Central Queensland Coal Project

Chapter 19B - Social

Central Queensland Coal

CQC SEIS, Version 3

October 2020

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Terms and Abbreviations

ABS	Australian Bureau of Statistics
BKY	Barada Kabalbara Yetimarala
CHMP	Cultural Heritage Management Plan
CQC	Central Queensland Coal Pty Ltd
CQC Project *or* the Project	The Central Queensland Coal Project
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DBCT	Dalrymple Bay Coal Terminal
DIDO	Drive in Drive Out
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
EIS	Environmental Impact Statement
EP Act	*Environment Protection Act 1994*
FIFO	Fly-in / Fly-out
IRC	Isaac Regional Council
LSC	Livingstone Shire Council
ML	Mining Lease
QFES	Queensland Fire and Emergency Services
QGSO	Queensland Government Statistician's Office
QPS	Queensland Police Service
RRC	Rockhampton Regional Council
SA	Statistical Area
SEIS	Supplementary Environmental Impact Statement
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SSRC Act	Strong and Sustainable Resource Communities Act 2017
TLF	Train Loadout Facility
ToR	Terms of Reference

19B Social

19B.1 Introduction

This chapter describes the existing social environment in the communities potentially affected by the Central Queensland Coal Project (CQC Project), identifies and assesses potential social impacts, and provides a management plan for addressing significant impacts.

This chapter has been rewritten for this Version 3 of the Supplementary Environmental Impact Statement (SEIS) and draws on social research conducted between September 2019 and February 2020, as well as analysis conducted earlier during the project Environmental Impact Statement (EIS) and the earlier Supplementary Environmental Impact Statements (SEISs) Versions 1 and Version 2.

This Chapter is underpinned by a detailed Social Impact Assessment, which is included in Appendix 14, along with a Stakeholder Engagement Report.

19B.1.1 Environmental Objectives and Outcomes

Objectives and outcomes for social and economic matters that are specific to the Project are given in Table 1 of the Project ToR. The overarching objective for social matters is to operate the Project in a way that avoids or mitigates adverse social impacts and capitalises on opportunities for local industries and communities. This objective is aligned with the *Strong and Sustainable Resource Communities Act*, section 3(1) which states that the object of the Act is to ensure that "residents of communities in the vicinity of large resource projects benefit from the construction and operation of the projects".

Specifically, the environmental objectives and outcomes relevant to Social and Economic Matters are as follows:

- The construction and operation of the project should aim to:
  - Avoid or mitigate adverse social and economic impacts arising from the project and
  - Capitalise on opportunities potentially available for local industries and communities.

19B.1.2 Terms of Reference Addressed in this Chapter

Table 19B-1 provides the Project ToR relating to social impacts and a cross reference to relevant sections in this SEIS are contained below.

Table 19B-1: ToR cross-reference

Terms of Reference	Section of the SEIS
8.15 Social and Economic	
Conduct a social impact assessment (SIA) in accordance with the Coordinator-General's Social impact assessment guideline and the Coordinator- General's Social impact assessment guideline (draft) (October, 2016) (or other guideline in place at the time of delivery of the SIA). The SIA should be developed in consultation with the Coordinated Project Delivery Division in the Office of the Coordinator-General, Department of State Development, and describe the likely social impacts (positive and negative) on affected communities. The proposed mitigation measures are to be discussed. Should the Strong and Sustainable Resource Communities Bill 2016 (SSRC Bill) be passed, the proponent must meet all requirements of the legislation that apply to the project. Matters to be considered in the SIA are detailed in Appendix 4 of this TOR.	Chapter 19B and Appendix A14c Section 19B.2.5 Section 19B.4.2 Section 19B.5
Describe the likely social impacts (positive and negative) on affected communities and the proposed mitigation measures to be implemented. The EIS should at least address community and stakeholder engagement, workforce management, housing and accommodation, local business and industry content, health, and community well-being.	Sections 19B.4, 19B.2.5 and 19B.5
Also assess the potential adverse and beneficial economic impacts of the project. Separately address the major stages of the project (e.g. construction, operation, decommissioning). Quantify economic impacts where suitable data and methodology can be applied; otherwise, qualitatively assess the impacts. The EIS should at least address: labour demand, including the ability for labour to be drawn from the existing local workforce, and the potential effects this may have on local businesses; and relevant prices, which might include wages, input costs and/or household goods and services.	Chapter 19A
Describe the strategies for accommodating the workforce over the life of the project.	Table 19B-10 in section 19B.5
The assessment should identify opportunities to capture the social and economic benefits of the project, including: • Strategies and implementation plans enabling local suppliers of goods and services to receive full, fair and reasonable opportunity to tender for work throughout the life of the project through adopting policies such as the Queensland Resources and Energy Sector Code of Practice for Local Content administered by Queensland Resources Council • Employment strategies and implementation plans for local and regional residents, including Indigenous people, women and people with a disability across Queensland • Opportunities to support strategic development priorities within the agricultural and tourism sectors • Regional workforce development plans, including recruitment, training development programs and initiatives to be offered • Strategies that promote the location of workers and their families in regional centres • A description of estimated proportions, use and characteristics of FIFO workers during the construction and operational phases of the project and Identify recreational, commercial or indigenous fisheries potentially impacted and undertake consultation.	Section 19B.5, in particular Table 19B-10 Section 19B.4.1 Sections 19B.3.3 and 19B.2.5

Terms of Reference	Section of the SEIS
APPENDIX 4 Matters to be addressed in the social impact assessment	
Information requirements – social 1. The SIA should include: • a profile of key stakeholders • a social baseline study of potentially impacted communities within the SIA study area	Sections 19B.2.5 and 19B.3. Section 19B.3
• an overview of state government legislation and policies and priorities which complement the mitigation measures for the project's social impacts	Section 19B.1.3
• an explanation of sources used to gather information and analysis methods used. Discuss rationale for both primary and secondary data	Section 19B.1.3
• a description of how the potentially impacted communities and affected stakeholders/other interested parties were engaged and consulted with during the development of the SIA	Section 19B.2.5
• identification of potential social impacts and their likely significance, including duration • the proponent's proposed enhancement and mitigation/management measures and • details of the proponent's proposed monitoring and reporting framework.	Section 19B.4 and section 19B.5
Social impact assessment study area 2. Define the project's SIA study area (including the local, district, regional and state level as relevant), taking into account the: • potential for social impacts to occur • location of other relevant projects (existing or proposed) • location and types of physical and social infrastructure, settlements and land-use patterns • social values that might be affected by the project including integrity of social conditions, liveability, social harmony and wellbeing and sense of community and • Indigenous social and cultural characteristics, such as native title rights and interests, and cultural heritage.	Section 19B.1.4
Social Baseline Study 3. Undertake a targeted baseline study of the people residing within the project's SIA study area. This will provide a benchmark against which to identify the project's social issues, potential negative and positive social impacts, and the mitigation/management plans to address these impacts. The social baseline study should be based on qualitative, quantitative and participatory methods. It should be supplemented by community engagement processes and primary data collection, and should reference relevant data contained in local and state government publications, reports, plans, guidelines and documentation, including regional and community plans.	Section 19B.3

