



**NEW HOPE**  
GROUP

## J.14 Social Impact Management Plan





**NEW HOPE  
GROUP**

# SOCIAL IMPACT MANAGEMENT PLAN

*New Acland Coal Mine  
Stage 3 Project*

**JANUARY 2014**



## Contents

1.	Introduction	3
1.1.	The Requirement for a Plan	3
1.2.	Objectives of the SIMP	4
1.3.	Outline of the Plan	4
2.	Revised Project Overview	5
2.1.	Key Components	5
2.2.	Workforce Profile	5
2.3.	Housing and Accommodation	5
2.4.	Workforce Transport	6
2.5.	Potential Economic Contribution	6
3.	Existing Social Values	8
3.1.	Study Area	8
3.2.	Existing Social and Cultural Values	9
4.	Stakeholder Engagement	11
4.1.	Broad Community Consultation	11
4.2.	EIS targeted consultation	12
5.	Impact Identification and Management	16
5.1.	Impact Identification and Rating	16
5.2.	Action Plans	17
5.2.1.	Community and Stakeholder Engagement Action Plan	18
5.2.2.	Workforce Management Action Plan	20
5.2.3.	Housing and Accommodation Action Plan	23
5.2.4.	Local Business and Industry Content Action Plan	25
5.2.5.	Health and Community Wellbeing	28
5.3.	Community Investment and Partnerships	33
5.3.1.	New Acland Community Investment Fund	33
5.3.2.	Key Partnerships	34
5.3.3.	Dedicated Community Information Office and Liaison Officer	34
5.3.4.	Community Reference Group	34
6.	Monitoring and Reporting	35
6.1.	Monitoring and evaluation	35
6.2.	Reporting	36
7.	Stakeholder Engagement Strategy	37
7.1.	Engagement Principles and Strategy	37
7.2.	Stakeholder Engagement Mechanisms	37
7.3.	Community engagement evaluation	40
7.4.	Evaluation Methods	40
7.5.	Evaluation criteria	40
7.6.	Adjusting mitigation strategies and action plans	41
7.7.	Project fatigue	41

8. Complaint Resolution	43
Appendix A Impact Rating Methodology	44

## 1. Introduction

The New Acland Mine has been an economic spur to the Darling Downs region for more than a decade, providing direct jobs for approximately 300 locals, up to 160 full time contractor jobs and supporting approximately 2300 indirect jobs. The Mine contributes in the vicinity of \$110 million each year to the Darling Downs economy and circa \$300 million to the South East Queensland economy. The current operation is due to close by 2017 and will begin winding back by 2015 if the revised Project does not continue. The New Acland Mine is a significant employer and economic driver on the Darling Downs. NAC has a substantial community support program already in place, and further initiatives are being undertaken as part of the New Acland Coal Mine Stage 3 Project (the revised Project).

The revised Project is an extension of an existing operation, otherwise known as a 'brown fields' development. As such, its workforce is already embedded in the social fabric of the local community, significantly adding value as local citizens and community members. Should the revised Project not be approved and the mining operations ceased, this would significantly affect the livelihoods of the employees and would result in serious negative social and economic impacts on the area and the community.

The Social Impact Assessment (SIA) undertaken as part of the Environmental Impact Statement (EIS) 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. This Social Impact Management Plan (SIMP) expands these recommendations and provides a series of action plans containing objectives, mitigation actions and monitoring mechanisms.

The SIMP is New Acland Coal Pty Ltd's (NAC) 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 Terms of Reference (ToR), particularly to cover:

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

The SIMP has also been developed in accordance with the Queensland 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 has been compiled according to the following sections:

- 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, as well as 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 10 km away from the township 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 potential 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 a number of 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 which will be in addition to the current workforce giving a peak workforce of up to 435 people.

The position skill requirements will determine from where new employees will be sourced however if operational requirements allow, a number of 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 peoples, women, school leavers, the unemployed and underemployed.

### 2.3. Housing and Accommodation

Employees of the revised Project 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.

NAC's intention is to use local employment options wherever possible, however it is expected that some construction and operational workers may need to be sourced from outside the TRC area to meet position skill requirements.

It is expected the majority of construction workers will live in Toowoomba and commute to the Mine. However, some construction workers may choose to reside in Oakey, Jondaryan or other surrounding towns. Local, short-term accommodation providers such as motels may also be used to accommodate specialist contractors working on the revised Project from time to time.

Assuming the non-resident construction workforce will reside in share accommodation with two people per dwelling, an average of 55 houses would be required to accommodate non-resident workers while they are on-shift. This housing demand is likely to be absorbed into the broader TRC area housing market. Consultation with real estate agents in Oakey for this SIA suggest that there is a strong rental market in Oakey, with five or six applications received each week for rental accommodation and many rental properties filled before the dwellings become vacant (pers. comm, 07/05/13). Although there is strong demand, supply is also increasing with new investment properties coming to market in the SIA study area.

Operational workers moving to the TRC area for employment by the revised Project will have the option of residing in several centres, such as Toowoomba, Oakey and Jondaryan. Currently, approximately 45 % of the existing workforce permanently lives in Toowoomba City. Therefore, it is expected that a majority of new employees will follow this trend with the others potentially residing in Oakey, Jondaryan and surrounds. It is estimated that less than 10 % of the total construction and operational workforce would choose to live outside the TRC area. The greater TRC area's growing real estate market and service bases are expected to cover this demand, particularly as it will be spread across several years. A strong interest in buyers purchasing investment properties in Oakey was reported during consultation for the SIA, with investors identifying opportunities to invest in properties to cater for the workforce requirements of the Mine, the abattoirs and other local industries. This will assist in the supply of local rental housing and reduce possible upward pressure on rental prices.

