



NEW HOPE
GROUP

Appendix E Revised Social Impact Management Plan





**NEW HOPE
GROUP**

SOCIAL IMPACT MANAGEMENT PLAN

*New Acland Coal Mine
Stage 3 Project*

AUGUST 2014



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1. Introduction

The New Acland Coal Mine (the Mine) has contributed to the Darling Downs economy for more than a decade. The Mine contributes in the vicinity of \$110 million to the Darling Downs economy and around \$300 million to the South East Queensland economy each year. The Mine is a significant employer and economic driver on the Darling Downs providing direct jobs for approximately 300 locals, and up to 160 full time contractor jobs.

New Acland Coal Pty Ltd (NAC) is proposing to extend the life of the current operation until about 2029 through the New Acland Coal Mine Stage 3 Project (the revised Project). The current operation is due to close by 2017. The revised Project will contribute directly up to \$1,505 million to the Darling Downs and up to \$6,468 million to South East Queensland economy over the life of the Project.

The draft Environmental Impact Statement (EIS) for the revised Project was submitted to the Coordinator-General in December 2013 and was available for public consultation from 18 January to 3 March 2014. This Social Impact Management Plan (SIMP) has been reviewed and updated to respond to feedback received from government agencies, stakeholders and community members during the public consultation period.

The Social Impact Assessment (SIA) undertaken as part of the EIS process identified measures to maximise or enhance the opportunities associated with the revised Project and to avoid or mitigate potential impacts as discussed in Chapter 16 of the draft EIS. This SIMP provides more recent data on population, employment and housing, expands these recommendations and provides a series of action plans containing objectives, mitigation actions and monitoring mechanisms.

The SIMP is NAC's commitment to the local community and other stakeholders about managing social issues and enhancing social benefits associated with the revised Project. This SIMP will be subject to periodic review and amendment in consultation with relevant stakeholders.

1.1. The Requirement for a Plan

This SIMP has been prepared in accordance with the requirements of the EIS Terms of Reference (ToR), and includes:

- action plans to implement mitigation strategies and measures;
- updates on activities and commitments;
- mechanisms to respond to public enquiries and complaints;
- assignment of accountability and resources;
- periodic evaluation of the effectiveness of community engagement processes; and
- practical mechanisms to monitor and adjust mitigation strategies and action plans.

The SIMP has been developed in accordance with the Queensland Government social impact assessment guideline which was released in July 2013 and in consultation with the Queensland Department of State Development, Infrastructure and Planning (SDIP).

1.2. Objectives of the SIMP

The purpose of the SIMP is to identify and define the roles of NAC, the government and the community in the mitigation and management of social impacts throughout construction, operation and decommissioning of the revised Project. The SIMP also aims to promote an active and on-going role for communities, local authorities and government throughout the life of the revised Project.

1.3. Outline of the Plan

The SIMP for the revised Project includes:

- Project Summary;
- Existing Social Values;
- Stakeholder Engagement Outcomes;
- Impact Identification and Management;
- Monitoring and Reporting;
- Stakeholder Engagement Strategy; and
- Complaint Resolution.

2. Revised Project Overview

This Section provides a brief overview of the revised Project. It includes details of the revised Project's workforce, expected accommodation and transport arrangements, and the potential economic contributions associated with the revised Project.

2.1. Key Components

The revised Project involves the continuation of the existing mining activities at the NAC Mine to progressively extend the Mine to include three pits, namely, the Manning Vale West, Manning Vale East and Willeroo pits. The revised Project is located approximately 14 km north-northwest of Oakey. The revised Project does not mine within Acland, including Tom Doherty Park, the War Memorial and the Acland No. 2 Colliery. Permanent access and utility services to Acland will be maintained over the life of the revised Project.

Other key elements of the revised Project include:

- decommissioning of the Jondaryan Rail Loadout Facility;
- construction of a new 8 km rail spur line and balloon loop from Jondaryan onto MLA 50232;
- construction of a new Train Loadout Facility on a remote site within MLA 50232; and
- relocation and upgrade of the existing local telecommunication network and various roads.

2.2. Workforce Profile

The construction phase of the revised Project will extend over approximately 26 months between 2015 and 2017. The revised Project will require skilled and unskilled workers for construction. An average construction workforce of approximately 136 people and a peak workforce in the vicinity of 260 people is anticipated over the construction phase. NAC's intention is to use local employment options where possible, but will also require employment from outside the Toowoomba Regional Council (TRC) area for certain specialised jobs.

Up to an additional 135 people will be employed for the operation of the revised Project. At start-up around 2018, an additional 38 people will be employed, and by 2024 a total of 135 additional new jobs will have been created. The peak operational workforce will be up to 435 people.

Skill requirements will determine where new employees will be sourced from. Where operational requirements allow, positions will be made available to people without previous mining industry experience. Contractors may also be employed for some specialist mining activities in line with current practices at the Mine.

NAC will continue to adopt an equal opportunity approach to all recruitment and will continue to support a diverse workforce that includes vulnerable population groups including people from culturally and linguistically diverse backgrounds, Indigenous people, women, school leavers, and unemployed people.

2.3. Housing and Accommodation

NAC's intention is to use local employment options wherever possible to minimise the need for local housing and accommodation. However it is expected that some construction and

operational workers may need to be sourced from outside the Toowoomba Region to meet position skill requirements.

Non-local construction workers will need temporary accommodation in the Toowoomba region during the construction period. Additional information provided in the AEIS (Chapter 5.1.10) indicates that on average 82 workers would need accommodation during construction. It is assumed that around half of the construction workforce would move their families to their area, and single workers would share homes at two to a household. As such, it is expected that a maximum of 60 homes would be required across the Toowoomba region to accommodate the construction workforce.

The Toowoomba region had up to 500 rental properties available (at April 2014), indicating there is capacity to meet housing needs for construction workers. However, NAC will continue to liaise with TRC and other stakeholders to monitor housing availability and changes in price. If negative impacts on housing availability and costs, or effects on low income households, are identified, NAC will consider the need for alternative housing strategies. This would likely include the use of short-term accommodation facilities such as hotels and motels, or workers' accommodation facilities in the TRC area. For the peak construction period, additional non-local workers would be accommodated in motels, hotels and temporary stay units, of which there is a good supply across the region.

Employees will be given freedom of choice in sourcing accommodation to suit their personal preferences and family requirements. This arrangement is aligned with the Queensland Government's Major Resource Projects Housing Policy (August 2011). It is expected that many employees will choose to reside in Toowoomba, Oakey, Jondaryan or other towns in the TRC area, depending on their individual circumstances and preferences.

Operational workers moving to the TRC area for employment by the Project will have the option of residing in local and regional centres such as Toowoomba, Oakey and Jondaryan. Currently, approximately 80 % of the existing workforce lives in the Toowoomba region.

It is assumed that 30% of new employees for the revised Project will move to the Toowoomba region. As a result, a maximum of 6 homes will be required for new employees at start up in 2018, and a maximum of 32 homes will be needed in the region by peak operations in 2024. It is expected that new employees moving to the Toowoomba region will both rent and buy homes. As such, the demand for housing for the operation workforce is well within the capacity of the Toowoomba region's housing capacity.

It should be noted that the revised Project will not require the use of accommodations camps during construction, or the life of the Project for operations.

2.4. Workforce Transport

It is not intended that there would be any company-provided transport to and from the mine site, and workers will be free to commute to and from the revised Project site as they choose. It is expected that those workers living in the TRC area will commute in private vehicles from their residences.

2.5. Potential Economic Contribution

As at March 2014, the Toowoomba Region had approximately 6,089 job seekers. The unemployment rate was 4.5%, compared to the South East Queensland rate for the same period of 5.8%, and the Queensland rate of 5.9%.

Downturns in the Queensland construction and mining industries, along with the release of construction workers from CSG projects in the nearby Surat Basin, are likely to support

efforts to recruit locally. NAC will maintain its recruitment programs on the basis of its Equal Employment Opportunity (EEO) policy. Positions that cannot be recruited locally will be sourced from outside the TRC area, providing opportunity for people from other areas within Queensland, and potentially for a small number of people from interstate to apply for employment at the mine.

The revised Project will also contribute to indirect employment opportunities across the TRC area and wider region. Estimated contribution to employment will occur from the construction and operation phases of the revised Project, including direct, indirect and induced impacts as described in the AEIS. NAC will remain a key employer and economic contributor to the TRC area.

The revised Project will also provide opportunities for local and regional suppliers and businesses through increased demand for goods and services associated with infrastructure construction, as well as longer term activities such as transportation and sale of the coal product. Short term accommodation providers may also benefit from the increased accommodation requirements of contractors, particularly during the construction phase.

The revised Project will significantly contribute to the state's economy. The estimated capital cost of the revised Project is over \$896 million. The revised Project will provide a total direct and indirect impact of \$12,341 million injection into the Queensland economy and will add \$12.5 billion to the Australian economy over the life of the mine.

Additional information regarding local service revenue and economic contribution is outlined in Chapter 17 of the draft EIS.

In addition, the revised Project will contribute to community investment and development. Through the New Acland Community Sponsorship and Donation program, NAC contribute more than \$600,000 each year to community-based organisations and groups. This contribution is further extended through New Hope's Community Investment Fund (CIF) which provides large grants and funding of more than \$10,000 per application to community development initiatives. Further information on the CIF is available on the website www.aclandproject.com.au.

3. Existing Social Values

This Section describes the SIA study area, and the existing values and issues identified in this area.