Terms of Reference	Section of the SEIS
Community Engagement 4. The baseline study, assessment of potential social impacts and development of appropriate mitigation measures and management plans should be informed by an inclusive and collaborative community and stakeholder engagement process. The engagement should commence at an early stage of the EIS process, and should include consultation with a broad range of stakeholder groups including affected landholders, local residents, community groups, Traditional Owner/Aboriginal and Torres Strait Islander representatives, state and local government agencies, and non-government organisations. 5. The community and stakeholder engagement process should be adequately described and documented in the EIS report. This should include details such as stakeholders consulted and how and when they were consulted, principles and processes adopted, overview of the consultation program and key events, stakeholder feedback and issues raised (including the means by which these have been or will be addressed), and details of any negotiations or agreements required for impact mitigation and management.	Section 19B.2.5 and Appendix A14b and A14c
Potential impacts and mitigation – social	
Impact assessment 6. Assess and describe the type, level and significance of the project's social impacts (both negative and positive), based on the outcomes of the community engagement, social baseline study and impact analysis processes. This should include sufficient data to enable affected local and state authorities to make informed decisions about the project's effects. The potential social impacts will be identified by considering the potential changes to key aspects included in the social baseline study.	Section 19B.4.2
7. Impact assessment should include an assessment of the potential scope and significance of impacts at the local and regional level, considering factors such as population and demographic changes, workforce, lifestyles and amenity, community values, housing, local and regional planning outcomes, social infrastructure, and the health and social/cultural wellbeing of families and communities.	Section 19B.4.2
8. The impact assessment should also evaluate and discuss the potential cumulative social impacts resulting from the proposed project in combination with other existing or projects in advanced planning stages within the SIA study area. Key issues assessed should include: • Population • workforce (construction and operation) • workforce accommodation • local and regional housing markets • use of and access to community infrastructure, services and facilities (including social and health services and facilities) and • any existing legacy issue(s) or cumulative impact(s) which is/are not attributed to the present project proposal or advanced planned projects.	Section 19B.4.4

Terms of Reference	Section of the SEIS

9. The impact assessment should describe:
• the impacts identified by the SIA process
• impacted stakeholders
• impacts, mitigation and management measures timing/timeframes
• description of the mitigation and management measures
  ▪ defined outcomes, and the performance indicators and targets to achieve the outcomes
  ▪ monitoring and reporting framework and
  ▪ residual impacts (after mitigation/management) and how these will be addressed.
	Section 19B.4.2.
	Section 19B.4.3

Management plans	
10. Management plans for the following are to be provided as part of the SIA: • community and stakeholder engagement • workforce management • housing and accommodation • local business and industry content and • health and community wellbeing.	Section 19B.5

19B.1.3 Relevant Legislation and Policy Instruments

Key legislative and policy instruments that influence the development of this SIA are the *Environment Protection Act 1994* (EP Act), the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act), the *Planning Act 2016*, and the Queensland SIA Guideline 2018.

The EIS for the CQC Project is prepared under the EP Act, which has the objective to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (State of Queensland 2019a).

The SSRC Act contains three main aspects: prohibition of 100% Fly in Fly Out (FIFO) workforces during the operational stage of large resource projects, prevention of discrimination against local residents in recruitment of workers, and the requirement to carry out an SIA. The act applies to large resource projects. The SIA guideline has been issued under the SSRC Act and states the details that must be included in an SIA (State of Queensland 2018). The CQC Project's ToR require the SIA to be carried out in accordance with the guideline.

The *Planning Act* was introduced in 2016 and provides a new planning framework for Queensland. It replaces the Sustainable Planning Act. The purpose of the *Planning Act* is to ensure a planning system that achieves ecological sustainability (State of Queensland 2019b).

19B.1.3.1 Local and Regional Plans

The key regional plan with relevant to the CQC Project is the Central Queensland Regional Plan which was issued in 2013. The plan has a strong focus on land use issues (State of Queensland 2013).

Further, the three local governments in the vicinity of the project; Rockhampton Regional Council (RRC), Livingstone Shire Council (LSC) and Isaac Regional Council (IRC) all have corporate or strategic plans which set out objectives and strategies, some of which have relevance to the CQC project.

19B.1.4   Terminology

19B.1.4.1   Study Areas

Three study areas have been defined for the SIA, described in Table 19B-2 below. The Local Study Area is shown below in Figure 19B-1 and the Regional Study Area is shown in Figure 19B-2.

Table 19B-2: SIA study areas

Study area	Geography	Rationale
Local Study Area	The state suburbs of Clairview, St Lawrence, Ogmore, Marlborough, Canoona and Kunwarara.	Communities within approximately one hour drive of the project, most likely to experience direct impacts.
Regional Study Area	The Central Queensland Statistical Area (SA)4 and Broadsound – Nebo SA2.	The broader region, most likely to experience indirect socio-economic impacts and opportunities.
State	The State of Queensland.	State data provided as comparison.

19B.2   Methods

This Social Impact Assessment (SIA) was developed to meet the requirements of the Queensland Government SIA guideline (State of Queensland 2018) and the project Terms of Reference (ToR).

19B.2.1   Data Sources

The SIA draws on secondary data as well as primary data generated through consultative mechanisms. Key secondary data include socio-economic and demographic data from the Australian Bureau of Statistics (ABS), primarily the 2016 Census, data from the Queensland Government Statistician (QGSO), and other local and state government reports.[1] Primary data was generated through face to face interviews and meetings with community members and representatives of state and local governments during September 2019 to March 2020, as well as during consultation undertaken earlier during the EIS development. Community members were identified based on existing knowledge about the relevant communities, supplemented by a snowballing approach, where additional appropriate stakeholders were identified. Interviews were semi-structured in nature, and a flexible interview protocol was prepared to guide the conversation. Key questions asked during the SIA specific consultations related to the characteristics, history and values of the communities in the local study area, people's aspirations and fears with reference to the Project, the availability and capacity of services and facilities, anticipated social impacts as well as priorities for mitigation and enhancement measures. At the specific SIA consultations, care was taken to provide the stakeholder with information about the purpose of the consultation, where and how it would be presented, how their data would be stored, and ensuring they consented to the use of their data.

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[1] It should be noted that for small values ABS uses *introduced random error* to protect the identity of respondents. Very small values are therefore considered unreliable. It is also worth noting that values in a table will not always sum up correctly.