#### **2.4. Workforce Transport**

It is not intended that there would be any company-provided transport, 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**

In 2011, the TRC area had relatively low levels of unemployment, at approximately 4.7% compared to 5.5 % for Queensland, along with relatively high levels of labour force containment, limiting the availability of people to fill skilled or unskilled roles people.

Despite these limitations, efforts will be made to recruit locally and NAC will maintain its recruitment programs on the basis of Equal Employment Opportunity (EEO). 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 a small number of people from other States.

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. Employment impacts are measured as an average Full Time Employee (FTE) per year, rather than the total over the revised Project's life. This allows for a clearer representation of potential contributions to employment. The revised Project's average contribution to employment (including direct, indirect and induced impacts) per year is estimated at approximately 460 FTEs from construction/capital expenditure and approximately 3,000 FTEs from operational expenditure. As such, 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 an annual \$1,395 million injection into the Queensland economy and will add \$18.7 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 – Economic Environment.

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 which provides large grants and funding to community development initiatives.

### 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; and
- Kulpi.

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 km<sup>2</sup>, 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<sup>2</sup>, 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. 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"> <li>• Competition for skilled and unskilled labour</li> <li>• Employment and business opportunities for local communities, including Indigenous peoples</li> <li>• Road safety and traffic issues, particularly along the Warrego Highway</li> <li>• Cumulative impacts on housing in the TRC area</li> <li>• Local procurement opportunities</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>• Difficulty sourcing local labour due to the shortage of appropriate skills</li> <li>• Training and apprenticeship opportunities</li> <li>• Road safety and traffic issues due to the heavily utilised Warrego Highway</li> <li>• Diverse employment opportunities</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Value of rural lifestyle</li> <li>• Shared sense of community history in farming</li> <li>• Strong community networks</li> </ul>

<b>Stakeholder Group</b>	<b>Stakeholder Issue, Value or View</b>
	<ul style="list-style-type: none"><li>• Good community safety and security</li><li>• Social and environmental values related to rural lifestyles</li><li>• Employment and training opportunities</li><li>• Growth and vitality of Oakey and surrounding district</li></ul>
Service providers	<ul style="list-style-type: none"><li>• Growth and vitality of Oakey and surrounding district</li><li>• Sustainability of local services and facilities</li><li>• Partnerships with local companies to provide services and programs</li></ul>

## 4. Stakeholder Engagement

This Section outlines the community and stakeholder engagement activities undertaken by NAC.

### 4.1. Broad 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 a Community Liaison Officer, who provides 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 local and regional stakeholder groups, including economic development and business organisations, government, education and health providers, agricultural groups and local landholders.

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 individual meetings, informal discussions at the New Hope Community Information Centre, letters, phone calls, CRG meetings, community information sessions, media releases, fact sheets and community newsletters.

Recent feedback from local communities about NAC's approach to community and stakeholder engagement has generally been positive and reflects NAC's commitment to work proactively with local communities.

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.

Chapter 19 of the EIS provides 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. 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.

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 <a href="http://www.aclandproject.com.au">www.aclandproject.com.au</a>	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 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, business, 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 <sup>th</sup> 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 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



- Ongoing site visit attended by the public and government representatives from DEHP, DNRM and the Office of the Coordinator-General, including the Coordinator-General, himself.

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.

## 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, and has included both real and perceived issues identified by stakeholders.

Table 5-1 Summary of Key Social Impacts

#### Positive Impacts

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

### Negative Impacts

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

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 stakeholder and landholder engagement;
- implementation of the Local Stakeholder Management Plan (Refer to Appendix J.18);
- continued communications through the project phone line and email address;
- participation in the Oakey Community Care Group, Toowoomba Surat Basin Enterprise, Oakey 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"> <li>▪ To minimise disruption to community residents and stakeholders</li> <li>▪ To facilitate open and transparent engagement with local communities</li> </ul>						
IMPACT ASSESSMENT							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> <li>• Local landholders</li> <li>• Resident community</li> </ul>	<ul style="list-style-type: none"> <li>• Positive</li> </ul>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Operation</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Probable</li> </ul>	<b>Medium</b>

