



NEW HOPE
GROUP

J.18 Local Stakeholder Management Plan





**NEW HOPE
GROUP**

LOCAL STAKEHOLDER MANAGEMENT PLAN

*New Acland Coal Mine
Stage 3 Project*

JANUARY 2014



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1. Introduction

The New Hope Group (NHG) is committed to developing and maintaining successful partnerships and working relationships with the people impacted both directly and indirectly by our operations. Good communication and stakeholder engagement is crucial to sustaining positive and enduring relationships based on trust and mutual benefit, and in turn building acceptance, support and a 'social licence to operate' within our communities.

To date, the NHG has undertaken significant community and stakeholder engagement as part of the environmental approval processes for the revised Project. Stakeholder engagement has included interactive processes, in which stakeholders and the community have been engaged as active partners.

The Local Stakeholder Management Plan (LSMP) is targeted for residents within the vicinity of the revised Project potentially affected by social and environmental impacts, and includes:

- impacts management;
- consultation strategies; and
- complaints resolution.

The LSMP outlines the NHG's approach to stakeholder engagement and community consultation with its near neighbours, as well as the NHG's complaints handling process. The aim of the LSMP is to ensure that impacts and concerns raised by residents and their suggested mitigation measures are considered, by facilitating open communication and active complaint resolution.

2. Revised Project Background

The New Acland Coal Mine (the Mine) has been a major 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 around 2300 indirect jobs. The Mine contributes \$110 million each year to the Darling Downs economy and \$300 million to the broader South East Queensland economy.

The current operation is due to close by 2017 and will begin winding back by 2015 if a continuation of the Mine does not go ahead. Operation of the revised Project is expected directly employ 435 people at full production representing an additional 135 direct job opportunities. Including flow on impacts, operation is expected to support the equivalent of approximately 2,546 full-time equivalent jobs in Queensland, from a total of 3,082 full-time equivalent jobs in Australia annually

Production capacity would increase from the current rate of 4.8 million tonnes of thermal coal per annum (Mtpa) to a maximum of 7.5 Mtpa. In the regional study area, the revised Project is estimated to contribute approximately \$3.9 billion over the life of the mine, including direct, indirect and induced impacts. The revised Project will provide a significant contribution to the state's economy, estimated at approximately \$1,395 million per year during construction and operation (including direct, indirect and induced impacts), or a total of \$16.7 billion over the life of the project.

The key objectives of the revised Project are to:

- continue the Mine beyond 2017, thus maintaining the local jobs and economic benefits to the Darling Downs region;
- maintain a mine that complies with all relevant statutory obligations and continues to improve operations to ensure best practice environmental management;
- maintain a mine that does not compromise environmental and social indicators and standards;
- make efficient use of current infrastructure, with upgrades for the required capacity increase;
- reduce the disturbance to environmental values by minimising the footprint requirements for road and rail construction and the use of areas already disturbed for laydown, storage and handling facilities; and
- use similar proven strategies to those adopted at the Mine, for example:
 - salvage and stockpiling of topsoil;
 - early and progressive rehabilitation of disturbed areas;
 - use of recycled water as the main water supply;
 - protection of water quality by appropriate management systems; and
 - adoption of appropriate landform designs to ensure sustainable final land use.

In addition, key features of the revised Project include:

- the relocation of the Jondaryan Rail Loadout Facility away from near the township to a remote site on the mining lease area;
- the Mine remaining at least 12 kilometres away from the town of Oakey
- The retention of the Acland town area, including Tom Doherty Park, the War Memorial and the Acland No 2 Colliery;
- development of a suitable 'offset' strategy to satisfy State and Federal requirements for clearance of significant vegetation within new operational areas (i.e. extent of surface rights areas);
- comprehensive and progressive rehabilitation program involving continuous monitoring and reporting in line with the agreed post mining land use; and
- amendment of NAC's existing EA commensurate to the revised Project's size and scope.

The revised Project will boost economic activity within the Darling Downs region through direct and indirect employment, investment and business opportunities for the life of the revised Project and beyond.

3. Local Stakeholder Engagement

3.1. Engagement Approach

The NHG will seek to involve the local community during the planning, construction, operation and decommissioning of the revised Project. In particular, the NHG will seek to understand and address local community concerns about the environmental and social impacts of the revised Project's activities. A proactive and open approach to local community engagement will be undertaken as part of the revised Project.

The following key principles will apply to all revised Project engagement and communication:

- a proactive approach to local stakeholder engagement will be applied;
- respect will be shown at all times;
- ensure a two-way conversation between the NHG and the local stakeholders;
- develop local community understanding of the opportunities and benefits of the revised Project;
- maintain regular contact and engagement with the local stakeholders;
- provide feedback to the local stakeholders on how their input has informed decisions; and
- record all significant contact with local stakeholders.

The key local stakeholder groups, their primary interests and the range of engagement mechanisms NHG will use throughout the revised Project are outlined in Table 3-1.