Figure 19B-1: Social impact assessment local study area
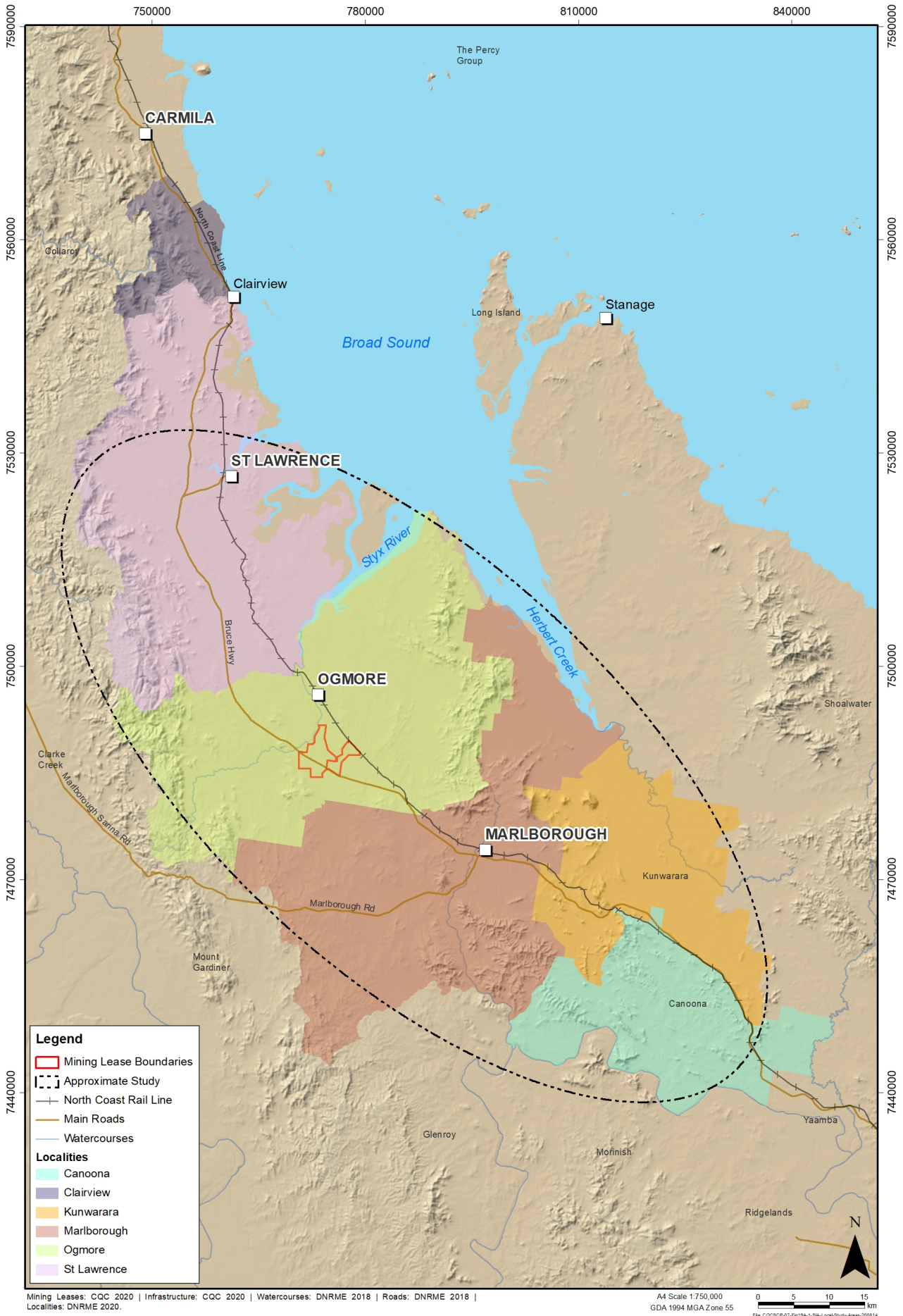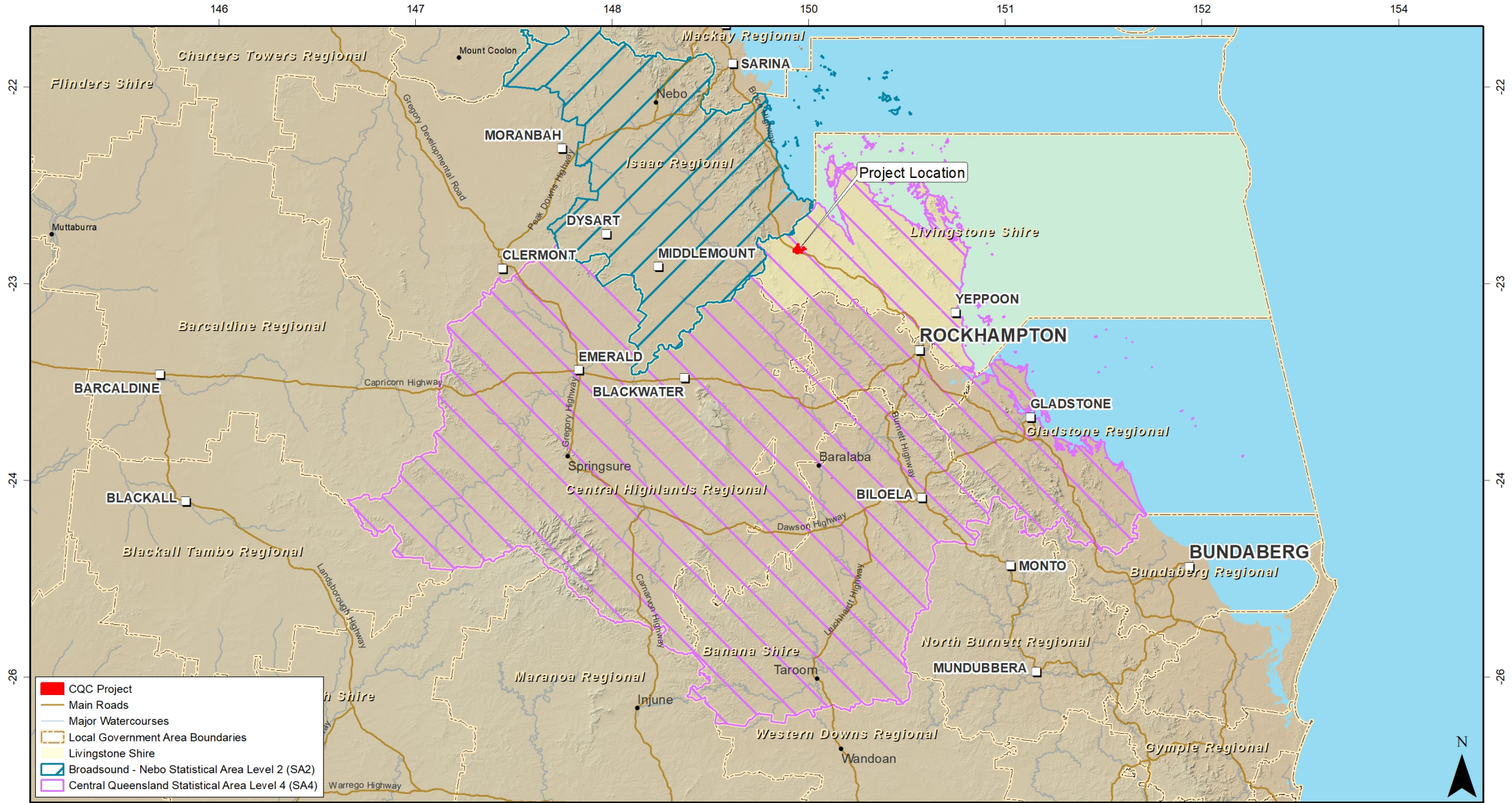
Central
QueenslandCoal

Figure 19B-2: Social impact assessment regional study area

Sources: Mining Lease: CQC 2020 | Statistical Areas: ABS 2016, LGA boundaires: DNRME 2020 | Roads: DNRME 2018

A4 Scale 1:4,000,000
GCS GDA 1994

CQCSCP-07-Fig19A-2-EconomicAreas-200814, 14 Aug 2020

19B.2.2   SIA Process

Development of the SIA followed a process of scoping, conducting baseline analysis, community and stakeholder engagement, impact assessment, and development of impact mitigation and benefit enhancement measures, a social impact management plan, and a monitoring, review and update program. Table 19B-3 provides more detail on the SIA process.

Table 19B-3: SIA process

Phase	Detail
Scoping	During the scoping phase, the SIA methodology was confirmed, and affected communities and study areas defined.
Baseline analysis	The baseline analysis contains a description of affected communities, their history and values; a description of land uses, social, economic and demographic indicators; and a description of available services and facilities.
Community and stakeholder engagement	The community and stakeholder engagement processes for the EIS and SIA have been integrated to the greatest extent feasible. The engagement and consultation program involved public meetings, but primarily face to face conversations. Care was taken in the development of the engagement program to ensure a broad cross section of the community was involved, representing business, community and cultural interest, males and females as well as older and younger people.
Impact assessment	The impact assessment drew on multiple data sources including the issues raised during stakeholder consultation, analysis of the social baseline, consideration of project specifics such as its location, construction, operation and decommissioning schedules and workforce requirements, as well as an analysis of impacts identified in other specialist studies in the EIS. Social impacts were analysed following a likelihood / consequence matrix described below. A cumulative impact assessment was also undertaken.
Impact mitigation and benefit enhancement, social impact management plan, and monitoring, review and update	Management, mitigation and enhancement measures for significant social impacts were developed based on stakeholder consultation and known good practice. All management measures have been incorporated in a project Social Impact Management Plan (SIMP) which also incorporates a monitoring, reporting and review program.

19B.2.3   Impact Significance Assessment

All social impacts were assessed for significance based on a likelihood / consequence matrix, described in Figure 19B-3 below. Criteria for the likelihood and consequence descriptors are provided in Table 19B-4 below.

		Consequence			
		Minor	Moderate	Major	Extreme
Likelihood	Almost certain	Medium	High	Very High	Very High
	Likely	Low	Medium	High	Very High
	Possible	Low	Medium	High	Very High
	Unlikely	Low	Low	Medium	High

Figure 19B-3: Impact significance matrix

Table 19B-4: Likelihood and consequence criteria

Likelihood criteria		Consequence criteria	
Likelihood	Definition	**Consequence**	Definition
Almost certain	More than 90% likelihood of occurring during the project.	**Extreme**	Irreversible social change affecting large numbers of stakeholders, across local and regional study areas. Very broad and intense community concern.
Likely	Between 50% and up to 90% likelihood of occurring during the project.	**Major**	Widespread social change affecting stakeholders in local and regional study areas for long durations (more than one year). Some evidence of community concern.
Possible	Between 10% and up to 50% likelihood of occurring during the project.	**Moderate**	Social change affecting small number of stakeholders in local area. Short duration and evidence of limited community concern.
Unlikely	Less than 10% likelihood of occurring during the project.	**Minor**	Negligible social change. No recorded community concern.