<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Identify and manage project fatigue if it occurs</li> <li>• Provide an avenue for community members and stakeholders to learn about the revised Project</li> <li>• Record and respond to stakeholder and community feedback</li> <li>• Continue to build strong relationships with local community groups, service providers educational institutions, industry, employment and training groups and government agencies</li> <li>• Engage with nearby landholders and residents</li> </ul>
-----------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
<ul style="list-style-type: none"> <li>• Continue to engage with nearby landholders to monitor impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reporting on complaints/concerns from nearby landholders</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Continue the CRG for identifying issues, disseminating information throughout the life of the Project, and providing a forum for discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Active CRG</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• Local community</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Develop detailed Traffic Control Plans, in consultation with QLD Police, to minimise road and traffic disruptions for local landholders and residents</li> </ul>	<ul style="list-style-type: none"> <li>• Completed Traffic Control Plans</li> <li>• Communicated key aspects of Traffic Control Plans to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• NAC / contractor</li> <li>• QLD Police</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> </ul>
<ul style="list-style-type: none"> <li>• Provide advanced communication (i.e. signage, advertisements in local papers, consultation materials) about changes to local access, potential road hazards and expected traffic volumes during construction</li> </ul>	<ul style="list-style-type: none"> <li>• Design of appropriate signage and communication materials</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to engage with local service providers including schools and health services directly and through the CRG</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contacts with service providers. Service provider involvement in CRG</li> <li>• Presentations at local schools and educational study tours of the Mine Site</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• To facilitate open and transparent engagement with local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Positive comments and perceptions around Project communications materials and events</li> <li>• Continued engagement with the community through a Community Liaison Officer</li> <li>• Continued operation of the project phone lines and email contact points</li> <li>• Participation in the Oakey Community Care Group, Toowoomba Surat Basin Enterprise and Oakey Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Community contacts at the New Acland Community Information Centre or via the Mine's 24hr contact telephone number</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to liaise with local Indigenous parties as outlined in the Cultural Heritage Management Plans and Cooperation Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reporting on Cultural Heritage Management Plan and Cooperation Agreements</li> <li>• Ongoing engagement with the Oakey Reconciliation Council</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• Indigenous Parties</li> <li>• DATSIMA</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Implement the Local Stakeholder Management Plan to manage the concerns and queries from neighbours and local properties</li> </ul>	<ul style="list-style-type: none"> <li>• Local Stakeholder Management Plan implemented</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> </ul>

MONITORING FRAMEWORK				
Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> <li>To facilitate open and transparent engagement with local communities</li> </ul>	<ul style="list-style-type: none"> <li>Majority positive community perceptions</li> <li>Implement stakeholder engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Positive comments received regarding level and method of community engagement</li> <li>The stakeholder engagement strategy is reviewed and revised internally</li> </ul>	<ul style="list-style-type: none"> <li>Community Information Centre and community contact mechanisms and grievance procedure</li> <li>Internal review</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>
<ul style="list-style-type: none"> <li>Minimise disruptions to neighbours and the local community</li> </ul>	<ul style="list-style-type: none"> <li>Majority community perceptions about the revised Project</li> </ul>	<ul style="list-style-type: none"> <li>Positive comments and perceptions the revised Project and NAC's contribution to the local community</li> </ul>	<ul style="list-style-type: none"> <li>Community Information Centre and community contact mechanisms and grievance procedure</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>

### 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 people with a disability, Indigenous peoples, the unemployed and other vulnerable groups. 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; and
- retention of employees and maintenance of around 5-10% attrition.

<b>SIMP ACTION PLAN</b>								<b>Workforce Management</b>							
<b>BENEFIT / IMPACT</b>								<ul style="list-style-type: none"> <li>• Creation of direct and indirect employment opportunities</li> </ul>							
<b>OUTCOMES</b>								<ul style="list-style-type: none"> <li>• To maximise local access to employment opportunities</li> <li>• To facilitate equal access to employment opportunities</li> <li>• Equal employment opportunity to provide employment opportunities to people of all backgrounds, including Indigenous people, women, school leavers and the unemployed.</li> <li>• Predominately local workforce</li> <li>• Provision of structured training programs such as apprenticeships and traineeships</li> <li>• Continued up-skilling and training of staff</li> <li>• Minimal workforce impacts on the local and regional communities</li> <li>• 5-10% attrition rate</li> <li>• Stretch target of 20% females in non-traditional professional roles.</li> <li>• Safe and healthy workforce</li> </ul>							
<b>IMPACT ASSESSMENT</b>															
<b>Affected Stakeholders</b>		<b>Nature</b>	<b>Phase</b>		<b>Extent</b>	<b>Duration</b>	<b>Severity</b>	<b>Probability</b>	<b>Significance</b>						
<ul style="list-style-type: none"> <li>• Local residents</li> <li>• Government agencies</li> </ul>		<ul style="list-style-type: none"> <li>• Positive</li> </ul>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Operation</li> <li>• Decommissioning</li> </ul>		<ul style="list-style-type: none"> <li>• National</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Definite</li> </ul>	<b>Very High</b>						

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>10% of NAC recruitment budget dedicated to recruiting diverse population groups</li> <li>Employment opportunities are dispersed to local community groups, including the local Traditional Owners and the Oakey Reconciliation Council</li> <li>Maintain preference clauses for employment of local Indigenous peoples in line with the Cultural Heritage Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Continue to build partnership with the Oakey Reconciliation Council to encourage Indigenous peoples to apply for employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Continued engagement with Oakey Reconciliation Council</li> <li>Continued sponsorship of Oakey NAIDOC week events</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Continued appointment of a dedicated Community Liaison Officer, to provide information around employment opportunities to local communities.</li> </ul>	<ul style="list-style-type: none"> <li>Community Liaison Officer in place</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Job advertisements placed online and in physical locations to allow local access</li> </ul>	<ul style="list-style-type: none"> <li>Job positions are advertised through online media</li> <li>Job positions are advertised at the New Hope Community Information Centre in Oakey and other local points</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ongoing/as required</li> </ul>
<ul style="list-style-type: none"> <li>Wherever possible, maintain an apprenticeship program to provide opportunities for local school-leavers, in a range of disciplines including mining and agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Records of apprenticeship positions provided to local school-leavers are provided</li> <li>Continued partnership with Downs Training Group to support the NAC structured training program.</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>TAFE</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Comply with NAC Equal Employment Opportunity Policy</li> </ul>	<ul style="list-style-type: none"> <li>Equal Employment Opportunity Policy is developed and approved</li> <li>Training on the EEO Policy is provided to all employees and contractors</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain opportunities for career progression through provision of an up skilling program and an employee development and training program</li> </ul>	<ul style="list-style-type: none"> <li>Career, development and training opportunities are discussed with employees where relevant and appropriate</li> <li>Implementation of the Management and Leadership Development Program for the revised Project workforce</li> <li>Implementation of the Educational Assistance Program for the revised Project workforce</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain and strengthen relationships with educational institutions, training groups and government agencies to identify potential concerns and identify employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing consultation with Oakey State High School, University of Queensland, University of Southern Queensland, Downs Group Training and DSDIP</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain flexible work practices</li> </ul>	<ul style="list-style-type: none"> <li>Variety of shift and work arrangements available for NAC staff</li> <li>Maintain work experience and vacation employment opportunities for local students to gain work experience</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Enhance workforce health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Continued rollout of the 'i-Safe/We-Safe' safety training program</li> <li>Continued provision of on-site first aid and medical facilities</li> <li>Continued provision of dedicated Safety Superintendent on site</li> <li>medical facilities and services will be provided on-site at the Mine in line with the requirements of the Health (Drugs and Poisons) Regulations 1996</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>