3.1. Study Area

The local study area for the SIA comprises the ABS defined Postal Areas of 4401 and 4403 (the SIA study area). The SIA study area includes those communities that are expected to experience changes as a result of the revised Project's construction, operation and decommissioning. It considers the revised Project's social and cultural area of influence and the location of potentially affected social infrastructure. The SIA study area covers those local communities located closest to the Mine that may experience changes associated with the revised Project, namely:

- Oakey;
- Acland;
- Jondaryan;
- Muldu; and
- Quinalow.

However, the assessment has also considered communities located further from the Mine that are likely to experience indirect impacts or beneficial outcomes such as employment and training, namely:

- Maclagan;
- Goombungee;
- Kulpi; and
- The broader TRC region.

The revised Project is located within the TRC area, which is located in the Darling Downs region of Southern Queensland. The TRC area is located approximately 130 km west of Brisbane and comprises the former shires of Millmerran, Pittsworth, Cambooya, Clifton, Jondaryan, Rosalie and Crows Nest and the City of Toowoomba. The assessment also considers impacts on the wider TRC area.

The SIA study area is located in the Clarence-Moreton Basin. The Basin covers an area of approximately 16,000 km², extending from the far north east of New South Wales to the south east corner of Queensland. For reporting purposes, the Federal and State Government typically include the Clarence-Moreton Basin with data for the Surat Basin, an area of approximately 110,000 km, and including the local government areas (LGA) of Toowoomba, Western Downs and Maranoa Regional Councils (DSDIP 2013). As such, many of the State's policies, frameworks, strategies and data relevant to the Surat Basin include the areas within the Clarence-Moreton Basin such as the Toowoomba LGA.

The Clarence-Moreton Basin comprises a range of land-use types and industries, including agriculture, defence, manufacturing, industrial development and resource activity.

The SIA study area had a population of 6,240 people at the 2011 Census, an increase of 338 people from 2006. Oakey is a key service centre for the rural and regional populations of the area, and provides a range of urban and rural lifestyle opportunities for local residents. Toowoomba is the closest regional centre and is one of Australia's largest provincial cities, serving as the primary business and community centre for the TRC area. In 2011, TRC had a population of 154,931 people (ABS Regional Population Growth 2012).

The wider TRC area supports a diverse range of rural primary production enterprises, including beef and dairy cattle, sheep, cotton and grain farming. Secondary industries include steel building manufacturing, metal fabrication, engineering works, timber milling and wine production. Recent rapid expansion of the Coal Seam Gas industry has also seen a large contribution to the economic development of this region. Tourism is also an important industry for the TRC area as a wide variety of tourist attractions are concentrated around the TRC area's rural lifestyle, heritage, national parks, adventure sports and wineries.

3.2. Existing Social and Cultural Values

Stakeholder consultation, field trips and desktop research was undertaken as part of the SIA to identify the baseline social and cultural environment of the SIA study area. Key social values that were identified for people living in the SIA study area include:

- population and age structure that is typical of rural towns, including a greater proportion of families and children, fewer people aged 25 to 44 years and more people aged 65 years and over;
- strong agricultural lifestyle;
- road safety and traffic issues, particularly along the Warrego Highway;
- community cohesion, including involvement in volunteer activities, community groups and clubs;
- access to social infrastructure, health and education services;
- local employment and business opportunities; and
- education and training opportunities, particularly for young adults and school leavers.

As summarised in Table 3-1, social values and issues varied according to each stakeholder's direct interest in the revised Project.

Table 3-1 Summary of Stakeholder Values and Issues

Stakeholder Group	Stakeholder Issue, Value or View
State Government	<ul style="list-style-type: none"> • Competition for skilled and unskilled labour • Employment and business opportunities for local communities, including Indigenous peoples • Road safety and traffic issues, particularly along the Warrego Highway • Cumulative impacts on housing in the TRC area • Local procurement opportunities
Local Government	<ul style="list-style-type: none"> • Difficulty sourcing local labour due to the shortage of appropriate skills • Training and apprenticeship opportunities • Road safety and traffic issues due to the heavily utilised Warrego Highway

Stakeholder Group	Stakeholder Issue, Value or View
	<ul style="list-style-type: none"> • Diverse employment opportunities
Community	<ul style="list-style-type: none"> • Value of rural lifestyle • Shared sense of community history in farming • Strong community networks • Good community safety and security • Social and environmental values related to rural lifestyles • Employment and training opportunities • Growth and vitality of Oakey and surrounding district
Service providers	<ul style="list-style-type: none"> • Growth and vitality of Oakey and surrounding district • Sustainability of local services and facilities • Partnerships with local companies to provide services and programs

4. Stakeholder Engagement

This Section outlines the community and stakeholder engagement activities undertaken by NAC as part of the revised Project development.

4.1. Community Consultation

NAC is committed to engaging with communities and stakeholders in those areas affected by its operations, including local communities, industry organisations, local council and State Government departments.

In May 2012, NAC established the New Hope Community Information Centre at Oakey. The Information Centre provides the local community with access to up-to-date information about Mine activities and is a key resource for community members about the Mine and revised Project. The centre is staffed by two Community staff members, who provide a key interface between NAC and the local community.

A Community Reference Group (CRG) was established in October 2012 to provide on-going communication with community stakeholders. The CRG comprises representatives from a broad cross section of stakeholder groups. Further details about the CRG can be found in Section 5.3.4 of this SIMP.

Consultation with the local Traditional Owners is on-going and is being undertaken in accordance with the Cultural Heritage Management Plans and Co-operation Agreements in place.

On-going consultation and communication is also undertaken through a variety of stakeholder engagement mechanisms including face to face meetings, neighbours open visit days, public tours, informal discussions at the New Hope Community Information Centre, letters, phone calls, CRG meetings, attendance at community meetings, community information sessions, media releases, fact sheets and community newsletters.

Chapter 19 of the draft EIS and Section 5.1.10 of the AEIS provide further information about the community engagement activities conducted to date and proposed activities moving forward for the revised Project.

4.2. EIS targeted consultation

A comprehensive stakeholder consultation program was undertaken as an integral part of the revised Project's development and EIS process as presented in Chapter 19 of the draft EIS. Accordingly, NAC prepared and delivered a community and stakeholder engagement process which considered social, environmental and economic issues. Engagement included consultation with neighbouring landholders, local, State and Commonwealth government, industry bodies, community groups and other interested parties.

Consultation activities undertaken as part of the revised Project have generally related to the announcement of the revised Project, the notification of the draft ToR and the EIS process and investigations. The main issues raised in consultation on the revised Project to date relate to:

- engagement activities;
- sponsorship and donations;
- employment opportunities;

- community partnerships; and
- the EIS approvals process.

Consultation feedback on the revised Project indicates that many stakeholders consider the revised Project provides opportunities for communities in Oakey and surrounding areas in relation to employment, training, sponsorship, community investment and business. NAC is addressing opportunities provided by the revised Project through consideration of local employment and business opportunities as well as the establishment of a Community Investment Fund (CIF).

Table 4-1 provides a summary of the activities undertaken as part of the stakeholder engagement process.

Table 4-1 Summary of Stakeholder Engagement Activities for the EIS until July 2013

Activity	Detail	Timing
Bulk email/ mail out	Announcement of revised Project Final ToR released	16 November 2012 27 March 2013
Website	Details about the revised Project www.aclandproject.com.au	15 November 2011 – current
Media releases	Announcement of the revised Project First of two community information sessions held. New Hope to hold second community information session. New Hope welcomes final ToR New Acland Coal Mine Stage 3 - EIS	14 November 2012 12 December 2012 29 January 2013 26 March 2013 23 July 2013
Stakeholder briefings and meetings	Meetings with advisory bodies, local residents and community organisations regarding revised Project Meetings with advisory bodies and community service providers to inform the Social Impact Assessment	November 2012 – ongoing
Advertisements	Public comment on ToR (Coordinator-General) 1st community information session advertisement 2nd community information session advertisement	December 2012 December 2012 January 2013
Community information sessions – draft ToR	Oakey RSL Oakey RSL	11 December 2012 30 January 2013
Fact sheets/ posters	Overview of revised Project Fact sheets/posters for draft ToR community information session	15 November 2012 11 December 2012
Public displays	Hard copy of draft ToR for the EIS displayed at series of local, state and national libraries	December 2012 – January 2013
Newsletters	Newsletters detailing revised Project overview, Final ToR released, and Project updates	March 2013 July 2013 Ongoing

Activity	Detail	Timing
Employee communication	Distribution of regular project updates in internal company newsletters (“Between the Seams”)	Quarterly Ongoing
New Acland Community Information Centre	Information about the revised Project, including posters and fact sheets	Ongoing
Community Liaison Officer	Staffing of information centre and attendance at community meetings and events to provide information about revised Project	Ongoing
Community Reference Group meetings	Presentations and group interaction regarding the revised Project	Bi monthly Ongoing

The SIA was informed by the outcomes of the broader community and stakeholder consultation undertaken by NAC for the revised Project, as well as targeted consultation undertaken for the SIA with State Government, local government, service providers and community stakeholders. This consultation was completed between April and July 2013.

The consultation involved over 30 meetings/briefings with a total of 42 people, including representatives of local schools, businesses, and health and community organisations.

Table 4-2 provides a summary of the stakeholders consulted for the SIA.