Positive impacts have been assessed using a rating system which assigns one to three points to an impact depending on how important it is considered to be by affected stakeholders.

19B.2.4   Adaptive Management

This SIA represents an assessment of likely impacts and opportunities at one point in time. As these are likely to change over time, the principles of adaptive management will infuse the implementation of the management measures outlined in section 19B.5.

19B.2.5   Community and Stakeholder Engagement

The purpose of the SIA engagement is to enable a consultative and methodologically robust development of the SIA, as well as form foundations for the ongoing relationship between the proponent and affected communities.

Stakeholder and community engagement for the project has occurred at various intensities since 2012, when discussions with landholders and neighbours commenced. Consultation feeding into the SIA commenced with the EIS ToR consultations which occurred in early 2017, and was followed by specific consultation for the EIS, the SEIS and for the revised SIA. Figure 19B-4 shows an overview of the consultation program since project inception.

Pre-EIS Consultation	ToR Consultation	EIS consultation	SEIS consultation	Revised SIA consultation
2012-	Apr - June 2017	Nov - Dec 2017	July 2018	Oct 2019 - March 2020
• Discussions with landholders, neighbours and businesses • Local council discussions	• ToR released for public comment, 23 submissions received • Project update meetings with councils	• Community meeting in Marlborough • Meetings with government departments • Public notification of EIS, 34 submissions received	• Second community meeting in Marlborough • Meetings with local councils and government departments	• SIA interviews with community members • Meetings with local councils • Meetings with government departments

Figure 19B-4: Overview of consultation program

Stakeholders with an interest in the SIA include local community residents, landholders and neighbours, Traditional Owners, local councils and state government departments as well as residents and businesses in the broader regional area.

Stakeholders have been engaged and consulted through a variety of methods, including face to face meetings and briefings, interviews, open community meetings and opportunities for formal comment on the ToRs and EIS.

Table 19B-5 below summarises consultation methods and issues raised by each stakeholder group.

Table 19B-5: Stakeholders, consultation methods and key issues

Stakeholder	Consultation methods	Key issues raised
SIA unit, Office of the Coordinator General	• Meeting in September 2019 to discuss SIA action plan and methodology • Meeting on 1st November 2019 to update on consultation and social baseline • Meeting on 22nd January 2020 • Meeting on 20th March 2020	• Scope and action plan for SIA • Consultation process
Local community residents and groups	• Community meeting in Marlborough in November 2017 • Community meeting in Marlborough, July 2018 • Meetings with various local businesses to update on project, July 2018 • SIA Interviews with 17 community members conducted in October 2019 and March 2020. Interviewees included residents in Marlborough, Ogmore, and St Lawrence.	• Employment and training opportunities • Opportunity to reverse outmigration from communities • Changes to community values / importance of new workers respecting 'country values' • Worry about FIFO and Drive in Drive Out (DIDO) practices, and social issues in accommodation camp • Opportunities to support community organisations • Increased volunteering base and growth in school community • Coal dust and general inconvenience from TLF and trains • Ground and surface water impacts • Concerns about impacts to Great Barrier Reef • Power availability • Impacts to roads, in particular the Bruce Highway • Availability of housing for in-migrating workers • Importance of keeping communities informed
Landholders and neighbours	• CQC has continually engaged with landholders and neighbours prior to and throughout the EIS process, including Department of Defence (most recent meeting in October 2019). Findings from	• Property acquisition process • Opportunities for employment • Impacts to roads • Ground and surface water impacts

Stakeholder	Consultation methods	Key issues raised
	these engagements have been considered in the SIA.	
Traditional Owners	• CQC has met with the Barada Kabalbara Yetimarala (BKY) and Darumbal people to discuss and negotiate Cultural Heritage Management Plans (CHMP). Relevant information from these discussions have been considered in the SIA.	• Cultural heritage process • Employment opportunities • Business opportunities
Local Councils	• *Livingstone Shire Council* • Meeting with mayor and management in June 2017 to provide project overview • Meeting August 2018 • Meeting with mayor and planning director on the 11th of October 2019 • Meeting with planning and community officers on the 11th of February 2020. • *Rockhampton Regional Council* • Meeting with mayor and management in June 2017 to provide project overview • Meeting with Advance Rockhampton in December 2017 to discuss opportunities from the project • Meeting in August 2018 • Meetings with mayor and economic development staff on the 8th of October 2019 and 22nd of November 2019. • Meeting with planning and economic development officers the 10th of February 2020. • *Isaac Regional Council* • Meeting with senior executives in Moranbah 9th October 2019 • Meeting with Deputy Mayor, executives and officers the 11th of March 2020.	• Local employment strategies • Local business participation strategies • Regional workforce transport arrangements • SSRC Act obligations
State Government Departments	• Meeting with Queensland Health on the 11th October 2019 • Meeting with Department of Communities 21st October 2019 • Meeting with Department of Education – Marlborough State School principal on 9th October 2019 • Meeting with Queensland Police Service (QPS) officers from the Marlborough and St Lawrence Police Stations, on the 10th of October 2019, and with Rockhampton officer on the 11th of February 2020. • Meeting with Department of Housing and Public Works in Rockhampton, 8th of October 2019	• Management of cumulative impacts • Tightening labour market in region / skills shortages for certain trades • Local content / opportunities for business capability building • Availability of housing, in particular rental housing in regional centres • Impacts of project related traffic • Workforce behaviour • Impacts to social and community services, including domestic violence services, services for elderly

Stakeholder	Consultation methods	Key issues raised
	• Meeting with Department of State Development, Manufacturing, Infrastructure and Planning, in Rockhampton, 8th of October 2019 • Meetings with Queensland Fire and Emergency Services (QFES) in October 2017 and 11th of October 2019 • Meeting with Department of Aboriginal and Torres Strait Islander Partnerships 11th of October 2019 and 11th of February 2020. • Meeting with Queensland Ambulance Service in November 2017 • Meeting with Department of Transport and Main Roads in November 2017	• Community division between those who benefit from the project and those who don't • Emergency service access • Emergency service capacity and emergency response planning • Site road design to support emergency response • Accommodation village design / compliance • Risk of 'Dutch disease' from cumulative projects • Opportunities for Indigenous employment, training and business participation
All stakeholders	• Public comments on ToR's, April to June 2017 • Public comment on EIS, November to December 2018	• Noted in sections above

19B.3   Description of Existing Social Environment

19B.3.1   Location and Regional Context

The proposed mine is located in the Styx Basin in Livingstone Shire, 130 km north west of Rockhampton. The nearest town is the township of Ogmore, approximately 10 km from the mine property. The town of Marlborough is located approximately 25 km to the south west of the proposed mine. Further to the north the nearby towns of St Lawrence and Clairview are located in the IRC area.

The local area is traversed by the Bruce Highway and the North Coast rail line. Several smaller roads connect towns and surrounding properties. Located along a remote stretch of the Bruce Highway, the towns in the local study area provide facilities and services for travellers between Rockhampton and Mackay, many of whom are 'grey nomads' or backpackers.

The area and its population are largely characterised by the grazing industry, fishing and a history of mining. Coal mining began in the region between 1918 and 1920 with the Styx no.1 and no. 2 State Coal mines located near Bowman, close to todays' Ogmore, and production continued – with some interruptions – to 1964 when the Ogmore mine closed.

19B.3.2   Land Ownership

There are several agricultural properties located around the towns in the local study area, with cattle grazing the principal agricultural activity. The proposed mine is predominantly located on the "Mamelon" property, with some infrastructure to be located on the adjoining "Brussels" and Strathmuir" properties. The Mount Bison Road reserve to the west of the Bruce Highway also cuts through the proposed western mine infrastructure.

