

PEMBROKE

Olive Downs Coking Coal Project
Social Impact Management Plan

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1 Introduction

1.1 Purpose of SIMP

The Olive Downs Project was declared as a ‘*coordinated project for which an environmental impact statement (EIS) is required*’ pursuant to the *State Development and Public Works Organisation Act 1971 (SDPWO Act)* in February 2017.

The Environmental Impact Statement (EIS) was submitted to the Office of the Coordinator General in September 2018. A Social Impact Assessment (SIA) was undertaken and submitted with the EIS as per the requirements of the *Terms of Reference (ToR)* for the EIS.

In May 2019, the Coordinator-General accepted the EIS and released an evaluation report of the EIS pursuant to the SDPWO Act. The report included a number of stated conditions under the *Strong and Sustainable Resources Communities Act 2017 (SSRC Act)* to manage the project’s social impacts.

This Social Impact Management Plan (SIMP) has been developed to address the findings of the SIA for the Project and the requirements of the stated conditions under the SSRC Act.

1.2 Objective of the SIMP

The objective of this SIMP is to:

- Summarise the findings from the SIA process and findings from further targeted engagement undertaken to define the potential impacts of the project.
- Address the conditions as stated in the Coordinator-General’s evaluation report of the EIS under the SSRC Act.
- Provide framework and management programs to address the potential impacts and enhancement measures; and
- Identify and define roles of Pembroke Resources, government, community and other stakeholders within the SIMP framework.

The SIMP has been developed with the principals of the *Social Impact Assessment Guidelines- March 2018*:

- Lifecycle-focused – considering the full lifecycle of the project.
- Reasonable – commensurate with the nature and scale of the project.
- Participatory – engagement to be inclusive, respectful and meaningful.
- Rigorous – based on objective and comprehensive analysis.
- Effective Management – effective social management measures that enhance potential benefits and mitigate potential negative impacts.
- Adaptive – including mechanisms for monitoring, reviewing and adjustment to ensure ongoing effectiveness.

1.3 Structure of the SIMP

This SIMP addresses the construction and operation of Stages 1 and 2 of the Olive Downs Project (as described in Section 2.3). It provides detailed actions addressing the potential social impacts of the Project’s construction and first three years of operation, during which Pembroke will monitor the delivery and effectiveness of the SIMP.

Prior to Stage 3 (Year 15), Pembroke will undertake a second SIA for the Willunga domain, to be submitted to the OCG at least six months before construction is planned to commence, which will inform the development of a SIMP for Stage 3.

The SIMP is structured as follows:

- **Section 3 Community and Stakeholder Engagement** outlines Pembroke’s communication, consultation and co-operation arrangements with key stakeholders and communities.
- **Section 4 Workforce Management** describes Pembroke’s commitments to local and regional employment, training and development: and workforce wellbeing.
- **Section 5 Housing and Accommodation** describes recent housing conditions in local communities, the likely housing and accommodation demands for Project workforce, and the strategies Pembroke will implement to avoid negative impacts on local housing markets.
- **Section 6 Local Businesses and Industry** describes the Project's strategies to ensure that local and regional businesses benefit from the Project and mitigate impacts on local businesses and industry.
- **Section 7 Community Health and Wellbeing** describes the strategies which will reduce impacts on social infrastructure and support community wellbeing, including investment in community programs and facilities.

1.4 Monitoring and Reporting of the SIMP

The SIMP provides detailed actions addressing the potential social impacts of the Project’s construction and first seven years of operation, during which Pembroke will monitor the delivery and effectiveness of the SIMP.

The SIMP will be revised in year 1.5, Year 3, Year 5 and Year 8 to assess any changed circumstances and ensure that management strategies are appropriately adapted for the life of the Project. Additionally, in the event of proposed new technology or significant change to operations, a review of the SIMP will be triggered to embed an adaptive management approach to ensure the SIMP is relevant to contemporary issues and impacts.

Pembroke will provide annual reports to the Office of the Coordinator General detailing the monitoring outcomes and subsequent SIMP updates.

Additionally, Pembroke is committed to undertaking a new Social Impact Assessment and associated revised SIMP prior to the commencement of the Willunga domain of the Project in year 15.

Pembroke Resources recognises the proposed project life of the Olive Downs Coking Coal Project is extensive and is committed to providing the support to the community commensurate to the life of the Project.

These proposed review periods will enable Pembroke Resources to provide the flexibility to assess, understand and respond to the change in the needs of the workforce and the greater community.

The provision of financial support to the community is directed by the ongoing community consultation process, which has and will continue to involve the council. During the various review processes the requirements of the community will be assessed and better understood at that time. Pembroke continues to confirm that no funding option is off the table, funding for the various community services will always target the best provision of those funds to deliver the desired outcomes.

2 Project Summary

2.1 Project Proponent

Pembroke Resources is a private Australian-based company focused on the acquisition and development of high quality, metallurgical coal assets. Pembroke Resources was established in 2014 by a group of executives with significant experience in the development, expansion, operation and financial management of coal mines and mining companies in Australia and internationally.

2.2 Approach to Social Outcomes and Responsibility

Pembroke Resources is committed to working closely with the communities in which we operate, to foster mutually beneficial outcomes. Pembroke Resources will continue to take a proactive approach to engaging with the community and seek not only to manage social impacts but to support and value-add to the communities.

To achieve this, Pembroke Resources will implement a strategic approach with the following components:

- Management of environmental impacts.
- Management of social impacts.
- Provide support for local community opportunities.

Table 2-1 Management of Social Outcomes and Responsibility

| Approach to Social Outcome and Responsibility | | |
|---|---|---|
| Management of environmental impacts | Management of Social impacts | Provide support for local community opportunities |
| Dust management plan | Stakeholder engagement | local procurement policy |
| Water management plans | CHMP | community development support programs |
| Noise management plans | Housing and accommodation management plan | infrastructure sharing arrangements |
| Traffic management plans | Workforce management plan | Community Support Fund |
| | Community strategy and wellbeing plan | |




2.3 Project Description

The Olive Downs Coking Coal Project is a proposed metallurgical coal mine and associated infrastructure within the Bowen Basin, located approximately 40km south-east of Moranbah, Queensland. The Project provides an opportunity to develop a metallurgical coal resource within the Bowen Basin mining precinct that can deliver up to 20 million tonnes per annum (Mtpa) of run-of-mine (ROM) coal and sustain peak construction and operational workforces of approximately 700 and 1,300 people respectively.

The Project comprises the Olive downs South and Willunga domains and associated linear infrastructure corridors, including a rail spur connecting to the Norwich Park Branch Railway, a water pipeline connecting to the Eungella pipeline network, an electricity transmission line (ETL) and access road. The coal resource would be mined by conventional open cut mining methods, with product coal to be transported by rail to the Dalrymple Bay Coal Terminal. The Project would have an operational life of approximately 79 years.

The Project will be developed in three stages over 15 years (see **Table 2-2**). Pembroke will contract a construction company to construct the Project and contract a mine services company to establish Project operations and manage the mine for a period of five to six years. Relevant commitments made in this SIMP will be extended to major contractors. Pembroke would then review mine management requirements and may extend a second contract for mine services or assume direct management of the Project.

Table 2-2 Project Delivery Stages

| Stage | Years | Component | Production target | Addressed under this SIMP |
|-------|---------|---|-------------------|--|
| 1 | 1-10 | Construction and operation of the first stage of the Olive Downs South domain and associated infrastructure | 6 mtpa |  |
| 2 | 10-14 | Construction and operation of the second stage of the Olive Downs South domain | 12 mtpa |  |
| 3 | 15 - 79 | Construction of Willunga domain, and operation of the Olive Downs South and Willunga domains | 20- mtpa |  <i>(new SIA and SIMP to be completed)</i> |

3 Community and stakeholder engagement Plan

3.1 Introduction

3.1.1 Objectives

The objectives of the Community Stakeholder Engagement Management Plan:

- Identification of stakeholders, issues and information needs, and provision of a clear forward program for engaging stakeholders.
- Ensure a range of opportunities is provided for engagement between stakeholders and the project on an ongoing basis.
- Provide framework for developing strong and co-operative relationships with local communities and stakeholders.
- Ensure project planning and delivery are informed by stakeholder views.
- Ensure engagement supports adaptive management of social impacts.
- To ensure transparent and inclusive community and stakeholder engagement informs the SIMP and the ongoing management and monitoring of potential social impacts during the construction and operational phases of the project.
- Develop a community engagement policy.

3.1.2 Stated Conditions

The Coordinator-General's stated conditions include Condition 4. Community and stakeholder engagement plan which requires:

“(a) The proponent must engage with all relevant stakeholders to ensure they are informed about the project and that identified potential social impact issues are effectively managed and monitored.

(b) The proponent must prepare a community and stakeholder engagement plan that is to be submitted as part of the social impact management plan to the Coordinator-General for approval, in accordance with Condition 1 of this schedule.

(c) The community and stakeholder engagement plan must address the construction and operational phases of the project, and include:

objectives and key performance indicators

(ii) an analysis of key stakeholders and stakeholder issues

(iii) action plans for ongoing engagement including details of proposed communication tools, timeframes for activities and roles and responsibilities for engagement

(iv) processes for incorporating stakeholder feedback into the further development of project-specific management measures

(v) details of any stakeholder agreements to be negotiated, including agreements with state and local government agencies

(vi) a complaints management process

(vii) monitoring and reporting protocols.

(d) The community and stakeholder engagement plan must:

(i) be consistent with the community and stakeholder engagement management strategy at Section 6.3 of Appendix H for the Olive Downs Coking Coal Project draft EIS (September 2018)

(ii) incorporate the proponent's commitments listed in Appendix 4 of the Coordinator- General's evaluation report for the Olive Downs project.

(e) The community and stakeholder engagement plan must provide details for:

(i) providing advanced notice to directly-affected landholders and residents of nearby homesteads of project works that may potentially impact on the amenity and activities of the properties

(ii) consulting with emergency service providers to develop an emergency response procedure for the mine

(iii) consulting with Isaac Regional Council, local service providers and relevant state agencies about potential project impacts on primary healthcare, childcare and social housing and measures to manage potential impacts.”

3.1.3 Commitments

Pembroke is developing open and cooperative relationships with its stakeholders. Commitments made in the SIA which are addressed in this section are shown in Table 2-1.

Table 3-1: Community and stakeholder engagement commitments

| Impact Area | Actions |
|--------------------------------------|--|
| Community and stakeholder engagement | <ul style="list-style-type: none"> Implement the community and stakeholder engagement plan including engagement and opportunity for consultation with all affected and interested persons, and other relevant stakeholders identified during its implementation. The community and stakeholder engagement plan will include an analysis of key stakeholders and stakeholder issues, address proposed communication tools, provide process for incorporating stakeholder feedback into the project management plans, include a complaints management process and a monitoring and reporting protocol. |

3.2 Communication and Engagement Principles

The following principles underpin Pembroke’s approach to community and stakeholder engagement:

- **Transparent and continuous** – Including regular engagement, clear information processes and feedback.
- **Inclusive** – ensuring Isaac LGA residents, businesses and groups can participate through a range of engagement mechanisms, and respect for diverse views.
- **Partnerships** – through engagement with stakeholders in pursuit of shared outcomes.
- **Integrity and accountability** – based on engendering trust, meeting Project commitments and building a social license to operate.

3.3 Stakeholders

The key stakeholders identified and consulted to date are described in **Table 3-2**.

