Economic Development bodies, tasked with actively promoting growth within the respective regions. As such, it is likely that these regional councils have the capacity to deal with the impacts of any minor increases to the population within these regions. On-going feedback will be sought through discussion with local Councils and HCC.</p> <p>With regard to Alpha, matters about the adequate supply of appropriately located industrial and residential land; upgraded water, power and communication services will be discussed further with Council and relevant State Government departments and agencies. This would attract mine service businesses to establish in the town (rather than on mine industrial areas) which, together with an adequate supply of serviced residential lots and improved social services, would encourage family settlement and residency in the town. BRC has indicated a preference for having a portion of the project's workforce living in Alpha.</p>
<b>Project Phase</b>	Life of Project
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• Department of Communities</li> <li>• Alpha community</li> <li>• Community development /service delivery NGOs</li> </ul>
<b>Significance</b>	Low
<b>Mitigation/ Enhancement Measures</b>	<ul style="list-style-type: none"> <li>• Research and monitoring activities will assess demand for different accommodation types in Alpha and surrounds.</li> <li>• Options to deliver strategies against the findings of housing studies will be developed in close consultation with Council and government officers.</li> <li>• Identify long-term commitments to phase a portion of the workforce into communities.</li> <li>• Establish forecasting requirements for managing influxes of workforce numbers.</li> <li>• Announce preferred housing solutions alongside localised housing considerations and economic conditions.</li> <li>• Model housing solutions against likely demand for housing and social considerations.</li> <li>• Recognise broader economic conditions and retain close working relationships with Council and government decision-makers to ensure project responses are reasonable.</li> <li>• Outline expectations for contractors and include details within contracts.</li> <li>• Hancock is beginning to develop relationships with government officers who can assist with understanding the implications and commitments required for supporting permanent, short-term and affordable housing.</li> <li>• Hancock will join discussions with other proponents to ensure resource commitments enhance community outcomes.</li> <li>• Define triggers for accelerating or stalling particular housing solutions.</li> <li>• Monitor impacts to affordable housing for long-term pre-mine residents.</li> <li>• Outline expectations for contractors and include details within contracts.</li> <li>• Review of labour and skill requirements against market demands.</li> <li>• Develop campaign for increasing participation rates within local and broader domestic market.</li> <li>• Details about sourcing workers and the social implications associated with cultural</li> </ul>

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Impact / Opportunity	Housing availability and affordability		
	<p>differences will also be investigated and acted upon.</p> <ul style="list-style-type: none"> <li>Investigate options and implications relating to attracting, recruiting and retaining a blended workforce.</li> <li>Consult with local business owners and decision-makers about concerns about losing employees and services.</li> <li>Maintain on-going relationships with related industry to facilitate opportunities for transitioning existing workforces to the project.</li> <li>Include local considerations during inductions.</li> <li>Refine the existing Workers' Code of Conduct to reflect project and local conditions.</li> <li>Regularly inform workers of the expectations associated with the Code.</li> <li>Develop tools for monitoring the application of the Code.</li> <li>Investigate options for creating programs that reinforce and reward positive behaviour.</li> <li>Ensure social considerations continue to influence the Code's content.</li> <li>Address on-going community concerns with employee inductions and project and community newsletters.</li> <li>Outline expectations for contractors and include details within contracts.</li> </ul>		
Indicators (and target measures)	Means of verification	Responsibility for mitigation/enhancement	
<ul style="list-style-type: none"> <li>Median housing sale prices in Alpha and Barcaldine</li> </ul>	Annual review of sales data	Hancock collates, analyses and responds to data released by government and private sector	
<ul style="list-style-type: none"> <li>Median private rent for Alpha and Barcaldine, and an assessment of affordability trends</li> </ul>	Residential Tenancies Authority (RTA) quarterly rental bonds data	Hancock collates, analyses and responds to data released by government and private sector	
<ul style="list-style-type: none"> <li>Demand for social housing in the BRC area (Average allocation time)</li> </ul>	Review of the Department of Communities (DoC) (Housing and Homelessness services) Housing Register	Hancock collates, analyses and responds to data released by government and private sector	
<ul style="list-style-type: none"> <li>Median land prices for housing in Alpha and Barcaldine</li> </ul>	Annual review of sales data	BRC (provision of data)	
<ul style="list-style-type: none"> <li>Number of vacant serviced lots of residential and industrial land in Alpha and Barcaldine</li> </ul>	Annual review of Council rates records	BRC (provision of data)	
<ul style="list-style-type: none"> <li>Split of workers sourced from different markets</li> </ul>	Contractors' employment records	Contractors' data	
<ul style="list-style-type: none"> <li>Percentage of workers housed in local accommodation</li> </ul>	Contractors' employment records	Contractors' data	
<ul style="list-style-type: none"> <li>Vacancy rates across all types of accommodation</li> </ul>	Residential Tenancies Authority (RTA) data	Hancock collates, analyses and responds to data released by government and private sector	
<ul style="list-style-type: none"> <li>Anecdotal feedback from Council in relation to the Project's response to housing demands</li> </ul>	Six-monthly discussion focussed on housing	Hancock to analyse and respond to feedback provided by Council	



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**Table 3-3 Residents' Safety and Sense of Security**

Impact/ Opportunity	Residents' safety and sense of security		
Issue	Decreased sense of safety and security amongst pre-project residents as a result of the influx of newcomers to the region.		
Project Context	Residents of Alpha place a high value on the personal security that living in a small community affords. The influx of a large construction and operational workforce into the area, initially flying in and out of the Alpha aerodrome and notwithstanding accommodation in an on-site worker accommodation village a significant distance from Alpha, may cause residents to experience some disruption to their lifestyle due to factors such as increased traffic and perceptions of decreased personal and property security.		
Project Phase	Life of Project		
Stakeholders	<ul style="list-style-type: none"><li>• GBCIF</li><li>• HCC</li><li>• BRC</li><li>• Queensland Police Service</li><li>• Alpha community</li></ul>		
Significance	Low		
Mitigation/ Enhancement measures	<ul style="list-style-type: none"><li>• Educating workers about social performance factors and protecting the locals' way-of-life through the inclusion of community considerations within induction material.</li><li>• Include Workers' Code of Conduct within employment agreements and regularly alert workers to content from the Code.</li><li>• Develop a communication campaign that targets common issues raised by community members and reinforces positive behaviour.</li><li>• Develop and implement the Fitness for Work Management Plan.</li><li>• Outline expectations for contractors and include details within contracts.</li><li>• Refine the existing Workers' Code of Conduct to reflect project and local conditions.</li><li>• Regularly inform workers of the expectations associated with the Code.</li><li>• Develop tools for monitoring the application of the Code.</li><li>• Investigate options for creating programs that reinforce and reward positive behaviour.</li><li>• Ensure social considerations continue to influence the Code's content by regularly reviewing and updating details were required.</li><li>• Address on-going community concerns with employee inductions and project and community newsletters.</li><li>• Outline expectations for contractors and include details within contracts.</li><li>• Develop and implement the Good Neighbour Policy.</li><li>• Provide details to landholders.</li><li>• Monitor and address the behaviour of contractors.</li><li>• Outline expectations for contractors and include details within contracts.</li><li>• Introduce key points from the policy within employee inductions.</li><li>• Information on addressing security concerns included in project community newsletters.</li><li>• Outline expectations for contractors and include details within contracts.</li><li>• Develop the Community Health and Safety Plan in consultation with HCC, government officers and local Council.</li><li>• Finalise grievance and feedback process and promote details with community information tools.</li><li>• Monitor the implementation of activities within the Community Health and Safety Plan; promote results within community information tools.</li><li>• Outline expectations for contractors and include details within contracts.</li></ul>		
Indicators (and target measures)		Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"><li>• Number of Code of Conduct breaches</li></ul>		Quarterly internal construction SIMP reporting	Contractor/ Hancock-EPC Manager

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Impact/ Opportunity	Residents' safety and sense of security		
<ul style="list-style-type: none"> <li>Percentage of workers receiving Welcome to the Region inductions (100%)</li> </ul>	Construction Management System Training Registers, quarterly internal construction SIMP reporting	Contractor/ Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of residents who access the grievance process to resolve issues</li> </ul>	Quarterly internal construction SIMP reporting	Contractor/ Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of complaints relating to lifestyle amenity issues</li> </ul>	Quarterly internal construction SIMP reporting	Contractor/ Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of HSECH advisory bulletins delivered to residents</li> </ul>	HSECH audits	Contractor/ Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Anecdotal feedback from Council in relation to the Project's response to residents' safety and sense of security</li> </ul>	Six-monthly discussion focussed on housing	Hancock to analyse and respond to feedback provided by Council	

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**Table 3-4 Interference with Indigenous Cultural Heritage**

Impact/ Opportunity	Interference with Indigenous Cultural Heritage	
<b>Issue</b>	Project development results in interference in the Indigenous cultural heritage in the region, resulting in potential conflict and dissatisfaction with the Project and a sense of cultural loss.	
<b>Project Context</b>	While mine planning and cultural heritage surveys may have provided for the protection areas of known Indigenous cultural heritage, it is possible that ground disturbance during vegetation clearance and construction may inadvertently impact on cultural heritage not observable during ground surveys.	
<b>Project Phase</b>	Construction	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>HCC</li> <li>Department of Environment and Resource Management</li> <li>Native Title Claimants/Traditional Owners</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>Cultural heritage awareness training for construction crews</li> <li>Provision of cultural heritage monitors with construction crews</li> <li>Adherence to protocols contained in the Indigenous Cultural Heritage Management Plan (CHMP) for the management of chance finds</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>Compliance with chance find protocols (100%)</li> </ul>	Audit of Construction Management Plan cultural heritage records	EPC contractor/Hancock
<ul style="list-style-type: none"> <li>Number of persons and crews receiving cultural heritage awareness training (100%)</li> </ul>	Construction Management Plan audits	EPC contractor/Hancock
<ul style="list-style-type: none"> <li>Percentage of workers receiving Welcome to the Region inductions (100%)</li> </ul>	Construction Management System Training Registers, quarterly construction SIMP reporting	Contractor/ Hancock-EPC Manager

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**Table 3-5 Impaired Road Safety Environment**

Impact / Opportunity	Impaired road safety environment	
<b>Issue</b>	Change in the perception of safe, low vehicle frequency roads in the area including a change in the unwritten road use protocols common on rural roads.	
<b>Project Context</b>	The use of local roads by heavy vehicles and construction equipment will impose road safety risks that were not present prior to project construction. Large heavy vehicles are not able to slow rapidly and give way along with the approaching vehicle as is customary on rural roads because they could lose control more easily. Behaviours will need to be changed with regard to interactions between heavy project vehicles and the general public.	
<b>Project Phase</b>	Life of Project	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• Department of Transport and Main Roads</li> <li>• Department of Community Safety</li> <li>• Queensland Police Service</li> <li>• Alpha community</li> </ul>	
<b>Significance</b>	High	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Identify the sensitive receptors within the Project's footprint and areas impacted by related traffic movements.</li> <li>• Educate locals and schools about safety matters.</li> <li>• Include considerations that minimise impacts to sensitive receptors such as reducing speeds or avoiding particular locations during certain parts of the day.</li> <li>• Identify road infrastructure improvements.</li> <li>• Develop and implement a road safety awareness program for project personnel and local residents.</li> <li>• Outline expectations for contractors and include details within contracts.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Community safety advisory flyer on construction road safety distributed</li> </ul>	Quarterly internal construction SIMP reporting /HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Road upgrades completed</li> </ul>	Quarterly internal construction SIMP reporting /HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of employee and community road safety awareness sessions completed (implementation of Road Safety Program)</li> </ul>	Quarterly internal construction SIMP reporting /HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of near miss reports and traffic incidents on public roads</li> </ul>	Analysis of complaints logged and liaison with QPS	Contractor/Hancock-EPC Manager

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**Table 3-6 Access to Community Services and Social Infrastructure**

Impact/ Opportunity	Access to community services and social infrastructure
<b>Issue</b>	Ongoing access to adequate community services and social infrastructure to support those services, which are often constrained by low populations, is a priority concern for the Alpha community.
<b>Project Context</b>	<p>Hancock has a duty-of-care to its workforce accommodated on site, and will meet this through the establishment of an on-site medical clinic (staffed by suitably qualified personnel) and address hazard and risk issues through a Health and Safety Management Plan and an Emergency Management Plan.</p> <p>Mine site teams will be provided with all resources, training and equipment required for first response capability for all foreseeable incidents.</p> <p>The availability of these on-site resources will avoid placing demand on local public services, and will potentially be available to supplement local community resources should the need arise.</p>
<b>Project Phase</b>	Construction & Operation
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• State Government Departments (e.g. Queensland Health, Department of Community Safety, Queensland Police Service, Department of Communities)</li> <li>• Alpha community</li> <li>• Community development /service delivery NGOs</li> </ul>
<b>Significance</b>	Medium
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Continue to develop strong working relationship and opportunities to collaborate with service providers with an interest for community services and social infrastructure.</li> <li>• Develop Memoranda of Understanding with key service providers such as Queensland Health, Department of Community Safety (Emergency Management Queensland, Queensland Ambulance Service, Queensland Fire and Rescue Service and Rural Fire Service) and the Queensland Police Service to define the circumstances and protocols for accessing assistance from mine-based resources.</li> <li>• Include community service and social infrastructure criteria within the Community Development Fund Projects guidelines.</li> <li>• Mine site teams will be provided with the resources, training and equipment required for first response capability for all foreseeable incidents.</li> <li>• Investigate opportunities to encourage workers to seek medical treatment in town of residence.</li> <li>• Forecast workforce numbers and provide details to departments who make decisions about social infrastructure matters.</li> <li>• Conduct regular mock exercises with local emergency service providers, related health services and local stakeholders.</li> <li>• Investigate the option of offering medical treatment to landholders and local communities.</li> <li>• Develop and implement a Fitness for Work Management Plan.</li> <li>• Educating workers about social performance factors and protecting the locals' way-of-life through the inclusion of community considerations within induction material.</li> <li>• Include Workers' Code of Conduct within employment agreements and regularly alert workers to content from the Code.</li> <li>• Develop a communication campaign that targets common issues raised by community members and reinforces positive behaviour.</li> <li>• Develop and implement the Fitness for Work Management Plan.</li> <li>• Outline expectations for contractors and include details within contracts.</li> <li>• Develop the Community Health and Safety Plan in consultation with HCC, government officers and local Council.</li> <li>• Finalise grievance and feedback process and promote details with community information tools.</li> </ul>

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Impact/ Opportunity	Access to community services and social infrastructure		
	<ul style="list-style-type: none"> <li>Monitor the implementation of activities within the Community Health and Safety Plan; promote results within community information tools.</li> <li>Outline expectations for contractors and include details within contracts.</li> </ul>		
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement	
<ul style="list-style-type: none"> <li>Key MoU in place and reflected in management plans and standard procedures</li> </ul>	HSECH audits	Hancock	
<ul style="list-style-type: none"> <li>Projects approved under the Community Projects Fund for developing the capacity of community services or enhancing social infrastructure</li> </ul>	Annual Community Projects Fund evaluation	Hancock	

#### 3.3.2 Economic Participation

Economic participation refers to the ability of individuals and communities to participate in the economic development of the region.