In relation to Native Title, the Barada Kabalbara Yetimarala People #1 have a current Native Title claim over the area where the mine pits and ancillary infrastructure are proposed (Tribunal Number: QC2013/004). A second Native Title claim held by the Barada Kabalbara Yetimarala People #2 (QC2013/005) exists over land where the TLF is proposed. That claim is described as a shared county claim with the Darumbal People's active Native Title Native Title claim (QC2012/008) which is over the TLF area. The Darumbal People also have a determined Native Title claim to the east of the Project.

19B.3.3   Fisheries

Fishing has long been a feature of the communities in the local study area. The Broad Sound, including the Styx River inlet to near Ogmore is a declared Fish Habitat Area, with management features aiming to conserve commercial, recreational and Indigenous grounds and protect key fish habitats (Department of Environment and Science n.d.).

Consultation with fishermen suggests there are approximately a dozen full time commercial fishermen who fish the Broad Sound, including those who come from Stanage and fish Thirsty Creek. The number of recreational fishermen was estimated to be around 200. Common species caught are Mud Crab, Barramundi and King Salmon. Fishing is accessed from various locations, including St Lawrence, Stanage Bay, Waverly Creek, a bush boat ramp at Charon Point and the fishing camp near Gordon Head at Glenpraire.

19B.3.4   Community Values

Community members in the local study area describe the rural and coastal nature of their towns and the values these reflect as strong features of their communities. Residents are proud of the history of their communities and describe how they organise themselves to provide services and solve problems.

There is however also a palpable sense of fatigue, and to some extent despair, present in these communities, particularly Marlborough and Ogmore. Recent population decline, in part attributed to acquisition of several rural properties by the Department of Defence have contributed to residents wondering whether their towns are slowly dying.

19B.3.5   Demographic, Social and Economic Data

The population in the local study area is ageing and predominantly of Australian, Anglo-Saxon heritage. There are more males than females in the area. The state suburbs in the local study area experience relative disadvantage, but unemployment rates are low and home ownership rates are high. Education levels are generally lower than in the regional and state study areas.

 Table 19B-6 summarises key indicators for the local, regional and state study areas.

Table 19B-6: Key social, economic and demographic indicators

	Local study area	Regional study area	State
Demographic indicators			
Population	786	229,417	4,703,193
Males	*439*	*117,170*	*2,321,889*
Females	*349*	*112,246*	*2,381,308*
Median age	46 – 59	33 and 36	37
Population growth 2006 – 2016	N/A	13%	20%
Projected growth 2016 – 2041 (Source: QGSO)	N/A	22%	48%
Birthplace Australia*	86%	80%	71%
Aboriginal and / or Torres Strait Islander persons*	Data unreliable	5.7%	4%
Couple family with no children**	48%	27%	27%
Housing indicators			
Unoccupied private dwellings**	41%	18%	11%
Median monthly mortgage repayments	$561 - $2,980	$1,092 - $1,733	$1,733
Median weekly rent	$0 - $170	$60 - $250	$330
Dwellings owned outright ****	48%	27%	28%
Dwelling rented through housing authority****	0	3.4%	3.2%
Dwelling rented through community / church group****	0	0.7%	0.5%
Homelessness rate (Source: QGSO)	N/A	10.3 – 40.8 / 10,000	45.6 / 10,000
Socio-economic indicators			
Median personal income	$383 - $706 / week	$664 – $1,040 / week	$660 / week
Core need for assistance*	8%	5%	5%
Labour force participation rate#	54%	61.8%	61%
Unemployment rate##	5%	8.5%	7.6%
Top industry of employment###	Agriculture, forestry and fishing – 146 / 42.6%	Health care and social assistance 10,366 / 10.2%	Health care and social assistance - 276,945 / 13%
Top occupation###	Managers – 38%	Technicians and trades workers – 18%	Professionals – 20%
Industry with largest number of businesses (Source: QGSO) ####	N/A	Agriculture, forestry and fishing – 4,966 / 27.3%	Construction – 76,125 / 17%
Education			
Highest year of schooling year 12 or equivalent†	25%	42%	52%
Non school education – bachelor degree††	15%	20%	27%

Notes: Data sourced from or based on ABS except where signified by QGSO. In those cases data is sourced from Queensland Government Statisticians Office. Some data points are provided as ranges for the statistical areas that make up local or regional study areas. (Australian Bureau of Statistics, 2017b, 2017a, 2017c, 2017d; State of Queensland, 2019c, 2019d)

Legend: * Percentage of all persons. ** Percentage of all families. *** Percentage of all private dwellings. **** Percentage of occupied private dwellings. # Percentage of persons 15 years and over. ## Percentage of total labour force. ###Percentage of employed persons 15 years and over. #### Percentage of registered businesses. † Percentage of persons 15 years and over who are no longer attending primary or secondary school. ††Percentage of persons 15 years and over with a qualification.

19B.3.6   Services and Facilities

There are few services and facilities in the local study area, and residents tend to travel to nearby cities in the regional study area to access health and medical services, sports, entertainment and shopping.

Within the local study area there are two primary schools, two police stations, one permanent and one voluntary ambulance station, rural fire brigades and SES units in Marlborough, Ogmore and St Lawrence. Department of Communities support a community development officer based in St Lawrence. Most high school aged children in the local study area either attend boarding schools in Rockhampton or Mackay or travel daily by bus to schools in Rockhampton.

There are few other community facilities in the communities in the local study area. These include public halls, parks and playgrounds in St Lawrence and Marlborough, a pool in both these towns and showgrounds. Marlborough is also home to a community owned museum showcasing the town's rich history and a library that is open twice a week.

19B.3.7   Summary of Baseline

In summary, key points emerging from this social baseline are:

- The local study area is a rural and coastal area characterised predominantly by cattle grazing and a history of fishing and mining. It contains small communities with an ageing, declining population. Residents cherish the strong community values and friendliness of their communities.

- There are few services or facilities in the towns in the local study area, and residents generally travel to the nearby regional cities for shopping, to access government services, health care, sport or cultural experiences.

- The local study areas experience relative socio-economic disadvantage.

- The proportion of Indigenous population in the regional study is slightly higher than that of Queensland.

- The workforce in the local area is largely working in agriculture, but mining is the second largest industry of employment. Approximately 10% of the workforce in both the local and regional study areas are employed in the mining industry. This suggests there is potential to source a significant proportion of the project workforce from the local and regional areas.

- Housing costs in the local study area are low; there are few offered for sale or rent, and there is no public housing in the local study area. In the regional study area, both the purchase and rental markets are influenced by the fortunes of the mining industry, and there are indications the rental market in particular is tightening.

- There are several vacant dwellings in the local study area; a total of 209 dwellings representing 40% of all private dwellings in the region. The ownership and conditions of these is not known, but it is possible that there is housing stock in the region for potentially in-migrating project employees.

- Several businesses with capability to service the mining industry are located in the regional study area.

19B.4   Social Impacts

An impact identification and assessment was undertaken utilising a range of data sources, including project data, information from the social baseline, feedback from stakeholder and community engagement, workforce scenarios, relevant published literature as well as good practice SIA guideline. The assessment of impacts was carried out using the matrix described in section 19B.2.3.

19B.4.1   Workforce Sourcing Scenarios

Many social impacts emanate from a project's workforce practices. To model these, two workforce sourcing scenarios have been developed for the construction and operations workforces. For the construction workforces, a predominantly regional and a predominantly state bases scenario were developed. Construction workforces are temporary in nature, and many construction workers move frequently between projects across large geographies. It is considered unlikely that the construction workforce will source a significant number of workers from the local study area. The main variables in the construction workforce sourcing scenarios is therefore the proportion of workers from the regional study area and the state. Key assumptions behind the construction workforce sourcing scenarios are:

- 7.5% of workforce sourced from the local study area, 85% from the regional study area (including 25% in-migrating), and 7.5% sourced from the state for the *predominantly regional* scenario.