Table 3-1 Local Stakeholder Engagement Mechanisms

Stakeholder Group	Primary Interest	Engagement Mechanisms
Local Landholders	<ul style="list-style-type: none"> • Effects on farming practices and livelihoods • Property acquisition and relocation • Compensation agreements • Community funds and benefits • Property values • Access and connectivity • Social networks and connections • Dust, noise, light & amenity • Traffic • Vegetation clearing • Weeds and Pests 	<ul style="list-style-type: none"> • Individual meetings on affected properties • Community Reference Group • Property acquisition through land valuator • Dedicated Community Liaison Officer • Dedicated project phone number and email address • Oakey Community Information Office • Personal telephone calls, letters, emails • Quarterly newsletters • Results of environmental monitoring • Community information sessions

Stakeholder Group	Primary Interest	Engagement Mechanisms
		<ul style="list-style-type: none"> • Community Investment Fund • Community Sponsorship and Donation Fund • Site tours and neighbours open days
Resident community	<ul style="list-style-type: none"> • Job and business opportunities • Education and training opportunities • Community funds and benefits • Community cohesion and social values • Dust and noise • Integration of workforce • Access to social services • Traffic and congestion 	<ul style="list-style-type: none"> • Community information sessions • Community Reference Group • Quarterly community newsletter • Oakey Community Information Office • Dedicated project phone number and email address • Website • Participation in local events • Dedicated Community Liaison Officer • Community Investment Fund • Community Sponsorship and Donation Program • Public site tours • Media releases and local media advertising

The NHG's engagement mechanisms are further detailed in the Stakeholder Engagement Plan, which is provided in Appendix K.1. The Stakeholder Engagement Plan details the objectives, strategies and integrated activities for the revised Project involving:

- communication tools;
- community and stakeholder engagement;
- media and information program; and
- community program.

3.2. Reporting

The NHG is focussed on ensuring a two-way conversation with stakeholders and the wider community and will actively seek feedback on the revised Project's impacts and benefits. Where possible, the revised Project team and those responsible for the technical studies will be directly involved in engagement activities and conversations with stakeholders to encourage a responsive approach to feedback. This method also assists in ground truthing study findings and understanding stakeholder's preferred mitigation and management strategies as they are advised and integration of this feedback into the EIS if relevant. Feedback will be provided to those submitting feedback at the most appropriate time.

Community 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.

The NHG is focussed on ensuring a two-way conversation with stakeholders and the wider community and will actively seek feedback on the revised Project's impacts and benefits.

Stakeholder input will be sought and considered during the development of the EIS and will be documented, reviewed and provided to the relevant technical study teams. Where possible, the revised Project team and those responsible for the technical studies will be directly involved in engagement activities and conversations with stakeholders to encourage a responsive approach to feedback. This method also assists in ground truthing study findings and understanding stakeholder's preferred mitigation and management strategies as they are advised and integration of this feedback into the EIS if relevant. Feedback will be provided to those submitting feedback at the most appropriate time.

3.3. 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 NHG, 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 NHG 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.

3.4. Communication Protocols

The following Sections detail the NHGs communication protocols for engaging with local stakeholders.

3.4.1. Local Stakeholder Protocols

When taking telephone or email enquiries from local stakeholders the process outlined in Figure 3-1 will be applied.