Table 3-2 Key stakeholders identified and consulted

| Type of Stakeholder | Description | |
|----------------------|--|--|
| Landowners | Landowners within the project footprint | <ul style="list-style-type: none"> • Land use • Access, connectivity and amenity • Property impacts and mitigation |
| Adjoining Landowners | Landowners adjacent to the project footprint | <ul style="list-style-type: none"> • Land use • Access, connectivity and amenity • Property impacts and mitigation |
| Indigenous groups | The Barada Barna Aboriginal Corporation (BBAC) | <ul style="list-style-type: none"> • Employment and business capacity and opportunity |
| Local communities | Local communities/townships within close proximity to the project which will potentially be impacted including Moranbah, Dysart, Coppabella, Middlemount and Nebo. | <ul style="list-style-type: none"> • Employment opportunities • Training opportunities • Housing impacts • Impacts/benefits to community values • Access to community and health services • Local supply issues • Road safety |
| Community groups | Existing groups within the community including: <ul style="list-style-type: none"> • Moranbah & District Support Services Association Inc • Dysart Community Support Group Association Inc • Moranbah Community & Youth Hub management committee • CTM Community Support Network • IAHT • ELAM | <ul style="list-style-type: none"> • Housing impacts • Impacts/benefits to community values • Access to community and health services • Local supply issues • Road safety • Local service access • Community safety |
| Local government | Isaac Regional Council | <ul style="list-style-type: none"> • Workforce recruitment, management and accommodation • Community values, trends and issues • Changes to the housing market • Impacts on community facilities and service access • Local employment and training needs |

| | | |
|-------------------------------------|--|--|
| | | <ul style="list-style-type: none"> • Local supply issues • Road safety and community safety issues |
| Government agencies | <p>Agencies which plan or provide social infrastructure including:</p> <ul style="list-style-type: none"> • Queensland Health • Queensland Police • Queensland Ambulance Service • Queensland Fire & Emergency Services • Department of Education • Department of Communities, Disability and Child Safety • Department of Aboriginal and Torres Strait Islander Partnerships | <ul style="list-style-type: none"> • Communication with site • Input to management plans • Strain on local resources • Local supply issues • Road safety • Community safety • Employment for greater Indigenous community • Employment process |
| Business, trade and industry groups | <ul style="list-style-type: none"> • Moranbah Traders Association • Dysart Community Support Group • Dysart Business Group • Mackay based Resource Industry Network (RIN) | <ul style="list-style-type: none"> • Local procurement and service commitments • Employment opportunities |

3.4 Engagement Plan

3.4.1 Communication tools

The communication tools to be used when engaging stakeholders are outlined in **Table 3-3**.

Table 3-3: Engagement Tools

| Tier 1 Proactively engage (keep informed, consult with, involve and collaborate / partner) | Tier 2 Engage and communicate regularly (keep informed, consult with, involve) | Tier 3 Communicate and keep informed (keep informed) | Tier 4 Monitor and keep informed (keep informed) |
|--|--|--|--|
| One on one meetings | One on one meetings | Local government briefings | Community drop in sessions |
| Focus groups | Local government briefings | Community drop in sessions | Community communications – fact sheets, advertising |
| Community Reference Group | Technical workshops | Community communications – fact sheets, advertising | Community and industry events |
| Local government briefings | Community drop in sessions | Community and industry events | Site tours |
| Technical workshops | Community communication – fact sheets, advertising | Site tours | Local and metropolitan representation |
| Community drop in sessions | Community and industry events | Local and metropolitan representation | Website, email distribution list, dedicated email address and telephone line for enquiries |
| Community communication – fact sheets, advertising | Site tours | Website, email distribution list, dedicated email address and telephone line for enquiries | Community relations company representative |
| Community events, partnerships or sponsorships | Local and metropolitan representation | Community relations company representative | Letter box drops – invitations, information or project updates |
| Site tours | Website, email distribution list, dedicated email address and telephone line for enquiries | Letter box drops – invitations, information or project updates | Complaints management database |
| Local and metropolitan representation | Community relations company representative | Complaints management database | |
| Website, email distribution list, dedicated email address and telephone line for enquiries | Letter box drops – invitations, information or project updates | | |
| Community relations company representative | Complaints management database | | |
| Letter box drops – invitations, information or project updates | | | |
| Complaints management database | | | |

3.4.2 Program for activities

The program for activities in relation to community and stakeholder engagement are detailed in **Table 3:4: Community and stakeholder engagement Management Measures**.

3.4.3 Roles and responsibilities for engagement

The roles and responsibilities for stakeholder engagement are detailed in **Table 3:4: Community and stakeholder engagement Management Measures**

3.5 Stakeholder feedback

Pembroke Resources is committed to utilising stakeholder feedback to inform our business strategy and daily operations throughout the Olive Downs Project. The community reference groups to be initiated for the Olive Downs Project along with the greater community provide valuable insight and feedback to the social interactions the project has within the community. Feedback provided by through Pembroke's extensive ongoing engagement will be utilised in strategic planning for the Project.

3.6 Enquiry, Complaints & Feedback Management

Pembroke Resources will develop and implement an Enquiry, Complaints and Feedback Management Policy prior to construction. This will be the basis for the management of all enquiries, complaints and feedback received in relation to the Project.

Pembroke Resources will develop and maintain an Enquiry, Complaints and Feedback (ECF) register and database. This allows Pembroke to record each ECF, including details of the contact made, prioritise each ECF, set and delegate actions against the ECF and monitor deadlines for the appropriate response to the person making the contact.

The following resources will be provided and promoted to allow community members and other stakeholders a direct path of communication to Pembroke in relation to the Olive Downs Project:

- Olive Downs Project Community Contact number: 1300 527 995
- Dedicated community email address: info@olivedowns.com.au
- Contact details of the Pembroke Community Engagement Team.

Pembroke will develop procedures for responding to Enquiries, Complaints and Feedback prior to construction which will include:

- Register the complaint on the ECF register and database
- Contacting complainants within two hours to acknowledge the complaint and advise on the investigation which will take place
- Undertaking investigations into the likely cause of the complaint, and providing an update to the complainant within 24 hours
- Assessing and implementing additional control measures if required
- Contacting the complainant to advise of the measures which were or will be undertaken, and seeking the complainant's feedback on this response
- Accurate recording of all details regarding complaints, including:
 - The date and time of the complaint
 - The method by which the complaint was made
 - Any personal details of the complainant which were provided by the complainant or, if no details were provided, a note to that effect
 - The nature of the complaint
 - The action taken by Pembroke in relation to the complaint, including any follow-up contact with the complainant
 - If no action was taken, the reason why no action was taken; and
- Monitoring and assessing the effectiveness of the additional controls.

Should a complainant be dissatisfied with how a complaint was resolved, Pembroke will participate in mediated discussions by an independent party agreed between Pembroke and the complainant and abide by the agreed resolution.

Records of all complaints will be kept for at least five years after the complaint was made. Records will be produced to any authorised officer who requests to see them.

If a trend in complaints is noted, e.g. regular or increasing complaints about any issue, Pembroke will consult with relevant stakeholders to identify the reason for the trend and any corrective actions required.

Reporting on all complaints and their resolution will be provided as part of the Annual Report.

3.7 Management Measures

Table 3-4: Community and stakeholder engagement Management Measures

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|-------------------------|---|------------------|-----------------------|---|
| Pre-construction | Establish detailed plan and program for community and stakeholder engagement | Pre-construction | Pembroke | All identified in this plan |
| | Establish ongoing communication protocols with directly-affected landholders and residents of nearby homesteads to communicate project works that may potentially impact on the amenity and activities of the property. | Pre-construction | Pembroke | Directly-affected landholders and residents |
| | Consultation with Indigenous stakeholders regarding Indigenous participation strategies | Pre-construction | Pembroke | BBAC, DATSIP |
| | Undertake community information workshops | Pre-construction | Pembroke | Local community |
| | Establish CRG; Develop CRG Charter and recruitment strategy | Pre-construction | Pembroke | CRG group |
| | Establish Project communication lines and website | Pre-construction | Pembroke | - |
| | Develop Enquiry, Complaints and Feedback Management Process and Database | Pre-construction | Pembroke | - |
| | Establish ICN Gateway portal | Pre-construction | Pembroke | Local business and industry groups |
| | Pre-construction business briefings and tendering information workshops | Pre-construction | Pembroke / contractor | Local business and industry groups |
| | Liaise with DSDMIP and DET regarding businesses register and skills analysis | Pre-construction | Pembroke | DSDMIP/DET |
| | Establish protocols for communication and information transfer with Policy and Emergency Services | Pre-construction | Pembroke | Police and emergency services |
| | Advise schooling community on project ramp up | Pre-construction | Pembroke | All local schools and DET |
| Construction | Implement community and stakeholder engagement program for construction | Construction | Pembroke | All identified in this plan |
| | Regular communication with directly-affected landholders and residents of nearby homesteads to communicate project works that may potentially impact on the amenity and activities of the property. | Construction | Pembroke | Directly-affected landholders & residents |
| | Regular meetings with IRC in relation to housing availability and other items identified in this plan | Construction | Pembroke | IRC |
| | Implementation of Indigenous participation strategies | Construction | Pembroke | BBAC |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|------------------|---|----------------------|-----------------------|---|
| | Maintain and promote Project communication lines and website | Construction | Pembroke | - |
| | Maintain Enquiry, Complaints and Feedback Management Process and Database | Construction | Pembroke | - |
| | Provide regular project updates via social media, print media, website etc | Construction | Pembroke | Local community |
| | Project Information drop in sessions – 6 monthly | Construction | Pembroke | Local community |
| | CRG meetings Moranbah and Dysart – 6 monthly | Construction | Pembroke | CRG group |
| | Participation in Regional Industry Network (RIN) forums | Construction | Pembroke | |
| | Pre-operational business briefings and tender readiness workshops | Construction | Pembroke / contractor | Local business and industry groups |
| | Establish Partnerships to facilitate access to business capacity building | Construction | Pembroke | DSDMIP |
| | Liaise with Qld Health and local health services regarding monitoring of service usage | Construction | Pembroke | Qld Health, local health services |
| | Site orientation, participation in CRGs; liaise as agreed to implement protocols and monitor service usage | Construction | Pembroke | Police and emergency services |
| | All local schools and DET invited to participate in CRGs | Construction | Pembroke | All local schools and DET |
| Operation | Implement community and stakeholder engagement program for operations | Year 1 of operations | Pembroke | All identified in this plan |
| | Regular communication with directly-affected landholders and residents of nearby homesteads to communicate project works that may potentially impact on the amenity and activities of the property. | Ongoing | Pembroke | Directly-affected landholders & residents |
| | Review of engagement program | Year 2 of operations | Pembroke | All identified in this plan |
| | Update of stakeholder engagement plan | Year 5 of operations | Pembroke | All identified in this plan |
| | Regular meetings with IRC in relation to housing availability and other items identified in this plan | Year 1 of operations | Pembroke | IRC |
| | Implement Indigenous participation strategies and training partnerships | Year 1 of operations | Pembroke | BBAC |
| | Maintain and promote Project communication lines and website | | Pembroke | |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------|---|----------------------|----------|------------------------------------|
| | Maintain Enquiry, Complaints and Feedback Management Process and Database | | Pembroke | |
| | Provide regular project updates via social media, print media, website etc | | Pembroke | Local community |
| | Project Information drop in sessions – annual | | Pembroke | Local community |
| | CRG meetings Moranbah and Dysart – 6 monthly | | Pembroke | CRG group |
| | Regular engagement with suppliers | | Pembroke | Local business and industry groups |
| | Establish partnerships to facilitate skills analysis and training responses | Year 1 of operations | Pembroke | DSDMIP and DET |
| | Liaise with Qld Health and local health services regarding monitoring of service usage; provide advanced notice of in-migrating personnel and families. | Year 1 of operations | Pembroke | Qld Health, local health services |
| | Review meetings on Protocols; continued site orientations; liaise as agreed to implement protocols and monitor service usage. | Year 1 of operations | Pembroke | Police and Emergency Services |
| | Advance notice to local schools and DET of personnel ramp up and expected school numbers | Year 1 of operations | Pembroke | All local schools and DET |

3.8 Monitoring and Reporting

Pembroke will monitor the SIMP's (including the Community and Stakeholder Management Plan) performance and effectiveness to ensure that commitments are delivered and desired outcomes are achieved. Pembroke is committed to transparency and accountability in the delivery of the SIMP and associated management plans and to adaptive measures in response to monitoring data outputs.