Table 4-2 Consultation undertaken for SIA

Stakeholder group	Name	Date consulted
Federal and State Government	Regional Development Australia (RDA)	10 May 2013
	Queensland Health (QH)	4 July 2013
	Department of Community Safety (DCS)	26 June 2013
	SDIP – Resource Sector Facilitation (EIS)	20 June
	SDIP – Resource Sector Facilitation (Local Procurement)	19 June 2013
	Department of Education, Training and Employment (DETE)- Education	19 June 2013
	Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) – South West Division	19 June 2013
	DATSIMA – Local Content	13 June 2013
	QH – Oakey Hospital	28 May 2013
	DETE - Employment	9 May 2013
	SDIP – Strategic Projects	8 May 2013
	SDIP - Coordinated Project Delivery Division	4 April 2013

Stakeholder group	Name	Date consulted
Local Council	Toowoomba Regional Council (TRC) – Goombungee	2 May 2013
Service Providers	Quinalow State School	19 June 2013
	Kulpi State School	20 June 2013
	Oakey State Primary School	27 May 2013
	Oakey State High School	27 May 2013
	C&K Maclagan Windermere Kindergarten	10 May 2013
	Oakey Community Care Nursing	7 May 2013
	Cherry Street Medical Centre, Oakey	6 May 2013
Emergency Service Providers	Emergency Management Queensland (EMQ)	7 July 2013
	Oakey Fire and Rescue	21 June 2013
	Jondaryan Rural Fire Brigade	6 May 2013
Local Businesses	Oakey House and Property Sales	7 May 2013
	Oakey Real Estate	7 May 2013
Community Stakeholders	Goombungee Country Women's Association	24 June 2013
	Maclagan Hall Committee	24 June 2013
	Jondaryan Residents Association	7 May 2013
	Local Landholders	7th May -27 th May 2013
	Oakey Agricultural, Pastoral and Rodeo Society	6 May 2013
	North Eastern Downs Landcare Group	7 May 2013
	Oakey Chamber of Commerce	7 May 2013
Community Reference Group	Group members representing Agriculture, Education, Health, Industry, Business, Landholders	27 May 2013

Stakeholders and community members have been consulted on the proposed mitigation and management measures for the revised Project in several ways, including:

- presentation of revised Project mitigation measures in posters and fact sheets including those available at the New Hope Community Information Centre, Oakey;
- ongoing discussions with landholders and community members;
- ongoing presentations and feedback to CRG; and

- several site visits attended by the public and government representatives from DEHP, DNRM, TRC (Mayor and Councillors) and the Office of the Coordinator-General (including the Coordinator-General).

The stakeholders and community members understood the range of management measures presented and seemed generally satisfied that the proposed strategies would be successful in managing potential impacts associated with the revised Project.

4.3. Consultation during and after the EIS display

The revised Project's stakeholder engagement strategy for construction and operation is detailed in Section 7.

Further detail of ongoing consultation with NAC communities can also be found in Section 5.1.10 of the AEIS.

5. Impact Identification and Management

This Section of the SIMP summarises the key social benefits and impacts that were identified as part of the SIA process. Social impacts are expected to be minimal given that the revised Project is a continuation of an existing mine, which has been operating for more than a decade. Nevertheless, it describes specific measures that will be undertaken to avoid, manage or mitigate potential issues and enhance and maximise opportunities.

5.1. Impact Identification and Rating

NAC has undertaken a comprehensive stakeholder engagement process to inform the identification of key issues and impacts associated with the revised Project. These impacts have been rated and ranked in accordance with the methodology outlined in Appendix A. In particular, impacts were assessed according to their nature, duration, extent, severity and likelihood. This allowed an overall significance rating to be calculated (i.e. low, medium, high or very high).

An evaluation of impacts was undertaken that considered both the impacts before and after the application of mitigation measures. Each identified impact was assessed according to:

- project phase (construction, operation, decommissioning);
- affected stakeholder groups;
- nature of impact (positive, negative or neutral);
- consequence;
- probability; and
- mitigation and enhancement measures.

Evaluation was undertaken considering the results of stakeholder consultation, and with consideration of the cumulative impacts that may be experienced in the SIA study area.

The results of this evaluation have been summarised according to the overall significance of each impact before the application of mitigation measures, as shown in Table 5-1.

Table 5-1 Summary of Key Social Impacts

Positive Impacts

HIGH	<ul style="list-style-type: none"> • Current employment and economic impacts maintained to 2029 • Creation of direct and indirect employment opportunities • Continued provision of education and training opportunities • Improved amenity in Jondaryan
MEDIUM	<ul style="list-style-type: none"> • Increased opportunities for local short term accommodation providers • Increased procurement opportunities for local businesses. • Increase in local and regional population • Improved community cohesion in smaller towns • Preservation of sites of historical or social significance • Increased community support programs and initiatives
LOW	<ul style="list-style-type: none"> • Retention of Acland and access maintained

Negative Impacts

MEDIUM	<ul style="list-style-type: none"> • Change of land use from agriculture to mining • Decreased rural and agricultural amenity • Dust, noise and visual impacts from mining operations • Decreased connectivity on and around the revised Project site due to increased vehicle movement. • Impact on property market • Safety risks associated with travelling to the Mine
<ul style="list-style-type: none"> ■ NEUTRAL OR LOW 	<ul style="list-style-type: none"> • Increased demand for health services • Increased demand for education services

Source: Consolidated results of impact assessment matrix

5.2. Action Plans

NAC has developed mitigation and management strategies for the key social benefits and impacts identified. To simplify this process, and increase practical implementation, action plans have been developed according to the broad categories outlined in the Queensland Government social impact assessment guidelines:

- community and stakeholder engagement;
- workforce management;
- housing and accommodation;
- local business and industry content; and
- health and community wellbeing.

5.2.1. Community and Stakeholder Engagement Action Plan

The Community and Stakeholder Engagement Action Plan is a framework to provide effective community engagement and communications mechanisms to stakeholders and community members. Key strategies that will support the implementation of this Action Plan include:

- continued operation of the New Acland Community Reference Group (CRG);
- continued commitment to provide the staffed New Hope Community Information Centre at Oakey;
- ongoing proactive stakeholder and landholder engagement;
- implementation of the Local Stakeholder Management Plan (Refer to Appendix J.18);
- implementation of further consultation plans in Section 5.1.10 of the AEIS;
- continued communications through the project phone line and email address;

- participation in local community groups such as the Oakey Community Care Committee, Toowoomba Surat Basin Enterprise, Oakey Chamber of Commerce, Toowoomba Chamber of Commerce and other local groups; and
- Partnerships and relationships with local educational institutions such as Oakey State High School, University of Queensland and University of Southern Queensland.

These strategies have been developed in consultation with community members and stakeholders through meetings, ongoing feedback and the CRG.

SIMP ACTION PLAN	Community and Stakeholder Engagement						
PERFORMANCE GOALS	<ul style="list-style-type: none"> ■ To facilitate open and transparent engagement with local communities ■ To minimise disruption to community residents and stakeholders 						
IMPACT ASSESSMENT							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> • Local landholders • Resident community 	<ul style="list-style-type: none"> • Positive 	<ul style="list-style-type: none"> • Construction • Operation 	<ul style="list-style-type: none"> • Local 	<ul style="list-style-type: none"> • Long-term 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Probable 	Medium
OUTCOMES	<ul style="list-style-type: none"> • Proactively engage with nearby landholders and residents. • Provide an avenue for community members and stakeholders to learn about the revised Project • Record and respond to stakeholder and community feedback • Continue to build strong relationships with local community groups, service providers, educational institutions, industry, employment and training groups and government agencies • Identify and manage project fatigue if it occurs 						

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
<ul style="list-style-type: none"> • Proactively engage community stakeholders around key issues and areas of interest 	<ul style="list-style-type: none"> • Regular reporting on community engagement activities e.g. face to face meetings 	<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • To facilitate open and transparent engagement with local communities 	<ul style="list-style-type: none"> • Continued engagement with the community through community staff • Continued operation of the project phone lines and email contact points • Ongoing participation in community organisation e.g. Chamber of Commerce 	<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue to engage with nearby landholders to monitor impacts 	<ul style="list-style-type: none"> • Regular reporting on complaints/concerns from nearby landholders 	<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue the CRG for identifying issues, disseminating information throughout the life of the Project, and providing a forum for discussion 	<ul style="list-style-type: none"> • Active CRG 	<ul style="list-style-type: none"> • NAC • Local community 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Provide advanced communication (i.e. signage, advertisements in local papers, consultation materials) about key construction milestones and impacts e.g. road closures 	<ul style="list-style-type: none"> • Design and distribution of appropriate signage and communication materials 	<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Construction

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe	
<ul style="list-style-type: none"> Continue to liaise with local Indigenous parties as outlined in the Cultural Heritage Management Plans and Cooperation Agreements 	<ul style="list-style-type: none"> Regular reporting on Cultural Heritage Management Plan and Cooperation Agreements Ongoing engagement with the Oakey Reconciliation Council 	<ul style="list-style-type: none"> NAC Indigenous Parties DATSIMA 	<ul style="list-style-type: none"> Ongoing 	
<ul style="list-style-type: none"> Continue to engage with local service providers including schools and health services directly and through the CRG 	<ul style="list-style-type: none"> Regular contacts with service providers. Service provider involvement in CRG Presentations at local schools and educational study tours of the Mine Site 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing 	
MONITORING FRAMEWORK				
Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> To facilitate open and transparent engagement with local communities 	<ul style="list-style-type: none"> Implement stakeholder engagement strategy Social acceptance or approval from local community 	<ul style="list-style-type: none"> Records of engagement including topics trends The stakeholder engagement strategy is reviewed and revised internally 	<ul style="list-style-type: none"> Community Information Centre and community contact mechanisms and grievance procedure Consultation Management System Internal review 	<ul style="list-style-type: none"> Annual
<ul style="list-style-type: none"> Minimise disruptions to neighbours and the local community 	<ul style="list-style-type: none"> Community notified of key milestones before they occur 	<ul style="list-style-type: none"> Records of engagement including topics trends 	<ul style="list-style-type: none"> Community Information Centre and community contact mechanisms and grievance procedure 	<ul style="list-style-type: none"> Annual