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

### 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, Toowoomba Regional Council 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
- minimal impacts on temporary accommodation providers during major tourist events.

SIMP ACTION PLAN		Housing and Accommodation					
BENEFIT / IMPACT		<ul style="list-style-type: none"> <li>• Potential increase in housing costs</li> <li>• Increased financial opportunities for temporary accommodation providers</li> </ul>					
OUTCOMES		<ul style="list-style-type: none"> <li>• To minimise the potential for the revised Project to impact on housing affordability and availability for locals</li> <li>• To maximise business opportunities for local accommodation providers</li> <li>• To minimise impacts on temporary accommodation providers during major tourist events</li> </ul>					
IMPACT ASSESSMENT (Before Mitigation)							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> <li>• Project workforce</li> <li>• Local residents</li> <li>• Housing providers</li> <li>• Temporary accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>• Neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Operation</li> </ul>	<ul style="list-style-type: none"> <li>• Regional</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Possible</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Low</b></li> </ul>
MANAGEMENT PLAN							
Actions	Broad Key Performance Indicator (KPI)				Responsibility	Timeframe	
<ul style="list-style-type: none"> <li>• Maximise local employment to minimise the number of new operational workers moving into the area and placing demand on the local housing market</li> </ul>	<ul style="list-style-type: none"> <li>• Local recruitment commitments communicated to all relevant HR and management staff</li> </ul>				<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing communication</li> </ul>	
<ul style="list-style-type: none"> <li>• Encourage workers to seek accommodation locally and in towns with capacity to support growth</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are provided with a freedom of choice to source their own accommodation of a type and location of their choice</li> <li>• Information is provided to NAC employees about availability of housing and accommodation</li> </ul>				<ul style="list-style-type: none"> <li>• NAC</li> <li>• DoC</li> <li>• TRC</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> <li>• Ongoing for new employees</li> </ul>	
<ul style="list-style-type: none"> <li>• Encourage workers to share accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are provided with a freedom of choice to source their own accommodation of a type and location of their choice</li> <li>• Information is provided to NAC employees about share housing options</li> </ul>				<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	
<ul style="list-style-type: none"> <li>• Continue to liaise with local real estate agents to provide appropriate local housing for the workforce where relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are provided with a freedom of choice to source their own accommodation of a type and location of their choice</li> <li>• Information about appropriate housing options is provided to workforce</li> </ul>				<ul style="list-style-type: none"> <li>• NAC</li> <li>• Real estate agents</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	
<ul style="list-style-type: none"> <li>• Undertake early consultation with local accommodation providers to discuss peak employment periods and capacity to absorb the workforce and provide the opportunity to meet requirements locally</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation undertaken with local accommodation providers and plan for use of local accommodation by the workforce developed and reported to NAC management</li> </ul>				<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> <li>• Biannual updates</li> </ul>	

MONITORING FRAMEWORK				
Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> <li>To minimise the potential for the revised Project to impact on housing affordability and availability during the construction phase</li> </ul>	<ul style="list-style-type: none"> <li>construction workforce is sourced locally where possible to minimise increased demand</li> <li>operations workforce is sourced locally where possible to minimise increased demand</li> </ul>	<ul style="list-style-type: none"> <li>Employment records</li> <li>Records of consultation</li> </ul>	<ul style="list-style-type: none"> <li>Employment statistics report</li> <li>Records of consultation</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>Quarterly consultation</li> </ul>
<ul style="list-style-type: none"> <li>To maximise business opportunities for local accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>revised Project's site construction contractors and consultants are accommodated in the SIA study area where possible</li> </ul>	<ul style="list-style-type: none"> <li>Records of consultation</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with local accommodation providers</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>