3.8.1 Objectives

The objectives of the monitoring program are to:

- Enable Pembroke to demonstrate that SIMP commitments are delivered and progress against desired outcomes is monitored;
- Ensure that local communities and stakeholders are involved in implementation and monitoring of the SIMP; and
- Enable modification of SIMP strategies and management measures in response to monitoring data.

3.8.2 Coordinator General Stated Conditions – monitoring and reporting

“(a) The proponent must report on the implementation and effectiveness of measures to manage the project’s social impacts during construction, and the first five (5) years of operation, for each of the Olive Downs South and Willunga domains.

(b) The proponent must prepare an annual social impact management report (SIMR) during construction of the Olive Downs South domain and for the first five (5) years of operation.

(c) The proponent must prepare an annual SIMR during construction of the Willunga domain and for the first five (5) years of operation. The SIMR for the Willunga domain must also consider the social impacts associated with construction or operation of Olive Downs South domain occurring at that time.

(d) The annual SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of the relevant twelve (12) month period from the commencement of construction of each domain.

(e) Using the monitoring protocol described in the social impact management plan, the annual SIMR must detail:

(i) an assessment of the actual social impacts of the whole project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities

(ii) the progress and effectiveness of the social impact management measures detailed in the SIMP

(A) where monitoring indicates measures have not been effective, describe how those social impact management measures have been modified

(iii) the implementation of commitments relating to social impacts made by the proponent listed in

3.8.3 Commitments

Table 3-5: Monitoring Commitments – Community & Stakeholder Management

| Impact Area | Actions |
|----------------------------------|---|
| Monitoring responsibility | <ul style="list-style-type: none"> • The Project’s Internal Coordination Committee would track implementation of the SIMP and review key performance measures every 6 months, to facilitate continual improvement of strategies and practices. |
| | <ul style="list-style-type: none"> • Undertake all required reporting in compliance with the <i>Strong and Sustainable Resource Communities 2017</i> and any stated or imposed conditions from the Coordinator-General. |

| Impact Area | Actions |
|---------------------|---|
| Transparency | <ul style="list-style-type: none"> Data on community and stakeholder management would be tracked and reported to the Community Reference Group (CRG) and the IRC 6 monthly until year 2 of operations. Information of sensitive nature collected during this process will not be reported. |
| Cooperation | <ul style="list-style-type: none"> Pembroke will seek participation from a number of community groups to be part of the Community Reference Group. |

3.8.4 Monitoring Responsibility

Pembroke will coordinate and monitor delivery of the Community & Stakeholder Management Plan and the greater SIMP through an internal Coordination Committee. The Coordination Committee will include personnel responsible for:

- Project management;
- construction management;
- contracts and procurement;
- community and stakeholder engagement;
- workforce and accommodation management;
- workplace health and safety; and
- Indigenous partnerships and community relationships.

The Coordination Committee will be convened prior to the commencement of Project construction to implement the SIMP. The Committee will track implementation of the SIMP and review key performance measures quarterly, to facilitate continual improvement of strategies and practices.

Pembroke will have dedicated personnel to implement the SIMP, coordinate stakeholder engagement and partnerships, and manage community investment strategies.

3.8.5 Monitoring Program

Table 3-6 details the monitoring and reporting for Community & Stakeholder management, including

- Impacts and benefits addressed;
- Desired outcomes sought;
- Key performance indicators;
- Data sources;
- Monitoring frequency; and
- Corrective actions, if required.

The monitoring program will be reviewed in accordance with the overall SIMP review schedule to ensure that it remains current as the Project progresses through its lifecycle, in consultation with the Community Reference Group IRC and OCG.

Table 3-6: Community & Stakeholder Management – Monitoring & Reporting

| Community & Stakeholder Management – Monitoring and Reporting | | | | | |
|---|---|---|--|-------------|--|
| Impacts and benefits | Outcomes | Key performance indicators | Data source | Frequency | Corrective measures |
| Communication | Open and transparent communication. Transferring of information to stakeholders. | Number of communication events recorded in communication database. Establishment of communication lines. Establishment of CSGs. | Communication database. CSG reporting | Six monthly | Review effectiveness of communication modes and alter where appropriate. |
| Pathways for feedback/complaints | Ease of communication for complaints/feedback. | Establishment of communication lines. | Communication database. | Six monthly | Review effectiveness of communication modes and alter where appropriate. |
| Communication with impacted landholders | Open and transparent communication with impacted landholders | Number of communication events recorded in communication database. Establishment of communication lines. | Communication database | Six monthly | Review effectiveness of communication modes and alter where appropriate. |

4 Workforce Management Plan

4.1 Introduction

This Workforce Management Plan describes how Pembroke Resources will manage the Olive Downs Project's workforce to ensure equitable access to project employment and development of a skilled workforce.

The Plan has been prepared based on the Project's SIA and reflects Pembroke's EIS commitments as they relate to the management of the workforce.

4.1.1 Objectives of the Workforce Management Plan.

The objective of this plan is to:

- Employ and develop a skilled workforce through training and development.
- Provide equitable access to Project employment for existing local residents, women and Indigenous people
- Facilitate opportunities for people, both locally and regionally to increase their skills capacity for employment in the mining sector.
- Promote a holistic approach to supporting workforce health and wellbeing.
- Support workforce participation in local community life.
- Minimise the potential for antisocial or disruptive workforce behaviour in local communities.

4.1.2 Stated Conditions

The Coordinator-General's stated conditions include *Condition 5 Workforce management plan* which requires:

“(a) The proponent must prioritise recruitment of workers from local and regional communities and those who would relocate to regional communities and minimise the proportion of fly-in, fly-out (FIFO) workers.

(b) The proponent must support the health and wellbeing of the project workforce.

(c) The proponent must prepare a workforce management plan that is to be submitted as part of the social impact management plan to the Coordinator-General for approval, in accordance with Condition 1 of this schedule.

(d) The workforce management plan must address the construction and operational phases of the project, and include:

(i) objectives and key performance indicators

(ii) summary workforce profile, including the estimated proportions of new local and FIFO workers

(iii) roster arrangements for local and FIFO workers

(iv) measures that implement the recruitment strategy described at Section 6.4.3 of Appendix H for the Olive Downs Coking Coal Project draft EIS (September 2018)

(v) measures to enhance potential employment opportunities for local communities including Indigenous people, and mitigate potential negative social impacts

(vi) proposed training and development initiatives to improve local and regional skills including initiatives for traditionally underrepresented groups

(vii) programs to support the physical and mental health and wellbeing of workers

(viii) the level of on-site health services to be provided for workers

(ix) details of any workforce code of conduct to govern worker interactions with local communities

(x) monitoring and reporting protocols.

(e) The workforce management plan must:

(i) be consistent with the workforce management strategy at Section 6.4 of Appendix H for the Olive Downs Coking Coal Project draft EIS (September 2018)

(ii) incorporate the proponent's commitments listed in Appendix 4 of the Coordinator- General's evaluation report for the Olive Downs project."

4.1.3 Commitments

Table 4-1: Workforce Management Commitments

| Impact Area | Actions |
|-----------------------------------|--|
| Recruitment | <ul style="list-style-type: none"> Recruitment strategy will provide equitable access to employment opportunities and prioritise recruitment of people from the IRC LGA in the first instance, before seeking candidates from other areas. The project would not use a 100 per cent fly-in fly-out workforce. Opportunities to employ Aboriginal and Torres Strait Islander people would be identified during the development of the Project recruitment strategy. Provisions of more apprenticeships/traineeships to a more experienced operational workforce, would be considered once the workforce is established and more experienced employees are working on the site; and Candidates who reside within the Central Highlands LGA would be considered in the recruitment strategy. Ensure genuine choice of opportunities to live local is communicated effectively through the recruitment phase of the employment life cycle (refer Workforce Housing and Accommodation Management Plan and Health and Community Wellbeing Plan). |
| Development & Training | <ul style="list-style-type: none"> The feasibility of a local training bond and opportunities for recruitment of partners of mine workers would be investigated as part of the ongoing implementation of the Training and Workforce development strategy; and Provide training and skills development for all personnel employed by the Project |
| Wellbeing | <ul style="list-style-type: none"> Develop a contract with a medical service provider to provide workplace health services including health promotion programs and access to a GP for employees living in the Civeo Coppabella Village. Ensure project personnel and families have access to the Employee Assistance Program which will include support with mental health issues. Employ or require the construction and operations contractor to employ an on-site paramedic to manage minor health issues on site and to assist in the develop health and wellbeing programs focuses on physical and mental health. Prior to operations, seek partnership from GP clinics to ensure that all operational personnel have health assessment in compliance with Coal Mine Workers' Health Scheme, which requires health assessments when personnel enter the industry and then at least every 5 years while employed in the industry. Implement best practice management of any risks to workforce health which are identified as part of the Health Scheme's revision. |
| Other | <ul style="list-style-type: none"> Review of the workforce management plan as per the requirements to review and revise the SIMP detailed in Section 1.4 to keep the document relevant to contemporary issues and impacts; Best industry practices with respect to DIDO personnel would be investigated and implemented, including safe post-roster driving times and the potential for shared driving arrangements, to support employment of Isaac and Mackay LGA residents who live outside a safe daily driving distance; and The following measures would be implemented to support the management of road safety: <ul style="list-style-type: none"> Use of buses to transport non-resident workers from Coppabella Village and the Project Site. Use of buses to transport resident workers from Moranbah and other town centers to the Project Site; Encouragement of car-pooling arrangements for personnel. Confining the movement of wide loads to low traffic periods (such as overnight), with the possible exception of 'emergency' deliveries required to maintain production. Provision of flights from agreed airports for non-local workers with bus pick up to camps. |

4.2 Workforce profile

4.2.1 Profile

Stage 1 will include construction of the first stage of the Olive Downs South domain and associated infrastructure. The construction period for Stage 1 is estimated at 18 months. Construction is anticipated to commence in mid 2021 and be complete in late 2022.

Stage 1 construction would require a workforce of approximately 300 personnel in 2020 and 700 personnel in 2022, decreasing to approximately 100 personnel in 2023.

Stage 1 operations are expected to commence in Year 1 (2022), with a workforce of 285 personnel, which would increase to approximately 526 personnel in Year 3, with a small increase to 549 personnel in Year 4, before settling at approximately 534 personnel during Years 5 – 9.

Stage 2 would entail expansion of Olive Downs South during Year 9, requiring a construction workforce of 400 people. Stage 2 would support an increase in the operational workforce to approximately 1,000 personnel from Year 10.

Stage 3 will be the construction of the Willunga domain in Year 15, and require 200 construction personnel. Stage 3 would support an increase in the operational workforce to approximately 1,300 people from Year 16.

Following 2052, as the production rate decreases, the workforce could decline by approximately 50%. The mine decommissioning workforce, when required, would include approximately 50 people toward the end of the life of the Project.