5.2.2. *Workforce Management Action Plan*

NAC's Workforce Management Action Plan provides a framework for the management of potential impacts and commitments to the community. In addition, the Workforce Management Action Plan includes a number of approaches to support employment locally including for, Indigenous people, women and unemployed people. The key initiatives to be continued or implemented as a part of this plan include:

- continuation of existing partnerships with educational institutions, training groups and government agencies (such as Oakey State High School, University of South Queensland and Downs Group Training);
- continued implementation of structured training programs such as apprenticeships and traineeships, and opportunities for vacation employment and graduate employment through NAC;
- local recruitment strategies, such as local advertising and using the New Hope Community Information Centre in Oakey to advertise positions and accept employment applications;
- continued adoption of equal employment opportunities for recruitment and continue to support a diverse workforce that includes vulnerable population groups including people from culturally and linguistically diverse backgrounds, Indigenous peoples, women, school leavers, the unemployed and underemployed. Continued practice of up-skilling and training staff to progress to new positions;
- adopting flexible and fair work arrangements which are designed to assist employees with maintaining work/life balance and help disadvantaged groups transition to the workforce; and
- maintaining relationships with government agencies, training groups and community groups to assess the opportunity to provide employment for long-term unemployed people or people with a disability, and assessing skills gaps and training required.

It is anticipated that the revised Project will achieve the following outcomes as a result of these workforce management strategies:

- employment opportunities for diverse population groups, such as Indigenous people, women, school leavers and people that were previously unemployed;
- employing a mix of unskilled, semi-skilled and skilled workers
- retention of employees and maintenance of around 5-10% attrition; and
- Stretch target of 20% females in the workforce.

SIMP ACTION PLAN		Workforce Management					
BENEFIT / IMPACT		<ul style="list-style-type: none"> • Creation of direct and indirect employment opportunities 					
OUTCOMES		<ul style="list-style-type: none"> • Maximise local access to employment opportunities • Facilitate Equal employment opportunity to provide employment opportunities to people of all backgrounds, including Indigenous people, women, school leavers and the unemployed. • Predominately local workforce • Provision of structured training programs such as apprenticeships and traineeships • Continued up-skilling and training of staff • Minimal workforce impacts on the local and regional communities • 5-10% attrition rate • Stretch target of 20% females in the workforce. • Safe and healthy workforce. 					
IMPACT ASSESSMENT							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> • Local residents • Government agencies 	<ul style="list-style-type: none"> • Positive 	<ul style="list-style-type: none"> • Construction • Operation • Decommissioning 	<ul style="list-style-type: none"> • Local and Regional • State 	<ul style="list-style-type: none"> • Long-term 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Definite 	Very High
Actions			Broad Key Performance Indicator (KPI)		Responsibility	Timeframe	
<ul style="list-style-type: none"> • Implement a targeted advertising campaign to attract a diverse workforce, including circulation of employment opportunities to local community groups and development of specific ads targeting females and Indigenous workers 			<ul style="list-style-type: none"> • 10% of NAC recruitment budget dedicated to recruiting diverse population groups • Employment opportunities are promoted to local community groups, including the local Traditional Owners and the Oakey Reconciliation Committee • Maintain preference clauses for employment of local Indigenous peoples in line with the Cultural Heritage Management Plans 		<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing 	
<ul style="list-style-type: none"> • Continue to build partnership with the Oakey Reconciliation Council to encourage Indigenous peoples to apply for employment opportunities 			<ul style="list-style-type: none"> • Continued engagement with Oakey Reconciliation Committee • Continued sponsorship of Oakey NAIDOC week events 		<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing 	
<ul style="list-style-type: none"> • Continued appointment of a dedicated Community Liaison Officer, to provide information around employment opportunities to local communities. 			<ul style="list-style-type: none"> • Community Liaison Officer in place 		<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing 	
<ul style="list-style-type: none"> • Job advertisements placed online and in physical locations to allow local access 			<ul style="list-style-type: none"> • Job positions are advertised through online media • Job positions are advertised at the New Hope Community 		<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing/as required 	

	Information Centre in Oakey and other local points		
<ul style="list-style-type: none"> Wherever possible, maintain an apprenticeship program to provide opportunities for local school-leavers, in a range of disciplines including mining and agriculture 	<ul style="list-style-type: none"> Records of apprenticeship positions provided to local school-leavers Continued partnership with Downs Training Group to support the NAC structured training program 	<ul style="list-style-type: none"> NAC TAFE 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Comply with NAC Equal Employment Opportunity Policy 	<ul style="list-style-type: none"> Equal Employment Opportunity Policy is developed and approved Training on the EEO Policy is provided to all employees and contractors Works towards a stretch target of 20% females in the workforce 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain opportunities for career progression through provision of an up skilling program and an employee development and training program 	<ul style="list-style-type: none"> Career, development and training opportunities are discussed with employees where relevant and appropriate Implementation of the Management and Leadership Development Program for the revised Project workforce Implementation of the Educational Assistance Program for the revised Project workforce 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing Ongoing
<ul style="list-style-type: none"> Maintain and strengthen relationships with educational institutions, training groups and government agencies to identify potential concerns and identify employment opportunities. 	<ul style="list-style-type: none"> Ongoing consultation with Oakey State High School, University of Queensland, University of Southern Queensland, Downs Group Training and DSDIP 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain flexible work practices 	<ul style="list-style-type: none"> Variety of shift and work arrangements available for NAC staff Maintain work experience and vacation employment opportunities for local students to gain work experience 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Enhance workforce health and safety 	<ul style="list-style-type: none"> Continued rollout of the 'i-Safe/We-Safe safety training program Continued provision of on-site first aid and health facilities Continued provision of dedicated Safety Superintendent on site Continued provision of an Emergency Response Team 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing

MONITORING FRAMEWORK				
Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> To maximise local access to employment and training opportunities 	<ul style="list-style-type: none"> local employment prioritised during construction local employment prioritised during operation 	<ul style="list-style-type: none"> Contracted construction companies employment records 	<ul style="list-style-type: none"> Employment statistics reports 	<ul style="list-style-type: none"> Quarterly
<ul style="list-style-type: none"> To facilitate equal access to employment opportunities 	<ul style="list-style-type: none"> The EEO Policy is implemented across 100 % of the workforce 	<ul style="list-style-type: none"> Human Resources EEO complaint investigation outcomes 	<ul style="list-style-type: none"> Records of attendance at anti-discrimination and awareness training sessions HR records 	<ul style="list-style-type: none"> Ongoing

5.2.3. *Housing and Accommodation Action Plan*

The NAC Housing and Accommodation Action Plan has been developed in consultation with community members and stakeholders, including the CRG, local real estate agents, community groups, TRC and State Agencies. The slight increase in the workforce population is not expected to place undue demand on the housing and accommodation in the Study area. This Action Plan has been developed to monitor and manage potential impacts on housing. The implementation of this Action Plan will work towards achieving the following outcomes:

- neutral impact on housing affordability and availability for locals;
- additional business opportunities for local accommodation providers; and
- benefits for temporary accommodation providers.

SIMP ACTION PLAN		Housing and Accommodation					
BENEFIT / IMPACT		<ul style="list-style-type: none"> • Potential increase in housing costs if impacts of construction workforce are not managed and monitored • Increased financial opportunities for temporary accommodation providers 					
OUTCOMES		<ul style="list-style-type: none"> • To minimise the potential for the revised Project to impact on housing affordability and availability for locals • To maximise business opportunities for local accommodation providers • To minimise impacts on temporary accommodation providers during major tourist events 					
IMPACT ASSESSMENT							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> • Project workforce • Local residents • Housing providers • Temporary accommodation providers 	<ul style="list-style-type: none"> • negative if not mitigated 	<ul style="list-style-type: none"> • Construction • 	<ul style="list-style-type: none"> • Regional 	<ul style="list-style-type: none"> • Short term 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Possible 	<ul style="list-style-type: none"> • Medium
MANAGEMENT PLAN							
Actions	Broad Key Performance Indicator (KPI)				Responsibility	Timeframe	
<ul style="list-style-type: none"> • Maximise local employment to minimise the number of new operational workers moving into the area and placing demand on the local housing market 	<ul style="list-style-type: none"> • Local recruitment commitments communicated to all relevant HR and management staff • construction workforce is sourced locally where possible to minimise increased demand 				<ul style="list-style-type: none"> • NAC • 	<ul style="list-style-type: none"> • Ongoing • Ongoing communication 	
<ul style="list-style-type: none"> • Encourage workers to seek accommodation in areas within the region that have capacity to absorb demand 	<ul style="list-style-type: none"> • Employees are provided with a freedom of choice to source their own accommodation of a type and location of their choice • Information is provided to NAC employees about availability of housing and accommodation 				<ul style="list-style-type: none"> • NAC • DoC • TRC 	<ul style="list-style-type: none"> • Pre-construction • Ongoing for new employees 	
<ul style="list-style-type: none"> • Encourage single workers to share accommodation 	<ul style="list-style-type: none"> • Employees are provided with a freedom of choice to source their own accommodation of a type and location of their choice • Information is provided to NAC employees about share housing options 				<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Ongoing 	
<ul style="list-style-type: none"> • Monitor the availability and cost of rental housing in Toowoomba region to ensure construction worker demands do not cause rental cost increases 	<ul style="list-style-type: none"> • Vacancy rates and median rental costs monitored • Construction workers directed towards short stay accommodation if rental cost inflation is correlated with the project's housing demands 				<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • At commencement of construction • Quarterly 	
<ul style="list-style-type: none"> • Continue to liaise with local real estate agents and short stay accommodation providers to provide appropriate local housing for the construction workforce where relevant 	<ul style="list-style-type: none"> • Information about appropriate housing options is provided to workforce 				<ul style="list-style-type: none"> • NAC • Real estate agents 	<ul style="list-style-type: none"> • As required 	