#### 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.

<b>SIMP ACTION PLAN</b>		<b>Local Business and Industry Content Action Plan</b>					
<b>BENEFIT / IMPACT</b>		<ul style="list-style-type: none"> <li>• Creation of local and regional supply chain opportunities</li> </ul>					
<b>OUTCOMES</b>		<ul style="list-style-type: none"> <li>• To provide full and fair opportunity for local businesses to tender on contracts</li> <li>• To assist in equipping local and regional businesses to access supply chain opportunities</li> <li>• Increased capability for local suppliers and contractors to tender, including Indigenous businesses</li> <li>• Development of a Procurement Plan for the revised Project</li> </ul>					
<b>IMPACT ASSESSMENT</b>							
<b>Affected Stakeholders</b>	<b>Nature</b>	<b>Phase</b>	<b>Extent</b>	<b>Duration</b>	<b>Severity</b>	<b>Probability</b>	<b>Significance</b>
<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Positive</li> </ul>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Operation</li> <li>• Decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>• National</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Definite</li> </ul>	<b>Very High</b>
<b>MANAGEMENT PLAN</b>							
<b>Actions</b>			<b>Broad Key Performance Indicator (KPI)</b>			<b>Responsibility</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>• Implement and adhere to the Queensland Resources and Energy Sector Code of Practice for Local Content</li> </ul>			<ul style="list-style-type: none"> <li>• Local content strategy aligned with the Code of Practice for Local Content</li> <li>• Promote the adoption of the code via advertising and communication channels</li> </ul>			<ul style="list-style-type: none"> <li>• NAC – Procurement Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> </ul>
<ul style="list-style-type: none"> <li>• Promote local access to procurement opportunities, and investigate project-specific strategies to improve local participation</li> </ul>			<ul style="list-style-type: none"> <li>• Strategies developed to promote local access to procurement opportunities</li> <li>• 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</li> <li>• Invite pre-qualified suppliers to tender in addition to advertising tender</li> </ul>			<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> </ul>

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
	<ul style="list-style-type: none"> <li>opportunities via public avenues</li> <li>Establish a register for local contractors to register interest in the revised Project</li> <li>Develop and publicise a forward procurement plan</li> </ul>		
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Presented at the TRC 2014 Energy Summit</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>2014</li> </ul>
<ul style="list-style-type: none"> <li>Promote tender requirements locally</li> </ul>	<ul style="list-style-type: none"> <li>Local chambers of commerce and local industry groups provided with a list of goods and service requirements to distribute through their local networks</li> <li>Tender opportunities are promoted locally</li> <li>Expressions of interest are promoted on NAC website</li> <li>NAC to facilitate or sponsor a presentation / workshop to local businesses to present upcoming supply opportunities</li> <li>Continued involvement with the Toowoomba Surat Basin Enterprise and Oakey Chamber of Commerce to promote procurement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Chambers of Commerce</li> <li>Industry Groups eg TSBE</li> </ul>	<ul style="list-style-type: none"> <li>Prior to major procurement contracts</li> </ul>
<ul style="list-style-type: none"> <li>Build capacity of local businesses to become 'tender ready'</li> </ul>	<ul style="list-style-type: none"> <li>NAC to sponsor a local workshop to educate businesses on preparing for tenders and becoming 'tender ready'</li> <li>Develop and distribute fact sheet on tender requirements</li> <li>advise capability development program providers of capabilities required by the company and existing capability gaps in the region</li> <li>provide feedback if requested by suppliers that were unsuccessful in prequalification or tendering</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Pre-construction</li> </ul>
<ul style="list-style-type: none"> <li>Promote opportunities for Indigenous business procurement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Consult with the Oakey Reconciliation Council to identify Indigenous business opportunities</li> <li>Develop and distribute fact sheet on procurement requirements and processes</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Monitor procurement, including percentages of local content</li> </ul>	<ul style="list-style-type: none"> <li>Report progress against Code of Practice for Local Content</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<ul style="list-style-type: none"> <li>Liaise with local accommodation providers to conduct an audit of local accommodation options during peak temporary employment periods to accommodate short-term visitors for the revised Project locally when possible (e.g. during certain construction and maintenance activities)</li> </ul>	<ul style="list-style-type: none"> <li>An accommodation assessment is conducted before major construction and maintenance events</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Local accommodation businesses</li> </ul>	<ul style="list-style-type: none"> <li>Prior to major recruitment drives or major contract work</li> </ul>

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

### 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;
- medical 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 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 Community Investment Fund.

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 dust veneering, new loading technologies and noise management.