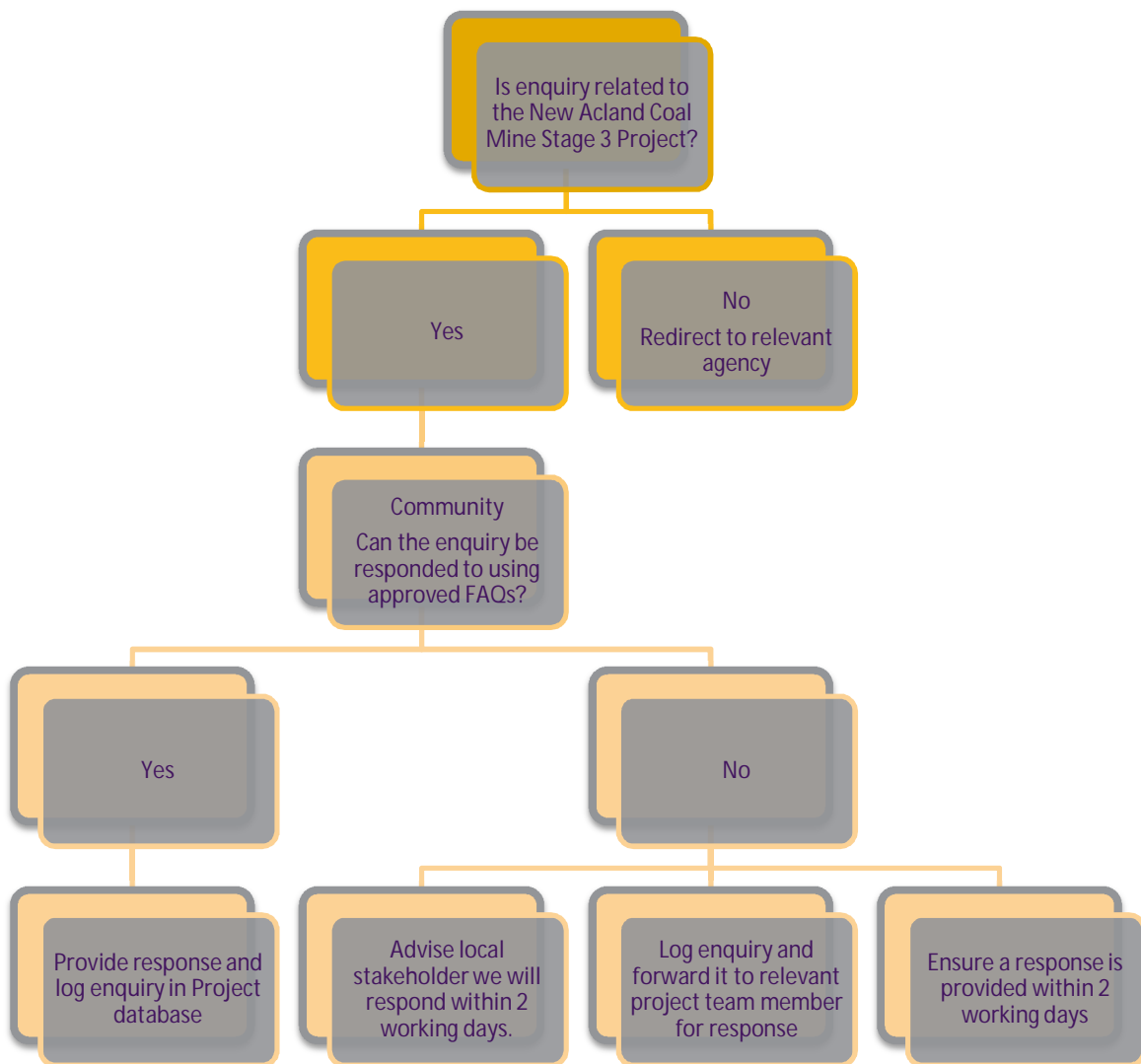


Figure 3-1 Telephone and email enquiries process

3.4.2. Land owner protocols

Management of local landowner relationships will be managed by the NHG staff. Field staff will be provided with Record of Contact forms for times when informal contact is made. Discussions with land owners will be recorded in *Consultation Manager*.

4. Evaluation Methods

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.

4.1. 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.

4.2. Evaluation criteria

The evaluation criteria for each objective are identified in Table 4-1.

Table 4-1 Evaluation criteria

Objective	Method of evaluation	Key indicators
1. Inform the local stakeholders about revised Project benefits and opportunities	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback • Observations • Media analysis 	<ul style="list-style-type: none"> • Level of local stakeholder awareness of the revised Project • Information disseminated as per this strategy
2. Provide open, honest and timely communication with local stakeholders 1.	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback 	<ul style="list-style-type: none"> • Amount of communication with local stakeholders and its effectiveness • Local stakeholders satisfaction levels with the revised Project communication • Response times to local stakeholder enquiries

Objective	Method of evaluation	Key indicators
3. Engage local stakeholders to capture their views and ensure they are understood by the revised Project team and considered in decision making where possible	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Informal feedback • Observations 	<ul style="list-style-type: none"> • Amount of feedback received and how it has been acted upon • How and if local stakeholder feedback is successfully communicated to the revised Project team
4. Ensure early identification of potential local stakeholder issues and implementation of appropriate mitigation strategies	<ul style="list-style-type: none"> • Database records • Benchmarking activities • Observations 	<ul style="list-style-type: none"> • How feedback has been acted upon • How local stakeholders have influenced Project decisions and mitigation measures

5. Contacting New Acland Coal Mine

The Community Information Centre provides factual information about the New Acland operation, employment, contractor and local supplier opportunities and details about the Community Sponsorship and Donation Program, and New Acland Community Investment Fund. Contact details are as follows:

5.1. Community Liaison Officer

The Community Liaison Officer is based at the Community Information Centre. Contact details are as follows:

- Email community@newhopegroup.com.au
- Phone 1800 882 142 or +61 7 4691 3445

5.2. Corporate Land and Tenure Team

The Corporate Land and Tenure team are based in the NHG offices in Brookwater. Contact details are as follows:

- Email property@newhopegroup.com.au
- Phone (07) 34180 547

5.3. Corporate Community Team

The Corporate Community team are based in the NHG offices in Brookwater. Contact details are as follows:

- Email community@newhopegroup.com.au
- Phone (07) (07) 3418 0500 or 1800 882 142

5.4. New Acland Mine

- Phone (07) 4694 8855 (24 hours)

5.5. Media enquiries

For media enquiries, contact details for New Hope's Media Team are as follows:

- Email media@newhopegroup.com.au
- Phone +61 7 3418 0558