<ul style="list-style-type: none"> Undertake early consultation with local accommodation providers to discuss peak construction employment periods and capacity to absorb the workforce and provide the opportunity to meet requirements locally 	<ul style="list-style-type: none"> Consultation undertaken with local accommodation providers and plan for use of local accommodation by the workforce developed and reported to NAC management 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Pre-construction Biannual updates
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MONITORING FRAMEWORK

Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> To maximise business opportunities for local accommodation providers 	<ul style="list-style-type: none"> revised Project’s site construction contractors and consultants are accommodated in the Toowoomba region where possible 	<ul style="list-style-type: none"> Records of consultation 	<ul style="list-style-type: none"> Consultation with local accommodation providers 	<ul style="list-style-type: none"> If rental cost inflation in TRC is observed Prior to peak construction

5.2.4. Local Business and Industry Content Action Plan

NAC will adopt the Queensland Resources and Energy Sector Code of Practice for Local Content (the Code). The Code outlines specific tools to assist resources and energy companies to buy local and build supply chain value. Strategies which are outlined in the Code for ensuring that local industry receives a full, fair and reasonable opportunity include:

- openly promoting the adoption of the Code;
- establishing a register for local contractors to register interest in the project. Registered contractors could be provided with information on the typical services that the constructor is looking to source and any pre-tender requirements;
- hold local briefings explaining what opportunities are available for local contractors and the anticipated timelines;
- provide or facilitate the provision of pre-tender training and information to ensure interested parties are tender ready. NAC will hold bi-annual procurement information sessions during detail design and construction of the project with potential contractors and subcontractors to explain NAC requirements and expectations;
- developing and publicising a forward procurement plan;
- inviting pre-qualified suppliers to tender in addition to advertising tender opportunities via public avenues;
- provide feedback if requested by suppliers that were unsuccessful in prequalification or tendering; and

The following outcomes are expected from this Action Plan:

- open and transparent procurement process;
- ongoing liaison and communication with local suppliers and contractors;
- increased capability for local suppliers to tender; and
- informing suppliers of potential procurement opportunities in a transparent manner through a Procurement Plan.

SIMP ACTION PLAN		Local Business and Industry Content Action Plan					
BENEFIT / IMPACT		<ul style="list-style-type: none"> • Creation of local and regional supply chain opportunities 					
OUTCOMES		<ul style="list-style-type: none"> • To provide full and fair opportunity for local businesses to tender on contracts • To assist in equipping local and regional businesses to access supply chain opportunities • Increased capability for local suppliers and contractors to tender, including Indigenous businesses • Development of a Procurement Plan for the revised Project 					
IMPACT ASSESSMENT							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> • Local businesses • Government agencies 	<ul style="list-style-type: none"> • Positive 	<ul style="list-style-type: none"> • Construction • Operation • Decommissioning 	<ul style="list-style-type: none"> • National 	<ul style="list-style-type: none"> • Long-term 	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Definite 	Very High
MANAGEMENT PLAN							
Actions		Broad Key Performance Indicator (KPI)			Responsibility	Timeframe	
<ul style="list-style-type: none"> • Implement and adhere to the Queensland Resources and Energy Sector Code of Practice for Local Content 		<ul style="list-style-type: none"> • Local content strategy of the NHG Purchasing Policy aligned with the Code of Practice for Local Content • Promote the adoption of the code via advertising and communication channels 			<ul style="list-style-type: none"> • NAC – Procurement Manager 	<ul style="list-style-type: none"> • Pre-construction 	
<ul style="list-style-type: none"> • Promote local access to procurement opportunities, and investigate project-specific strategies to improve local participation 		<ul style="list-style-type: none"> • Strategies developed to promote local access to procurement opportunities • NAC will hold bi-annual procurement information sessions during detail design and construction of the project with potential contractors and subcontractors to explain NAC requirements and expectations • Invite pre-qualified suppliers to tender in addition to advertising tender opportunities via public avenues • Establish a register for local contractors to register interest in the revised Project • Develop and publicise a forward procurement plan 			<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • Pre-construction 	
<ul style="list-style-type: none"> • Present at the Toowoomba Regional Council 2014 Energy Summit to inform local business of NAC content requires and provide information to allow businesses to ready themselves for tender opportunities 		<ul style="list-style-type: none"> • Presented at the TRC 2013 and 2014 Energy Summit 			<ul style="list-style-type: none"> • NAC 	<ul style="list-style-type: none"> • 2014 	
<ul style="list-style-type: none"> • Promote tender requirements locally 		<ul style="list-style-type: none"> • Local chambers of commerce and local industry groups provided with a list of goods and service requirements to distribute through their local 			<ul style="list-style-type: none"> • Chambers of Commerce 	<ul style="list-style-type: none"> • Prior to major procurement 	

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
	<ul style="list-style-type: none"> networks Tender opportunities are promoted locally Expressions of interest are promoted on NAC website NAC to facilitate or sponsor a presentation / workshop to local businesses to present upcoming supply opportunities Continued involvement with the Toowoomba Surat Basin Enterprise, Toowoomba Chamber of Commerce and Oakey Chamber of Commerce to promote procurement opportunities 	<ul style="list-style-type: none"> Industry Groups eg TSBE 	<ul style="list-style-type: none"> contracts
<ul style="list-style-type: none"> Build capacity of local businesses to become ‘tender ready’ 	<ul style="list-style-type: none"> NAC to sponsor a local workshop to educate businesses on preparing for tenders and becoming ‘tender ready’ Develop and distribute fact sheet on tender requirements advise capability development program providers of capabilities required by the company and existing capability gaps in the region provide feedback if requested by suppliers that were unsuccessful in prequalification or tendering 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Pre-construction
<ul style="list-style-type: none"> Promote opportunities for Indigenous business procurement opportunities 	<ul style="list-style-type: none"> Consult with the Oakey Reconciliation Committee to identify Indigenous business opportunities Develop and distribute fact sheet on procurement requirements and processes 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Construction commencement Operational commencement
<ul style="list-style-type: none"> Monitor procurement, including percentages of local content 	<ul style="list-style-type: none"> Report progress against Code of Practice for Local Content 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> Liaise with local accommodation providers prior to peak employment periods to identify options accommodate short-term workers 	<ul style="list-style-type: none"> An accommodation assessment is conducted before major construction and maintenance events 	<ul style="list-style-type: none"> NAC Local accommodation businesses 	<ul style="list-style-type: none"> Prior to major recruitment drives or major contract work

MONITORING FRAMEWORK

Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> To provide full and fair opportunity for local businesses to tender on contracts 	<ul style="list-style-type: none"> Compliance with Code of Practice for Local Content 	<ul style="list-style-type: none"> NAC and its contractors annually meet all requirements of Code of Practice for Local Content 	<ul style="list-style-type: none"> Procurement reporting 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To assist in equipping local and regional businesses to access supply chain opportunities 	<ul style="list-style-type: none"> Majority positive perceptions about access to business development opportunities 	<ul style="list-style-type: none"> Positive comments and monitoring of results 	<ul style="list-style-type: none"> Engagement with Chambers of Commerce & TSBE 	<ul style="list-style-type: none"> Annually

5.2.5. *Health and Community Wellbeing*

This Action Plan has been developed following consultation with the Oakey Hospital and local health services. Key strategies to be implemented under this Action Plan include:

- NAC will continue their relationship with the Oakey Hospital and meet regularly with key management staff to understand potential concerns or opportunities;
- health facilities and services will be provided on-site at the Mine in line with the requirements of the Health (Drugs and Poisons) Regulations 1996;
- NAC will provide emergency response, first aid services and fire fighting services at the revised Project site;
- implement a program of noise and dust management, including coal veneering, enclosed hoppers and noise management;
- ongoing support for agricultural activities in the region through the Acland Pastoral Company and community investment; and
- NAC will support community groups and social services with donations through the Community Donations and Sponsorship Program and larger grants through the CIF.

Key outcomes expected from this Action Plan include:

- neutral impact on local emergency services, health services, and social and community infrastructure;
- support community values by assisting the NAC workforce to integrate into the community and balancing mining and agricultural activities; and
- minimise health concerns through train veneering, new loading technologies and noise management.