- 2.5% of workforce sourced from the local study area, 50% sourced from the regional study area (including 25% in-migrating), 47.5% sourced from the state for the *predominantly state* scenario.

On the contrary, operational workforces are likely to be more stable and long term and therefore more likely to involve higher proportions of local and regional workers Key assumptions behind the operational workforce scenarios area:

- 50% of workforce sourced from the local study area (including 25% in-migrating), 45% from the regional study area (including 22.5% in-migrating), and 5% from the state for the *predominantly local* scenario.

- 20% of workforce sourced from the local study area (including 10% in-migrating), 75% sourced from the regional study area (including 37.5% in-migrating), and 5% sourced from the rest of Queensland, for the *predominantly regional* scenario.

It is important to consider that these scenarios are not predictions, but tools to consider potential social consequences of the project. Figure 19B-5 summarises key aspects of the workforce sourcing scenarios.

	Predominantly regional	Predominantly state
Construction workforce, peak of phase one,222 workers	*Workforce composition* • 17 local residents • 133 existing regional residents • 55 in-migrating regional residents • 17 from rest of Queensland *Implications* • 144 persons migrating to regional study area, of which 33 children • Workforce accommodation required for at least 17 persons	*Workforce composition* • 7 local residents • 69 existing regional residents • 69 in-migrating regional residents • 130 from rest of Queensland *Implications* • 144 persons migrating to regional study area, of which 33 children • Workforce accommodation required for at least 105 persons
	Predominantly local	**Predominantly regional**
Operations workforce, year 4, 167 workers	*Workforce composition* • 42 existing local residents in workforce • 42 workers moving in to local study area • 38 existing regional residents in workforce • 38 in-migrating regional residents • 8 sourced from state *Implications* • Local study area population grows with 109 persons, including 25 children • Regional study area population grows with 98 persons, including 23 children • 84 workers day commute with own car from within local study area • 76 workers day commute with bus from regional study area • 8 workers stay in project accommodation • Demand for 42 houses for rent or purchase in the local study area and 38 in regional study area	*Workforce composition* • 17 existing local residents in workforce • 17 workers moving in to local study area • 63 existing regional residents in workforce • 63 in-migrating regional residents • 8 sourced from rest of Queensland *Implications* • Local study area grows with 43 persons, including 10 children • Regional study area grows with 163 persons, including 38 children • 34 workers day commute with own car from within local study area • 126 workers day commute with bus from regional study area • 8 workers stay in project accommodation • Demand for 17 houses for purchase or rent in local study area and 63 in regional study area

Figure 19B-5: Summary of workforce sourcing scenarios – construction and operations

19B.4.2   Social Impacts

A range of social impacts and opportunities have been identified and assessed based on the methodology described above. Table 19B-7 below provides a summary of these impacts, including an analysis of the drivers of potential impacts and opportunities, the project phases during which the impact/opportunity is most likely to eventuate, affected stakeholder groups, an assessment of its significance and a rationale for that assessment, as well as relevant mitigation and enhancement measures.

Table 19B-7: Impact identification and assessment

Driver	Impact	Phase	Affected stakeholders	Significance	Assessment	Rationale	Mitigation / Enhancement
Construction and operations workforce needs ● Employment opportunities for local and regional residents ● Workers and their families moving into the local and regional areas ● Workers and families purchase or rent houses in local and regional areas ● Presence of non-resident workers in local area ● More males in the local area	Population growth / reversal of decline in local and regional area.	Construction Operations	Local communities	Positive	+++	Highly likely, positive and significant at local level even at small in-migration levels, positive but smaller relative impact in regional area. Enhancement to encourage in-migration is important.	Workforce Management Plan
	Opportunities for employment and training for local and regional residents	Construction Operations	Local communities	Positive	+++	Likely to eventuate, positive but requires intervention to maximise outcomes.	Workforce Management Plan
	Potential to revitalise community life and community facilities	Predominantly Operations	Local communities Community organisations	Positive	+++	Highly likely to eventuate, positive but requires enhancement to maximise outcomes.	Workforce Management Plan Health and Community Wellbeing Plan
	Potential change to community character and values in local study area / potential for conflict between winners and losers / impacts to Indigenous culture and heritage	Construction Operations	Local communities Indigenous stakeholders	Negative	Low	May eventuate but unlikely to affect communities broadly, some level of concern in local community. Mitigation measures recommended.	Workforce Management Plan Health and Community Wellbeing Plan CHMPs
	Increased demand for housing and accommodation in local and regional study area / rental and purchase price inflation.	Construction Operations	Local communities Renters	Negative	High	May eventuate. May affect vulnerable people – mitigation measures required, particularly to minimise non-resident workers use of private accommodation.	Housing and Accommodation Plan Workforce Management Plan
			Local communities Accommodation providers	Positive	+	A slight price inflation may be seen as positive by local communities and particularly by owners of housing and accommodation	Housing and Accommodation Plan
	Increased demand for schooling and childcare in local study area	Operations	Schools and childcare providers	Positive	+	Likely to eventuate as result of permanent population growth. Predominantly positive as it may vitalise school community.	Health and Community Wellbeing Plan

Driver	Impact	Phase	Affected stakeholders	Significance	Assessment	Rationale	Mitigation / Enhancement
				Negative	Low	Additional demand may be experienced negatively, and at significant growth lead to demand for additional infrastructure. The latter is considered highly unlikely.	Health and Community Wellbeing Plan
	Increased demand for health, social services and infrastructure	Construction Operations	Health and social service providers Local communities	Negative	Low	Likely manageable at regional level although cumulative pressures may occur. Monitoring suggested at local level.	Health and Community Wellbeing Plan
				Positive	+	Population growth may contribute to additional services being considered in local area, which would be considered positive by local communities.	Health and Community Wellbeing Plan
	Workforce behavioural incidents in local community	Primarily Construction	Local communities Police	Negative	Low	May occur due to presence of non-resident workers. Mitigation recommended.	Workforce Management Plan Health and Community Wellbeing Plan
Construction and operations activities • Blasting • Use of machinery • Transport of coal to TLF, stockpiling and loading • Train traffic • Light and heavy road traffic • Procurement of goods and services	Dust and noise emissions from site activities and trains, and associated health and quality of life concerns	Construction Operations	Residents near site Residents near rail line	Negative	Medium	Technical study confirm physical risks are low and manageable. Community concern suggest need for monitoring / engagement / mitigation	Health and Community Wellbeing Plan Community and Stakeholder Engagement Noise management plan
	Uncertainty around project development and land acquisition	Pre-construction	Local communities Neighbours	Negative	Low	Likely low risk. Readily mitigated through communication and engagement.	Community and Stakeholder Engagement
	Health and safety incidents on site and in traffic – increased demand for police and emergency services	Construction Operations	Workforce Road travellers Emergency services	Negative	High	Incidents may occur during project. Significant impacts likely to be rare, but of high consequence. Requires management.	Workforce Management Plan Health and Community Wellbeing Plan Project Health and safety management system Traffic Management Plan
	Increased spend with local and regional businesses through project procurement and workforce spending	Construction Operations	Local and regional businesses Local communities	Positive	+++	Positive and likely impact, requires management to maximise outcomes.	Local business and Industry Procurement Plan

Driver	Impact	Phase	Affected stakeholders	Significance	Assessment	Rationale	Mitigation / Enhancement
Workforce spending

Use of water, electricity, generation of waste and sewerage | Potential competition for workers impacting local and regional businesses | Construction Operations | Local and regional businesses | Negative | Low | Unlikely to occur as a result of project in isolation. Cumulative impacts possible. | Commitment to participate in relevant cumulative impact management forum |
	Impacts to productive land	Construction Operations	Landholders	Positive / Negative	Low	Whilst this is almost certain to occur most of the land required by the mine is owned by the proponent and Dep. of Defence. Project may in fact lead to improvement in quality of productive land by rehabilitation and reduction in discharge.	Commercial negotiations / Compensation regime Rehabilitation practices
	Increased demand for essential services such as water, waste sewerage and electricity	Construction Operations	Service providers / council Local community	Negative	Low	Unlikely to be significant as project will source its own water, generate electricity, treat sewerage on site and manage solid waste.	Project design
	Water quality impacts due to dam overflows.	Operations	Downstream water users	Negative	Low	Likelihood and consequences are very low, as any incidents is likely to relate to 1:1000 year flood and water quality be significantly diluted.	Project design

19B.4.3   Residual Assessment

It is likely the significant impacts (those rated high and medium) can be adequately controlled and reduced to an acceptable level by the proposed measures. In particular, the negative impacts to housing and accommodation are rated high. This rating does however take into account the risk that the project's proposed non-resident workforce accommodation strategy does not eventuate or does not eventuate on time or at sufficient scale. Early engagement with the proposed accommodation provider and LSC is likely to be able to address this risk.