Key impacts that are likely to occur as a result of the Alpha Coal Project and that relate to economic participation have been identified as:

- local and indigenous employment and training opportunity; and
- increased sales for existing local and regional businesses and Increase in the number of businesses based locally.

Tables 3-7 and 3-8 below present these impacts as well as associated mitigation/enhancement measures.



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**Table 3-7 Local and Indigenous Employment and Training**

Impact/ Opportunity	Local and Indigenous Employment and Training Opportunity	
<b>Issue</b>	Need to enhance Project benefits in the absence of direct community impact from workforce accommodation on site.	
<b>Project Context</b>	<p>The development of the Alpha mine presents the local community with an opportunity to develop the skills of the local workforce and to diversify employment to include mining. Hancock wants to support the community efforts in broadening its skills base and has developed a Local Employment Policy to guide its recruitment and training options. This policy will also apply to contractors who will be required to report on the measures that they have taken to implement the policy in their workforce recruitment as well as the outcomes of implementation.</p> <p>Hancock will also make places available for Alpha residents on select training courses when operational circumstances permit.</p> <p>Hancock will also support the training and employment of Indigenous people through its support for the Indigenous Employment Program.</p>	
<b>Project Phase</b>	Life of Project	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• Department of Employment, Economic Development and Innovation (particularly the Employment and Indigenous Initiatives Unit)</li> <li>• Department of Education and Training (particularly Skills Queensland)</li> <li>• Native Title Claimants/ Traditional Owners</li> <li>• Local and non-local Indigenous communities</li> </ul>	
<b>Significance</b>	Low	
<b>Mitigation / Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Requirement for contractors to implement Hancock's Local Employment Policy.</li> <li>• Development of a spousal employment program.</li> <li>• Financial support for the Indigenous Participation Plan (IPP).</li> <li>• Implementation of a local (BRC area) apprenticeship program.</li> <li>• Implementation of community access to training program.</li> <li>• Work-experience program for high school students from the BRC area.</li> <li>• Vacation work program for tertiary students from the BRC area.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
• Number of local employees	Quarterly internal construction SIMP reporting /HSECH audits	Contractor /Hancock-EPC Manager
• Number of Indigenous employees	Quarterly internal construction SIMP reporting /HSECH audits	Contractor /Hancock -EPC Manager
• Level of financial contribution to the IPP	Hancock Community Projects Fund reports	Hancock
• Number of local apprentices	HR records	Hancock
• Number of local residents accessing training courses annually	HR records	Hancock

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**Table 3-8 Increased Sales for Existing Local and Regional Businesses; Increase in the Number of Businesses Based Locally**

Impact / Opportunity	Increased sales for existing local and regional businesses Increase in the number of businesses based locally	
<b>Issue</b>	Project expenditures result in increases in local businesses and revenue.	
<b>Project Context</b>	Hancock have a local procurement policy which will be reflected in the contracts associated with the mine construction and operations. Contractors will be required to report on the measures that they have taken to implement the policy in their supply chain as well as the outcomes of implementation. There is also an opportunity to increase the number of locally based businesses should there be adequate supporting infrastructure (e.g. serviced industrial blocks, adequate power).	
<b>Project Phase</b>	Life of Project	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• Department of Employment, Economic Development and Innovation</li> <li>• Industry groups (e.g. Industry Capability Network, Remote Area Planning and Development Board, Central Highlands Development Corporation)</li> </ul>	
<b>Significance</b>	Low	
<b>Mitigation / Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Contractual requirement to implement Hancock's Regional Procurement Policy.</li> <li>• Hancock will investigate the establishment of a Local Supplier Register.</li> <li>• Procurement and tendering workshops in regional centres (Barcaldine, Emerald, Clermont, Alpha).</li> <li>• Hancock support for BRC to ensure that sufficient industrial land and services are available to encourage the establishment of mine support industries in the BRC area.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/enhancement
• Existence and use of the Local Supplier Register	Six-monthly procurement audit report	Contractor /Hancock -EPC Manager
• Value of contracts won by regionally-based suppliers	Six-monthly procurement audit report	Contractor/Hancock -EPC Manager
• Number of workshops held for local suppliers	Six-monthly procurement audit report	Contractor/Hancock -EPC Manager
• Number of regional businesses pre-qualified to supply Hancock	Six-monthly procurement audit report	Contractor/Hancock -EPC Manager
• Number of serviced industrial lots available in the BRC area	BRC rates database	BRC/Hancock

#### 3.3.3 Regional Development

Regional development refers to the broad scale issue of growth and development of the Barcaldine Regional Council area. The key potential impact that has been identified is the opportunity for local infrastructure enhancement.

This impact, as well as associated enhancement measures is outlined in Table 3-9 below.

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**Table 3-9 Local Infrastructure Enhancement**

Impact / Opportunity	Local infrastructure enhancement	
<b>Issue</b>	Enhancement of local infrastructure results in positive change to community image and accessibility.	
<b>Project Context</b>	The development of the Alpha Coal (Mine) Project will require significant infrastructure enhancement in the region (to water and power supplies, communications facilities and access road upgrades). This will present opportunities to provide a higher level of service to the residents of Alpha and surrounding areas should planning account for this objective and funding be available. Hancock will consider BRC infrastructure requirements in its planning process and will negotiate and make appropriate funding contributions where public infrastructure is upgraded to service its mines. Hancock will also negotiate a road use contribution with DTMR to cover the costs of upgrades to State controlled roads if required.	
<b>Project Phase</b>	Life of Project	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• BRC local road use agreement.</li> <li>• DTMR State-controlled road use agreement.</li> <li>• Consultation during planning for infrastructure upgrades (e.g. mobile phone towers, road alignments).</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Lengths of road upgrades and total expenditure</li> </ul>	Monitoring of construction/contract records annually	Hancock
<ul style="list-style-type: none"> <li>• Expenditure on non-road infrastructure upgrades</li> </ul>	Monitoring of construction/contract records annually	Hancock
<ul style="list-style-type: none"> <li>• BRC/Hancock agreed infrastructure upgrade plan</li> </ul>	Publication of plan	Hancock

#### 3.3.4 Cumulative Impacts

The development of Part A - Alpha Coal Mine Social Impact Management Plan is designed so that it can act as a foundation document for assessing the cumulative impacts of the Kevin's Corner Coal Project, if it eventuates.

Hancock acknowledges that the Alpha and Kevin's Corner mines are likely to be the initial projects developed in the Galilee Basin and that its investment is likely to be viewed as an expression of confidence in the future of mining in the area, thereby increasing the likelihood of future mining projects proceeding to development. In the event this future development occurs, the potential for cumulative impacts will have to be assessed and managed.

Cumulative impacts will be incurred through both the demand for physical infrastructure (water, power, roads, communication, housing and serviced land) as well as social infrastructure and services (health, education, recreation and family support services and facilities) for any increased population in Alpha. The Galilee Basin Economic and Social Infrastructure Study estimates that the population of Alpha could increase to between 500 and 2000 persons from its current level of 350.

Hancock will contribute financially to the upgrade and maintenance of public infrastructure that it utilises for its projects (e.g. Alpha airport upgrade, Alpha Clermont Road realignment) through

### 3 Part A - Alpha Coal Mine - Social Impact Management Plan

infrastructure agreements with BRC and State Government agencies. It will also enter into commercial funding agreements with the providers of mains infrastructure (such as Sunwater and Powerlink for bulk water and power infrastructure with a capacity to meet future regional needs) that account for its capacity and timing requirements. The Alpha Coal Project Community Development Fund will be managed jointly with BRC and is available to contribute to social infrastructure according to priorities set by the community through BRC.

Hancock also acknowledges the importance of planning in addressing cumulative impacts. Cumulative impacts cannot be understood by focussing on an individual mining operation, and require a well-developed understanding of the impacted environment and collaborative action to address them in many cases (Franks et al, 2010). Accordingly, Hancock will participate within the GBCIF. Hancock has also established the Hancock Consultative Committee to ensure on-going timely communication with key project stakeholders (such as local governments, the State Government and community groups) and will participate in and collaborate with statutory regional planning processes that cover the Galilee Basin. It is understood that these regional planning processes will provide a forum for the discussion and coordination of industry plans and the requirement for supporting community infrastructure and services.

## 3.4 Monitoring Activities

### 3.4.1 Monitoring Measures for Identified Social Impacts

A summary of the monitoring measures that are directly linked to the identified social impacts is presented in Table 3-10 (to be used as a monitoring tool).

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**Table 3-10 Key Social Impacts and Associated Impact Monitoring Measures**

Impact	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
<b>Community wellbeing</b>						
Heightened anxiety regarding the future direction of the region / communities	Evaluation of Community and Stakeholder Engagement Plan measures (1800 line, Complaints procedure, community forum minutes, issues registers)	Frequency of 'community's future' issues expressed in requests for information, raised in community forums and discussed in HCC consultations	Level Two	Hancock	Life of Project	Six-monthly
	Review of Alpha Coal Project Community Development Fund	Number of Community Development project proposals aimed at reinforcing community character	Level Three	Hancock /BRC	Life of Project	Annual
	Survey of BRC residents (similar to surveys conducted by the CQU (Centre for Social Science Research) for Central Highlands Regional Council	BRC residents satisfaction with their community and lifestyle	Level One	BRC (with financial assistance from Hancock)	Life of Project	Five yearly
	Evaluation of Community and Stakeholder Engagement Plan	Number of BRC community forums held and community newsletters distributed annually	Level Three	Hancock	Life of Project	Annual
Housing availability and affordability	Annual review of sales data	Median housing sale prices in Alpha and Barcaldine	Level Two	Hancock (provision of data through the Department of Communities)	Life of Project	Annual
	Residential Tenancies Authority quarterly rental bonds data	Median private rent for Alpha and Barcaldine, and an assessment of affordability trends	Level Two	Hancock (provision of data through the Department of Communities)	Life of Project	Quarterly

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Impact	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
	Review of the Department of Communities (DoC) Housing Register	Demand for social housing in the BRC area (average allocation time)	Level Two	Hancock (provision of data through the Department of Communities)	Life of Project	Six-monthly
	Annual review of sales data	Median land prices for housing in Alpha and Barcaldine	Level Two	Hancock (provision of data through BRC)	Life of Project	Annual
	Annual review of Council rates records	Number of vacant serviced lots of residential and industrial land in Alpha and Barcaldine	Level Two	Hancock (provision of data through BRC)	Life of Project	Annual
Residents' safety and sense of security	Quarterly internal construction SIMP reporting	Number of code of conduct breaches	Level Two	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Construction Management System Training Registers, quarterly construction SIMP reporting	Percentage of workers receiving Welcome to the Region inductions (100%)	Level Three	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting	Number of residents who access the grievance process to resolve issues	Level Two	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting	Number of complaints relating to lifestyle amenity issues	Level Two	Contractor/Hancock-EPC Manager	Construction	Quarterly
	HSECH audits	Number of HSECH advisory bulletins delivered to residents	Level Three	Contractor/Hancock-EPC Manager	Life of Project	Quarterly
Interference with Indigenous cultural heritage	Audit of Construction Management Plan cultural heritage records	Compliance with chance find protocols (100%)	Level Three	EPC contractor/ Hancock	Construction	Quarterly
	Construction Management Plan audits	Number of persons and crews receiving cultural heritage awareness training (100%)	Level Three	EPC contractor/ Hancock	Construction	Quarterly



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Impact	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
	Construction Management System Training Registers, quarterly construction SIMP reporting	Percentage of workers receiving "Welcome to the Region" inductions (100%)	Level Three	Contractor/Hancock-EPC Manager	Construction	Quarterly
Impaired road safety environment	Quarterly internal construction SIMP reporting / HSECH audits	Community safety advisory flyer on construction road safety distributed	Level Three	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting / HSECH audits	Road upgrades completed	Level Three	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting / HSECH audits	Number of employee and community road safety awareness sessions completed	Level Three	Contractor/Hancock-EPC Manager	Construction	Quarterly
	Analysis of complaints logged and liaison with QPS	Number of near miss reports and traffic incidents on public roads	Level Two	Contractor/Hancock-EPC Manager	Life of Project	Quarterly
Access to community services and social infrastructure	HSECH audits	Key MoU in place and reflected in management plans and standard procedures	Level Three	Hancock	One – off	One off: pre-construction
	Annual Alpha Coal Project Community Development Fund evaluation	Number of projects approved under the Alpha Coal Project Community Development Fund for developing the capacity of community services or enhancing social infrastructure	Level Two	Hancock	Construction and Operation	Annual
Local and Indigenous employment and training opportunity	Quarterly internal construction SIMP reporting/HSECH audits	Number of local employees	Level Two	Contractor/Hancock-EPC Manager	Life of Project	Quarterly
	Quarterly internal construction SIMP reporting/HSECH audits	Number of Indigenous employees	Level Two	Contractor/Hancock-EPC Manager	Life of Project	Quarterly
	Hancock Community Projects Fund reports	Level of financial contribution to the Indigenous Participation Plan	Level Three	Hancock	Life of Project	Quarterly

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Impact	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
	HR records	Number of local apprentices	Level Two	Hancock	Life of Project	Quarterly
	HR records	Number of local residents accessing training courses annually	Level Two	Hancock	Life of Project	Quarterly
Increased sales for existing local and regional businesses; Increase in the number of businesses based locally	Procurement audit report	Existence and use of the Local Supplier Register	Level Three	Contractor/Hancock -EPC Manager	Life of Project	Six-monthly
	Procurement audit report	Value of contracts won by regionally-based suppliers	Level Two	Contractor/Hancock -EPC Manager	Life of Project	Six-monthly
	Procurement audit report	Number of workshops held for local suppliers	Level Three	Contractor/Hancock -EPC Manager	Life of Project	Six-monthly
	Procurement audit report	Number of regional businesses pre-qualified to supply Hancock	Level Three	Contractor/Hancock -EPC Manager	Life of Project	Six-monthly
	BRC rates database	Number of serviced industrial lots available in the BRC area	Level Two	BRC/Hancock	Life of Project	Six-monthly
<b>Regional development</b>						
Local infrastructure enhancement	Monitoring of construction/contract records annually	Lengths of road upgrades and total expenditure	Level Three	Hancock	Life of Project	Annual
	Monitoring of construction/contract records annually	Expenditure on non-road infrastructure upgrades	Level Three	Hancock	Life of Project	Annual
	Publication of plan	BRC/Hancock agreed infrastructure upgrade plan	Level Three	Hancock	Life of Project	Annual

\* Level One: Desired longer-term social outcomes; Level Two: Impact mitigation/Opportunity enhancement objectives in the short to medium term; and Level Three: Strategy implementation (see Section 2.4.1).