Workforce estimates are shown in **Table 4-2**. While the ultimate number of personnel will be determined by the type of plant and fleet mix to be utilised, these estimates have been applied in the development of this SIMP.

The workforce profile will be revised in year 1.5, Year 3, Year 5 and Year 8 to assess any changed circumstances and ensure that management strategies are appropriately adapted for the life of the Project. Additionally, in the event of proposed new technology or significant change to operations, a review of the SIMP will be triggered to embed an adaptive management approach to ensure the SIMP is relevant to contemporary issues and impacts.

Table 4-2: workforce estimates

| Year | Pre-op | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|--|---------|------|------|------|------|------|------|------|---------|------|-------|-------|-------|-------|---------|-------|
| | Stage 1 | | | | | | | | Stage 2 | | | | | | Stage 3 | |
| Year | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
| Construction | 300 | 700 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 | 0 | 0 | 0 | 200 | 0 |
| Operations | 0 | 285 | 528 | 526 | 549 | 534 | 534 | 534 | 534 | 534 | 1,020 | 1,020 | 1,020 | 1,020 | 1,020 | 1,300 |
| Total workforce – construction plus operations | 300 | 985 | 628 | 526 | 549 | 534 | 534 | 534 | 534 | 934 | 1,020 | 1,020 | 1,020 | 1,020 | 1,220 | 1,300 |

4.3 Recruitment

Pembroke resources is committed to not using 100% fly-in-fly out workforce for the construction and operation of the Olive Downs Project. Pembroke Resources will actively encourage local residents to apply for employment at the Olive Downs Project for both construction and operation phases. Pembroke Resources will provide equitable opportunities for employment for people within the Isaac LGA, Aboriginal and Torres Strait Islander people, women and other minority groups.

It is acknowledged that the region's low unemployment rate combined with increasing and strong demand for skilled mining labour from within the Isaac LGA and Central Queensland provide challenges in recruiting local personnel. It is expected the Project will likely be recruiting in a highly competitive labour market.

Pembroke Resource's will develop a recruitment policy and associated strategy targeting:

- existing local personnel (within Isaac LGA) (for construction);
- existing local personnel (within Isaac LGA) (for operations);
- 'new local' operational personnel (through the Live Local Strategy);
- female personnel ; and
- Aboriginal and Torres Strait Islander personnel.

4.3.1 Construction

The recruitment strategy for construction will include:

- Implementation of Local Employment Policy that Includes a hierarchy of preferred employment.
- implementation of Employment register (available on Olive Downs project website).
- Establishing a network for promotion of contracting and construction employment opportunities, including ICN, BBAC, Black Business Finder, RIN, local schools, Mackay TAFE, CQU, and recruitment and employment support agencies.
- Promoting job opportunities to candidates who live in the Isaac, Mackay, Whitsunday, Central Highlands and Rockhampton LGAs.
- Provide advance notice of the construction schedule to local and regional businesses in the Isaac LGA.

Whilst construction workers are commonly highly mobile, several local and Queensland-based businesses have bases in the Isaac LGA. As part of the contracting process, Pembroke will articulate Project commitments to construction management and major works package contracts, including a focus on maximising the involvement of people and companies based in the Isaac, Mackay and Whitsunday LGAs and Central Queensland regions.

Pembroke will require the construction contractor to promote employment opportunities widely through:

- Business and community networks in the Isaac LGAs.
- Local community newspapers and social media pages.
- Pembroke and major contractors' websites.
- BBAC, Queensland Resources Council and Resource Industry Network (Mackay).
- Employment agencies in Moranbah, Mackay, Emerald and Rockhampton.

4.3.2 Operations

Pembroke Resources is committed to providing equitable opportunities for employment for people within the Isaac LGA and providing genuine choice for employees regarding living location at the recruitment stage of the project.

The recruitment strategy for operations will include:

- Implementation of Local Employment Policy that Includes a hierarchy of preferred employment.

- Implementation of Pembroke Resource's 'Live Local Strategy'.
- Establishing a network for promotion of contracting and operational employment opportunities, including ICN, BBAC, Black Business Finder, RIN, local schools, Mackay TAFE, CQU, and recruitment and employment support agencies.
- Promoting job opportunities to candidates who live in the Isaac, Mackay, Whitsunday, Central Highlands and Rockhampton LGAs.
- Provide advance notice of the operational schedule to local and regional businesses in the Isaac LGA.

Pembroke Resources will ensure equitable opportunities for employment for people within the Isaac LGA by:

- Advertise all jobs within the Isaac LGA, via business and community networks, community newspapers and social media pages.
- Promoting Pembroke's 'Live Local strategy' and 'workplace diversity policy'.
- Provide incentives for personnel to move to the Isaac LGA.
- Undertake screening of Isaac LGA applicants, based on merit and fit with requirements.
- Initiate hiring and on-boarding process, including identification of any housing and childcare needs.
- Facilitate access to Pembroke owned housing for personnel who require it.

Pembroke will initiate recruitment of residents from outside the Isaac LGAs as follows:

- Promote links to online job advertisements through stakeholder networks in the Mackay, Central Highlands, Whitsunday and Central Highlands region.
- Advertise all jobs on national search engines.
- Publish an on-line information pack including promotion of Pembroke's policies on living locally and a profile of local communities to support 'new local' employees attracted to live in the area to understand the amenity, services and housing options on offer.
- Initiate hiring and on-boarding process, including identification of personnel who chose to settle locally and any housing, school enrolment and/or childcare needs.
- Facilitate access to Pembroke owned housing for personnel who require it; and
- Initiate a welcoming and community integration process for new local employees and families.

4.3.3 Aboriginal and Torres Strait Islander

Pembroke Resources acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of Australia and recognise and respect their history, cultures and spiritual connection to the land. Pembroke Resources is committed to providing a recruitment program to help attract and retain Aboriginal and Torres Strait Islander employees.

Pembroke Resources acknowledges the Olive Downs Project is located on the Barada Barna People's country and have entered into an Indigenous Land Use Agreement (ILUA) with the Barada Barna Aboriginal Corporation (BBAC). In accordance with the ILUA, Pembroke will:

- Develop a participation policy statement, an Indigenous employment strategy, and an organisational mandate for their implementation.
- Consultation with the BBAC and DATSIP during the Project's pre-construction phase will finalise and initiate implementation of the Indigenous participation strategies for employment, training and business.
- Provide BBAC with updates on Project status, cultural heritage management, training, employment and business opportunities.
- Work with BBAC and other stakeholders to achieve Indigenous employment goals.

The Indigenous recruitment strategy will include:

- An Indigenous stakeholder register including (where participation is agreed) Indigenous community members, organisations and businesses, and ensure stakeholders receive the Project's regular communications (e.g. newsletters and emails about website updates). This will support community Indigenous awareness of the Project and its employment and business opportunities.
- Target for direct employment and indirect employment of Indigenous people.
- Target involvement of the BBAC and Barada Barna community members across Queensland.
- Provide fair and reasonable opportunity to Indigenous people living, working or running businesses in the Isaac LGA and Central Queensland.
- Provisions for apprenticeship and traineeship opportunities for Indigenous young people.
- Investigations of potential programs to create tertiary pathways for Indigenous students.
- Partnerships with Indigenous training and employment organisations.

Principal and major contractors will be required to:

- Ensure Indigenous businesses have full, fair and reasonable opportunity to participate in the supply chain. Pembroke will facilitate liaison between the Contractor and stakeholders who can support Indigenous business capacity building as required.
- Provide apprenticeship and traineeship opportunities for Indigenous young people living in Central Queensland.

4.4 Roster arrangements

The roster arrangements which will be offered to employees of the Olive Downs Project are influenced by the location of the project in relation to the nearest town centres, the fatigue management associated with travelling to and from the town and the employment positions linked to production rates.

As per the Health and Safety legislation and government policy, shifts for employees of mining projects should not exceed 14 hours including travel to and from site. The risk of fatigue is understood to dramatically increase with shifts exceeding 14 hours and is therefore considered an unacceptable risk when operating a coal project.

It should be noted the proposed standard roster will be a 12 hour shift, 7 days on 7 days off, in line with industry standards. The only town within safe driving distance of the Olive Downs Project is Coppabella. All other towns are in excess of safe driving distance and therefore staff residing in these towns whom are employed for positions requiring 12 hour shifts will be housed in the Civeo camp at Coppabella. Employees housed in the camp will be bussed to and from site to reduce the risk of fatigue.

For the construction stage of the Olive Downs Project, it is anticipated that rosters will be 10 days on and 4 days off with shifts of 12 hours as agreed by the construction companies in consultation with Pembroke Resources. To ensure fatigue management policies are observed, all construction staff who live outside the safe travel distance are expected to be housed at the Civeo Camp.

For the operational stage of the Olive Downs Project, Pembroke is committed to offering roster choices where appropriate to those staff who chose to live locally as per the Live Local Strategy.

Some front line production roles can only be offered on a 12 hour roster and therefore personnel undertaking these roles will be required to be housed in the Civeo camp during rostered time on (unless they reside within the safe driving distance).

Employees who chose to live locally within Moranbah or Dysart and wish to travel to site daily from their place of residence shall be placed on a roster reflecting the health and safety requirements for 14 hour days including travel.

The intrinsic benefits accruing to a living-locally roster, such as living with family and being able to take part in community life, provide incentives for local living. However, Pembroke will also provide incentives to ensure employees are provided a genuine choice to live locally if desired. These incentives will form part of an overall employment package which will ensure employees are not disadvantaged in their choice, such as:

- Housing strategy providing range of accommodation options within local communities an nominal rental rate;
- Relocation assistance.
- Annual residency bonus to assist additional cost of living.
- Loyalty recognition program;
- Training and development scholarships for family members of employees living locally.
- Education Fund for children of employees living locally.
- Bus to and from townships to site.

Pembroke will also require the operations contractor to investigate and implement best industry practices with respect to Drive-In, Drive-Out (DIDO) personnel, including safe post-roster driving times and the potential for shared driving arrangements, to support employment of Isaac and Mackay LGA residents who live outside a safe daily driving distance.

Pembroke is committed to providing genuine choice to the living location of individual workers of the Project. This commitment will be implemented from the recruitment stage of the project and extended throughout the life of the project.

The number of roles which will be on an industry standard 12 hour roster (both production and non-production) and those on a life-style 10 our roster (both production and non-production) will be determined during the recruitment stage.

Machinery operator and truck driver positions will not be differentiated across the site. These roles will be deployed in both the stripping and coal mining sections of the production work force. The lifestyle roster of 10 hours will be available to any employee who wishes to take it. They will then be allocated into a crew that works best with that roster. As such, the current workforce model does not exclude any employee from taking the lifestyle roster if desired.

Additionally, Pembroke is committed to providing an adaptable approach to workforce shifts and is proposing a wage structure to allow individual workers to operate various machinery types and sizes. Equal opportunity will be provided to individual workers and their chosen roster arrangements.

4.5 Workforce development and training Initiatives

4.5.1 Workforce development

Pembroke Resources is committed to supporting the development of a multi-skilled workforce for the Olive Downs Project through training and development programs as outlined below.

Pembroke Resources is committed to ensuring the operational contractor targets:

- Up to 50 traineeships across production and maintenance by end of year 5 of operations; and
- 4-6 apprenticeships offered per annum from year 1 of operations.

Prior to operations commencing, Pembroke will require its mine service contractor to work with key stakeholders to develop a detailed Training and Workforce Development Plan for operations. This will include:

- Analysis of requirements by occupational and skills groups, the number of positions required in each group and staging of the workforce ramp-up.
- Articulating measurable outcomes for a skilled, safe and diverse workforce.
- Development of training programs with a focus on young people (16 – 25 years), women, Indigenous people and people who are new to the mining industry.
- Consultation with Jobs Queensland, Department of Education and Training (State), Department of Employment (Commonwealth) and Queensland Resource Council (QRC) regarding skills gaps and labour availability.