SIMP ACTION PLAN		Health and Community Wellbeing					
BENEFIT / IMPACT		<ul style="list-style-type: none"> Increased demand for local health services Potential impacts on amenity Maintain community access to specialised emergency response personnel Increased support to existing social and community infrastructure and services 					
OUTCOMES		<ul style="list-style-type: none"> Ensure amenity impacts are minimised through monitoring, engagement and continuous improvement initiatives minimised demand for existing social and community infrastructure and services 					
IMPACT ASSESSMENT (Before Mitigation)							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> Landholders Local residents Regional residents Government agencies 	<ul style="list-style-type: none"> Neutral 	<ul style="list-style-type: none"> Construction Operation 	<ul style="list-style-type: none"> Site Specific Local Regional 	<ul style="list-style-type: none"> Medium term Long-term 	<ul style="list-style-type: none"> Low Low 	<ul style="list-style-type: none"> Possible Possible 	<p>Low</p> <p>Low</p>
MANAGEMENT PLAN							
Actions	Broad Key Performance Indicator (KPI)			Responsibility	Timeframe		
<ul style="list-style-type: none"> Maintain locally based Community Liaison Officer as a central point of contact for ongoing landholder issues and concerns regarding the revised Project 	<ul style="list-style-type: none"> A Community Liaison Officer is appointed for the revised Project The Community Liaison Officer is briefed on all current and emerging landholder issues 			<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing 		
<ul style="list-style-type: none"> Conduct regular community information sessions to provide neighbours and the public with updated project information 	<ul style="list-style-type: none"> Arrange and record regular community information sessions held at a time and place accessible to landholders 			<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Annually during operations 		
<ul style="list-style-type: none"> Continue operating the Acland Pastoral Company to continue agricultural uses in the buffer zones of the Mine site 	<ul style="list-style-type: none"> Continued operation of the Acland Pastoral Company 			<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing 		
<ul style="list-style-type: none"> Provide key workforce statistics to the Government Statistician and relevant Queensland Government departments to facilitate service provision planning 	<ul style="list-style-type: none"> Workforce statistics are provided to Government Statistician and relevant Queensland Government departments 			<ul style="list-style-type: none"> NAC Queensland Health Department of Communities Queensland Police Service Queensland Emergency Services Education 	<ul style="list-style-type: none"> Annually during construction At operations start up and prior to peak operations 		

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
<ul style="list-style-type: none"> Undertake appropriate site induction and health/safety training of consultants, contractors and employees to minimise the number of health and safety related incidents on-site 	<ul style="list-style-type: none"> All employees participate in health and safety induction, and records of attendance are maintained 	<ul style="list-style-type: none"> Queensland NAC Contractor 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Implement Emergency Management Plan to incorporate the revised Project 	<ul style="list-style-type: none"> An approved Emergency Management Plan is implemented on-site Regular emergency drills are conducted on site The Emergency Management Plan is communicated to all employees during induction, and to stakeholders such as local emergency service providers 	<ul style="list-style-type: none"> NAC Service Queensland Emergency Services 	<ul style="list-style-type: none"> Ongoing communication
<ul style="list-style-type: none"> Continue engagement with local health and emergency services to improve communication and efficiency between the Mine emergency staff and the local emergency and health services 	<ul style="list-style-type: none"> consultation with health and emergency services undertaken and records maintained Continued representation of Oakey Hospital or other local health services on the CRG. 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Quarterly during construction
<ul style="list-style-type: none"> Maintain an effective and well-communicated Safety and Health Management System (SHMS) to limit the number of mining-related emergencies. The SHMS will include relevant health aspects, such as fatigue management 	<ul style="list-style-type: none"> The SHMS is communicated to all employees during induction Implement on-site education and awareness strategies about the SHMS 	<ul style="list-style-type: none"> NAC Contractor 	<ul style="list-style-type: none"> Communications ongoing
<ul style="list-style-type: none"> Provide site-based first aid and fire fighting services, to be provided in line with the requirements of the Health (Drugs and Poisons) Regulations 1996 	<ul style="list-style-type: none"> A first response team is appointed on site 	<ul style="list-style-type: none"> NAC Contractor 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Consult local GPS about their capacity to undertake pre-employment medical checks and encourage use of local GPs if there is sufficient capacity 	<ul style="list-style-type: none"> pre-employment medical checks are undertaken by agreement with Local GPS 	<ul style="list-style-type: none"> NAC Health Providers 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain current Employee Assistance Programme (EAP) to assist employees in dealing with personal issues and minimise impact on family assistance services locally 	<ul style="list-style-type: none"> The approved EAP is made available to employees and immediate family members The content of the EAP is communicated to all employees 	<ul style="list-style-type: none"> NAC Health Provider 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain Fitness for Duty (FFD) Policy to avoid onsite accidents and emergencies 	<ul style="list-style-type: none"> The FFD Policy is communicated to all employees during induction A communications programme is undertake to communicate to all employees the content of the approved: <ul style="list-style-type: none"> Alcohol management policy Drug management policy Fatigue management policy Smoking management policy 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Engage with local schools to provide specific curriculum assistance through specialist visits 	<ul style="list-style-type: none"> Operational personnel attend and provide input to relevant lessons 	<ul style="list-style-type: none"> NAC Education Queensland Local schools 	<ul style="list-style-type: none"> Ongoing

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
<ul style="list-style-type: none"> Develop and maintain EEO workforce education programs on diversity and tolerance to minimise negative interactions in the community 	<ul style="list-style-type: none"> All employees participate in EEO and cultural diversity training during induction and bi-annual (as a minimum) refresher training 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain the township of Acland , including Tom Doherty Park, the War Memorial, and the Acland No2 Colliery 	<ul style="list-style-type: none"> The Acland locality is maintained 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> As described in Acland Management Plan
<ul style="list-style-type: none"> Implement environmental management controls as outlined in the Environmental Management (EM) Plan to facilitate ongoing rural amenity 	<ul style="list-style-type: none"> Implement a program of noise and dust management including coal veneering, enclosed hoppers and noise management EM Plan details are communicated to all relevant employees and stakeholders Compliance with the approved EM Plan is achieved 	<ul style="list-style-type: none"> NAC Contractor 	<ul style="list-style-type: none"> in accordance with EA requirements
<ul style="list-style-type: none"> Maintain a community grievance mechanism to allow landholders and other stakeholders to lodge issues, concerns, questions or suggestions and have them responded to in a timely manner 	<ul style="list-style-type: none"> Community grievance mechanism is maintained 	<ul style="list-style-type: none"> NAC Contractor 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Liaise with TRC and RDA regarding opportunities for community investment through the Draft Regional Resources and Towns Action Plan, the Royalties for Regions Program and to participate in collaborative projects 	<ul style="list-style-type: none"> Liaison with TRC and RDA 	<ul style="list-style-type: none"> NAC TRC RDA 	<ul style="list-style-type: none"> Pre-construction Bi-annually
<ul style="list-style-type: none"> Where possible, provide community support through the NAC Community Sponsorship and Donation Program and the Community Investment Fund and other community investments 	<ul style="list-style-type: none"> Continued operation of the Community Investment Fund and Community Sponsorship and Donation Program. 	<ul style="list-style-type: none"> NAC 	<ul style="list-style-type: none"> Ongoing

MONITORING FRAMEWORK

Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> To facilitate open and transparent engagement with residents and community members 	<ul style="list-style-type: none"> All neighbouring residents are engaged regularly , and issues and concerns reported to the management team All neighbouring property owners will be notified appropriately in advance of any major project activities that may affect properties All landholder queries are responded to within 2 days of receipt 	<ul style="list-style-type: none"> Biannual reporting by Community Liaison Officer or other NAC staff Completed community complaints forms and close-out reports 	<ul style="list-style-type: none"> Biannual engagement reporting Community complaints register and close-out reporting 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Minimise disruption to local landholders, including impacts on amenities 	<ul style="list-style-type: none"> All community complaints and issues responded to in accordance with Section 5.1.9 of the AEIS 	<ul style="list-style-type: none"> Records of community complaints received, including response times 	<ul style="list-style-type: none"> Grievance mechanism reporting 	<ul style="list-style-type: none"> Ongoing

5.3. Community Investment and Partnerships

In order to successfully implement the management plans outlined in this SIMP, NAC will commit to a number of key mechanisms or tools, including:

- community investment programs, in particular the New Acland CIF and the Community Sponsorship and Donation Program, to channel financial resources into the community;
- key partnerships with government agencies and non-government organisations in the local community; and
- on-going provision of community staff to provide information to the public and deal with stakeholder issues and grievances.

Further information on each of these implementation measures is provided below.

5.3.1. *New Acland Community Investment Fund and Community Sponsorship and Donation Program*

NAC currently has 2 community investment programs providing financial support for local community organisations and projects. These programs allow NAC to contribute to social infrastructure and service development, and optimise the revised Project's benefits in the local community.

NAC community investment programs include:

1. New Acland CIF
2. Community Sponsorship and Donation Program

The CIF is part of New Hope Group's ongoing commitment to community investment and development. It aims to assist not-for-profit community groups and organisations with grants to support their community-based initiatives and projects, which develop long-term outcomes for the communities around the revised Project.

The New Acland CRG plays a significant role in the administration of the CIF by assessing applications and making recommendations to NAC on appropriate community development initiatives for support.

The CIF is focussed on areas relevant to the local community and which contribute and support a variety of local initiatives related to New Hope Group's Community Investment Priorities, namely:

- Education, training, capacity building and youth support;
- Community safety, health and welfare;
- Sport and recreation;
- Arts, entertainment and culture;
- Environment and sustainability; and
- History and cultural heritage.

NAC has an active Community Sponsorship and Donations Program, which supports a wide range of community groups and individuals throughout the local region. The strategy is

administered by NAC, and includes an annual budget allocation as determined by the New Hope Group.