## **3 Part A - Alpha Coal Mine - Social Impact Management Plan**

### **3.4.2 Additional Monitoring Measures**

Hancock will discuss with BRC and agree on key indicators (i.e. what they regard as most important) for improved livelihoods and amenity, and the means to measure them (such as through community surveys and the analysis of consultation feedback), for inclusion in the monitoring plan. These types of indicators would most likely fall within the monitoring category Level One: Desired longer-term social management outcomes.

Further additional monitoring measures are likely to emerge as the social action plans are developed.

## Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.1 Project Description

Hancock is proposing to construct a standard gauge, single track, non-electrified, 495 km long railway line for the purposes of transporting processed coal from the Alpha Coal Mine to the Port of Abbot Point north of Bowen (see Figure 1-1). The Project will link the Galilee Basin in Central Queensland with coal export ports at Abbot Point on the Central Queensland Coast. The Galilee Basin spans over 247,000 km<sup>2</sup> of land and holds over 14 billion tonnes of Joint Ore Reserves Committee (JORC) compliant coal that has been identified by several proponents. As such, the Project will be an essential part of opening up the Galilee Basin for export of thermal coal and will benefit the Central Queensland region, State of Queensland and the nation. As the northern section of the Project enters the Abbot Point State Development Area (APSDA) and ends at a rail loop and dump station immediately south of the proposed X110 Coal Terminal, it will also benefit future industrial development of the APSDA.

The Project will enable export of 60 Mtpa of quality thermal coal for a lifespan of approximately 30 years. This capacity will provide for export of the expected 30 Mtpa from the Alpha Coal Mine and a further 30 Mtpa from Hancock's proposed mine - Kevin's Corner. With construction of additional passing loops to the single line track and selective partial duplication, there is potential to further increase the tonnage and thus service other potential miners from the Galilee Basin. Hancock has undertaken to make the track available to third party users under a Voluntary Undertaking pursuant to the *Trade Practices Act 1974 (TPA)*.

In addition to the main line from the Alpha Coal Mine to the Port of Abbot Point, the Project also involves construction of the following:

- two load out loops, one at the Alpha Coal Mine and one at the Port of Abbot Point;
- eight passing loops each approximately 5 km long to accommodate export of 60 Mtpa of coal;
- maintenance tracks along the railway line;
- marshalling yard at the entry to the APSDA; and
- five workers' accommodation villages accommodating for 700 to 800 personnel per worker accommodation village (three permanent worker accommodation villages and two temporary worker accommodation villages).

The construction phase of the Project is likely to result in a major stimulus to the Queensland economy. Project purchases will result in broadly distributed stimuli across various industry sectors. The purchase of materials, locomotives and wagons will result in a major stimulus to the manufacturing sector. The actual construction workforce is to reach approximately:

- 600 workers in 2011;
- 2,500 workers in 2012;
- 1,050 workers in 2013; and
- 120 workers in 2014.

Approximately 225 workers will operate the railway. Significant flow-on employment is anticipated throughout the economy and throughout the construction and operational phases of the Project.

#### 4.1.1 Infrastructure Facility of Significance

The Hancock rail corridor has been in the public domain since February 2010 when it was publicly advertised as part of the Infrastructure Facility of Significance (IFS) process. On 1st October 2010, the Queensland Government declared that the rail corridor is an Infrastructure Facility of Significance

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

pursuant to Section 125 (1) (f) of the State Development and Public Works Organization Act 1971. Community infrastructure designation (CID) will be sought for the rail corridor on completion of the EIS.

For declared IFS a proponent can request the State to use its compulsory land acquisition powers to acquire land or easements for the Project. However, Hancock must first make every effort to negotiate a private land acquisition agreement and demonstrate that every effort has been made to minimize impacts on landholders. Liaison between Hancock and each landholder is continuing in order to reach voluntary compensation agreements that ensure each property can be safely and effectively operated and environmental impacts are properly mitigated. Where alignment changes are identified, Hancock will also review environmental, social and other impacts that may arise from the alignment change, such that the overall impact of the Project does not increase.

### 4.1.2 Project Phases

#### *Phase One – Rail Corridor Planning and Acquisition*

The Project alignment will cross approximately 37 landholdings that are held in predominantly lease hold ownership. Most freehold properties are located within the surrounds of the Port of Abbot Point area. In order to identify the most suitable railway alignment assessment of key economic, engineering, geographic, geotechnical, environmental and social factors has been undertaken

The key objectives of the Project alignment assessment were to:

- determine the lowest cost, lowest risk option to deliver the specified coal transport task;
- ensure operational scenarios and the potential alignment are viable and sustainable; and
- ensure the selected route is feasible from engineering, environmental and social perspectives.

Due to the scale of the Project and complexity of aforementioned factors approximately 200 various railway alignment options were analysed.

Occupational crossings either over or under the rail corridor are intended to be provided within properties to enable the continued safe and efficient use of properties. The exact location and number of these crossings is being identified with each individual landholder as part of an overall compensation/mitigation approach to each property.

#### *Phase Two – Rail Line Construction*

The following construction activities are likely to be undertaken on the Project:

- Civil works including:
- earthworks construction;
- drainage construction;
- road work construction; and
- bridge work construction.

Rail construction including:

- track laying;
- signalling installation; and
- communications installation.

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

A maintenance access track has also been allowed for to run parallel adjacent to the Project corridor. The final design, location and standard of the maintenance access track will be determined as part of the detail design. A rail corridor width of 60 metres(m) has been nominated, which is considered sufficient to accommodate majority of the permanent infrastructure. At the detail design stage and following land owner consultation the precise rail corridor will be defined.

Construction material such as borrow material, capping material, ballast and construction water may have to be sourced from outside the 60m rail corridor. This will be determined from the ground breaking investigations for geology and hydrogeology which is planned to be undertaken as part of the detail design. No new access roads or tracks are envisaged to be required during the construction of the Project. Existing access at Bruce Highway, Bowen Development Road, Suttor Developmental Road, the new Cerito Elphinstone Road, the Gregory Developmental Road and the Clermont Alpha Road will serve as the major access roads. Initially, some additional access paths may need to be negotiated with landowners to obtain access into sites if the construction contractor requires them. Use of private farm roads will be negotiated with the landowner and be restricted to the main property road and major secondary roads.

Construction activities will require the establishment of five worker accommodation villages. Given the length of the rail alignment the location of the construction worker accommodation villages has been strategically selected. Two existing and three temporary worker accommodation villages will be utilised. The existing worker accommodation villages are located at Merinda and the Alpha township, while three temporary ones are within the middle section of the corridor (refer to Figure 1).

The worker accommodation villages have been equally spaced along the rail alignment to minimise travel for the construction personnel. The worker accommodation villages have also been positioned in the vicinity of an existing access or main road to aid in the transport of goods and services and staff to the worker accommodation village and to minimise interaction of worker accommodation village traffic with construction traffic. At the completion of the construction activities for civil and track work all temporary construction facilities and areas will be rehabilitated. These include but are not limited to:

- temporary construction worker accommodation villages;
- stockpiles;
- borrow areas;
- temporary access tracks and haul roads; and
- turkey nest dams.

### ***Phase Three – Rail Line Operations***

The Project's rail operations plan will provide a rail safe working system that allows for capacity growth and technical innovation. These criteria would be developed during the detailed design phase, once the operational parameters of the alignment and infrastructure are further defined. Based on the criteria, a plan would be developed to manage operations during the ramp up from the first year to the final tonnages over the first five years of operation. This staged approach will cater for other rail operators and regulatory involvement in the delivery of the operating railway.

The railway is designed to accommodate 60 Mtpa which is equivalent to the transport of product from the Alpha Coal mine and the proposed Kevin's Corner Coal mine. Proposed track alignment parameters are shown in Table 4-1.



## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-1 Proposed Track Alignment Parameters**

Description	Limits
Design speed	80 km/h (coal)
Maximum grade	1 in 320 (loaded) 1 in 100 (empty) 1 in 200 (passing loops - empty)
Minimum main line track horizontal radius	1,000 m

Source: Hancock Coal Alpha Coal Project EIS, 2011

The ruling grade selected for the proposed railway line is based on current practice from Pilbara heavy haul railways. The 1 in 320 grade allows for 24,000 tonne payloads to be hauled by three locomotives with a total of 13,500 hp. When compared with other coal haulage over increased grades, generally being 10,000 tonne payload hauled by locomotives totalling 17,200 hp, this provides a significantly increased efficiency. The lower grade also provides for a smaller fleet of locomotives, reducing both capital and operating costs for the fleet. Operational and environmental efficiency is also enhanced by moving to significantly larger trains. For the transportation of 60 Mtpa of coal, seven trains per day will be required on average (14 train movements per day).

In order to limit the environmental impact of the Project it is planned to utilise a coal rail wagon which is a development of the standard gauge wagon currently in use in the NSW Hunter Valley service. These wagons will have lip seals on the bottom dump doors to prevent coal loss through the doors, angled sills to prevent coal from remaining on the sills after loading and subsequently dislodging en-route, and a high body design which shrouds the coal payload resulting in reduced dust emissions.

A rail yard including provisioning, stabling and maintenance facilities will be required and is at this time planned to be near the Port of Abbot Point on land that has been identified by Hancock as suitable for this facility (between chainage 472 km and chainage 480 km). The maintenance and provisioning yard will provide sufficient length to accommodate the maximum length train consist intended to supply the final port destination. The yard/maintenance facility will occupy an area up to 6 km long by 500 m wide and includes approximately 25 km of track and will include facilities to undertake:

- fuelling and servicing of trains as part of their cycling;
- holding trains for their next planned path;
- minor maintenance on operating trains;
- conducting roll-by inspections of active trains;
- replacing wagons and locomotives on trains for planned maintenance or for repair; and
- servicing and maintenance of rollingstock.

### ***Phase Four - Decommissioning***

The proposed rail corridor is unlikely to be decommissioned due to the large demand for coal export from the Galilee Basin.

Decommissioning and rehabilitation of construction areas will be undertaken progressively. Should decommissioning of the rail corridor be undertaken, detailed rehabilitation plans will be developed prior to initiation of works.

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.2 Project Social Context

#### 4.2.1 Social Baseline

The social and cultural area of influence has been categorised into regional and local study areas. The local study area focuses on the landholders who will be impacted directly by the Project, while the regional study area focuses on the Barcaldine, Isaac and Whitsunday Regional Council LGAs.

##### *Local Study Area*

The local study area is predominantly based on agriculture including livestock and crops and had a total enumerated population of 2,912 people in 2006. 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).

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 relocate 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. 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.

In 2006 the labour force participation rate 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.

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.

During consultation for the SIA there was concern expressed about the transition of land use from agriculture to mining related infrastructure, and a perception held 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); and
- Impacts during operation (e.g. noise, health, safety, increased risk of fire).

##### *Regional Study Area*

The regional study area has a diverse mix of land use with agriculture (livestock and crops) and mining being the main industries. The population has remained steady from 2004 to 2009 at 52,988.

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

For the same period the population of the Barcaldine Regional Council LGA decreased by 0.4% while the Isaac Regional Council LGA increased by 2.6%. Over this period the population of the Whitsunday Regional Council LGA increased by 2.8%. The regional study area population is expected to increase from 2009 to 2031, from 59,988 to 86,056 with each of the regional council LGAs expected to grow.

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, consistent with the rest of Queensland. The 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 age distribution to that for Queensland. Isaac Regional Council had a significantly lower percentage of older people (that is people aged 65 and above) compared to Queensland, reflecting the composition of mining towns within the area. There are 1,742 persons who identified as being Indigenous in the regional study area. Select labour force, occupation and SEIFA (Socio-economic Index for Areas) statistics are shown in the table following.

**Table 4-2 Select Statistics for Regional LGAs**

Characteristics	Regional Councils		
	Barcaldine	Isaac	Whitsunday
Labour force*	2,071	12,947	18,631
Unemployment rate*	2.8%	1.4%	6.3%
Largest Industry of employment	Agriculture, Forestry and Fishing (33.5%)	Mining (38.9%)	Accommodation and Food Services (11.6%)
Technician and trade workers	12.2%	20.1%	16.7%
Machinery operators or drivers	70.7%	24.9%	9.8%
Labourers	20.3%	12.3%	18.1%
Population in the lowest (most disadvantaged) SEIFA quintile	45.7%	5.1%	27.8%
Population in the highest (least disadvantaged) SEIFA quintile	6.5%	17.3%	4.9%

\* As at March quarter 2010, all other statistics as at 2006 Census

The Barcaldine Regional Council Corporate Plan 2009-2014 describes community access to services as one of the region's 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.

During consultation for the SIA, issues and concerns in the regional study area focused on heeding the lessons learnt from development in the Bowen Basin and ensuring that opportunities associated with this project and the broader development of the Galilee Basin are not lost.

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.3 Key Social Impacts and Mitigation Strategies

Through the SIA process key social impacts from the Alpha Coal (Rail) Project have been identified and these impacts are presented below categorised by project phase which are:

- Phase One – Rail corridor planning and acquisition;
- Phase Two – Rail line construction;
- Phase Three – Rail line operations; and
- Phase Four – Decommissioning.

As described in Section 2.3 it is anticipated that a higher degree of social impacts will be experienced within the rail corridor during the planning, acquisition and construction phases of the Project, compared with the operational phase. It is therefore proposed that social impacts experienced during the operational phase will be managed through ongoing updates to this document, the Landholder Management Plan and ongoing consultation, aligned with a grievance mechanism (see Section 4.3.3).

The action plans included within Tables 4-3 to 4-12 have been developed after reviewing the social impacts and mitigation approaches outlined within Hancock's EIS and consultation activities undertaken to date. Details within the plans provide an overview for Hancock's intention to mitigate and manage impacts that may be linked to the Project's development.

Each action plan includes:

- issue;
- project context;
- stakeholders;
- significance;
- mitigation/enhancement measures;
- indicators (and target measures);
- means of verification; and
- responsibility for mitigation/enhancement.

Social impacts and associated mitigation strategies for decommissioning will be explored closer to the date of project decommissioning. This is due to the inherent uncertainty of long-range predictions of social phenomena. There is also a limited ability to devise appropriate mitigation strategies which will be implemented towards the end of a 30 year time span.