- Identification of Queensland Government training initiatives which address mining industry skills shortages; and
- Establishing training partnerships, potentially including:
 - Department of State Development, Manufacturing, Infrastructure and Planning's (DSDMIP) Regional Economic Development team, Jobs Queensland and/or Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP);
 - Queensland Minerals and Energy Academy (QMEA);
 - Central Queensland University;
 - Registered Training Organisations in the Isaac and Mackay regions;
 - the Industry Capability Network (ICN);
 - BBAC's proposed training centre;
 - the Regional Industry Network (Mackay);
 - Mackay Region Chamber of Commerce;
 - TAFE Queensland; and
 - Moranbah and Dysart State High Schools.

Pembroke's contractors will be required to reports to Pembroke on the delivery and outcomes the Training & Workforce Development program at three monthly intervals during stage 1 of the project.

The Training and Workforce Development program will be revised prior to Stage 2 of the project.

4.5.2 Training Opportunities

Pembroke Resources and its contractor will develop a Youth Training Policy focused on providing opportunities for school students, graduates and undergraduates from across the Isaac LGA to participate in traineeships and apprenticeships with the Olive Downs Project.

The Youth Training Policy will include:

- Strategic partnerships with local schools, universities and TAFE Queensland;
- Support for training programs at the Coalfields Training Excellence Centre (CTEC)("The Blue Shed");
- Work experience programs;
- Graduate development programs;
- Scholarships;
- Work placement opportunities; and
- Vacation work opportunities.

Additionally, during year 2 of operations, Pembroke will establish a tertiary scholarship program for secondary school students in the LGA. The tertiary scholarship program will include:

- A long term commitment to apprenticeships and traineeships;
- Mentoring to support local young people in Project employment;
- Partnering with local and regional training organisations to support increased training and capacity development initiatives;
- Establishing a tertiary scholarship program through its training initiative with the Barada Barna Aboriginal Corporation;
- The provision of Pembroke Scholarships for Isaac LGA residents wishing to study industry-relevant courses at university, including five scholarships, implemented for the first ten years of operation. Scholarships would be provided for the longer term, subject to interest and uptake; and
- Investigating the feasibility of cadetships and a local training bond for local young people to incentivise them to live locally and work for Pembroke.

4.6 Workforce wellbeing

Pembroke Resources is committed to workforce physical and mental wellbeing. Promoting workers' health and safety will be a priority objective during both construction and operation.

Principles underlying this include:

- A focus on local employment which enables residents to enjoy living with their families and in the comfort of their homes and communities.
- Full compliance with mine safety and health legislation, including the *Mining and Quarrying Safety and Health Act 1999*, *Coal Mining Safety and Health Act 1999* and their associated Regulations as amended in 2017, as well as all Recognised Standards as published by the Queensland Government; and
- Establishing a workplace which supports physical and mental health.

As part of the tendering process, Principal and major contractors for construction will be required to demonstrate an excellent safety record, describe in detail how they will manage work practices to minimise risks to personnel, and describe how they will promote a healthy workplace.

Areas of focus are:

- Fatigue management
- Mental Health
- Programs to support Wellbeing
- Minimising impacts on health service access
- Supporting parents
- Supporting community involvement

4.6.1 Fatigue management

Fatigue will be managed through the development of a detailed Fatigue Management Policy and Fatigue Management plan for personnel. The construction and operation contractors will be responsible for development of these documents and will be required to provide detailed reporting as part of contract arrangements.

Fatigue and journey management procedures for operations will include:

- A Training approach which educates managers, supervisors and workers in fatigue management, including:
 - how to recognise the effects of fatigue;
 - the influences of a healthy lifestyle and non-work activities;
 - the effects of medical conditions, sleep disorders and drugs and alcohol;
 - personal measures to manage fatigue;
- A standard set of rosters which can only be varied through risk assessment and authorised sign-off;
- Monitoring employees and contractors shifts to ensure fatigue management guidelines are met;
- Providing guidelines to all personnel which outline acceptable safe journey management practices;
- Use of buses to transport workers to and from mine site from local towns for shifts (depending on workforce location);
- Encouragement of car-pooling arrangements for local personnel;
- Use of buses to transport workers to and from the worksite for shifts (from workers village);
- Use of buses to transport workers at the start and end of roster from chosen townships to and from the workers camp (towns in which buses will travel to and from will be depended on workforce location);
- DIDO workers will be required to stay overnight when coming off roster;
- Evaluation of WAV practices which support fatigue management;
- provision of flights from agreed airports for non-local workers; and
- Accommodation for non-local personnel in individual air conditioned ensuite rooms.

The Department of Natural Resources and Mine's (DNRM) Guidance Note for Fatigue Risk Management (Department of Natural Resources and Mines. 2013) notes that commute times of one hour, with a 12 hour shift length, can influence the opportunity for sleep and fitting in other daily activities. On this basis Pembroke has chosen the Civeo Coppabella Village - a purpose built, industry standard facility – to accommodate personnel living more than the safe travel distance to site. This facility offers the shortest travelling time (approximately 40 minutes to and from the Project site) and buses will be provided to transport staff to and from site.

4.6.2 Promoting workforce mental health

Pembroke is committed to the development of a mentally healthy workplace, as outlined below. **Table 4-3** provides the Minerals Council of Australia's Blueprint principles for mental health and the related commitments by Pembroke. The table also identifies the related performance measures which will be monitored on a quarterly basis and reported (with non-identifying data) as part of the Annual SIMP report.

Pembroke will also seek participation from Mackay HHS in the design and delivery of health promotion strategies and programs.

Table 4-3: Mental health principles and commitments

| MCA Principle | Pembroke Commitments | Performance measures |
|--|--|--|
| The minerals industry is committed to maximising and fostering employee mental health, wellbeing and safety. | Pembroke has committed to maximising and fostering employee mental health (including addressing alcohol and other drugs issues), wellbeing and safety, and to a suite of strategies which will support mental health, wellbeing and recovery from mental illness. | See below |
| Mental health and wellbeing is a shared responsibility among all workplace stakeholders. | Pembroke will establish a healthy workforce policy which includes a focus on mental health and responsible use of alcohol and other drugs. | A healthy workforce policy which includes a focus on mental health and responsible use of alcohol and other drugs is developed and implemented. |
| Leadership and commitment is critical for the development and sustainability of a safe and mentally healthy workplace. | Pembroke has committed to: <ul style="list-style-type: none"> Developing an understanding of workplace health risks and protective factors, and implementation of evidence-based programs to mitigate risks; Ensuring staff know that sick leave is available to attend to mental health or domestic violence issues; Employing staff with paramedical or nursing qualifications to manage minor health issues on site, and participate in the development of health and wellbeing programs focused on physical and mental health; and Encouraging the participation of Mackay Hospital and Health Service staff in delivery of workforce health promotion strategies addressing physical activity, healthy eating, mental health and reduced smoking, alcohol and other drug use. | Development of evidence-based mental health programs Evidence of promotion of sick leave availability for mental health issues Employment of staff who provide mental wellbeing programs Initiation of contact with Mackay Hospital and Health Service regarding their participation in workforce health promotion strategies |
| Wellbeing strategies should focus on promoting mental | Pembroke has committed to: <ul style="list-style-type: none"> Developing personnel's skills to | Implementation of mental health education program in the workplace |

| MCA Principle | Pembroke Commitments | Performance measures |
|--|---|---|
| health as well as preventing and responding effectively and early to mental ill-health in the workplace. | <p>identify and respond to mental ill-health in the workplace, including staff awareness;</p> <ul style="list-style-type: none"> • Developing referral pathways between the workplace and health care providers; • Contracting an employee assistance program provider to provide proactive support for mental health and family issues; <p>Promoting use of the Queensland Government's 13 health confidential phone service, Quitline and the alcohol and drug information service, a family and domestic violence support services; and</p> <ul style="list-style-type: none"> • Promoting recovery through return to work after illness or injury. | <p>Development of referral pathways</p> <p>Contract with Employee Assistance Program provide</p> <p>Implementation of workforce awareness programs</p> <p>Incidence alcohol and drug issues monitored in co-operation with local mental health service providers</p> <p>Return to work strategies are inclusive of people with mental health issues</p> |
| The minerals industry is committed to building knowledge about mental health and mental ill-health. | Pembroke's implementation of evidence-based programs to mitigate risk and commitment to engender a culture that supports mental wellbeing will assist in building it knowledge and that of the workforce. | All personnel have access to information and programs which support mental wellbeing |

4.6.3 Programs to support wellbeing

The Project's management strategies to support workforce wellbeing will include:

- Establishing a healthy workforce policy;
- Developing an understanding of workplace health risks and protective factors, and implementation of evidence-based programs to mitigate risks;
- Employing staff with paramedical or nursing qualifications to manage minor health issues on site, and develop health and wellbeing programs focused on physical and mental health;
- Promoting use of the Queensland Government's 13 HEALTH (13 43 25 84) confidential phone service which provides health advice, Quitline (137848) and the Alcohol and Drug Information Service (1800 177 822);
- Contracting an employee assistance program (EAP) provider to provide proactive support for mental health and family issues;
- Ensuring awareness of domestic and family violence, and how to seek help at the worksite, through the employee assistance program or through community services;
- Ensuring staff know that sick leave is available to attend to mental health or domestic violence issues; and
- Promoting recovery through return to work after illness or injury.

Programs to support the physical and mental health and wellbeing of workers will include:

- Development of a contract with local doctors to provide workplace health services e.g. Coal Board medicals, immunisation, health promotion programs and access to a GP for employees living in WAVs;
- Developing personnel's skills to identify and respond to mental ill-health in the workplace, including staff awareness, referral pathways between the workplace and health care providers, and engendering a culture that supports mental wellbeing; and

- Encouraging the participation of Queensland Health staff in delivery of workforce health promotion strategies addressing physical activity, healthy eating, mental health and reduced smoking, alcohol and other drug use.

4.6.4 Minimising impacts on health service access

To support workers' health and minimise non-local employees' demands on local services, Pembroke will:

- Ensure the contractor makes arrangements with GP clinics so that all operational personnel have health assessments in compliance with Coal Mine Workers' Health Scheme, which requires health assessments when personnel enter the industry and then at least every 5 years while employed in the industry;
- Develop a contract with a medical service provider to provide workplace health services including health promotion programs and access to a GP. The GP selection will be subject to consultation with Mackay HHS to avoid impairing GP service capability for public hospitals; and
- Seek participation from Moranbah Hospital on CRG to collectively monitor Project impacts on local health services, and identify any additional mitigations required to overcome impediments to local service access.

The workforce on-boarding process will also ensure that all non-local employees and contractors understand:

- Routine matters and existing health issues should be addressed before they commence their rosters;
- On site health staff's assistance can be sought in relation to health concerns;
- Their supervisor or manager should be made aware of any health issues that are hampering their ability to undertake usual duties;
- Demands on local services for minor and routine health issues should be minimised, and directed to GP services and not local hospitals; and
- Where relevant, prescription drugs, prescriptions and records of chronic health issues should be brought to site for every roster.

Pembroke will advise Queensland Health (Mackay Hospital and Health Service Rural Services Division), Moranbah Hospital and Moranbah General Practitioners (GPs) of the likely construction workforce ramp-up and the proportions of construction workers who are expected to be DIDO and/or Fly-in Fly Out (FIFO) personnel prior to construction. This will enable health services to plan for increased demands, which will be supported by regular 6 monthly updates on workforce numbers and proportions of DIDO/FIFO personnel during the construction period and the first three years of operations.