The Community Sponsorship and Donations Program is subject to the following process:

- community members and groups are invited to submit written applications outlining the nature and scale of support requested;
- a small internal community investment committee assesses donation requests as they are received;
- the committee makes recommendations to senior management as to which applications should be approved;
- senior management makes a decision on the approval of applications; and
- a database of successful applications is kept by the NAC for record-keeping purposes.

NAC's Sponsorship and Donations Program prioritises support for communities in the immediate vicinity of the New Acland operations, such as Oakey, Jondaryan, Maclagan, Quinalow, Goombungee, Kingsthorpe, Kulpi and Peranga. Support is provided in the areas of community and welfare services, education, health, arts and entertainment and sport.

Key Partnerships:

NAC works with Oakey State High School to encourage students to apply for apprentice and traineeship opportunities which are provided by a local supplier. The Oakey State High School also works with the Queensland Minerals and Energy Academy and accommodates the Inner Downs Trade Training Centre.

5.3.2. *Dedicated Community Information Office and Community Staff*

NAC has currently established a Community Information Office at Oakey to facilitate transparent and regular communication with local communities. The office supplies a range of information materials for interested stakeholders. Opening hours are scheduled with consideration to normal working hours as well as shift work patterns.

The office is currently staffed by two dedicated community staff members, who are available to deal with stakeholder issues, concerns and suggestions. Community staff are also responsible for documenting community issues, as well as ensuring the satisfactory resolution of issues received through the community grievance mechanism as discussed further in Section 5.1.9 of the AEIS.

5.3.3. *Community Reference Group*

As part of NAC's commitment to community relationships and development, the New Acland CRG was established in October 2012 to provide on-going communication with local stakeholders and to address community concerns and opportunities arising from the Mine. NAC works with the community to ensure that the CRG membership is representative of local interests. CRG members ensure that topics discussed are relevant and reflect areas of local community importance.

A key function of the CRG is to advise NAC in creating partnerships through its CIF. CRG members assess applications made through this fund, and provide feedback and recommendations to NAC regarding projects that they believe will have the most benefit for the local community.

The current CRG comprises representatives from a broad cross section of local and regional stakeholder groups. The majority, 9 of the 11 community members, live or work in the communities immediately surrounding the Mine and the remainder reside within the TRC area. The current Chairperson of the CRG is a local landholder and neighbour of the mine. The CRG members include representatives from:

- TRC;
- Local landholder representatives;
- Agforce;
- Health;
- Education;
- Business;
- Emergency Services;
- Environment e.g. Landcare;
- Aboriginal and Torres Strait Islander community;
- Regional communities surrounding the mine, including Jondaryan; and
- NHG.

The composition of the CRG is developed with input from the CRG and reviewed annually. An application process is conducted every 12 months, and community members are encouraged to apply through advertisements and notifications in the local media and through the Community Information Centre. All applicants to the initial CRG in 2012 were accepted for the twelve month tenure. Community groups are also invited to present to the CRG in relation to local projects, issues or opportunities. CRG membership and meeting minutes are regularly updated on the NAC website: www.newhopegroup.com.au.

6. Monitoring and Reporting

This Section describes the specific measures that will be undertaken to manage the social performance of the revised Project. The monitoring, review and reporting mechanisms described will help ensure that the SIMP responds appropriately to internal and external changes for the duration of the revised Project.

6.1. Monitoring and evaluation

The monitoring and evaluation of social management measures is important to understand how individual programs are tracking against overall revised Project objectives. This allows NAC to respond to both internal project changes and external community feedback.

In particular, robust monitoring and evaluation of activities will allow:

- identification and response to issues at an early stage;
- effective forward planning;
- recording of program inputs, outputs, outcomes and impacts;
- understanding and justification of whether a program is meeting initial objectives;
- increased accountability by staff and teams;
- understanding whether community and stakeholder expectations are being met; and
- increased levels of transparency.

Detailed monitoring plans have been outlined in each action plan above. These plans provide a framework for performance targets, data sources, data collection mechanisms and frequency of data collection. The action plans will be reviewed on an annual basis. The key monitoring mechanisms proposed in these action plans are summarised in Table 6-1.

Table 6-1 Summary of Key Monitoring Mechanisms

Monitoring Mechanism	Frequency	Data Type	Purpose
Employment records	Annually during operations	Quantitative	Monitor employment diversity and workforce origin
Procurement spend reports	6 monthly during construction and first two years of operation	Quantitative	Monitor project spend on goods and services with local and regional providers.
Project safety reporting	Monthly	Quantitative	Monitor safety incidents and near misses that may impact on workforce health and wellbeing, as well as on the general community.
Training records	Annually	Quantitative	Reflect workforce and community participation in education programs, EEO training, induction and safety sessions.

Monitoring Mechanism	Frequency	Data Type	Purpose
Environmental monitoring reports	Per EA requirements	Quantitative	Provide information on results of dust, noise and air quality monitoring for community access and evaluate potential impacts on amenity.
Housing monitoring	Quarterly during construction	Quantitative	Establish a baseline for housing availability and cost in TRC and monitor any changes aligned with project demand.
Consultation with local GPs	Quarterly during construction	Qualitative	Ensure project demands do not exceed local capacity of health services.
Community grievance mechanism	Monthly	Qualitative	Monitor specific community complaints, issues, suggestions and comments regarding the revised Project.
Community investment funding	Annually	Quantitative	Monitor expenditure and outcomes

The SIMP will be reviewed prior to commencement of operations, and any revisions required will be discussed with the Office of the Coordinator General.

6.2. Reporting

Communicating the findings of the monitoring process is important for providing key stakeholders with information on how social management activities are progressing. Internally, for NAC, it shows how funds are being used to achieve key objectives. Additionally, the findings generate knowledge of what works, what does not work and why; helping the project team to appropriately manage impacts.

Internal reporting on this SIMP will be undertaken regularly throughout construction and operation, through the existing General Management meetings. Where appropriate, summary reports will also be discussed at the weekly Senior Management Team meetings and may be issued in the internal employee newsletter, "Between the Seams".

External reporting during construction and operation will be reported as part of regular community newsletters, and in an annual report to the Coordinator General.

7. Stakeholder Engagement Strategy

This Section of the SIMP provides an overview of the range of stakeholder groups that may be affected by, or interested in, the revised Project. It also outlines the specific mechanisms that will be used to ensure that stakeholders continue to be involved throughout the life of the revised Project.

7.1. Engagement Principles and Strategy

NAC will seek to involve the community during the planning, construction, operation and decommissioning of the revised Project, in accordance with the Australian Government's Handbook on Community Engagement and Development for the mining industry.

In particular, NAC will seek to understand and address community concerns about the environmental and social impacts of revised Project activities. NAC will also seek to actively and effectively deal with community expectations around employment, economic and community development opportunities, whilst engaging near neighbours to manage amenity and access issues.

NAC will adopt the consultation principles endorsed by *Ministerial Council on Mineral and Petroleum Resources*, namely:

- communication – both talking and listening;
- transparency – clear and agreed information and feedback processes;
- collaboration – working cooperatively to seek mutually beneficial outcomes;
- inclusiveness – recognise, understand and involve communities and stakeholders early and throughout the process; and
- integrity – conduct engagement in a manner that fosters mutual respect and trust.

7.2. Stakeholder Engagement Mechanisms

NAC will use a range of engagement mechanisms throughout the revised Project as detailed in Table 7-1.

Table 7-1 Key Stakeholder Engagement Mechanisms

Stakeholder Group	Primary Interest	Engagement Mechanisms
Landholders	<ul style="list-style-type: none"> • Air quality, noise, vibration, ground water and light emissions • Community cohesion and social values • Community funds and benefits • Traffic and roads • Job and business opportunities 	<ul style="list-style-type: none"> • Face to face meetings • Direct correspondence (letters, emails, phone calls) • Fact sheets to announce Project changes or updates • Regular community information sessions • Dedicated community staff • CRG • Quarterly community newsletter • Oakey Community Information

Stakeholder Group	Primary Interest	Engagement Mechanisms
		<p>Office</p> <ul style="list-style-type: none"> • Dedicated Project phone number and email address • Website • Participation in local events • Grievance mechanism • Community Investment Fund supporting materials • Media releases • Mine site visits
Resident community	<ul style="list-style-type: none"> • Job and business opportunities • Education and training opportunities • Community funds and benefits • Community cohesion and social values • Dust, noise and light emissions • House affordability and availability • Access to social services • Traffic and congestion 	<ul style="list-style-type: none"> • Regular community information sessions • CRG • Quarterly community newsletter • Newspaper column • Oakey Community Information Office • Dedicated project phone number and email address • Website • Participation in local events • Grievance mechanism • Dedicated Community Liaison Officer • Community Investment Fund supporting materials • Media releases • Mine site visits
Federal government	<ul style="list-style-type: none"> • Sustainable resource development • EIS progress and conditions • Mining and agricultural co-existence • Pressure on regional infrastructure 	<ul style="list-style-type: none"> • Website • Direct correspondence (letters, emails, phone calls) • Briefings / individual meetings • Mine site visits
State Government	<ul style="list-style-type: none"> • Employment and business opportunities • Education and training opportunities • Compliance with CG conditions • Pressure on regional infrastructure 	<ul style="list-style-type: none"> • Website • Dedicated community staff • Oakey Community Information Office • Direct correspondence (letters, emails, phone calls) • Briefings / individual meetings