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.3.1 Phase One – Rail Corridor Planning and Acquisition

**Table 4-3 Heightened Anxiety for Persons with Land Interests**

Impact/ Opportunity	Heightened anxiety for persons with land interests	
<b>Issue</b>	Landholders potentially directly impacted by the acquisition of land for the rail corridor can be expected to exhibit a heightened level of anxiety.	
<b>Project Context</b>	A heightened level of anxiety amongst directly impacted landholders is due to these landholders experiencing an unanticipated physical impact to their property accompanied by a potential decrease in the value of their land and productivity of their grazing enterprise. These factors, in some cases, may increase individual stress and the potential for intra-family conflict during the land acquisition negotiation process.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Directly impacted landholders</li> <li>Landholders in the vicinity of the corridor</li> <li>HCICC</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>On-going consultation on a regular basis during corridor planning with the provision of written information which includes contact details to assist the landholder if seeking further clarification of issues on a timely basis.</li> <li>Provision of landholder support (legal or property management advice) during the corridor planning and acquisition process.</li> <li>Close landholder consultation with rail designers to minimise land severance impacts and to define required property infrastructure improvements (e.g. occupational crossings) to maintain enterprise productivity.</li> <li>Landholder access to a robust complaints/grievance process that includes provision for independent review if required - support for landholders through this process will be considered on a case by case basis.</li> <li>Development and implementation of a Landholder Management Plan.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>Number of landholders receiving negotiation support and total expenditure on negotiation support</li> </ul>	Quarterly internal consultation reports that include data on landholder negotiation process	Hancock
<ul style="list-style-type: none"> <li>Number of landholders who access the grievance process (≤5%)</li> </ul>	Quarterly internal consultation reports that include data on access to the grievance process	Hancock
<ul style="list-style-type: none"> <li>Number of landholders subject to compulsory land acquisition (0)</li> </ul>	Final land acquisition report that details the basis of land acquisition and provides summary detail of measures taken to minimise property impacts (either through corridor alignment or the provision of infrastructure such as occupational crossings, water sources)	Hancock

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.3.2 Phase Two – Rail Line Construction

**Table 4-4 Lifestyle Disruption**

Impact/ Opportunity	Lifestyle disruption		
<b>Issue</b>	Residents in proximity to temporary construction worker accommodation village locations may experience some disruption to their lifestyle.		
<b>Project Context</b>	Factors such as increased traffic, disruption to visual outlook, noise generation or perceptions of decreased personal and property security may contribute to disruptions to lifestyle for some residents who live in proximity to temporary worker accommodation villages.		
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Directly impacted landholders</li> <li>Landholders in the vicinity of the corridor</li> <li>HCICC</li> </ul>		
<b>Significance</b>	Low		
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>Implementation of Camp Management Plans including a Code of Conduct for worker accommodation village residents and a worker accommodation village Environmental Management Plan.</li> <li>Employee inductions that address key community values and their importance.</li> <li>Implementation of a Road Safety Plan including road infrastructure improvement initiatives where required and a road safety awareness program for project personnel and local residents.</li> <li>Information on addressing security concerns included in project community information bulletins.</li> </ul>		
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement	
<ul style="list-style-type: none"> <li>Number of code of conduct breaches</li> </ul>	Quarterly internal construction SIMP reporting	Contractor/Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Percentage of workers receiving inductions (100%)</li> </ul>	Construction Management System Training Registers, quarterly construction SIMP reporting	Contractor/Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of landholders who access the dispute resolution process to resolve issues</li> </ul>	Quarterly internal construction SIMP reporting	Contractor/Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of complaints relating to lifestyle amenity issues</li> </ul>	Quarterly internal construction SIMP reporting	Contractor/Hancock-EPC Manager	
<ul style="list-style-type: none"> <li>Number of HSECH advisory bulletins delivered to residents</li> </ul>	HSECH audits	Contractor/Hancock-EPC Manager	

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-5 Impaired Road Safety Environment**

Impact / Opportunity	Impaired road safety environment	
<b>Issue</b>	Change in the perception of safe, low vehicle frequency roads in the area including a change in the unwritten road use protocols common on rural roads.	
<b>Project Context</b>	The use of local roads by heavy vehicles and construction equipment will impose road safety risks that were not present prior to project construction. Large heavy vehicles are not able to slow rapidly and give way along with the approaching vehicle as is customary on rural roads because they could lose control more easily. Behaviours will need to be changed with regard to interactions between heavy project vehicles and the general public.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCICC</li> <li>• BRC</li> <li>• IRC</li> <li>• WRC</li> <li>• Department of Transport and Main Roads</li> <li>• Queensland Police Service</li> <li>• Alpha community</li> </ul>	
<b>Significance</b>	High	
<b>Mitigation/ Enhancement measures</b>	Implementation of a Local Road and Traffic Management Plan including road infrastructure improvement initiatives where required and a road safety awareness program for project personnel and local residents.	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Community safety advisory flyer on construction road safety distributed</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Road upgrades completed</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of employee and community road safety awareness sessions completed</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager



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**Table 4-6 Temporary land-use disruption**

Impact/ Opportunity	Temporary land-use disruption	
<b>Issue</b>	Areas outside of those designated for rail purposes may experience additional use due to activities associated with rail-line construction.	
<b>Project Context</b>	Construction access requirements have the potential to cause disruptions to land use outside of the immediate area of the corridor that has been acquired for rail purposes.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• HCICC</li> <li>• Directly impacted landholders</li> <li>• Landholders in the vicinity of the corridor</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Contractor will be required to develop a Construction Management Plan (CMP) which includes property specific measures (including property infrastructure enhancement commitments) to minimise disruption and ensure safety and which will require sign-off by landholders prior to the granting of site access by Hancock and commencement of construction.</li> <li>• The contractor is also required to implement the monitoring and chance find protocols of the CHMP.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Number of signed CMPs</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of landholder complaints received relating to land-use disruption</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits/ dispute resolution reporting	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of opportunistic infrastructure upgrades completed</li> </ul>	Post-construction audit and survey (within six months of practical completion)	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of CHMP non-conformances (0)</li> </ul>	HSECH audit	Contractor/Hancock-EPC Manager

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-7 Interference with Indigenous Cultural Heritage**

Impact/ Opportunity	Interference with Indigenous Cultural Heritage	
<b>Issue</b>	Project development results in interference in the Indigenous cultural heritage in the region, resulting in potential conflict and dissatisfaction with the Project and a sense of cultural loss.	
<b>Project Context</b>	While corridor planning may have provided for the protection areas of known Indigenous cultural heritage, it is possible that ground disturbance during construction may inadvertently impact on cultural heritage not observable during ground surveys.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• HCICC</li> <li>• Department of Environment and Resource Management</li> <li>• Native Title Claimants/ Traditional Owners</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Cultural heritage awareness training for construction crews.</li> <li>• Provision of cultural heritage monitors with construction crews.</li> <li>• Adherence to protocols contained in the Indigenous CHMP for the management of chance finds.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Compliance with chance find protocols (100%)</li> </ul>	Audit of Construction Management Plan cultural heritage records	EPC contractor/Hancock
<ul style="list-style-type: none"> <li>• Number of persons and crews receiving cultural heritage awareness training</li> </ul>	Construction Management Plan audits	EPC contractor/Hancock

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-8 Employment Opportunity**

Impact/ Opportunity	Employment opportunity (for local residents and Indigenous people)	
<b>Issue</b>	Need to enhance Project benefits for residents and Indigenous people.	
<b>Project Context</b>	Hancock has a local employment policy which will be reflected in the contract with the rail construction contractor. The contractor will be required to report on the measures that it has taken to implement the policy in its workforce recruitment, as well as the outcomes of implementation. Hancock will also support the training and employment of Indigenous people through its support for the Indigenous Employment Program.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCICC</li> <li>• BRC</li> <li>• DEEDI</li> <li>• Department of Education and Training</li> <li>• Local and Indigenous community</li> </ul>	
<b>Significance</b>	Low	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Contractual requirement to implement the Hancock Local Employment Policy.</li> <li>• Financial support for the Indigenous Employment Program (IEP).</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Number of local employees</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Number of Indigenous employees</li> </ul>	Quarterly internal construction SIMP reporting/HSECH audits	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Level of financial contribution to the IEP</li> </ul>	Hancock Community Projects Fund reports	Hancock

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-9 Increased Sales for Local and Regional Businesses**

Impact/ Opportunity	Increased sales for local and regional businesses	
<b>Issue</b>	Project expenditures result in increases in local businesses and revenue.	
<b>Project Context</b>	Hancock has a local procurement policy which will be reflected in the contract with the rail construction contractor. The contractor will be required to report on the measures that it has taken to implement the policy in its supply chain, as well as the outcomes of implementation.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• GBCIF</li> <li>• HCC</li> <li>• BRC</li> <li>• DEEDI</li> <li>• Industry groups (e.g. Industry Capability Network, Remote Area Planning and Development Board, Central Highlands Development Corporation)</li> </ul>	
<b>Significance</b>	Low	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>• Contractual requirement to implement the Hancock Local Procurement Policy.</li> <li>• Creation of a Local Supplier Register.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>• Existence and use of the Local Supplier Register</li> </ul>	Six-monthly procurement audit report	Contractor/Hancock-EPC Manager
<ul style="list-style-type: none"> <li>• Value of contracts won by regionally-based suppliers</li> </ul>	Six-monthly procurement audit report	Contractor/Hancock-EPC Manager

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-10 Landholder Property Infrastructure Enhancement**

Impact/ Opportunity	Landholder property infrastructure enhancement	
<b>Issue</b>	Opportunity for landholders to leverage improvements to property infrastructure.	
<b>Project Context</b>	Property infrastructure improvements agreed as part of corridor acquisition negotiations will be included in the rail construction contractor's scope of works. It is also possible that landholders may be able to take advantage of corridor access discussions with contractors to secure property infrastructure enhancements (e.g. roads, fence relocations and additional turkey nest dams).	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Directly impacted landholders</li> <li>HCICC</li> </ul>	
<b>Significance</b>	Low	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>Contractors will be required to develop a Construction Management Plan which includes property specific measures (including property infrastructure enhancement commitments) to minimise disruption which will require sign-off by landholders prior to commencement of construction.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>Landholder satisfaction with construction process</li> </ul>	Post-construction audit and survey (within six months of practical completion)	Hancock
<ul style="list-style-type: none"> <li>Number of out-of-scope property infrastructure upgrades</li> </ul>	Post-construction audit and survey (within six months of practical completion)	Hancock

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

### 4.3.3 Phase Three – Rail Line Operations

**Table 4-11 Loss of Residential Amenity**

Impact/ Opportunity	Loss of residential amenity	
<b>Issue</b>	Loss of residential amenity may be experienced due to a change in land use of a portion of landholder's property.	
<b>Project Context</b>	While rail corridor design will locate the line as far as possible from property residences there will remain the possibility that some residents will at times experience a loss of amenity due to noise, visual impact, and frequency of train movements.	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Directly impacted landholders</li> <li>HCICC</li> </ul>	
<b>Significance</b>	Medium	
<b>Mitigation/ Enhancement measures</b>	<ul style="list-style-type: none"> <li>Implementation of a Train Operations Environmental Management Plan that has noise attenuation as a key objective.</li> <li>Landholder access to grievance procedures with the capacity to require environmental monitoring as part of complaint investigation.</li> <li>Installation of environmental amenity remedial improvements (e.g. noise insulation, air conditioning, sight screens) to households should it be required.</li> </ul>	
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement
<ul style="list-style-type: none"> <li>Number of residential amenity complaints due to operational issues</li> </ul>	EMP and dispute resolution reporting	Hancock-Rail Operator
<ul style="list-style-type: none"> <li>Number of remedial residential upgrades undertaken</li> </ul>	EMP and dispute resolution reporting	Hancock-Rail Operator

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-12 Risk to Landholder Safety**

Impact/ Opportunity	Risk to landholder safety		
<b>Issue</b>	Unauthorised access to the rail corridor poses a potential risk to landholder safety.		
<b>Project Context</b>	The safety of landholders working around the rail corridor will be assured through the provision of occupational crossings, either over or under the rail corridor. However, there remains a potential for unauthorised access to the corridor (e.g. to retrieve stock which may have breached fencing and strayed onto the corridor). This will constitute a risk to both the landholder and rail operations safety.		
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Directly impacted landholders</li> <li>HCICC</li> </ul>		
<b>Significance</b>	Medium		
<b>Mitigation/ Enhancement measures</b>	The implementation of a Landholder Rail Corridor Access Procedure as part of the Train Operations Environmental Management Plan.		
Indicators (and target measures)	Means of verification	Responsibility for mitigation/ enhancement	
<ul style="list-style-type: none"> <li>Landholders issued with current corridor access procedure (all)</li> </ul>	Rail Operations Management System safety audit	Hancock-Rail Operator	
<ul style="list-style-type: none"> <li>Landholder satisfaction with the workability of the procedure</li> </ul>	Landholder consultation records	Hancock	



## **4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan**

### **4.4 Monitoring Activities**

For the rail component of the Project the monitoring program will solely focus on monitoring measures that are directly linked to identified social impacts. Monitoring activities for the rail component are targeted at level two and three social impacts i.e. the impact mitigation/opportunity enhancement objectives in the short to medium term (level two) and the strategy implementation itself (level three).

A summary and schedule of these monitoring measures is outlined in Table 4-13 below (to be used as the monitoring tool).