SIMP ACTION PLAN		Health and Community Wellbeing					
BENEFIT / IMPACT		<ul style="list-style-type: none"> <li>• Increased demand for local health and community services</li> <li>• Changes to the Acland locality</li> <li>• Potential impacts on amenity</li> <li>• Changes to land use from agriculture to mining</li> <li>• Maintain community access to specialised emergency response personnel</li> <li>• Increased support to existing social and community infrastructure and services</li> </ul>					
OUTCOMES		<ul style="list-style-type: none"> <li>• To balance mining and agricultural activities</li> <li>• Protect community values by optimising positive integration of the workforce to maintain community cohesion, vitality and identity</li> <li>• Ensure amenity impacts are minimised through monitoring, engagement and continuous improvement initiatives</li> <li>• To minimise demand for existing social and community infrastructure and services</li> </ul>					
IMPACT ASSESSMENT (Before Mitigation)							
Affected Stakeholders	Nature	Phase	Extent	Duration	Severity	Probability	Significance
<ul style="list-style-type: none"> <li>• Landholders</li> <li>• Local residents</li> <li>• Regional residents</li> <li>• Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Operation</li> </ul>	<ul style="list-style-type: none"> <li>• Site Specific</li> <li>• Local</li> <li>• Regional</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term</li> <li>• Long-term</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Possible</li> <li>• Possible</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> <li>• Low</li> </ul>
MANAGEMENT PLAN							
Actions		Broad Key Performance Indicator (KPI)			Responsibility	Timeframe	
<ul style="list-style-type: none"> <li>• Maintain locally based Community Liaison Officer as a central point of contact for ongoing landholder issues and concerns regarding the revised Project</li> </ul>		<ul style="list-style-type: none"> <li>• A Community Liaison Officer is appointed for the revised Project</li> <li>• The Community Liaison Officer is briefed on all current and emerging landholder issues</li> </ul>			<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	
<ul style="list-style-type: none"> <li>• Conduct regular community information sessions to provide neighbours and the public with updated project information</li> </ul>		<ul style="list-style-type: none"> <li>• Arrange and record regular community information sessions held at a time and place accessible to landholders</li> </ul>			<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	
<ul style="list-style-type: none"> <li>• Continue operating the Acland Pastoral Company to continue</li> </ul>		<ul style="list-style-type: none"> <li>• Continued operation of the Acland Pastoral Company</li> </ul>			<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
agricultural uses in the buffer zones of the Mine site			
<ul style="list-style-type: none"> <li>Provide key workforce statistics to the Government Statistician and relevant Queensland Government departments to facilitate service provision planning</li> </ul>	<ul style="list-style-type: none"> <li>Workforce statistics are provided to Government Statistician and relevant Queensland Government departments</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Queensland Health</li> <li>Department of Communities</li> <li>Queensland Police Service</li> <li>Queensland Emergency Services</li> <li>Education Queensland</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>All employees participate in health and safety induction, and records of attendance are maintained</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Contractor</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Implement Emergency Management Plan to incorporate the revised Project</li> </ul>	<ul style="list-style-type: none"> <li>An approved Emergency Management Plan is implemented on-site</li> <li>Regular emergency drills are conducted on site</li> <li>The Emergency Management Plan is communicated to all employees during induction, and to stakeholders such as local emergency service providers</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Service</li> <li>Queensland Emergency Services</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communication</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing consultation with health and emergency services undertaken and records maintained</li> <li>Continued representation of Oakey Hospital or other local health services on the CRG.</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communication</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>The SHMS is communicated to all employees during induction</li> <li>Implement on-site education and awareness strategies about the SHMS</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Contractor</li> </ul>	<ul style="list-style-type: none"> <li>Communications ongoing</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>A first response team is appointed on site</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Contractor</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain all non-resident pre-employment medical checks at centres outside the local area (e.g. in Toowoomba or Brisbane) to minimise impacts on local GPs and health centres</li> </ul>	<ul style="list-style-type: none"> <li>All non-resident pre-employment medical checks are undertaken off-site and outside of the local area</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Health Providers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain current Employee Assistance Programme (EAP) to assist employees in dealing with personal issues and minimise impact on family assistance services locally</li> </ul>	<ul style="list-style-type: none"> <li>The approved EAP is made available to employees and immediate family members</li> <li>The content of the EAP is communicated to all employees</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> <li>Health Provider</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Maintain Fitness for Duty (FFD) Policy to avoid onsite accidents and emergencies</li> </ul>	<ul style="list-style-type: none"> <li>The FFD Policy is communicated to all employees during induction</li> <li>A communications programme is undertake to communicate to all employees the content of the approved:</li> </ul>	<ul style="list-style-type: none"> <li>NAC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>



Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe
	<ul style="list-style-type: none"> <li>○ Alcohol management policy</li> <li>○ Drug management policy</li> <li>○ Fatigue management policy</li> <li>○ Smoking management policy</li> </ul>		
<ul style="list-style-type: none"> <li>• Engage with local schools to provide specific curriculum assistance through specialist visits</li> </ul>	<ul style="list-style-type: none"> <li>• Operational personnel attend and provide input to relevant lessons</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• Education Queensland</li> <li>• Local schools</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and maintain EEO workforce education programs on diversity and tolerance to minimise negative interactions in the community</li> </ul>	<ul style="list-style-type: none"> <li>• All employees participate in EEO and cultural diversity training during induction and bi-annual (as a minimum) refresher training</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain the township of Acland , including Tom Doherty Park, the War Memorial, and the Acland No2 Colliery</li> </ul>	<ul style="list-style-type: none"> <li>• The Acland locality is maintained</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Implement environmental management controls as outlined in the Environmental Management (EM) Plan to facilitate ongoing rural amenity</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a program of noise and dust management including coal veneering, enclosed hoppers and noise management</li> <li>• EM Plan details are communicated to all relevant employees and stakeholders</li> <li>• Compliance with the approved EM Plan is achieved</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• Contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly compliance reporting</li> </ul>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Community grievance mechanism is maintained</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• Contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with TRC and RDA</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> <li>• TRC</li> <li>• RDA</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction</li> <li>• Bi-annually</li> </ul>
<ul style="list-style-type: none"> <li>• Where possible, provide community support through the NAC Community Sponsorship and Donation Program and the Community Investment Fund and other community investments</li> </ul>	<ul style="list-style-type: none"> <li>• Continued operation of the Community Investment Fund and Community Sponsorship and Donation Program.</li> </ul>	<ul style="list-style-type: none"> <li>• NAC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

Actions	Broad Key Performance Indicator (KPI)	Responsibility	Timeframe	
<b>MONITORING FRAMEWORK</b>				
Overall Performance Goal	Target	Evidence Requirements	Data Collection Source	Frequency
<ul style="list-style-type: none"> <li>To facilitate open and transparent engagement with residents and community members</li> </ul>	<ul style="list-style-type: none"> <li>All neighbouring residents are engaged regularly, and issues and concerns reported to the management team</li> <li>All neighbouring property owners will be notified appropriately in advance of any major project activities that may affect properties</li> <li>All landholder queries are responded to within 2 days of receipt</li> </ul>	<ul style="list-style-type: none"> <li>Biannual reporting by Community Liaison Officer or other NAC staff</li> <li>Completed community complaints forms and close-out reports</li> </ul>	<ul style="list-style-type: none"> <li>Biannual engagement reporting</li> <li>Community complaints register and close-out reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Minimise disruption to local landholders, including impacts on amenities</li> </ul>	<ul style="list-style-type: none"> <li>All community complaints and issues responded to in accordance with the Local Stakeholder Management Plan located in Appendix J.18</li> </ul>	<ul style="list-style-type: none"> <li>Records of community complaints received, including response times</li> </ul>	<ul style="list-style-type: none"> <li>Grievance mechanism reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