The other impact rated high is the risk of health and safety incidents and attendant impacts on emergency services. Whilst the impact to services may be manageable, a single incident may still be significant for the project, workers and communities, particularly if it involves fatalities. The project's health and safety management system is planned to control for this.

Finally, the amenity impacts and associated community concerns are rated medium. Ongoing engagement with affected communities, potential to monitor impacts as they arise and swift and fair responses to potential complaints will be essential to reduce the severity of this impact.

19B.4.4   Cumulative Impacts

Cumulative impacts are defined as "successive, incremental and combined impacts of one or more projects (existing, current and foreseeable future projects) on society, the economy or the environment" (Vanclay et al 2015, p79). A summary of projects that may interact with the CQC project to cause cumulative social impacts, as well as a brief description of the nature of those impacts is provided in Table 19B-8 below.

Table 19B-8: Projects with the potential to contribute to cumulative social impacts

Projects most likely to give rise to cumulative social effects	Potential impacts
Clarke Creek Wind and Solar Farm • Southern extent located near Marlborough. Construction anticipated to commence 2020. ***Australia Singapore Military Training Initiative*** • Shoalwater Bay and Greenvale near Townsville. Construction currently ongoing. ***Shoalwater Bay Military Training Area Remediation Project*** • Shoalwater Bay. Construction currently ongoing. ***Capricornia Correctional Centre Redevelopment*** • North of Rockhampton. Construction currently ongoing. ***Rookwood Weir Project*** • 66km south west of Rockhampton, early works planned to commence 2020. ***Connors Arc Exploration Project*** • Vicinity of St Lawrence and Marlborough. Early gold exploration project.	• Community safety associated with presence of non-resident workforces. • Housing and accommodation impacts within the regional study area. • Demand for health and social services, particularly in the regional study area. • Competition for labour and potential skills shortages. • Traffic.

Source: (Advance Rockhampton 2019; Department of Defence 2019; Clarke Creek Wind and Solar Farm 2019; Sunwater n.d.)

19B.5 Mitigation, Management and Monitoring

The Project has been designed to, where feasible, minimise negative social impacts and maximise community benefit. An example of this is the avoidance of blasting activities that would require closure of the Bruce Highway during operations.

A Social Impact Management Plan (SIMP) has been developed to provide for mitigation, management and monitoring of social impacts that may arise from the Project.

The proponent will monitor the implementation of the SIMP continually, and report annually on these indicators, progression of implementation of the action plan as well as qualitative feedback from communities and stakeholders.

19B.5.1 Social Impact Management Plan

The SIMP contains actions that cover five key themes:

- Community engagement
- Workforce management
- Housing and accommodation
- Local business and industry procurement and
- Health and community wellbeing.

Table 19B-10 overleaf provides the objectives, actions and timings for these. Additionally, a monitoring program has been devised to track the implementation of the SIMP, with key quantitative indicators provided in Table 19B-9 below. The proponent will monitor the implementation of the SIMP continually, and report annually on these indicators, progression of implementation of the action plan as well as qualitative feedback from communities and stakeholders.

Table 19B-9: Key quantitative indicators

Action plan	Indicator
Community Engagement	• Number of complaints received by theme, and timeframes for resolution • Engagement and consultation activities carried out • Stakeholder satisfaction with engagement process
Workforce Management	• Percentage of employees who are permanent residents in the local area and regional area respectively • Number and percentage of employees who are Indigenous • Number of apprentices / trainees in workforce • Number of workforce behavioural incidents • Number of community complaints about workforce behaviour
Housing and Accommodation	• Number of project employees relocating to local area and region • Number of non-resident workers in project provided accommodation
Local business and industry procurement	• Spend with regional and Indigenous businesses • Number of regional and Indigenous businesses supplying to project
Health and community wellbeing	• Spend on community development initiatives • Health, safety and wellbeing incidents, including those that require medical treatment outside of site.

Table 19B-10: Summary of social impact management plan

Action Plan	Objectives	Action ID	Action	Timing
Community Engagement	• Maintain open and transparent communication with affected and interested stakeholders • Ensure affected stakeholders views and concerns are incorporated in decision making, particularly as it relates to management of social impacts • Continually build trusting relationships between the project and local stakeholders, and • Ensure complaints and feedback are handled swiftly and fairly.	COMENG1	Conduct a community information and engagement campaign to update community on Project and seek community input to housing and accommodation and business capability study.	Pre-construction
		COMENG2	Engage a community relations officer role that is based in the local community.	Pre-construction and for life of project
		COMENG3	Establish and operate an 1800-number and maintain project email address for project information, feedback and complaints.	Pre-construction and for life of project
		COMENG4	Publish *complaints policy and process* on project website.	Pre-construction and for life of project
		COMENG5	Regularly publish project newsletters and distribute to residents in local community, at a minimum quarterly during construction.	Commence during pre-construction, review after construction completion
		COMENG6	Participate in and support local events.	Pre-construction and for life of project
		COMENG7	Establish Community Reference Group to guide SIMP implementation, with members from organisations and local councils in the local study area.	Commence during pre-construction, review after construction completion
		COMENG8	Provide regular presentations to relevant local councils.	Pre-construction and for life of project
		COMENG9	Establish shopfront in local community.	Commence during pre-construction, review after construction completion
		COMENG10	Ensure construction and operations notifications are communicated to neighbours and the local community, particularly when activities may cause amenity impacts or production levels may increase. Ensure notifications are communicated using methods that suit the recipients.	Construction and operations

Action Plan	Objectives	Action ID	Action	Timing
Workforce Management	• Prioritise recruitment of residents in the local communities surrounding the mine, followed by residents in Central Queensland, the remainder of Queensland and interstate • Encourage workers to relocate to the local area • Ensure the workforce is safe, healthy and displays positive behaviour in local communities and • Provide training and upskilling opportunities, prioritising local		*Recruitment*	
		WORK1	Implement a recruitment hierarchy and expectations and incorporate these into major contracts. The recruitment hierarchy will prioritise employment of: 1. local residents, including those who relocate to the local area 2. residents in the region 3. the state of Queensland, and 4. interstate.	Construction and operations
		WORK2	Conduct recruitment campaign in local and regional area in partnership with local and Indigenous stakeholders.	Pre-construction
		WORK3	Ensure all roles are advertised and marketed in local and regional outlets.	Pre-construction and ongoing
			Training	
		WORK4	Require major contractors to develop and implement workforce training and development plans, which will include requirements for skills training, pre-employment training targeting primarily local and regional residents as necessary.	Construction
		WORK5	Engage a minimum 8 of new apprentices / trainees per year, prioritising local and regional residents and Indigenous people.	Operations
		WORK6	Support up to ten school-based traineeships in related industries, focussing on local residents and Indigenous young persons.	Operations
		WORK7	Partner with local schools to encourage careers in mining industry.	Operations
			Relocation	
		WORK8	Provide a *live local incentive* to all employees who permanently reside in the local area.	Operations
		WORK9	Provide a *relocation incentive*, including financial and practical support, to all employees who permanently relocate to live in the local area.	Operations
		WORK10	Partner with local organisations to develop a welcoming package / process for new residents.	Operations
			Workforce behaviour	