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

**Table 4-13 Key Social Impacts and Associated Impact Monitoring Measures**

Impact/ Opportunity	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
<b>Phase One: Rail corridor planning and acquisition</b>						
Heightened anxiety for persons with land interests	Quarterly internal consultation reports that include data on landholder negotiation process	Number of landholders receiving negotiation support and total expenditure on negotiation support	Level Three	Hancock	Rail corridor planning and acquisition	Quarterly
	Quarterly internal consultation reports that include data on access to the grievance process	Number of landholders who access the grievance process (≤5%)	Level Two	Hancock	Rail corridor planning and acquisition & construction	Quarterly
	Final land acquisition report that details the basis of land acquisition and provides summary detail of measures taken to minimise property impacts (either through corridor alignment or the provision of infrastructure such as occupational crossings, water sources)	Number of landholders subject to compulsory land acquisition (0)	Level Two	Hancock	Pre-construction commencement	Bi-annual
	Inspection of CHMP	Registered Indigenous CHMP	Level Three	Hancock	Pre-construction commencement	Annual
	Audit assessing corridor alignment compliance with criteria for cultural heritage site avoidance	Degree of compliance with Indigenous CHMP	Level Three	Hancock	Pre-construction commencement	One-off: pre-construction commencement
<b>Phase 2: Rail line construction</b>						
Lifestyle disruption	Quarterly internal construction SIMP reporting	Number of code of conduct breaches	Level Two	Contractor/ Hancock-EPC	Construction	Quarterly

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

Impact/ Opportunity	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
				Manager		
	Construction Management System Training Registers, quarterly construction SIMP reporting	Percentage of workers receiving inductions (100%)	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting	Number of landholders who access the grievance process to resolve issues	Level Two	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting	Number of complaints relating to lifestyle amenity issues	Level Two	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	HSECH audits	Number of HSECH advisory bulletins delivered to residents	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
Impaired road safety environment	Quarterly internal construction SIMP reporting / HSECH audits	Community safety advisory flyer on construction road safety distributed	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting / HSECH audits	Road upgrades completed	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting / HSECH audits	Number of employee and community road safety awareness sessions completed	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
Temporary land-use disruption	Quarterly internal construction SIMP reporting / HSECH audits	Number of signed Construction Management Plans	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting / HSECH audits	Number of landholder complaints received relating to land-use disruption	Level Two	Contractor/ Hancock-EPC Manager	Construction	Quarterly

#### 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

Impact/ Opportunity	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
	Post-construction audit and survey (within six months of practical completion)	Number of opportunistic infrastructure upgrades completed	Level Two	Hancock-EPC Manager	Post-construction	One-off: post-construction
	HSECH audit	Number of Cultural Heritage Management Plan non-conformances (0)	Level Two	Hancock-EPC Manager	Construction	Quarterly
Interference with Indigenous Cultural Heritage	Audit of Construction Management Plan cultural heritage records	Compliance with chance find protocols (100%)	Level Three	EPC contractor/ Hancock	Construction	Quarterly
	Construction Management Plan audits	Number of persons and crews receiving cultural heritage awareness training	Level Three	EPC contractor/ Hancock	Construction	Quarterly
Employment Opportunity	Quarterly internal construction SIMP reporting	Number of local employees	Level Two	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	Quarterly internal construction SIMP reporting	Number of Indigenous employees	Level Two	Contractor/ Hancock-EPC Manager	Construction	Quarterly
	HSECH audits	Level of financial contribution to the Indigenous Employment Program	Level Three	Contractor/ Hancock-EPC Manager	Construction	Quarterly
Increased sales for local and regional businesses	Procurement audit report	Existence and use of the Local Supplier Register	Level Three	Contractor/ Hancock-EPC Manager	Construction	Six-monthly
	Procurement audit report	Value of contracts won by regionally-based suppliers	Level Two	Contractor/ Hancock-EPC	Construction	Six-monthly

## 4 Part B - Alpha Infrastructure Rail - Social Impact Management Plan

Impact/ Opportunity	Monitoring strategy	Performance indicator	Level of social objective being monitored*	Responsibility	Monitoring timeframe	Monitoring frequency
				Manager		
Landholder property infrastructure enhancement	Post-construction audit and survey (within six months of practical completion)	Landholder satisfaction with construction process	Level Two	Hancock	Post-construction	One-off: post-construction
	Post-construction audit and survey (within six months of practical completion)	Number of out-of-scope property infrastructure upgrades	Level Two	Hancock	Post-construction	One-off: post-construction
<b>Phase 3: Rail line operations</b>						
Loss of residential amenity	EMP and dispute resolution reporting	Number of residential amenity complaints due to operational issues	Level Two	Hancock-Rail Operator	Operations	Six-monthly
	EMP and dispute resolution reporting	Number of remedial residential upgrades undertaken	Level Two	Hancock-Rail Operator	Operations	Six-monthly
Risk to landholder safety	Rail Operations Management System safety audit	Landholders issued with current corridor access procedure (all)	Level Two	Hancock-Rail Operator	Operations	Six-monthly
	Landholder consultation records	Landholder satisfaction with the workability of the procedure	Level Two	Hancock	Operations	Six-monthly

## Conclusion

Hancock intends to manage the SIMP in close consultation with the Social Impact Assessment Unit and relevant government departments and external stakeholders. The ability to adapt to environmental conditions is vital for ensuring the plan remains relevant and effective. The Project is therefore focused on developing and retaining close working relationships with those who make decisions that will positively impact social performance.

## References

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ICMM Good Practices Guideline for Handling and Resolving Local Level Concerns and Grievances 2009

Queensland Government – Social impact assessment: guideline to preparing a social impact management plan (DIP, 2010)



## Limitations

URS Australia Pty Ltd (URS) has prepared this report in accordance with the usual care and thoroughness of the consulting profession for the use of Hancock Coal Pty Ltd and only those third parties who have been authorised in writing by URS to rely on the report. It is based on generally accepted practices and standards at the time it was prepared. No other warranty, expressed or implied, is made as to the professional advice included in this report. It is prepared in accordance with the scope of work and for the purpose outlined in the Proposal dated May 2010.

The methodology adopted and sources of information used by URS are outlined in this report. URS has made no independent verification of this information beyond the agreed scope of works and URS assumes no responsibility for any inaccuracies or omissions. No indications were found during our investigations that information contained in this report as provided to URS was false.

This report was prepared between May 2010 and November 2011 and is based on the information available at the time of preparation. URS disclaims responsibility for any changes that may have occurred after this time.

This report should be read in full. No responsibility is accepted for use of any part of this report in any other context or for any other purpose or by third parties. This report does not purport to give legal advice. Legal advice can only be given by qualified legal practitioners.

## Appendix A Condensed Impacts Table for Social Impact Management Plan

TableAppendix A-1 shows how the impacts identified in the social impact assessment (SIA) for the Project were condensed to develop a manageable SIMP useable by multiple stakeholders with varying levels of experience with social impact assessment and management.

TableAppendix A-2 shows the impacts identified in the SIA for the Project that did not align with the action plans, or revised impacts outlined in this revised SIMP. The rationale for the exclusion from the list of revised impacts is provided in the table. There is also an explanation as to how they can be monitored and/or included if necessary if they manifest into a measurable negative impact.

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

TableAppendix A-1 Impacts from the Alpha Coal Project Social Impact Assessment - Condensed for Impact Management

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
<b>Community Wellbeing Impacts</b>	Heightened anxiety regarding the future direction of the region / communities	History and Settlement	Profile changing from agriculture to mining	Negative	Local
			Change in profile and settlement and people moving away from long-term family land and homes	Negative	Local (mining lease)
			People move to Alpha from other parts of BRC	Negative	Local
			Larger distance between properties or reduced access may breakdown family/social relations	Negative	Local (mining lease)
			People move to Alpha from other parts of BRC	Positive	Local
			Profile changes from agriculture to mining	Positive	Local
		Culture and Community Dynamics	Lifestyle changes as a result of increased wages leading to greater disparity in the community	Negative	Local
			Community changes from rural to mining	Negative	Local
			Change in social networks	Negative	Local
			Lifestyle changes because of increased wages	Positive	Local
		Health, Wellbeing and Social Infrastructure	Negotiation and uncertainty stresses	Negative	Local (mining lease)
			Increased community concern and anxiety because of potential for increased crime and violence with miners	Negative	Local
		Income and Cost of Living	Increases in volume of high mining wages	Positive	Regional
	Housing availability and affordability	Demographics	Population increase in Alpha of more than 5%	Negative	Local
			Population Increases from within BRC	Positive	Local
			Population increases from outside of the area	Positive	Local
		Housing and Accommodation	Increased costs of housing and rental	Negative	Local
			Increased demand on short-term accommodation in Alpha	Negative	Local

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
	Residents' safety and sense of security	Culture and Community Dynamics	Decrease in feeling of security within the community	Negative	Local
			Change in social networks	Negative	Local
		Health, Wellbeing and Social Infrastructure	Increased community concern and anxiety because of potential for increased crime and violence with miners	Negative	Local
			Health concerns associated with road dust as a result of increased traffic	Negative	Local (mining lease)
			Increased social problems and deviance as a result of increased disposable income being spent on drug and alcohol consumption	Negative	Local
			Health concerns – coal dust	Negative	Local
	Interference with Indigenous Cultural Heritage	NA (refer Cultural Heritage Management Plan – see Volume 2 Section 18 of the EIS)	NA	NA	NA
	Impaired road safety environment	Health, Wellbeing and Social Infrastructure	Increased potential for accidents because of more traffic	Negative	Local
			Increased potential for vehicle accidents because of driver fatigue	Negative	Local
		Industry and Business	Increased traffic – large haul trucks/road trains	Negative	Local
		Primary Infrastructure and Access	Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Local
			Increased use of road and rail	Negative	Regional
			Increased access - Alpha–Clermont Road	Positive	Local

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
	Access to community services and social infrastructure	Health, Wellbeing and Social Infrastructure	Increased health services available in the area to service increased population and the Project	Positive	Local
			Improved service capacity at the Alpha Hospital to service the local population and potentially the Project–immediate response	Positive	Local
			Increase in funds for social infrastructure	Positive	Local
			Improved availability and choice of sporting and recreational activities	Positive	Local
		Governance	Delivery of funds from grants achieved	Positive	Local
			Delivery of services achieved – social, health and emergency services	Positive	Local
			Development of effective links to Local Government programs	Positive	Local
<b>Economic Participation Impacts</b>	Increased sales for existing local and regional businesses and increase in the number of businesses based locally	Industry and Business	Increased support, service and supplier opportunities	Positive	Local
			Business opportunities – service and materials	Positive	Local
		Income and Cost of Living	Increased services and businesses in the region	Positive	Local
	Local and Indigenous Employment and Training Opportunity (incorporating the outcomes of the ILUA and the CHMP)	Culture and Community Dynamics	Local capacity building increased	Positive	Local
		Health, Wellbeing and Social Infrastructure	Increased skills in the community to respond to emergencies	Positive	Local
		Education and Training	Potential for community to share in mine-specific training	Positive	Local
		Labour Market and Employment	Change in occupation	Negative	Local
			Increased employment opportunities	Positive	Local
			Employment diversification	Positive	Local
			New people to area bring skills for other (non-mining) industries	Positive	Local
			Change in occupation	Positive	Local
			Continuity of employment – Clermont	Positive	Regional
			Increased employment opportunities	Positive	Regional

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
Regional Development impacts	Local infrastructure enhancement	Income and Cost of Living	Increase in wages – mining wages	Positive	Local
		Governance	Potential increase in candidates/staff due to population increases and new skills	Positive	Local
		Governance	Successful engagement with regional planning processes	Positive	Local
			Development of effective links to Local Government programs	Positive	Local
			Success in linking and supporting Local Government programs	Positive	Regional
		Primary Infrastructure and Access	Increased road use and associated safety and maintenance issues – Alpha–Clermont Road	Negative	Local
			Potential electricity, water and sewerage upgrades	Positive	Local
			Increased access to Alpha	Positive	Local
			Improved telecommunications	Positive	Local
Other Mitigation Mechanisms					
Air Quality Management Plan (EMP)	NA	Health, Wellbeing and Social Infrastructure	Health concerns – coal dust	Negative	Local
			Health concerns associated with road dust as a result of increased traffic	Negative	Local (mining lease)
Traffic Management Plan	NA	Health, Wellbeing and Social Infrastructure	Increased potential for accidents because of more traffic	Negative	Local
			Increased potential for vehicle accidents because of driver fatigue	Negative	Local
		Industry and Business	Increased traffic – large haul trucks/road trains	Negative	Local
		Primary Infrastructure and Access	Increased road use – associated safety issues and maintenance - Capricorn Highway	Negative	Local
			Increased use of road and rail	Negative	Regional
			Increased access - Alpha–Clermont Road	Positive	Local

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
<b>HCC and/or the Community Development Fund</b>	The HCC is the mechanism for coordination of adaptive responses to population, housing, social infrastructure and social issues in Alpha that are direct impacts of the Alpha Coal Project. The Community Projects Fund supports community based projects aimed at increasing community capacity within the region. The Community Projects Fund will be managed jointly with the BRC and is available to contribute to social infrastructure according to priorities set by the community through the BRC. Likely priorities are: <ul style="list-style-type: none"> <li>• Social, Health and Wellbeing;</li> <li>• Education and Training;</li> <li>• Environment; and</li> <li>• Economic</li> </ul>	Governance	Failure to effectively engage with regional planning process	Negative	Local
			Failure to effectively engage in local planning process	Negative	Local
			Loss of staff to the mining industry	Negative	Local
			Failure to engage Local Government in community engagement processes	Negative	Local
			Increased responsibility of council results in fatigue	Negative	Local
			Failure to effectively engage with regional planning processes	Negative	Regional
			Development of effective links to Local Government programs	Positive	Local
		Health, Wellbeing and Social Infrastructure	Increased demand on Alpha Hospital	Negative	Local
			Increased demand on emergency services in Alpha – police	Negative	Local
			Increased demand on local services and facilities	Negative	Local
			Increased demand for child care	Negative	Local
			Increased use of social infrastructure requiring maintenance	Negative	Local
			Opportunity for local services to expand	Positive	Local
			Potential for more volunteers to be available for sport and recreation activities	Positive	Local
			Increase in funds for social infrastructure	Positive	Local
			Improved availability and choice of sporting and recreational activities	Positive	Local
		Demographics	Population increase in Alpha of more than 5%	Negative	Local
			Increase in working age population	Negative	Local



## Appendix A - Condensed Impacts Table for Social Impact Management Plan

SIMP Revised Impact Themes	SIMP Revised Impacts	SIA Valued Social Components	SIA Impacts	SIA + or –	SIA area of impact
	Development.	Culture and Community Dynamics	Increased wages as a result of employment on Project used unsustainably on entertainment and luxury items	Negative	Local
			Increased wages as a result of employment on mines used on luxury goods and entertainment to improve lifestyle	Positive	Local
		Labour Market and Employment	Skills drain from other industries	Negative	Local
			Perception of workers leaving one sector for mine employment	Negative	Local
			Decrease in labourers available to assist on property	Negative	Local
		Industry and Business	Deterrence of the tourism industry	Negative	Local
		Primary Infrastructure and Access	Potential electricity, water and sewerage upgrades	Positive	Local
			Increased access to Alpha	Positive	Local
			Improved telecommunications	Positive	Local

Note – NA = not applicable

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

**TableAppendix A-2** Impacts from the Social Impact Assessment not addressed in previous table

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation/ Enhancement	Residual Ranking	Comments
<b>History and Settlement</b>									
Increased long-term stability to Emerald (and region)	Positive	Minor	Regional	Construction, Operation	Possible	Low to medium	Enhancement	Low to medium	With respect to the increased long-term stability of the region, it is likely that CHRC has the capacity to deal with any small increases in the population, given that Emerald positions itself as a regional service centre.  This is a positive impact and therefore no mitigation of this impact will be undertaken.
<b>Housing and Accommodation</b>									
Increased supply of housing as investors capitalise on the demand for housing	Positive	Major	Local	Beyond Project	Likely	Very High	Enhancement	Very High	This is a speculation driven, third party impact outside the influence of the Project. The Project description does not include housing any staff in any neighbouring community. The SIMP will monitor incremental changes and determine if the Project is responsible, at which point new mitigation/monitoring strategies may be required if the impact is negative.