### 5.3. Community Investment and Partnerships

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

- a Community Investment Fund, 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 a Community Liaison Officer 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*

The implementation of a community investment fund will allow NAC to contribute to social infrastructure and service development, and optimise the revised Project's benefits in the local community.

NAC currently 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 the New Hope Group (NAC), and includes an annual budget allocation that is influenced by the NAC's overall annual profitability after tax.

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. As part of the Community Investment Fund, material will be developed and publicised to advise the community on:

- how and where to access funding application forms;
- priority areas and criteria for funding;
- geographical extent of the funding program (i.e. which communities are included);
- funding amounts; and
- application closing dates.

### **5.3.2. 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.

### **5.3.3. Dedicated Community Information Office and Liaison Officer**

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 a dedicated Community Liaison Officer, who is available to deal with stakeholder issues, concerns and suggestions. The Community Liaison Officer is 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 8.

### **5.3.4. Community Reference Group**

The CRG is integral to the ongoing engagement between the Mine's operations and the local community. The role of the CRG is to provide community input and disseminate information on issues of relevance relating to the Mine's operational, development and planning activities.

The CRG is facilitated by an independent facilitator and includes representatives from community organisations, landholders and government agencies, such as local schools, training and employment groups and community service providers.

Information on the CRG, including names of members and minutes of meetings, is available on the NAC website.

## 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	Data Type	Purpose
Employment records	Quantitative	Monitor employment diversity
Procurement spend reports	Quantitative	Monitor project spend on goods and services with local and regional providers.
Project safety reporting	Quantitative	Monitor safety incidents and near misses that may impact on workforce health and wellbeing, as well as on the general community.
Training records	Quantitative	Reflect workforce and community participation in education programs, EEO training, induction and safety sessions.
Environmental monitoring reports	Quantitative	Report on results of dust, noise and air quality monitoring to evaluate potential impacts on amenities.

Monitoring Mechanism	Data Type	Purpose
Community grievance mechanism	Qualitative	Monitor specific community complaints, issues, suggestions and comments regarding the revised Project.

## 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 take place through providing a summary of performance and progress as part of the regular community newsletter that is issued to stakeholders.

## 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 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
Federal government	<ul style="list-style-type: none"> <li>• Sustainable resource development</li> <li>• EIS progress and conditions</li> <li>• Mining and agricultural co-existence</li> <li>• Pressure on regional infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Direct correspondence (letters, emails, phone calls)</li> <li>• Briefings / individual meetings</li> <li>• Site tours</li> </ul>
State government	<ul style="list-style-type: none"> <li>• Employment and business opportunities</li> <li>• Education and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• CRG</li> <li>• Dedicated Community Liaison Officer</li> </ul>

Stakeholder Group	Primary Interest	Engagement Mechanisms
	<ul style="list-style-type: none"> <li>• Compliance with CG conditions</li> <li>• Pressure on regional infrastructure</li> <li>• Approval processes</li> <li>• Housing availability and affordability</li> <li>• Balancing mining and agriculture</li> <li>• Safety and emergency response</li> <li>• Cultural heritage impacts</li> <li>• Capacity of health and education services</li> <li>• Impact on road networks</li> </ul>	<ul style="list-style-type: none"> <li>• Oakey Community Information Office</li> <li>• Direct correspondence (letters, emails, phone calls)</li> <li>• Briefings / individual meetings</li> <li>• Biannual newsletter</li> <li>• Fact sheets to announce project changes or updates</li> </ul>
Local government	<ul style="list-style-type: none"> <li>• Employment and economic opportunities</li> <li>• Education and training opportunities</li> <li>• Community funds and benefits</li> <li>• Approvals process</li> <li>• Capacity of social services and infrastructure</li> <li>• Housing availability and affordability</li> <li>• Local road network</li> <li>• Water supply</li> <li>• Approvals processes</li> <li>• Traffic impacts and roads</li> <li>• Constituent complaints</li> <li>• Timely and accurate revised Project information</li> <li>• Balancing agriculture and mining</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• CRG</li> <li>• Dedicated Community Liaison Officer</li> <li>• Dedicated project phone number and email address</li> <li>• Oakey Community Information Office</li> <li>• Quarterly newsletter</li> <li>• Newspaper column</li> <li>• Participation in local business forums</li> <li>• Presentations to local service providers where requested</li> <li>• Briefings / individual meetings</li> <li>• Direct correspondence (letters, emails, phone calls)</li> <li>• Community Investment Fund toolkit</li> </ul>
Resident community	<ul style="list-style-type: none"> <li>• Job and business opportunities</li> <li>• Education and training opportunities</li> <li>• Community funds and benefits</li> <li>• Community cohesion and social values</li> <li>• Dust, noise and light emissions</li> <li>• House affordability and availability</li> <li>• Access to social services</li> <li>• Traffic and congestion</li> </ul>	<ul style="list-style-type: none"> <li>• Regular community information sessions</li> <li>• CRG</li> <li>• Quarterly community newsletter</li> <li>• Newspaper column</li> <li>• Oakey Community Information Office</li> <li>• Dedicated project phone number and email address</li> <li>• Website</li> <li>• Participation in local events</li> </ul>