This advice will be further updated three months prior to commencement of Stage 2 construction works, and again three months prior to the commencement of Stage 2 operations.

In addition, Pembroke will work with local health services to identify opportunities to provide health services and programs that benefit both Project personnel and other community members. This will include partnerships to increase the availability of health services, for example, men's health checks, skin cancer checks, breast screening and mental health promotion.

Pembroke will provide additional support to community health promotion through its community development and investment strategy outlined in the Health and Community Wellbeing Management Plan.

4.6.5 Supporting parents

During recruitment for operations, the Project will consult with all recruits when they are offered employment to identify any childcare needs, and refer them to local services. The Project will notify childcare services (long day care, out of school hours care and family day care services to advise of the workforce ramp-up.

During the construction phase, and as operational workforce numbers are refined, Pembroke will assess childcare capacity in Moranbah. The results of this assessment will be discussed with IRC and the Department of Communities, Child Safety and Disability Services (DCCSDD), with ongoing engagement potentially required to develop collaborative responses if childcare capacity is not adequate or appropriate to Project demand.

Pembroke's support for the development of additional childcare capacity in Moranbah is addressed in the Health and Community Wellbeing Management Plan.

4.6.6 Supporting community involvement

To strengthen the sense of community and to promote positive relationships with the community, Pembroke will encourage employees to take part in community life, including participation in community events and volunteering. This will include encouraging personnel to access on-line directories of local events and organisations, and provision of information about volunteering.

Pembroke will support operational personnel to interact with and contribute to their local communities. Actions in this regard may include:

- Project support for sports events which enable personnel to play with other community members;
- Sponsoring an annual 'Volunteer Day' where personnel can nominate to contribute time and labour to a community initiative;
- Identification and promotion of opportunities for staff to participate in local sports, social activities and community events;
- A 'matched giving' program which will enable personnel to donate to local community groups, with donations matched by the company; and
- Establish Settlement Program partnership with MDSS to support families choosing to relocate locally.

4.7 Workforce behaviour

Pembroke Resources is committed to ensuring that all Project personnel behave in a manner that avoids negative impacts on community wellbeing or safety.

As part of pre-construction planning, Pembroke Resources will develop and implement a Code of Conduct which describes positive behavioural outcomes and prohibits negative behaviours. The Code of Conduct will apply to all personnel (construction and operation) when they are at work, travelling to and from work, in public places and within WAVs, and will include:

- Expected standards of behaviour in public places (e.g. Town centres, parks, clubs and hotels);
- Respect for local community values, e.g. family friendly public places and safe streets;
- Prohibition of all forms of sexual harassment and assault, racist behaviour or language and discrimination
- Awareness of domestic violence and responsibilities for prevention;
- Safe, legal and courteous driving.

Compliance with the Code of Conduct will be required for all Project personnel. Non-compliance with the Code would risk termination of employment. Workers staying in WAVS will also be bound by facilities' Codes of Conduct, with withdrawal of accommodation the result of non-compliance.

Relationships will be established between Pembroke, key venues and the Moranbah, Dysart, Nebo and Middlemount Police to ensure open communication about workforce behaviour and will include participation in the Moranbah and Dysart Liquor Industry Action Groups, sharing information about the Code of Conduct, and establishing contacts between local stakeholders and Pembroke with regard to workforce behaviour. Monitoring of Project workforce behaviour and integration will also be a focus of consultation with the CRG.

4.8 Management Measures

Table 4-4 summarises the key actions that will be implemented at each Project phase as part of the Project's Workforce Management Plan.

Table 4-4: Workforce management strategies

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------------|--|------------------|--------------------------------|--|
| Pre-construction | Articulate Project commitments to construction management and major works package contracts | Pre-construction | Pembroke | Local business and local workers |
| | Establish recruitment network for promotion of employment opportunities | Pre-construction | Pembroke | |
| | Require contractors to: <ul style="list-style-type: none"> document their proposed training strategies for the construction phase ensure Indigenous business have full, fair and reasonable opportunity to participate in the supply chain. | Pre-construction | Pembroke and Contractor | Local business and local workers |
| | Facilitate liaison between the Contractor and stakeholders who can support Indigenous business capacity building as required | Pre-construction | Pembroke | BBAC, DATSIP |
| | Develop and implement a Code of Conduct and require compliance by all personnel | Pre-construction | Pembroke | Local residents, IRC, QPS |
| | Finalise Fatigue Management Policy in consultation with contractor, and implement for Life of Project (as reviewed) | Pre-construction | | |
| | Establish a healthy workforce policy which includes a focus on mental health (including alcohol and other drug issues) and understanding of workplace health risks and protective factors, and implement evidence-based programs to mitigate risks | Pre-construction | Pembroke | Mining Council of Australia |
| | Consultation with Government agencies and industry networks on skills gaps and training partnerships | Pre-construction | Pembroke | DESBT, training providers |
| | Ensure Indigenous businesses are aware of potential opportunities to supply the construction phase | Pre-construction | Pembroke | BBAC, DATSIP |
| | Require construction contractors to describe in detail how they will manage work practices to minimise risks to personnel, and how they will promote a healthy workplace. | Pre-construction | Pembroke or primary contractor | Mackay HHS |
| | Notify Mackay HHS of likely workforce size and build | Pre-construction | Pembroke | Mackay HSS |
| | Develop a contract with a medical service provider to provide workplace health services including health promotion programs and access to a GP for employees living in the Civeo Coppabella Village (in consultation with Mackay HHS to avoid impairing GP service capability for public hospitals). | Pre-construction | Pembroke or primary contractor | Local GP clinics Civeo |
| Construction | Require the construction contractor to: <ul style="list-style-type: none"> provide briefings for local and regional construction companies promote construction employment opportunities to businesses and personnel within the Isaac LGA | Pre-construction | Contractor | Local business and local workers Training providers |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|------------------|---|-------------------------------|--------------------------------------|---|
| | <ul style="list-style-type: none"> provide apprenticeship and traineeship opportunities for young people living in Central Queensland report on progress with traineeships and apprenticeships | | | TAFE CTEC |
| | Develop an operational recruitment policy and detailed process for recruitment | Construction | Pembroke | Local and regional personnel |
| | Develop and implement 'Live Local' policy initiatives for operational phase | Construction | Pembroke | New local personnel |
| | Articulate commitments to a healthy workplace to construction contractors and require personnel education about minimising demands on local services | Construction | Contractor | Local and regional personnel, Q Health |
| | Require contractor to employ an on-site paramedic | Construction | Contractor | Local and regional personnel, QAS, Q Health |
| | Develop and implement an Olive Downs Code of Conduct which describes positive behavioural outcomes and prohibits negative behaviours which will apply to all personnel (construction and operation), and develop and implement on-boarding package for construction phase | Construction | Contractor | Local and regional residents, QPS |
| | Consult with training providers regarding local needs, capacities and training offers, and develop Training Strategy including Apprenticeship and Traineeship Program | Construction | Pembroke | Training providers TAFE, CTEC and local high schools |
| | Develop and implement fatigue and journey management procedures as outlined in Section 3.9.1 | Construction | Pembroke and / or Contractor | Local and regional personnel |
| | Establish Relationships between Pembroke, local hotels and clubs, Civeo and the QPS to ensure open communication about workforce behaviour | Construction | Pembroke and / or primary contractor | QPS, local hoteliers and clubs, Civeo |
| Operation | Develop Indigenous participation policy statement, an Indigenous employment strategy, and an organisational mandate for their implementation. | Pre operations | Pembroke | BBAC, DATSIP |
| | Prioritise recruitment from within the Isaac LGA (see Section 3.5) | Pre operations | Pembroke and / or Contractor | Local residents |
| | Work with BBAC and training partners to achieve employment at least nine Indigenous employees during Years 1-10 of operations and 14 Indigenous employees in Years 11-15. | Year 1- Year 15 of operations | Pembroke | BBAC, DATSIP and other training partners |
| | With the mine services contractor, develop and require compliance with the Workforce Code of Conduct | Year 1- Year 10 of operations | Pembroke and / or Contractor | Local residents, IRC, QPS |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------|--|------------------------|-------------------------|---|
| | Require mine service contractor to work with key stakeholders to develop a detailed Training and Workforce Development Plan, and cooperate with the contractor in establishing training partnerships | Year 1 of operations | Pembroke and contractor | Training providers TAFE, CTEC, DATSIP, DSDMIP, Moranbah and Dysart State High Schools |
| | Provide health and wellbeing services including: <ul style="list-style-type: none"> an on-site paramedic contract arrangements with local doctors to provide workplace health services health and wellbeing programs focused on physical and mental health. an employee assistance program for support with mental health issues. | Pre operations | Pembroke or contractor | Local GP clinics, Mackay HHS |
| | Maintain 6 monthly communication with the Mackay HHS to monitor demands by Project personnel on health and hospital services. | Year 1 of operations | Pembroke | Mackay HHS |
| | Develop and implement workforce well being strategies | Year 1 of operations | Pembroke | Project personnel |
| | Promote links to online job advertisements through stakeholder networks in the Mackay, Central Highlands, Whitsunday and Central Highlands region | Pre operations | Pembroke and contractor | Regional personnel |
| | Notify childcare centres to advise of workforce ramp-up, consult personnel staff about childcare needs and provide register of childcare options and contract details to personnel who require childcare | Year 1-3 of operations | Contractor | Local personnel and families |
| | Implement Pembroke Scholarships program | Year 1 of operations | Pembroke | Local students |
| | Investigate the feasibility of: <ul style="list-style-type: none"> local training bond for local young people to incentivise them to live locally and work for Pembroke, a local training bond and opportunities for recruitment of partners of mine workers Development Strategy. the provision of additional apprenticeships/traineeships | Year 3 of operations | Pembroke | Local young people |
| | Monitor quarterly contractor reports on local employment and diversity | Year 1-3 of operations | Pembroke | Local and regional personnel |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------|--|----------------------|--------------------------------|--|
| | Review the Training and Workforce Development Plan and revise it in readiness for an increased workforce for the operation of Stage 2 | Year 6 of operations | Pembroke | Training providers TAFE CTEC Moranbah State High School Dysart State High School |
| | <ul style="list-style-type: none"> • Make arrangements with local GP clinics or other suitably qualified service providers. • Employ or require its contractor to employ an on-site paramedic • Develop health and wellbeing programs focused on physical and mental health, with participation of Mackay HHS in delivery • Ensure Project personnel and their families have access to an Employee Assistance Program • Work with local health services to identify opportunities to provide health services and programs which both staff and other community members can benefit. • Maintain 6 monthly communication with the MDHHS to monitor demands by Project personnel on health and hospital services. | Year 1 of operations | Pembroke or primary contractor | Mackay HHS (incl. Moranbah and Dysart Hospitals), local GP clinics |

4.9 Monitoring and Reporting

Pembroke will monitor the SIMP's (including the Workforce Management Plan) performance and effectiveness to ensure that commitments are delivered and desired outcomes are achieved. Pembroke is committed to transparency and accountability in the delivery of the SIMP and associated management plans and to adaptive measures in response to monitoring data outputs.

4.9.1 Objectives

The objectives of the monitoring program are to:

- Enable Pembroke to demonstrate that SIMP commitments are delivered and progress against desired outcomes is monitored;
- Ensure that local communities and stakeholders are involved in implementation and monitoring of the SIMP; and
- Enable modification of SIMP strategies and management measures in response to monitoring data.

4.9.2 Coordinator General Stated Conditions – monitoring and reporting

“(a) The proponent must report on the implementation and effectiveness of measures to manage the project’s social impacts during construction, and the first five (5) years of operation, for each of the Olive Downs South and Willunga domains.