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation/ Enhancement	Residual Ranking	Comments
Increased opportunities for investment in housing, accommodation and service providers in Alpha	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High – to Very High	This is a speculation driven, third party impact outside the influence of the Project. The Project description does not include housing any staff in any neighbouring community. The SIMP will monitor incremental changes and determine if the Project is responsible, at which point new mitigation/monitoring strategies may be required if the impact is negative.
<b>Governance</b>									
Delivery of health and emergency services not achieved	Negative	Major	Local	Life of Project	Possible	High	Mitigation	Medium	The Project is not anticipated to impact local delivery of health and emergency services because those services will be available on-site. The scope of these services will be determined in consultation with stakeholders and with the objective that these services will be sufficient to ensure no detrimental impact to local services. The SIMP will also monitor the use of local services if required and determine appropriate mitigation and action plans with key stakeholders through the HCC.

## Appendix A - Condensed Impacts Table for Social Impact Management Plan

Potential Impact	Impact Category	Magnitude	Geographic Context	Duration	Frequency	Impact Ranking	Mitigation/ Enhancement	Residual Ranking	Comments
Delivery of funds from grants not achieved	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low-Medium	The Project has committed to assisting BRC in the application for funds and grants from the State and Commonwealth Governments. Failure to secure these funds is not a Project impact. The SIMP and community development fund may be used to alleviate non-Project stresses to the community on a case-by-case basis, but should not be considered a standard practice.
Increase in funds through rates, donations and taxes	Positive	Moderate	Local	Life of Project	Likely	High	Enhancement	High-Very High	This is a potential positive impact if the population of Alpha increases from the Project. The SIMP will examine population change and additional mitigation, monitoring and action plans from population increase through the HCC and annual SIMP evaluation process.
Delivery of social services not achieved	Negative	Moderate	Local	Life of Project	Possible	Medium	Mitigation	Low	The Project is not designed to increase the demand on local services because of the workforce accommodation strategy. The HCC will monitor local social services delivery and determine causes and solutions. Changes to the SIMP may be required if the situation changes and the Project, and/or workforce are putting demands on local services.

## Appendix B Action Plan Statements of Intent

### 1 Introduction

Hancock Coal (HCPL) has contracted Worley Parsons Ausenco Joint Venture (WPAJV; known as the Project Management Contractor – PMC within this document) to manage the planning and construction phase of the project.

The following statements provide an overview for the content to be developed as part of Action Plans (and related documents) required to support the long-term implementation of the Social Impact Management Plan (SIMP). These Plans will be advanced further in the coming months, yet continue to evolve throughout the life of the project.

- Landholder Management Plan
- Workforce Management Plan (including Worker's Code of Conduct)
- Local Housing Strategy
- Community and Stakeholder Engagement Plan
- Good Neighbour Policy
- Community Development Plan
- Local Employment Policy
- Local Industry Participation Plan
- Indigenous Participation Plan
- Cumulative Social Impact Management Plan

#### 1.1 Consultation

Meetings with the following government departments and agencies have been undertaken in recent months to introduce the project and its position about particular social impacts. In time these discussions will evolve to reflect the project's growth and is expected to focus on developing collaborations for new or existing initiatives.

- Department of Employment, Economic Development and Innovation
- Department of Community Safety
- Queensland Health
- Department of Communities
- Aboriginal and Torres Strait Islander Services
- Queensland Police Service
- Skills Queensland
- Office of Economic and Statistical Research
- Department of Transport and Main Roads
- Queensland Treasury
- Industry Capability Network

## Appendix B - Action Plan Statements of Intent

Personnel from these departments and Barcaldine Regional Council were also invited to become members of the inaugural Hancock Consultative Committee. The first meeting is planned for 21 November in Alpha.

Consultation with Isaac, Central Highlands and Whitsunday Regional Councils has also been undertaken.

On-going consultation with these parties will continue throughout the life of the project alongside approaches undertaken as standard community engagement activities. The content of this document primarily relates to the construction phase of the project as details relating to this phase of the project's development are more defined than impacts and project requirements linked to the operational phase.

## 2 Landholder Management Plan

Key elements of the Landholder Management Plan include:

- Managing landholders' expectations
- Complaints, enquiries and comments management
- Grievance mechanism/dispute resolution process
- Stakeholder contact database and reporting
- Issues management

### 2.1 Key commitments and deliverables

Key commitments	Deliverables
Managing landholders' expectations	<ul style="list-style-type: none"> <li>• Regular interaction with landholders will be made through one-to-one discussions; community consultation sessions and a variety of communication tools.</li> </ul>
Complaints, enquiries and comments management	<ul style="list-style-type: none"> <li>• Regular project updates will be used to address common concerns; reduce the spread of misinformation and build a reputation for being a reliable source of information.</li> <li>• Updates will be provided through a variety of communication channels, including face-to-face meetings, the project's information hotline, media releases, fact sheets and newsletters.</li> <li>• Service standards associated with responding to complaints, enquiries and comments have been established and require the contractor to communicate details directly to Hancock Coal to enable a prompt response to be provided.</li> </ul>
Grievance mechanism/dispute resolution for stakeholders	<ul style="list-style-type: none"> <li>• Proactively identifying and tracking potential community and stakeholder concerns allow interests and issues to be understood and addressed.</li> <li>• Negotiating with landholders and interest groups would be used in the first instance.</li> <li>• Hancock Coal will manage and respond to these issues and may advise the contractor to undertake community consultation activities or attend meetings alongside other project representatives and community members.</li> </ul>
Stakeholder contact database and reporting	<ul style="list-style-type: none"> <li>• Information gained from consulting with community members and stakeholders will be documented by the project's Community &amp; Stakeholder Engagement team and contractors within the project's stakeholder contact database Consultation Manager System.</li> </ul>

## Appendix B - Action Plan Statements of Intent

Key commitments	Deliverables
Issue management	<ul style="list-style-type: none"> <li>In addition to proactively managing issues, Community Engagement Officers will be appointed in the field and within the project management team.</li> </ul>

### 3 Workforce Management plan

Consultation with various government departments/agencies has been undertaken to enable the development of this document. To date discussions with the relevant stakeholders about the following areas of interest have provided insights about potential issues and partnering opportunities and initiatives that could be included within Hancock's approach to local employment and its subsequent effect on the demand for housing in the region:

- Labour market
- Training and development
- Housing and accommodation
- Local employment
- Health
- Local industry participation
- Community safety

#### 3.1 Key commitment and deliverables

Key commitments	Deliverables
Workforce selection – Construction Operations	<p>The construction contractor(s) will be responsible for the recruitment of their respective workforces. Labour will be sourced from within and outside the local area. It is expected that employees for the construction phase will be sourced from:</p> <ul style="list-style-type: none"> <li>• Current employees of contractors</li> <li>• Itinerant construction workers</li> <li>• Skilled and semi-skilled workers who currently reside in Queensland</li> <li>• Employees from other States</li> <li>• International guest workers</li> </ul> <p>Hancock and operations shutdown contractors will be required to manage the recruitment of the operating workforce. At this stage it is envisaged that Alpha Coal will directly engage 1200 personnel and on-going capital works and shutdown maintenance contractors would employ up to 600 for shutdowns.</p> <p>Employees for the operational phase will be sourced from:</p> <ul style="list-style-type: none"> <li>• Existing Hancock employees.</li> <li>• Workers who reside in South East Queensland but also from key Queensland regional centres.</li> <li>• Existing employees of contractors.</li> <li>• To a limited extent employees from other states and overseas</li> </ul>

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Key commitments	Deliverables
HR impacts to local housing, accommodation and recreational facilities	<p>Increased demand for housing in the area, resulting from project employees moving to the area on a permanent basis, could result in additional pressure on the local housing market and increases in the price of housing.</p> <p>During the construction and operational phases of the Project, the majority of non-local employees will reside in the purpose built village style accommodation while on roster, but will return to their place of residence during their breaks.</p> <p>From a safety viewpoint employees will be discouraged from driving their own vehicles to site when travelling on and off roster.</p>
Skills required	<p>The skills required for the construction of the Project mine and rail are predominantly from the civil, mechanical and electrical engineering disciplines. The major requirement for the construction labour will be associated with the rail and to a lesser extent the mine. This will necessitate the recruitment of large numbers of mobile plant operators.</p> <p>A detailed analysis of the individual skills required and an assessment of where these skills are likely to be sourced (local, Queensland regional, other Australian States, or International) is being undertaken by Hancock. To complement labour sourced from within Australia, it is expected that guest workers will be required to be sourced internationally.</p> <p>To this end, Hancock is currently finalising preparatory work which will culminate in a submission, prior to financial close, to the Australian Government for an Enterprise Migration Agreement (EMA) which will allow the Project to source labour internationally.</p> <p>Each position has a physical and functional specification describing the criteria that the individual must be satisfactorily assessed against by an approved medical practitioner prior to an offer of employment on the Alpha Coal Project. The intent of this specification is to provide assurance that all employees are fit-for duty and do not pose an unacceptable risk to themselves or co-workers.</p> <p>Individuals with disabilities are subject to the same project-wide requirements. In some instances, the medical practitioner may qualify an individual's fitness-for-work subject to certain conditions. It is incumbent on the individual's employer to review and incorporate these conditions into the individual's work.</p>
Indigenous participation	<p>Hancock is committed to employing Indigenous Australian personnel on this Project and to provide work experience and training that will equip Indigenous Australians with the skills required to secure sustainable ongoing employment within the resources industry. Alpha Coal's objective is to engage in culturally appropriate recruitment policies and strategies to attract Indigenous Australians to identified positions within the Alpha Coal Project.</p> <p>Hancock will work with the local indigenous communities to build skills, competence and programs that enhance opportunities through education, training and development. The Project seeks to develop and retain a locally based, appropriately skilled workforce and believes its Indigenous Participation Plan will assist that goal and in turn demonstrate its commitment to the local indigenous community.</p>



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Key commitments	Deliverables
Training	<p>To ensure that a suitably trained and developed workforce is maintained, Hancock will develop comprehensive training and development systems to ensure that employees possess the knowledge, skills and abilities to competently fulfil their roles and responsibilities. Training will be conducted internally and externally. Internal training will be carried out by experienced and qualified staff personnel and external training will be provided through organisations that have been evaluated as competent and accredited in their particular areas.</p> <ul style="list-style-type: none"> <li>• In addition to skills training, training will also be undertaken in the following areas:</li> <li>• General safety training</li> <li>• Site and activity specific safety training</li> <li>• Equal employment opportunity and harassment</li> <li>• Injury management and rehabilitation</li> <li>• Counselling and discipline</li> <li>• Fitness for work</li> <li>• Supervision and leadership</li> </ul>

### 3.2 Workers' code of conduct

The Workers' Code of Conduct and Village Regulations are designed to provide a clear understanding of the behavioural expectations of every person engaged to work on the Project. The Code of Conduct applies to all employees engaged and deployed to the project site/s, including the expected behaviour whilst travelling, working on roster and whilst in the project village.

### 3.3 Key commitments and deliverables

Key commitments	Deliverables
Health, safety and environment	<ul style="list-style-type: none"> <li>• Each employee is accountable for their own personal safety and the effect of their behaviour on safety of others in the workplace and the environment.</li> </ul>
Personal protective equipment	<ul style="list-style-type: none"> <li>• All employees shall be issued with standard protective clothing and footwear for their personal safety protection.</li> <li>• Issued PPE items will be replaced on a fair wear and tear basis upon production of the complete worn item to the employer.</li> <li>• Sub-contractors are required to provide their own PPE and ensure that it is consistent with the above standards.</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• The Contractor will provide transport at designated times to and from the village to the work site.</li> <li>• Employees are required to use company provided transport.</li> <li>• Personal cars shall not be permitted on site.</li> </ul>
Accommodation	<ul style="list-style-type: none"> <li>• All employees provided with company accommodation and meals will be required to observe the village rules.</li> </ul>
Security and site control	<ul style="list-style-type: none"> <li>• Access to the site for all employees will be only via the project-designated access points, which shall be identified prior to commencing work on site. No other route is to be used.</li> <li>• Employees are prohibited from visiting other work areas on the job site/mine unless instructed to do so by the employee's immediate Supervisor.</li> </ul>

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Key commitments	Deliverables
	<ul style="list-style-type: none"> <li>Only visitors approved through the Visitor Procedure, and who have attended and satisfactorily completed Project Visitor HSE Induction, will be authorised to access the jobsite.</li> <li>Visitors must be accompanied by a fully-inducted person at all times. They will be subject to all site rules and procedures including fitness for work.</li> </ul>
Site road rules	<ul style="list-style-type: none"> <li>Queensland road rules apply on all site roads unless overridden by specific rules such as the speed limits defined on posted signs.</li> <li>To drive on site a light vehicle authorisation needs to be approved by both the Project Manager and the relevant mine site authorised representative.</li> </ul>
Camera/ video cameras	<ul style="list-style-type: none"> <li>Cameras, video cameras and mobile phones with camera or video capability and the taking of photographs/videos are not permitted on the site without prior approval of Site Project Management.</li> </ul>
Children	<ul style="list-style-type: none"> <li>Children under 16 years of age are not permitted on the site without the express approval of Site Project Management.</li> </ul>
Gambling/raffles	<ul style="list-style-type: none"> <li>Gambling is not permitted on the site. Lotteries or raffles are not permitted unless Site Project Management has given specific approval. The selling of merchandise or services on the site is not permitted. Distribution and/or posting of bills, pamphlets, etc. are not permitted.</li> </ul>
Animals and pets	<ul style="list-style-type: none"> <li>No animals or pets are to be brought onto the site.</li> </ul>
Mobile phones	<ul style="list-style-type: none"> <li>Due to the nature of the construction site, mobile phones may not be used for purposes other than Project-related communication whilst in field work locations.</li> </ul>
Protection of environment	<ul style="list-style-type: none"> <li>Employees are required to comply with the Company's Environmental Policy. This includes an obligation on employees to protect flora, fauna and cultural heritage artefacts.</li> </ul>
Smoking	<ul style="list-style-type: none"> <li>The Alpha Coal Project is a smoke-free environment and therefore smoking is prohibited, except in designated areas. Smoking is not permitted inside any buildings on site or at the Village, nor in Company vehicles. Smoking is only permitted in designated areas.</li> </ul>
Fitness for work	<ul style="list-style-type: none"> <li>A drug and alcohol monitoring regime incorporating random, for-cause and blanket testing shall be established in accordance with recognised standards.</li> <li>Employees are required under the Fitness for Work Policy to declare to their Supervisor the use of any prescription or non-prescription (over-the-counter) medication as this may potentially result in impairment affecting the individual's fitness-for-work.</li> <li>Employees returning to work after an absence from site greater than 30 days may be required to undergo a further drug and alcohol test.</li> </ul>
Banned items	<ul style="list-style-type: none"> <li>The following items are prohibited on the jobsite: <ul style="list-style-type: none"> <li>Glass bottles or containers</li> <li>Propane lighters</li> <li>Explosives</li> <li>Firearms/weapons/ammunition</li> <li>Alcohol and illegal drugs</li> <li>Employees' private vehicles</li> <li>Pornographic and/or sexually explicit material of any kind.</li> <li>Animals and pets</li> <li>Use of headphones and or music devices whilst undertaking work.</li> </ul> </li> </ul>

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Key commitments	Deliverables
Misconduct	<ul style="list-style-type: none"> <li>Misconduct may result in disciplinary action. Repeated and or multiple misconduct may result in termination of employment.</li> </ul>
Serious misconduct	<ul style="list-style-type: none"> <li>Serious misconduct may result in summary dismissal. Instances of serious misconduct will be dealt with by due process with the appropriate investigations undertaken, and in certain situations employees may be stood down whilst an incident or suspected incident is investigated.</li> </ul>

## 4 Local housing strategy

Hancock acknowledges the introduction of the Queensland Government's *Major Resources Projects Housing Policy: Core principles to guide social impact assessment* (August 2011).