Stakeholder Group	Primary Interest	Engagement Mechanisms
		<ul style="list-style-type: none"> <li>• Grievance mechanism</li> <li>• Dedicated Community Liaison Officer</li> <li>• Community Investment Fund supporting materials</li> <li>• Media releases</li> </ul>
Local businesses	<ul style="list-style-type: none"> <li>• Supply chain opportunities</li> <li>• Tender requirements</li> <li>• Project timeframes and updates</li> <li>• 'Poaching' of labour for the revised Project</li> <li>• Protection of farming businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations to business representative bodies</li> <li>• Dedicated Community Liaison Officer</li> <li>• Oakey Community Information Office</li> <li>• Dedicated project phone number and email address</li> <li>• Website</li> <li>• Newspaper advertisements</li> <li>• Quarterly newsletters</li> </ul>
Community interest groups	<ul style="list-style-type: none"> <li>• Access to community Investment Fund and Community Sponsorship and Donation Program</li> <li>• Housing affordability</li> <li>• Agricultural productivity and livelihoods</li> <li>• Community safety</li> <li>• Flora and fauna</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly newsletters</li> <li>• Dedicated Community Liaison Officer</li> <li>• CRG</li> <li>• Oakey Community Information Office</li> <li>• Dedicated project phone number and email address</li> <li>• Newspaper column</li> <li>• Regular community information sessions</li> <li>• Participation in local events</li> <li>• Grievance mechanism</li> <li>• Community Investment Fund supporting materials</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• Work shifts and schedules</li> <li>• Impact on families</li> <li>• Transport and commuting arrangements</li> <li>• Codes of conduct for behaviour</li> <li>• Housing and accommodation options</li> <li>• Service provision in nearby towns</li> <li>• Road safety</li> </ul>	<ul style="list-style-type: none"> <li>• Between the Seams newsletter</li> <li>• Website – intranet</li> <li>• Human resource management team</li> <li>• Onsite notice boards</li> <li>• Induction processes and training</li> <li>• Toolbox talks and safety messages</li> <li>• Senior Management Team meetings (senior staff)</li> <li>• General Management meetings</li> </ul>

Stakeholder Group	Primary Interest	Engagement Mechanisms
		(general managers) <ul style="list-style-type: none"> <li>Regular informal social events</li> </ul>

The stakeholder engagement strategy will be reviewed and revised internally on an annual basis.

### 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 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"> <li>Database records</li> <li>Benchmarking activities</li> <li>Informal feedback</li> <li>Observations</li> <li>Media analysis</li> </ul>	<ul style="list-style-type: none"> <li>Level of local stakeholder awareness of the revised Project</li> <li>Information disseminated as per this strategy</li> </ul>

Objective	Method of evaluation	Key indicators
2. Provide open, honest and timely communication with local stakeholders	<ul style="list-style-type: none"> <li>Database records</li> <li>Benchmarking activities</li> <li>Informal feedback</li> </ul>	<ul style="list-style-type: none"> <li>Amount of communication with local stakeholders and its effectiveness</li> <li>Local stakeholders satisfaction levels with the revised Project communication</li> <li>Response times to local stakeholder enquiries</li> </ul>
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"> <li>Database records</li> <li>Benchmarking activities</li> <li>Informal feedback</li> <li>Observations</li> </ul>	<ul style="list-style-type: none"> <li>Amount of feedback received and how it has been acted upon</li> <li>How and if local stakeholder feedback is successfully communicated to the revised Project team</li> </ul>
4. Ensure early identification of potential local stakeholder issues and implementation of appropriate mitigation strategies	<ul style="list-style-type: none"> <li>Database records</li> <li>Benchmarking activities</li> <li>Observations</li> </ul>	<ul style="list-style-type: none"> <li>How feedback has been acted upon</li> <li>How local stakeholders have influenced Project decisions and mitigation measures</li> </ul>

## 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 New Hope 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

Residents and stakeholders of the Project have not identified that they are experiencing project fatigue, nor are they expected to experience project fatigue as a result of the revised Project. The Project is the only resource project located in 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

To facilitate open communication and active complaint resolution, it is important that local stakeholders are able to raise issues and complaints in a formal way. The revised Project has a dedicated Community Liaison Officer with whom local stakeholders can raise issues and concerns relating to the Project.

The Community Liaison Officer is available to receive complaints and can be contacted in person at the Community Information Centre, by email or telephone. The Community Liaison Officer ensures that all issues are conveyed to the appropriate sectors of NAC, including NAC management in the event an issue relates to operational issues.

Concerns and issues raised are recorded and responded to in a timely and consistent manner, and in accordance with regulatory standards and company policies. The following are key principles adhered to by NAC in responding to issues or concerns raised by local stakeholders:

- timeliness – complaints will be dealt with in a timely and efficient manner;
- sensitivity – ensure that both parties feelings and perspectives are 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.

For issues relating to the operating mine, neighbours have access to senior site personnel via a telephone number which operates 24 hours a day. The operating mine has a process for responding to issues and concerns raised by local stakeholders, consistent with the four key principles listed above.

NAC's local stakeholder engagement plan and dispute resolution process for the revised Project is provided in Appendix J.18.

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

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

### 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 (-)