(b) The proponent must prepare an annual social impact management report (SIMR) during construction of the Olive Downs South domain and for the first five (5) years of operation.

(c) The proponent must prepare an annual SIMR during construction of the Willunga domain and for the first five (5) years of operation. The SIMR for the Willunga domain must also consider the social impacts associated with construction or operation of Olive Downs South domain occurring at that time.

(d) The annual SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of the relevant twelve (12) month period from the commencement of construction of each domain.

(e) Using the monitoring protocol described in the social impact management plan, the annual SIMR must detail:

(i) an assessment of the actual social impacts of the whole project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities

(ii) the progress and effectiveness of the social impact management measures detailed in the SIMP

(A) where monitoring indicates measures have not been effective, describe how those social impact management measures have been modified

(iii) the implementation of commitments relating to social impacts made by the proponent listed in

4.9.3 Commitments

Table 4-5: Monitoring Commitments – Workforce Management

| Impact Area | Actions |
|----------------------------------|---|
| Monitoring responsibility | <ul style="list-style-type: none"> The Project's Internal Coordination Committee would track implementation of the SIMP and review key performance measures every 6 months, to facilitate continual improvement of strategies and practices. |
| | <ul style="list-style-type: none"> Undertake all required reporting in compliance with the <i>Strong and Sustainable Resource Communities 2017</i> and any stated or imposed conditions from the Coordinator-General. |
| Transparency | <ul style="list-style-type: none"> Data on workforce management would be tracked and reported to the Community Reference Group (CRG) and the IRC 6 monthly until year 2 of operations. |
| Cooperation | <ul style="list-style-type: none"> Pembroke will seek participation from a number of community groups to be part of the Community Reference Group. |

4.9.4 Monitoring Responsibility

Pembroke will coordinate and monitor delivery of the Workforce Management Plan and the greater SIMP through an internal Coordination Committee. The Coordination Committee will include personnel responsible for:

- Project management;
- construction management;
- contracts and procurement;
- community and stakeholder engagement;
- workforce and accommodation management;
- workplace health and safety; and
- Indigenous partnerships and community relationships.

The Coordination Committee will be convened prior to the commencement of Project construction to implement the SIMP. The Committee will track implementation of the SIMP and review key performance measures quarterly, to facilitate continual improvement of strategies and practices.

Pembroke will have dedicated personnel to implement the SIMP, coordinate stakeholder engagement and partnerships, and manage community investment strategies.

4.9.5 Monitoring Program

Table 4-6 details the monitoring and reporting for Workforce Management, including

- Impacts and benefits addressed;
- Desired outcomes sought;
- Key performance indicators;
- Data sources;
- Monitoring frequency; and
- Corrective actions, if required.

The monitoring program will be reviewed in accordance with the overall SIMP review schedule to ensure that it remains current as the Project progresses through its lifecycle, in consultation with the Community Reference Group IRC and OCG.

| Workforce Management – Monitoring and Reporting | | | | | |
|---|---|---|--|---|---|
| Impacts and benefits | Outcomes | Key performance indicators | Data source | Frequency | Corrective measures |
| Equitable access to Project employment | The workforce includes existing Isaac LGA residents, and Project personnel from other regions are supported to settle in local towns. The Project will not have a 100% FIFO workforce. | Number and percentage of construction employees who are existing residents of Isaac LGA. Number and percentage of FIFO workers during (a) construction and (b) operation | Project employment records Labour force participation rates (5 yearly) - Department of Employment, Skills Small and Family Business | Six monthly to Year 4, renewed to Year 15 if OCG requires | Review provision of incentives for local living and housing provision. Increased recruitment efforts with local residents and networks |
| | The Project employs at least 10% existing local personnel by Year 2 and has at least 25% local employment (including existing local and new local employees) by Year 3. | Number and percentage of operational personnel who are (a) existing and (b) new residents in Isaac LGA. Number and percentage of (a) 10 hour rosters and (b) 12 hour roster Number and percentage of FIFO workers during (a) construction and (b) operation | Project employment records | Six monthly to Year 15 | Review provision of rosters, incentives for local living and housing provision |
| Opportunity for young people | Apprenticeships and traineeships are provided to local (Isaac LGA) young residents, including Indigenous people and young women, with at least 6 traineeships or apprenticeships are awarded per year and at least 1 tertiary scholarship awarded per year. | Number of apprenticeships and traineeships initiated, by gender and identifying Indigenous apprentices /trainees Number of apprentices living in Isaac LGA Number of people 16 – 25 years employed by the Project | Project employment and training records | Quarterly to Year 4 | Review uptake and refine recruitment, selection, training, or support processes as relevant Carry over un-used quota of traineeships, apprenticeship and / or scholarship to subsequent years. |

| | | | | | |
|---|--|--|--|-----------------------|---|
| Equal employment opportunities | The Project achieves at least 10-20% female employment in the first year of operations | Number and percentage of female employees. | Project employment records | Quarterly to Year 4 | Review uptake and refine recruitment, selection, training, or support processes as relevant |
| | The Project employs at least nine Indigenous employees during Years 1-10 of operations and 14 Indigenous employees in Years 11-15. | Number of Indigenous employees | Project employment records | Annually to Year 4 | Review uptake and refine recruitment, selection, training, or support processes as relevant |
| Skills development | The Project works with its partners to ensure relevant training and skills development programs are available to local and regional residents and Indigenous people. | Number of Isaac LGA residents completing training programs initiated by partnerships. | Registered Training Organisation records. | Quarterly to Year 4 | Review uptake and refine recruitment, selection, training, or support processes as relevant |
| | The Project's workforce has access to training and skills development which supports job satisfaction and career progression. | Number of training participants and qualifications earned by personnel each year. | Human Resources Records. | Quarterly to Year 4 | Review uptake and refine recruitment, selection, training, or support processes as relevant |
| Workforce participation in community life | Representation from Project staff in local volunteering and community events | Number of company representatives participating in volunteering and community events. | Human Resources Records and event records. | Annually to Year 4 | Increase promotion of volunteering and community participation |
| Workforce health and wellbeing | Strong workforce uptake and positive outcomes achieved through the wellbeing program including availability of workforce-based health promotion programs. | A healthy workforce policy is established and reviewed annually to remain current with evidence-based approaches Number of sick leave days. EAP uptake | Company policy register Program participation rates and key outcomes. | Six monthly to Year 4 | Seek expert advice to review and enhance the healthy workforce policy in consultation with Q Health (Mackay HHS) and MCA. |

| | | | | | |
|---|--|---|--|---------------------------|--|
| <p>Potential for antisocial or disruptive workforce behaviour</p> | <p>All personnel are aware of their responsibility to behave courteously, safely and respectfully at work, in public places and while traveling.</p> | <p>Number of complaints regarding workforce behaviour. QPS feedback on effectiveness of workforce management.</p> | <p>Complaint Records. Queensland Police Service.</p> | <p>Monthly to Year 15</p> | <p>Review implementation and compliance requirements for the Workforce Code of Conduct</p> |
|---|--|---|--|---------------------------|--|

5 Workforce Housing and Accommodation Plan

5.1 Introduction

This Workforce Housing and Accommodation Plan (WHA Plan) describes how Pembroke Resources will manage the Olive Downs Project's impacts on housing and accommodation in the Isaac LGA.

The WHA Plan has been prepared based on the Project's SIA and reflects Pembroke's EIS commitments as they relate to housing and accommodation.

The study area for this plan focuses on the potentially impacted communities of Moranbah, Dysart, Middlemount and Nebo.

5.1.1 Objectives of the Workforce Housing & Accommodation Plan

The objective of this plan is to:

- Provide workforce staging and personnel numbers, and baseline housing indicators;
- Ensure that the strategies adopted are workable and informed by the knowledge and experience of local stakeholders;
- Do not contribute to significant affordability and availability impacts on housing and accommodation in local and regional communities;
- Identify and plan for workforce housing needs and to increase the availability of housing for Project personnel where required;
- Support personnel to relocate to local towns;
- Ensure high quality workforce accommodation is available to non-local personnel; and
- Ensure housing availability and affordability are monitored in consultation with IRC, with potential for adjustment to housing strategies over time.

5.1.2 Stated Conditions

The Coordinator-General's stated conditions include Condition 6. Workforce housing and accommodation plan which requires:

“(a) The project must not result in adverse impacts on housing and accommodation affordability and availability in local and regional communities.

(b) The proponent must prepare a workforce housing and accommodation plan that is to be submitted as part of the social impact management plan to the Coordinator-General for approval, in accordance with Condition 1 of this schedule.

(c) The workforce housing and accommodation plan must address the construction and operational phases of the project, and include:

(i) objectives and key performance indicators

(ii) measures to enhance potential benefits for project workers and the community

(iii) measures to mitigate potential negative social impacts

(iv) policies regarding housing and accommodation support to be provided to project workers and their families who wish to move to the local communities

(v) monitoring and reporting protocols.

(d) The workforce housing and accommodation plan must:

(i) be consistent with the preliminary workforce housing and accommodation plan at Appendix I for the Olive Downs Coking Coal Project revised draft EIS (March 2019)

(ii) incorporate the proponent's commitments listed in Appendix 4 of the Coordinator- General's evaluation report for the Olive Downs project.

(e) The workforce housing and accommodation plan must be developed in consultation with Isaac Regional Council and provide:

(i) an updated assessment of local housing availability and demand

(ii) analysis of the likelihood of unoccupied housing becoming available for project workers to buy or rent

(iii) the housing register to be made available for construction workers and their families who wish to reside in the local communities. "

5.1.3 Commitments

Pembroke is committed to not contributing to significant affordability and availability impacts on housing and accommodation in the IRC LGA. Pembroke Resources commitments in relation to housing are outlined in **Table 5-1**.

Table 5-1: Housing and Accommodation Commitments

| Impact Area | Actions |
|---|--|
| Workforce housing requirement | <ul style="list-style-type: none"> Pembroke Resources will mitigate impacts to housing market from the Olive Downs Project in local townships Provide financial investment in the housing and rental market within the IRC local government area as part of the mitigation approach. The implementation of this investment would be detailed and managed through the WHA Plan. This WHA Plan is prepared to reflect the anticipated local/non-local workforce scenario This plan will be updated regularly to reflect changes to the workforce scenario over the life of the Project This WHA Plan will consider houses for sale, houses for rent and land development options available in the Isaac LGA. The project will not construct or use additional accommodation facilities for the project's construction and operational workforce. |
| Housing access and affordability | <ul style="list-style-type: none"> This WHA Plan will consider houses for sale, houses for rent and land development options available in the Isaac LGA. Measures to manage impacts to the local rental market associated with the Project workforce will be addressed in the WHA Plan Provide financial investment in the housing and rental market within the IRC local government area as part of the mitigation approach. Table 6-5 of the SIA provided in the EIS would be revised and updated during the preparation of the WHA Plan to include consideration of affordable housing availability. |
| Social housing | <ul style="list-style-type: none"> the preparation of the Workforce Housing and Accommodation Plan will include consideration of affordable housing availability If monitoring data indicates the Project is impacting on affordable housing, financial support would be provided to the Isaac Affordable Housing Trust and/or Emergency and Long-Term Accommodation Moranbah Inc. |
| Other | <ul style="list-style-type: none"> The Workforce Housing and Accommodation Plan will be updated regularly to reflect changes to the workforce scenario over the life of the project. Updated data on the Isaac LGA housing market would be incorporated in the development of the WHA Plan and would consider land development options available in the Isaac LGA. |

5.2 Stakeholder Engagement

The following stakeholders were consulted in April, May and June 2019 to update information on the housing market and to review SIMP strategies:

- Isaac Regional Council, including meeting with IRC's Land Development Advisory Committee (LDAC);
- Emergency and Long Term Accommodation (ELAM);
- Isaac Affordable Housing Trust (IAHT);
- Moranbah and District Support Services Association;
- Dysart Community Support Group;
- Vision Real Estate, Moranbah;
- LJ Hooker, Dysart;
- Economic Development Queensland; and
- Civeo, Moranbah.