The challenge for the Alpha Coal Project is to be the employer of choice in a very competitive labour market where prospective employees have many choices about who to work with and also where their families will live. Inherent in that challenge is the level of social and services infrastructure available in Alpha and Bowen to enable employees and their families to be attracted to such locations as their choice of family home.

### 4.1 Key commitments and deliverables

Key commitments	Deliverables
Local housing impacts	<p>An overview of the potential social impacts identified in relation to the local housing plan is outlined below, as follows:</p> <ul style="list-style-type: none"> <li>Local employment</li> <li>Local contracting involvement</li> <li>New people to area bring skills for other (non-mining) industries.</li> <li>Perception of workers leaving one sector for mine employment.</li> <li>Retention of families that otherwise leave the area for children's education and employment reasons.</li> <li>Availability and increased demand for social and services infrastructure.</li> </ul>
Local employment	<ul style="list-style-type: none"> <li>The Project intends to encourage local employment and has a preference that locals with the necessary skills and attributes are offered employment opportunities. Hancock is mindful of the relatively low levels of unemployment in the region and therefore anticipates involvement in identifying and assessing consequential housing impacts in the event that locals are employed on the project.</li> <li>The Local Employment Plan and associated strategies will potentially impact the Local Housing Strategy.</li> <li>Hancock will undertake a detailed study of the local housing market to provide a baseline from which any direct impacts may be assessed and appropriate strategies developed.</li> </ul>

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Guiding principles	<ul style="list-style-type: none"> <li>• Hancock commits to consulting with Government in relation to the implications of the Government's Housing Policy and need to understand what plans Government has for services provision in Alpha, if any. As a result, Hancock can inform our prospective employees as to the Government's plans for implementing improved service provision within Alpha and thereby enable people to make informed choices about their preferred place of residence.</li> <li>• Hancock understands the need for the Government at all levels to be informed about our employee and contractors' planned operations workforce numbers such that they can plan an integrated way to provide such service/s as necessary to underpin any future development in Alpha.</li> <li>• Hancock commits to monitoring impacts over time of rentals, house prices and housing availability to inform our strategy development.</li> <li>• Hancock acknowledges the existing state planning policies and commits to develop strategies and implementation plans for accommodation consistent with those policies insofar as it is practical over the project start-up phase.</li> <li>• Hancock's rail employees will live in Bowen albeit train crews will sleep on the site village when they drive a train out.</li> <li>• Hancock is firmly committed to the principle of 'zero harm'. Accordingly, employees, regardless of where they choose to live, cannot commute back and forward to Alpha on a daily basis due to concerns for fatigue management.</li> <li>• Hancock looks forward to assisting the Queensland Government by providing information and data on employee numbers, timing and locations and for the Queensland Government to fully inform Hancock of their plans for social and services infrastructure provision in Alpha and Bowen such that Hancock can make informed strategic decisions in relation to employee attraction and retention over time.</li> <li>• Alpha and its surrounding region is different from the Bowen Basin insofar as social impacts are concerned given the history of housing developments in the Bowen Basin; distance from major population centres and the nature of the operations.</li> </ul>
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### 5 Community and Stakeholder engagement plan

The Community and Stakeholder Engagement Plan (CSEP) describes the project's approach and commitments to community and stakeholder engagement during the development and implementation of the project's Social Impact Management Plan (SIMP) for the mine and rail. The plan aims to:

- Identify and prioritise stakeholders and community members with an interest in the project.
- Ensure stakeholder and community participation is used throughout the life of the project to define issues, identify opportunities and inform relevant aspects of project activity.
- Detail the engagement strategies that will be applied to ensure timely, open and proactive engagement of community members and stakeholders to manage issues and impacts.
- Define timeframes, roles and responsibilities for those interfacing with the project.
- Identify supporting procedures and tools to enable the implementation of this plan.

#### 5.1 Key commitments and deliverables

Key commitments	Deliverables
Engagement approach	<p>The project will utilise a feedback-based engagement approach to:</p> <ul style="list-style-type: none"> <li>• Ensure that the community and stakeholders are proactively and accurately informed about the project.</li> <li>• Ensure that the project continues to monitor and respond to project impacts.</li> <li>• Consult and collaborate with the community and stakeholders regarding opportunities for the project to contribute to enhanced community outcomes.</li> </ul>
Summary of engagement tools	<p>The specific type of tool and timing will be guided by the issues register together with on-going community and stakeholder analyses. A range of community and stakeholder engagement tools will be used to ensure that the goals of the CSEP are met, as follows:</p> <ul style="list-style-type: none"> <li>• Project web site</li> <li>• Community notifications</li> <li>• Community newsletter</li> <li>• 1800-telephone number</li> <li>• Community Information Sessions</li> <li>• Face-to-face meetings</li> <li>• Mine site tours and information days</li> <li>• Consultative Committees</li> </ul>
SIMP monitoring, reporting and review	<p>The processes and timeframes for the monitoring, reporting and review of the SIMP are outlined in the draft version of the SIMP. These processes and timeframes will be further refined during the SIMP development process and in consultation with key stakeholders.</p> <p>The project's construction contractors will be required to develop and implement plans to identify any social performance risks associated with their scope of work alongside controls to remove, reduce or mitigate these risks. A schedule will be used to demonstrate the deliverables against project milestones.</p>

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Implementation timeframes	<p>The timeframes and combination of communication tools will vary according to the project phase:</p> <ul style="list-style-type: none"> <li>• Phase One – Planning and approvals (including SIMP consultation)</li> <li>• Phase Two – Construction (including implementation, monitoring and reporting of the SIMP)</li> <li>• Phase Three - Operations</li> </ul>
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## 6 Good neighbour policy

Hancock is committed to establishing, maintaining and where possible enhancing sustainable, quality relationships with its neighbours. The Good Neighbour Policy will include key commitments and assurances Hancock offers landholders whose properties interface with the project and/or its employees or contractors. Landholders will be provided this policy prior to construction commencing on their property. These commitments will be reinforced to employees or contractors during their project induction and through regular training sessions relating to social performance.

### 6.1 Key commitments and deliverables

Key commitments	Deliverables
Health and safety	<ul style="list-style-type: none"> <li>• Where appropriate, construction activities will be fenced to protect the safety of landholders and stock. In circumstances where it is impossible or impractical to erect fences, the landholder will be invited to inspect the area ahead of work commencing and become involved in discussions relating to rehabilitation work.</li> <li>• Landholders will receive information relating to the project's Critical Incident Management System. Key contact details for all parties (including the landholder) will be identified alongside an agreed communication process for informing all parties of an incident. Furthermore actions associated with responding to a project or landholder emergency will be outlined.</li> </ul>
Mutual respect	<ul style="list-style-type: none"> <li>• Consultation and negotiation with landholders will be undertaken in good faith and mindful of community values and way-of-life.</li> </ul>
Project induction and training	<ul style="list-style-type: none"> <li>• Hancock employees and contractors will be informed of community commitments and objectives as part of their induction. This document will be referenced alongside details about recognising and respecting community values and routines.</li> </ul>
Site access	<ul style="list-style-type: none"> <li>• Access rules will be negotiated with landholders prior to work commencing on a property. Conditions outlined within access-related approval material will also be regularly monitored against construction activities.</li> <li>• Where possible existing roads will be used for site access to minimise impacts to land uses. The condition of these roads will be monitored regularly to ensure project impacts are repaired.</li> </ul>
Hours of work	<ul style="list-style-type: none"> <li>• Construction work for the mine and railway line will be conducted between 6am to 6pm. Work outside of these hours may be required due to exceptional circumstances such as regulatory requirements (or during the commissioning), that restrict the use of certain roads during particular hours of the day or due to weather conditions. These matters will be discussed in more detail with landholders.</li> <li>• After the project has been commissioned the operating hours will be 24 hours a day, seven days a week for the remaining life of the project.</li> </ul>

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Transportation	<ul style="list-style-type: none"> <li>• Within 200m of a home or sensitive area identified by a landholder, the speed limit of vehicles will be further reduced to minimise disturbance. Speed signs shall be erected to reinforce these project rules. Vehicle movements near homes will be avoided where possible between 6pm and 6am.</li> </ul>
Weed and pest transportation	<ul style="list-style-type: none"> <li>• Protocols for observing and recording weeds of interest have been developed to assist landholders and project personnel prevent the spread of weeds. A log for recording weeds of interest will remain in each vehicle and project personnel will receive training in relation to completing these assessments while in the field.</li> <li>• Designated Regional Council and site wash-downs will be used to remove debris from the wheels and under-carriage of vehicles leaving site. An inspection log will be completed by the gate-keeper and be available for review by landholders upon request.</li> <li>• Plans for rehabilitation work will be developed in close consultation with landholders.</li> </ul>
Fire prevention and management	<ul style="list-style-type: none"> <li>• Hancock and its contractors will adhere to regulatory standards in relation to fire prevention and management.</li> </ul>
Misconduct	<ul style="list-style-type: none"> <li>• When it is considered that a breach of the Good Neighbour Policy has occurred, Hancock via the PMC will act seriously, quickly, fairly and confidentially. If required, Hancock via the PMC, will inform the appropriate authorities of any breach of the law. Failure to comply with the Project's Code of Conduct may be sufficient grounds for an individual employee or contractor to be removed from the Project.</li> </ul>
Banned items	<ul style="list-style-type: none"> <li>• The following items are indicative of those items banned from work sites:</li> <li>• Weapons (including knives not provided for work-related activities), firearms and ammunition.</li> <li>• Explosives – unless controlled and managed according to regulatory standards in relation to specific work being undertaken.</li> <li>• Illegal drugs</li> <li>• Alcohol – unless within designated drinking areas within workers' village.</li> <li>• Pornography and/or sexually explicit material of any kind.</li> <li>• Animals of any kind, apart from those required due to a physical impairment or specific work requirements (e.g. state or federal officers executing their duties).</li> <li>• Plants</li> </ul>
Feedback	<ul style="list-style-type: none"> <li>• Regular project updates will be provided to landholders and the wider community as part of its commitment to informing those with an interest for the project's development. Updates will be provided through face-to-face meetings, newsletters, print advertisements or flyers. A project hotline (1800 990 597) is operational 24 hours a day, seven days a week. Complaints received via the hotline will be acknowledged within two hours of receiving the call. Feedback about the project can also be submitted via <a href="mailto:info@alphacoalproject.com.au">info@alphacoalproject.com.au</a>.</li> <li>• Independent facilitators are used for matters that cannot be resolved between project personnel and landholders.</li> </ul>
Policy monitoring and review	<ul style="list-style-type: none"> <li>• Hancock shall review this policy and the effectiveness of its implementation regularly throughout the life of the project in consultation with the Hancock Consultative Committee.</li> </ul>

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### 7 Community development plan

Hancock has prepared a Community Development Plan to support its corporate social responsibility obligations and to provide a practical framework for our on-going philanthropic endeavours.

The Plan's goals are to:

- Support communities in the areas in which Hancock operates.
- Provide clear evidence to current and future clients of our community involvement/investment – our licence to do business.
- Build team morale and enhance the Hancock culture across the company.
- Help retain and attract staff seeking employers that demonstrate a strong corporate social responsibility.
- Assist with mitigating impacts associated project impacts.

#### 7.1 Key commitments and deliverables

Key commitments	Deliverables
The right mix	<p>The major forms of contribution can include a mixture of the following types of collaboration:</p> <ul style="list-style-type: none"> <li>• Corporate volunteering</li> <li>• In-kind donations</li> <li>• Pro-bono or discounted services</li> <li>• Skills and knowledge sharing/secondment</li> <li>• Mentoring</li> <li>• Sharing/donation of premises or other infrastructure</li> <li>• Employment/work experience</li> <li>• Community Involvement Programs</li> <li>• Monetary donations for specific projects</li> <li>• Scholarships and awards</li> </ul>
Categories	<p>In keeping with the social impacts linked to Hancock's project developments, there are six categories where applications for community investment will be considered, as follows:</p> <ul style="list-style-type: none"> <li>• Education and training</li> <li>• Environment</li> <li>• Arts and culture</li> <li>• Health and safety</li> <li>• Community or charity</li> <li>• Sport</li> </ul>
Budget	<ul style="list-style-type: none"> <li>• An overall Community Development budget for all of Hancock's partnerships/ sponsorships and donations must be approved by Hancock's Managing Director Coal.</li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• Community partnerships also need to be evaluated annually to ensure both partners review project objectives. The review should be conducted with personnel responsible for maintaining the partnership and the external community partner.</li> </ul>



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### 8 Local employment policy

The anticipated mine workforce during the construction phase is ~2,000 mine people, and ~2000 rail workers. Using the assumptions applied to the FIFO logistical study, the overall construction workforce will be broken into three construction workforces averaging 850 in total throughout the construction phase of the project. The construction split will be based around activities and work. The split will be Group A (construction including Mine Infrastructure Area [MIA] and Mine Enabling Infrastructure scope), Group B (the Coal Handling and Preparation Plant [CHPP] workforce), and Group C (Rail workforce). These are approximate numbers as the exact numbers are likely to change, but within the anticipated range for the final workforce.

While the Proponent would like to recruit locally the reality is that limited numbers of personnel will be sourced from the local area because of the low population levels. Therefore it is assumed that the majority of the construction workforce will originate from or at least depart for the Project site from South East Queensland.