Action Plan	Objectives	Action ID	Action	Timing
	and regional residents.	WORK11	Incorporate *Code of Conduct* in all contracts and communicate expectations that all project workforces abide by these.	Construction and operations
		WORK12	Ensure workforce inductions include information about the local communities, expected behaviour in these, and potential consequences of CoC breaches.	Construction and operations
		WORK13	Develop and implement communications protocol for liaison between project, police and relevant local stakeholders regarding workforce behaviour.	Construction and operations
		Collaboration		
		WORK14	Participate in the Capricorn Enterprise Regional Industry Leadership and Economic Development Group and potentially other bodies to support workforce planning and management for the project.	Pre-construction and ongoing
Housing and Accommodation	• Encourage sustainable growth in the local area and • Accommodate all non-resident workers in dedicated workforce accommodation.	ACCOM1	Conduct detailed assessment of quality and availability of housing and land in local study area, and potential barriers for employees to live locally.	Pre-construction
		ACCOM2	Encourage employees to permanently relocate to local area.	Operations
		ACCOM3	Work with local councils to identify suitable project employee housing and monitor local employment to minimise potential unsustainable demand on local housing markets.	Operations
		ACCOM4	Develop agreement with local accommodation provider to underwrite expansion of workforce accommodation.	Pre-construction
		ACCOM5	Incorporate requirement to use workforce accommodation village for non-resident workers in major contracts.	Construction and operations
		ACCOM6	Provide bus transportation for workers residing in St Lawrence, Clairview, Ogmore and Marlborough as well as Rockhampton and potentially Yeppoon.	Construction and operations
		ACCOM7	Ongoing liaison with local councils, Department of Housing and Public Works and other relevant stakeholders about housing availability and project induced demand.	Commence during pre-construction, and ongoing as required.
		ACCOM8	Implement accommodation code of conduct for all non-resident workers.	Construction and operations

Action Plan	Objectives	Action ID	Action	Timing
Local Business and Industry Procurement	• Ensure procurement processes are fair, transparent and well understood and • Maximise participation of regional and Indigenous businesses in the project.	LOCBUS1	Collaborate with Capricorn Enterprise, Advance Rockhampton, Isaac Reginal Council, DSDMIP and DATSIP to refine the approach to local, regional and Indigenous business participation. Conduct consultation campaign with local businesses to understand capabilities and constraints.	Pre-construction
		LOCBUS2	Incorporate regional and Indigenous business participation requirements and objectives in major contracts and ensure these are passed on to subcontractors and lower tier contractors as relevant.	Pre-construction and ongoing
		LOCBUS3	Establish supplier portal and communicate to local business community. Ensure work packages are advertised on portal.	Pre-construction and ongoing
		LOCBUS4	Consider setting aside specific work packages for Indigenous suppliers where sufficient capability exists.	Construction and operations
		LOCBUS5	Participate in local business community events in Livingstone Shire, Rockhampton Regional Council and Isaac Regional Council.	Pre-construction
		LOCBUS6	Hold supplier information sessions in key regional centres prior to work packages being advertised, including dedicated sessions for Indigenous businesses, in partnership with relevant organisations (such as DSDMIP, DATSIP, Capricorn Enterprise, Advance Rockhampton)	Pre-construction and ongoing
		LOCBUS7	Support capability building programs in partnership with local organisations where needed (such as tender writing workshops, HSE requirements etc)	Pre-construction and construction
		LOCBUS8	Should there be a need, engage a role to assist local businesses navigate project procurement processes.	Construction and operations
		LOCBUS9	Adopt, and ensure that large contractors working on the project adopt, the principles outlined in the Australian supplier payment code for regional small and medium businesses, including no more than 30-day payment terms.	Construction and operations
		LOCBUS10	Continue liaison with local business stakeholders during pre-construction and construction to identify and address opportunities to improve outcomes.	Pre-construction and ongoing

Action Plan	Objectives	Action ID	Action	Timing
Health and Community Wellbeing	• Contribute to revitalisation of community life and • Minimise unsustainable demand on services and facilities.	HEALTH1	Continue engagement with local councils, health and social service providers to monitor any project induced demand.	Pre-construction and ongoing
		HEALTH2	Provide on-site medical staff as determined by risk assessment, typically a significant number of first aid qualified staff and paramedic.	Construction and operations
		HEALTH3	Provide workforce health and wellbeing programs, including an EAP program.	Construction and operations
		HEALTH4	Develop *community investment and development strategy* in consultation with LSC and IRC.	Developed during pre-construction.
		HEALTH5	Encourage employee integration in the local community through supporting welcoming events and similar processes.	Operations
		HEALTH6	Develop and implement *induction program* for all employees and include content about the local community and expected workforce behaviour in community. Consider involving community in development of the program.	Construction and operations
		HEALTH7	Provide bus operation for workers in regional areas to minimise road traffic and fatigue.	Construction and operations
		HEALTH8	Work closely with LSC and IRC to communicate anticipated demand for infrastructure and services in the local study area.	Pre-construction and ongoing
		HEALTH9	Implement dust suppression measures to minimise coal dust from trains, including wagon design, flood loading and veneering.	Operations
		Emergency Response		
		HEALTH10	Continue and formalise engagement with QFES and QPS including developing *communications protocols* for each.	Pre-construction
		HEALTH11	Develop *Emergency Response Plan* in consultation with QFES.	Pre-construction
		HEALTH12	Ensure site emergency response methodologies and equipment are compatible with QFES.	Construction and operations
		HEALTH13	Consider participating in joint training exercises with QFES.	Construction and operations
		HEALTH14	Provide paid volunteer leave to employees for rural fire brigade / SES activities.	Construction and operations
		HEALTH15	Support equipment upgrade / training of local fire brigades / SES.	Construction and operations

19B.6   Commitments

Central Queensland Coal's commitments, in relation to protecting the social characteristics of the Project area are provided in Table 19B-11.

Table 19B-11: Commitments - Social

Commitments
Community engagement
Develop and implement a community engagement plan, incorporating: • regular engagement with local communities and councils • a shopfront in the local community • locally based community relations staff • a community reference group and • an 1800-number, project email, regular newsletters and construction notifications.
Communicate and implement the project's complaints and feedback process.
Workforce management
Maximise recruitment from the local and regional area, including prioritising local employment, conducting local and regional recruitment campaigns, and advertise all roles in local and regional outlets.
Require contractors to develop workforce training and development plans.
Contribute to the skills base in the local and regional area by engaging apprentices and trainees, supporting school-based traineeships and working with schools to encourage careers in the mining industry.
Manage workforce behaviour by implementing a code of conduct, workforce inductions and engagement with local police.
Housing and accommodation
Incentivise workforce to settle and live in the local area.
Provide camp accommodation for non-residential workforces
Provide bus transportation from major centres for regionally based workforces
Local business and industry procurement
Collaborate with local and regional stakeholders to communicate procurement opportunities with the project, provide information about requirements, and build capability to supply to the project.
Incorporate local, regional and Indigenous business participation requirements into major contracts and ensure these are passed on to sub-contractors as relevant.
Ensure regional small and medium businesses working on the project have fair payment terms, including no more than 30 days payment.
Health and Community wellbeing
Develop and implement a community development and investment strategy with LSC and IRC.
Support workforce health, wellbeing and harmonious interaction with local communities.
Develop Emergency Response Plan and communications protocol together with local emergency service providers.

19B.7   Qualitative Risk Assessment

All identified potential social impacts were assessed for significance based on a likelihood / consequence matrix. The matrix and criteria for these are provided in Section 19B.4.2, above.

This assessment represents the qualitative and semi-quantitative assessment of social risks and impacts to the community potentially arising from the project.

19B.8   Conclusion

In conclusion, the SIA undertaken for the Project has identified a range of social impacts and opportunities of varying significance, and described measures to mitigate or, where positive, enhance these, in accordance with the Strong and Sustainable Resource Communities Act and the Queensland Government Social Impact Assessment Guideline. Adaptive implementation of the actions outlined in the Social Impact Management Plan, in consultation with local stakeholders, is considered likely to provide effective management of significant social impacts and opportunities.