Stakeholder Group	Primary Interest	Engagement Mechanisms
	<ul style="list-style-type: none"> • Approval processes • Housing availability and affordability • Balancing mining and agriculture • Safety and emergency response • Cultural heritage impacts • Capacity of health and education services • Impact on road networks 	<ul style="list-style-type: none"> • Quarterly newsletter • Fact sheets to announce project changes or updates • Mine site visits
Local government	<ul style="list-style-type: none"> • Employment and economic opportunities • Education and training opportunities • Community funds and benefits • Approvals process • Capacity of social services and infrastructure • Housing availability and affordability • Local road network • Water supply • Approvals processes • Traffic impacts and roads • Constituent complaints • Timely and accurate revised Project information • Balancing agriculture and mining 	<ul style="list-style-type: none"> • Website • CRG • Dedicated community staff • Dedicated project phone number and email address • Oakey Community Information Office • Quarterly newsletter • Newspaper column • Participation in local business forums • Presentations to local service providers where requested • Briefings / individual meetings • Direct correspondence (letters, emails, phone calls) • Community Investment Fund toolkit • Mine site visits
Local businesses	<ul style="list-style-type: none"> • Supply chain opportunities • Tender requirements • Project timeframes and updates • ‘Poaching’ of labour for the revised Project • Protection of farming businesses 	<ul style="list-style-type: none"> • Presentations to business representative bodies • Dedicated community staff • Oakey Community Information Office • Dedicated Project phone number and email address • Website • Newspaper advertisements • Quarterly newsletters
Community interest groups	<ul style="list-style-type: none"> • Access to community Investment Fund and Community Sponsorship and Donation Program 	<ul style="list-style-type: none"> • Quarterly newsletters • Dedicated community staff • CRG • Oakey Community Information

Stakeholder Group	Primary Interest	Engagement Mechanisms
	<ul style="list-style-type: none"> • Housing affordability • Agricultural productivity and livelihoods • Community safety • Flora and fauna 	<ul style="list-style-type: none"> Office • Dedicated project phone number and email address • Newspaper column • Regular community information sessions • Participation in local events • Grievance mechanism • Community Investment Fund supporting materials
Workforce	<ul style="list-style-type: none"> • Work shifts and schedules • Impact on families • Transport and commuting arrangements • Codes of conduct for behaviour • Housing and accommodation options • Service provision in nearby towns • Road safety 	<ul style="list-style-type: none"> • Internal newsletter • Website – intranet • Human Resource management team • Onsite notice boards • Induction processes and training • Toolbox talks and safety messages • Senior Management Team meetings (senior staff) • Executive Leadership Group meetings (general managers) • Regular informal social events

The stakeholder engagement strategy will be reviewed and revised internally on an annual basis. Further details of consultation activities can be found in Section 5.1.10 of the AEIS.

7.3. Community engagement evaluation

It will be critical to continually monitor and evaluate the effectiveness of the communication and engagement program with the local stakeholders in order to ensure impacts and concerns raised are considered and acted upon where appropriate. The communication and engagement program will be reviewed on an annual basis.

7.4. Evaluation Methods

A number of methods will be used to evaluate the effectiveness of the engagement program with local stakeholders. These methods include:

- Database records: Database records with an analysis of feedback forms submitted, website hits, telephone calls, incoming emails, tone of enquiries and key issues that have been raised.
- Benchmarking activities: Benchmarking activities will be undertaken using questions on any feedback forms and activities to determine changes in local community attitude, knowledge and behaviours.

- Informal feedback: All significant informal feedback received from local stakeholders regarding consultation activities will be recorded in the revised Project database and reported and analysed.
- Observations: Team members will record their observations during local stakeholder engagement activities. These observations will detail what happened during the activity, who was involved and how they reacted. Team members will also record 'stand out moments' and quotes.
- Media analysis: Analysis of negative versus positive media coverage.

7.5. Evaluation criteria

The evaluation criteria for each objective are identified in Table 7-2.

Table 7-2 Evaluation criteria

Objective	Method of evaluation	Key indicators
1. Inform the local stakeholders about revised Project benefits and opportunities	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback • Observations • Media analysis 	<ul style="list-style-type: none"> • Level of local stakeholder awareness of the revised Project • Information disseminated as per this strategy
2. Provide open, honest and timely communication with local stakeholders	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback 	<ul style="list-style-type: none"> • Amount of communication with local stakeholders and its effectiveness • Local stakeholders satisfaction levels with the revised Project communication • Response times to local stakeholder enquiries
3. Engage local stakeholders to capture their views and ensure they are understood by the revised Project team and considered in decision making where possible	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback • Observations 	<ul style="list-style-type: none"> • Amount of feedback received and how it has been acted upon • How and if local stakeholder feedback is successfully communicated to the revised Project team
4. Ensure early identification of potential local stakeholder issues and implementation of appropriate mitigation strategies	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Observations 	<ul style="list-style-type: none"> • How feedback has been acted upon • How local stakeholders have influenced Project decisions and mitigation measures

7.6. Adjusting mitigation strategies and action plans

The community engagement feedback will be used to monitor the effectiveness of the revised Project's mitigation strategies and action plans. If feedback indicates a need to adjust the mitigation strategies and action plans the following process will be followed:

- community feedback on the mitigation measure will be reviewed further to better understand the issue;
- the feedback will be investigated further through discussions with stakeholders, community members, government agencies and other groups, field investigations, further technical monitoring or data collection as required; and
- following the investigation, recommendations will be made to the NAC Operations Manager regarding the appropriate course of action. If necessary, Action Plans will be updated as needed and communicated to the relevant NAC staff for implementation.

7.7. Project fatigue

The revised Project is the only resource project located in Oakey and surrounds. As such, there are no other consultations or project information being presented to the communities of the study area, which reduces the risk of project fatigue.

There has been a high level of interest in the revised Project, with residents of the study area regularly visiting the New Hope Community Information Centre located at Oakey. In addition, there has been ongoing interest and applications from community members to participate in the next round of the CRG. This further demonstrates that the study area is not experiencing project fatigue.

If project fatigue occurs as the revised Project progresses, NAC can revise and alter its consultation program to reduce community contact. However, NAC will maintain relevant community contact points throughout the life of the revised Project.

8. Complaint Resolution

NAC believes that effective complaints management is integral to building communication, respect and trust between its operations and local communities. It also assists in detecting and addressing local concerns at an early stage.

The following are key principles across the revised Project for all community concerns and complaints raised by stakeholders:

- timeliness – concerns and complaints will be responded to within two working days;
- sensitivity – both parties' feelings and perspectives are to be respected;
- fairness and impartiality – both parties will be afforded substantive and procedural fairness in the resolution process; and
- confidentiality – only parties directly involved in the complaint, or those involved in decision making about outcomes, will have access to information about the complaint.

Wherever possible, the company will seek resolution to concerns through dialogue and joint problem solving with affected stakeholders. The way in which complaints are resolved will vary according to the issue, and may range from a reasonable rejection of the complaint (with a full explanation provided to the complainant) to mitigation or change in practices.

Mechanisms available to provide feedback or raise grievances are as follows:

- The 1800 number (1800 882 142) has business hour coverage. Outside of business hours a message service is available for callers to leave return call details;
- Email – community@newhopegroup.com.au;
- Community members can provide feedback or grievances formally or informally to a NAC employee;
- Community Information Centre, 90/88 Campbell St, Oakey; and
- Stakeholders may elect to provide feedback such as grievances to external third party such as a government department (e.g. DEHP)

Section 5.1.9 of the AEIS provides further information about the revised Project's complaint and dispute management processes.

Appendix A Impact Rating Methodology

Consequence = Extent + Duration + Severity

Significance = Consequence x Probability

Nature

Positive	Impacts have a positive or uplifting effect on the project-affected community and stakeholders. The quality of life of affected individuals, households or the community is improved.
Negative	Impacts have a negative effect on the project-affected community and stakeholders. The quality of life of affected individuals, households or the community is diminished.
Neutral	Impacts are neither positive nor negative in nature and have no meaningful effect on project-affected communities and stakeholders.

Extent

5	International scale
4	National scale
3	Regional scale (substantially beyond site boundaries, across the TRC area)
2	Areas adjacent to the project site (including local towns such as Acland and Oakey)
1	Site-specific

Duration

5	Permanent / irreversible (more than 50 years)
4	Long-term (25 – 50 years) (decommissioning)
3	Medium-term (5 – 25 years) (operations)
2	Short-medium term (1 – 5 years) (construction, early ops)
1	Short-term (less than 1 year) (site establishment)

Severity

5 (Very High)	<ul style="list-style-type: none"> Irreparable damage to/destruction of highly valued items of great social significance or complete breakdown of social order Significantly positive and enduring impact on social or cultural environment
4 (High)	<ul style="list-style-type: none"> Serious social issues/temporary cease of systems functioning Moderate improvement to social or cultural environment or quality of life for affected people
3 (Medium)	<ul style="list-style-type: none"> Moderate social issues and/or moderately significant damage to items of social significance. Social environment altered but systems continue to function Moderate improvement to social or cultural environment or quality of life for affected people
2 (Low)	<ul style="list-style-type: none"> Minor changes to the social environment, which are easily reversible over time Minor improvement to quality of life and/or social functioning

1 (Negligible)	<ul style="list-style-type: none"> Negligible impacts on the local population, repairable over time Negligible improvement to quality of life and/or the social or cultural environment
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Probability

5	Almost certain (>90% chance)
4	Probable (50 – 90% chance)
3	Possible (10 – 50% chance)
2	Unlikely (<10% chance)
1	Impossible

Overall Significance (normalised percentage score)

76 and Over	Very high (+)	Very high (-)
51 – 75	High (+)	High (-)
26 – 50	Medium (+)	Medium (-)
0 – 25	Low (+)	Low (-)