#### 8.1 Key commitments and deliverables

Key commitments	Deliverables
Recruitment philosophy	<p>Hancock's recruitment targets include:</p> <ul style="list-style-type: none"> <li>• Employees with the right skills and appropriate behaviours are engaged for the project.</li> <li>• Employees are engaged in a timely manner and retained as needed for the project.</li> <li>• Local community participation through employment and service provision opportunities.</li> <li>• To maximise these opportunities training programs will be developed to up-skill local residents who are interested in gaining employment during the construction and operational phases.</li> </ul> <p>Successful trainees will be provided the opportunity to apply for project employment opportunities. In close consultation with the regional councils, Hancock will identify and assist with the development of programs that will seek out those who may have traditionally remained out of the employment market due to a lack of opportunities to participate, e.g. women and mature-aged people.</p> <p>Hancock and its contractors will routinely assess and forecast on-going labour requirements with the intention of using this information to assist with targeting local employment opportunities and minimising impacts to mainstream non-industry services. Where appropriate, employment and training programs will be developed to attract local people to the workforce, in particular those currently not participating in the job market. Close working relationships with local businesses, community groups, education providers, industry representatives and government officers will be used to leverage outcomes from existing programs or to create partnerships. Information sharing will also allow potential cumulative impacts to be assessed and appropriate mitigation measures to be implemented.</p>
Collaborations	<p>Hancock will work closely with a variety of Councils, organisations and education and training providers when developing training or employment campaigns.</p>

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### 9 Local industry participation plan

The Alpha Coal Project is subject to the Queensland Government's Local Industry Policy. The project provides a significant economic and social development opportunity for local communities and Australian industry.

The Contractor is required to provide full, fair and reasonable opportunity to local suppliers and specialist sub-contractors when tendering the provision of equipment or services supplied. During the Contractor's engagement with the project, the Contractor shall report on the value and source (regional Queensland, Queensland, Australia and otherwise) of the work. This includes employment, services provided and goods procured or manufactured.

Supplemented by the project's Early Contractor Involvement (ECI) Process, WorleyParsons Ausenco Joint Venture (WPAJV), acting on behalf of Hancock, will encourage and provide a suitable forum whereby local industry, domestic and international contractors can engage and collaborate to foster commercial partnerships and potentially become involved with the project. This process encourages Australian industry to gain overseas exposure and representation which is critical to the longevity and growth of Australian industry and also promotes expansion opportunities for both local and overseas organisations.

The Project has an arrangement with the Industry Capability Network Queensland (ICN) to assist contractors in meeting the goals and reporting arrangements required by the policy.

Key commitments	Deliverables
Working with business and industry in the region	The project has provided a facility for Expressions of Interest through the ICN Gateway website in addition to accepting direct approaches to HCPL or the PMC. Contractors and sub-contractors identified at local community events or through other avenues have and will continue to be directed to pre-qualification requirements through the ICN gateway or directly to Hancock or the PMC. Consistent with the contracting strategy of the Alpha Coal Project, Hancock and the PMC will encourage large Tier 1 Contractors, whether domestic-based or international, to partner or establish strategic relationships with local firms whilst delivery the required goods and/or services.
Public forums	Forums will be conducted by senior representatives from the commercial and procurement departments within Hancock and the PMC at industry functions; local commerce and business events and project-specific briefings in critical locations across the construction corridor. To avoid duplication of project-specific meetings, all events will aim to cover all relevant issues, including procurement/supply opportunities, community engagement, cultural and environmental etc.
Working with regional economic development bodies	The Alpha Coal Project promotes that all community/industry events with regards to development in the region is facilitated by DEEDI and the relevant regional economic development bodies to provide a consistent and efficient message from all project proponents rather than a constant stream of public briefings by a multitude of project proponents.

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Equitable access for local industry	<p>Procurement strategies, where possible and subject to financial sources, will not hinder equitable access for local industry. Contract schedules, terms, conditions and standards and requirements applicable to the delivery of goods and services are envisaged to be consistent and not dependent on country of origin.</p> <p>With the project encouraging international contractors to establish partnerships and working relationships with local industry, the mutually beneficial transfer of skills, knowledge, technology, expertise and initiatives is a likely outcome that would further support the development of an internationally-competitive local industry.</p>
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### 10 Indigenous participation plan

As part of the development of the Alpha Project, Hancock has entered into agreements with the relevant Native Title groups who are affected by the Project.

These agreements provide for:

- Training and employment opportunities.
- Apprenticeships and traineeships
- Business development and contracting opportunities.

Further, Hancock has undertaken to establish and participate in a Liaison Committee whose role is to monitor compliance with the Native Title Agreement in relation to the above undertakings.

#### 10.1 Key commitments and deliverables

Key commitments	Deliverables
Impacts being addressed	<p>Potential social impacts during the construction and operational stages of the Project include the following key commitments contained within the Native Title Agreements:</p> <ul style="list-style-type: none"> <li>• Economic participation</li> <li>• Income</li> <li>• Health and social participation through: <ul style="list-style-type: none"> <li>○ Education</li> <li>○ Training and development</li> <li>○ Employment</li> <li>○ Industry and business</li> <li>○ Business development</li> </ul> </li> </ul>
Liaison committee	<p>A Liaison Committee will be established whose role will include (insofar as it is applicable to employment, training and development undertakings):</p> <ul style="list-style-type: none"> <li>• Implement and monitor the implementation of commitments.</li> <li>• Engage and liaise with Government in relation to employment and training initiatives.</li> <li>• Co-ordinate and review the implementation of the employment and training initiatives.</li> <li>• Monitor and evaluate progress and identify ways to improve outcomes.</li> </ul> <p>Hancock will have equal representation on the Liaison Committee together with the Native Title Applicants. As part of the commitment to Native Title Claimants, Hancock will appoint or contract a liaison officer and appropriately resource this officer to perform the functions contained within the Agreement.</p>

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Employment strategies	<p>Hancock's strategies include:</p> <ul style="list-style-type: none"> <li>• Setting of achievable long-term employment/contracting targets that reflect local demographics of the Hancock's operations.</li> <li>• Ensuring sufficient numbers of skilled and competent people are available for employment opportunities as these arise.</li> <li>• Integrating into company training and development programs to ensure safe, competent, production operations and construction.</li> <li>• Developing a targeted, integrated approach to operations positions being available to prequalified indigenous prospective employees.</li> <li>• Undertaking cross-cultural training and awareness for all employees and contractors.</li> <li>• In conjunction with established education pathways, develop and implement pre-vocational training and education, including job readiness training and development.</li> <li>• Developing and implementing appropriate traineeships and apprenticeship opportunities including nationally accredited programs.</li> </ul>
Alternatives	<p>In implementing these strategies, it may be the case that local community groups may identify alternatives means of engaging, developing and retaining indigenous people in relation to the Alpha Coal project through the establishment of a contracting company. Alternative engagement models other than direct employment could be an attractive means of self-determination for indigenous people whilst also meeting the statutory and business objectives of Alpha Coal Project in the context of indigenous people's family and cultural obligations.</p>
Collaborations	<p>Hancock will work closely with a variety of Councils, organisations and education and training providers when developing training or employment campaigns.</p>
Monitoring	<p>The Liaison Committee shall receive reports on the progressive implementation and progress toward achieving the objectives and commitments contained within the Native Title Agreements and this Indigenous Participation Plan.</p>

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### 11 Cumulative social impact management plan

The development of Part A - Alpha Coal Mine SIMP is designed so that it can act as a foundation document for assessing the cumulative impacts of the Kevin's Corner Coal Project, if it eventuates, and any other project within the region that can result in cumulative impacts on project stakeholders.

Hancock acknowledges that the Alpha and Kevin's Corner mines are likely to be the initial projects developed in the Galilee Basin and that its investment is likely to be viewed as an expression of confidence in the future of mining in the area, thereby increasing the likelihood of future mining projects proceeding to development. In the event this future development occurs, the potential for cumulative impacts will have to be assessed and managed. This will be done through the Hancock Consultative Committee (HCC) with source companies (AMCI, Waratah Coal) providing relevant information for cumulative assessment directly or through the State and local government agencies indirectly.

Cumulative impacts will be incurred through both the demand for physical infrastructure (water supply, power, roads, communication, housing and serviced land) as well as social infrastructure and services (health, education, recreation and family support services and facilities) for any increased population in Alpha. The Galilee Basin Economic and Social Infrastructure Study estimates that the population of Alpha could increase to between 500 and 2000 persons from its current level of 350. These people are anticipated to come primarily from other projects given the workforce accommodation policies of Alpha Coal Project compared to others, as well as the proximity of the Waratah and South Galilee projects for the Alpha community. These project's policies will form the basis of the cumulative social impacts Hancock's SIMP will address.

The table below identifies key considerations for the project impact area regarding potential cumulative social impacts. In collaboration with government, Hancock will monitor these considerations through the SIMP action plans. Consultation with key stakeholders and feedback from the community would be used to determine if and how changes need to be considered. Any potential changes will also be discussed through the HCC and consultation with key stakeholders to identify SIMP changes, roles and responsibilities, communication of the change and timing.

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### Key considerations regarding cumulative social impacts

Valued social component	Key considerations
History and settlement	<ul style="list-style-type: none"> <li>Increased rate and scale of profile change.</li> <li>Increased rate and scale of settlement pattern shift to accommodation village style arrangements.</li> <li>Increased potential for in-migration to local and regional communities.</li> <li>More rapid transition from a predominantly agricultural area to a mining area.</li> </ul>
Demographic	<ul style="list-style-type: none"> <li>Increased population to local and regional centres.</li> <li>Increased rate of population growth.</li> <li>Increased number of males aged 20 to 45.</li> <li>Increased ratio of non-Indigenous to Indigenous.</li> </ul>
Culture and community dynamics	<ul style="list-style-type: none"> <li>Increased ratio of non-Indigenous to Indigenous.</li> <li>Increased number of people from outside the region.</li> <li>Increased potential for volunteers.</li> <li>Increased disposable income.</li> <li>Predominance of shift-style employment.</li> </ul>
Housing and accommodation	<ul style="list-style-type: none"> <li>Increased cost of housing: <ul style="list-style-type: none"> <li>Increased demand</li> <li>Decreased supply</li> <li>Increased speculation</li> </ul> </li> <li>Increased rents</li> <li>Increased pressure for land availability.</li> <li>Increased demand on short-term accommodation.</li> </ul>
Health, well-being and social infrastructure	<ul style="list-style-type: none"> <li>Increased demand on local and regional emergency services providers.</li> <li>Potential for service providers to reach critical mass and acquire additional staffing/upgrades.</li> <li>Potential for service providers to be stretched to their limits (service delivery and staff fatigue).</li> <li>Potential for community to feel overwhelmed/helpless.</li> <li>Potential for local social infrastructure to fall further behind demand.</li> <li>Potential for increased skills and services in the region.</li> </ul>
Education and training	<ul style="list-style-type: none"> <li>Increased training opportunities and skills development.</li> <li>Potential for local school to reach critical mass and receive additional staff.</li> <li>Potential for child care to reach limit.</li> <li>Potential for child care to acquire additional staff.</li> <li>Potential for dedicated training to move to the region to service multiple mines.</li> </ul>

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Valued social component	Key considerations
Labour market and employment	<ul style="list-style-type: none"> <li>Increased employment opportunities.</li> <li>Increased competition for workers.</li> <li>Increased wages at mines.</li> <li>Increased potential for skills drainage from other industries.</li> <li>Increased potential for FIFO reliance by all projects.</li> </ul>
Industry and business	<ul style="list-style-type: none"> <li>Increased competition for workers.</li> <li>Increased business opportunities in the region.</li> <li>Increased potential for development of an Alpha light industry precinct.</li> <li>More rapid transition from a predominantly agricultural area to a mining area.</li> </ul>
Income and cost of living	<ul style="list-style-type: none"> <li>Increased disposable income.</li> <li>Potential increase in goods and services in the area.</li> <li>Potential increase in cost of local goods from businesses increasing prices to capture mining incomes.</li> <li>Potential increase in housing costs and rent.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Increase in demand on councils.</li> <li>Increase in taxes and rates.</li> <li>Increased demand on services and infrastructure.</li> <li>Increased profile with State and Federal governments.</li> </ul>
Primary infrastructure and access	<ul style="list-style-type: none"> <li>Reduction in effect of limiting factors in Alpha from increased investment.</li> <li>Increased pressure on limiting factors in Alpha if not addressed effectively.</li> <li>Increased demand on/use of State roads.</li> <li>Increased traffic and safety issues.</li> <li>Increased maintenance required on roads.</li> <li>Potential expansion of Alpha aerodrome.</li> <li>Potential to increase rail activity along Longreach to Rockhampton line.</li> </ul>
Other - access	<ul style="list-style-type: none"> <li>Potential for DTMR and councils to upgrade Alpha-Clermont Road from the Project to Clermont: <ul style="list-style-type: none"> <li>Potential to increase impact on Mackay businesses and community.</li> <li>Reduce impacts (positive and negative) to BRC and CHRC.</li> <li>Potential to transfer more road transport to Mackay via IRC.</li> <li>Transfer of impacts from Alpha to Clermont.</li> <li>Potential to increase population in Clermont and subsequent spin-off impacts.</li> <li>Potential for Alpha to receive minimal positive and negative impacts.</li> </ul> </li> </ul>



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Valued social component	Key considerations
Other – consultation	<ul style="list-style-type: none"><li>• Consultation fatigue for councils.</li><li>• Consultation fatigue for communities.</li><li>• Confusion differentiating projects.</li><li>• Issues overlooked or under considered by key stakeholders due to other commitments/distractions.</li></ul>

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The following process will be used to address potential cumulative social impacts for inclusion in the SIMP:

- Information presented to Hancock that could result in cumulative impacts.
- Hancock processes the information for presentation to the HCC.
- HCC discuss changes to impacts, roles and responsibilities, timing and mitigation and management options.
- SIMP changes are agreed to and implemented.

If the identified change is occurring or suspected of occurring imminently and needs to be addressed prior to the next scheduled HCC meeting, an interim meeting can be called to address the issue. Hancock will arrange the meeting and assist key stakeholder in attending as required to achieve the objectives of the meeting.

As for public infrastructure, Hancock will contribute financially to the upgrade and maintenance of public infrastructure that it utilises for its projects through infrastructure agreements with the BRC and State Government agencies. It will also enter into commercial funding agreements with the providers of mains infrastructure that account for its capacity and timing requirements. The Alpha Coal Project Community Development Fund will be managed jointly with the BRC and is available to contribute to social infrastructure according to priorities set by the community through the BRC, including those not necessarily impacted by the Project (directly or indirectly).

Hancock acknowledges the importance of planning in addressing cumulative impacts as they cannot be understood by focussing on an individual mining operation; that cumulative impacts require a well-developed understanding of the impacted environment, and require collaborative action to address them in many cases (Franks *et al*, 2010). Accordingly, Hancock will participate within the Galilee Basin Common Issues Forum. Hancock has also established the Hancock Consultative Committee to ensure on-going timely communication with key project stakeholders (such as Local Governments, the State Government and community groups) and will participate in and collaborate with statutory regional planning processes that cover the Galilee Basin. It is understood that these regional planning processes will provide a forum for the discussion and coordination of industry plans and the requirement for supporting community infrastructure and services.

Each individual action plan will be capable of considering cumulative social impacts either through the HCC, or through stakeholder input into the Project (consultation), which will then be brought to the HCC to discuss as outlined above. As a result, all action plans can be adapted to address or recognise developing cumulative social impacts from other project developments in the region.



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