Pembroke will extend an invitation to these stakeholders to be part of the Community Reference Group for the Project.

5.3 Housing profile

The Isaac region has experienced significant fluctuations in housing affordability in recent years. During 2011-2013, there were very high cumulative demands for housing, with rental costs reaching record highs and outstripping rental costs for equivalent housing on the coast. A series of interventions to construct housing, including affordable housing, and the development of large Worker Accommodation Villages (WAVs) helped to ease demand.

This peak was followed by a downturn in mining in 2013/14 which saw rental and house sales prices fall dramatically and plateau for a number of years. More recently there has been increasing demand for housing in the region reflecting an upturn in mining activity and the renewed affordability of local housing.

At the time of preparing this plan, another seven mining projects were proposed in the Isaac LGA, with existing coal mines resuming operation or expanding production, and two solar projects also commenced operation in 2018 (Isaac Regional Council. 2019). Between June 2017 and June 2018, the Bowen Basin mining workforce increased by 5,400 people or 18% (Isaac Regional Council. 2019).

A number of significant projects are currently under development and being planned. The combined effect of these projects is likely to lead to impacts on housing and accommodation in the LGA. While the cumulative impact of this cannot be quantified in this Plan, it is a consideration that has been taken into account in the impact mitigation strategies and monitoring program.

5.3.1 Housing stock

Table 5-2 shows the total number and profile of private dwellings for each of the potentially affected towns in the study area and the Isaac LGA, with Queensland averages for comparison. Key points of interest include:

- The prevalence of separate house as the main type of housing supply in all towns, consistent with the LGA and Queensland;
- Moranbah as the largest community, with 3,659 private dwellings, followed by Dysart (1,385 private dwellings), Middlemount (5429 dwellings) and Nebo (373 private dwellings);
- attached dwellings are more prevalent in Moranbah at 17.5 per cent of all private dwellings (compared with 9.4 per cent in Middlemount, 8 per cent in Dysart, and 2.6 per cent in Nebo); and
- a high proportion of unoccupied private dwellings in all towns compared with levels typical for Queensland, with more than 3,253 unoccupied dwellings at Census 2016. The highest percentage of unoccupied dwellings was in Nebo which had 58.7%, with the lowest in Moranbah at 29.2%. Isaac Regional Council has advised that most unoccupied dwellings are owned by mining companies exclusively for their workforce

(IRC. 2018). Unoccupied stock was also likely to include privately owned vacant rental housing following the slump in housing demand during 2013-2014.

Table 5-2 Profile of private dwellings, 2016

| Characteristic | Moranbah | Dysart | Middlemount | Nebo | Isaac LGA | Qld |
|--|----------|--------|-------------|-------|-----------|-----------|
| Separate house | 2,106 | 739 | 429 | 210 | 5,339 | 1,269,653 |
| Separate house % occupied dwelling | 81.3% | 91.0% | 87.4% | 90.9% | 86.3% | 76.6% |
| Semi-detached, row, terrace or townhouse | 280 | 22 | 39 | 0 | 353 | 174,984 |
| Flat or apartment | 172 | 43 | 7 | 6 | 312 | 186,778 |
| Attached dwellings % occupied dwelling | 17.5% | 8.0% | 9.4% | 2.6% | 10.8% | 21.8% |
| Another dwelling | 31 | 4 | 3 | 5 | 128 | 16,815 |
| Dwelling structure not stated | 4 | 5 | 9 | 0 | 52 | 8,602 |
| Total occupied private dwellings | 2,590 | 812 | 491 | 231 | 6,186 | 1,656,831 |
| Unoccupied private dwellings | 1,069 | 574 | 382 | 148 | 3,253 | 195,570 |
| Unoccupied private dwellings % | 29.2% | 41.4% | 43.9% | 58.7% | 34.5% | 10.6% |
| Total private dwellings | 3,659 | 1,385 | 870 | 373 | 9,440 | 1,852,407 |

Source: ABS Census 2016 Community Profiles

5.3.2 Land supply

As at September 2018, the Isaac LGA had 896 hectares (ha) of broadhectare land suitable for residential development, which had decreased by 3 ha during the preceding twelve months, and represented 16 per cent of broadhectare land stock in the MIW Regional Planning Area (RPA). On a 'high yield' scenario (smaller lots and more medium density dwellings) this would yield 4,942 dwellings, and on a 'medium yield' scenario, 4,451 dwellings. The Queensland Government Statistician's Office estimates that over the next 2 years, broadhectare land which is likely to be developed is expected to yield approximately 718 dwellings. (QGSO. 2018h).

Significant land holdings developed during the last mining boom currently lies vacant. Isaac Regional Council has estimated that Moranbah has land development capacity for 3,125 residential lots, with a further 100 vacant lots 'in town' immediately available, bringing the town's total residential development capacity to 3,223 lots (Isaac Regional Council. 2018). Economic Development Queensland has advised there are 39 registered lots immediately available on its Bushlark Grove Estate, with a range of other privately owned lots also vacant and potentially available for sale. A large, privately owned vacant estate at Grosvenor Drive also has developed lots available for sale.

Demand in Isaac LGA for residential land take-up is low compared with previous years. The closing stock of approved residential lots (those associated with current approvals and awaiting development) in the Isaac LGA at September 2018 was 320 lots, with five new residential dwellings and six new lots registered in the year to December 2018, low compared with the previous 10 year annual average of 199 new lot registrations (QGSO. 2018d).

Based on these data, there is ample supply of residential land capacity in the short to medium term for significant new residential development in Moranbah and the Isaac LGA. However, consultation has highlighted the caution that remains in the housing market since the mining downturn in 2013/14 and the reluctance for developers to invest at this stage.

5.3.3 Rental housing

5.3.3.1 Rental Supply

Table 5-3 shows the supply of rental housing in the four towns at Census 2016. Compared with Queensland averages, the proportion of rental housing in these towns is around twice that of Queensland. This is likely to be a feature of the high volume of employer subsidised housing, along with other factors, including the high level of investor housing in the region, and the appeal of short term/interim career opportunities available in the region (Isaac Regional Council. 2019).¹

Data on landlord type indicates the high proportion of 'other' landlord type for rental dwellings, ranging from the highest level in Middlemount at 75.3 per cent of all rental dwellings to 17.6 per cent in Nebo, and for over half or Moranbah's rental dwellings at 53.5 per cent. This largely reflects dwellings owned by mining companies and rented to employees, providing an indicator of company owned housing stock here.

Given it is the main urban centre, Moranbah has the largest supply of rental housing at 1,984 dwellings in 2016, representing 76.6 per cent of all occupied private dwellings. Dysart and Middlemount also had a high representation of rental housing (69.2 per cent and 94.9 per cent respectively), while Nebo was significantly lower at 44.2 per cent. Consultation revealed that a significant pool of rental housing is in poor condition, particularly in Dysart, a factor of older stock as well as poor maintenance by investor-owners, particularly since the decline in the housing market in 2013/14.

Table 5-3: Housing tenure and landlord type, 2016

| Tenure | Moranbah | Dysart | Middlemount | Nebo | Isaac | Queensland |
|--|----------|--------|-------------|-------|-------|------------|
| Owned outright | 133 | 220 | 10 | 51 | 1,093 | 471,407 |
| Owned with a mortgage | 97 | 320 | 8 | 62 | 913 | 558,439 |
| Rented | 1,984 | 562 | 466 | 102 | 3,928 | 566,478 |
| Rented - other landlord type | 1,061 | 280 | 351 | 18 | 2,153 | 28,143 |
| Rented - real estate agent | 728 | 195 | 83 | 62 | 1,192 | 352,216 |
| Rented - person not in same household | 92 | 53 | 12 | 18 | 325 | 114,992 |
| Rented - State or territory housing authority | 65 | 17 | 8 | 0 | 119 | 52,858 |
| Rented - housing co-op/community/church | 3 | 3 | 5 | 0 | 19 | 8,675 |
| Landlord type not stated | 37 | 7 | 5 | 12 | 117 | 9,597 |
| Other tenure type/not stated | 71 | 24 | 10 | 0 | 258 | 60,510 |
| % Rented dwellings | 76.6% | 69.2% | 94.9% | 44.2% | 63.5% | 34.2% |
| % Rented - other landlord type (of rental dwellings) | 53.5% | 49.8% | 75.3% | 17.6% | 54.8% | 5.0% |
| % Social housing (of total dwellings) | 2.6% | 2.5% | 2.6% | 0.0% | 2.2% | 3.7% |
| Total dwellings | 2,590 | 812 | 491 | 231 | 6,186 | 1,656,831 |

Source: ABS Census 2016 Community Profiles

¹ Isaac Regional Council. 2019. *Economic Indicators Profile. Land Development Committee*. Presented by Economic Development and Communities.

Table 5-4 show that the number of listed properties available for rent has declined in each town since July 2017, with more volatility in the smaller towns (typical of smaller markets). In Moranbah listed stock had declined by 61 per cent by July 2018, with an increase in rental stock in the subsequent eight months to March 2019. Overall, the availability of rental stock in the four towns more than halved over the 19 month period to 117 dwellings in March 2019, from 211 dwellings in July 2017.

In the past, the announcement of a new major mining project in the Isaac LGA typically stimulated development of new housing. However, following the severe losses made on housing investments in the Isaac LGA since 2013, investment in new rental housing supply in the Isaac LGA has been low. A tightening of lending requirements for financial institutions has also affected investor activity, potentially slowing the market's responsiveness to new economic activity. Real estate agents and landowners have emphasised the caution that continues to linger in the Isaac housing market, but note that investor interest is beginning to re-emerge. Strong signals may be required to renew the confidence of investors.

Consultation with Council and real estate agents has indicated that many homes owned by mining companies remain vacant at present although estimates of the quantum are not available.

Table 5-4: Total Rental Listings (houses and units), Local Towns, July 2017 - March 2019

| Town | Number of listings | | | Percentage Change | |
|-------------|--------------------|--------|--------|-------------------|---------------|
| | Jul-17 | Jul-18 | Mar-19 | Jul 17-18 | Jul 18-Mar 19 |
| Moranbah | 129 | 50 | 57 | -61% | 14% |
| Dysart | 50 | 54 | 39 | 8% | -28% |
| Middlemount | 17 | 6 | 11 | -65% | 83% |
| Nebo | 15 | 21 | 10 | 40% | -52% |
| Total | 211 | 131 | 117 | -38% | -11% |

Source: RealEstate.com.au/Invest (accessed April 2019)

5.3.3.2 Demand

Rental vacancy rates have been reducing since March 2015, with accelerated falls since March 2017 (see **Figure 5-1**). Rental vacancies may be higher than indicated by private market rental data, given the high number of rental dwellings owned by mining companies, however, this stock is not available to the general market.

Table 5-5 shows the re-emergence of tight rental markets in Moranbah (vacancy rate of 1.4 per cent), Middlemount (1.5 per cent) and Nebo (2.5 per cent) in the past two years. While Dysart's rental market remains weak at 3.6 per cent, vacancy levels here have also been falling, and are beginning to approach a more balance supply.² These rates are in contrast to the extreme vacancy rates experienced in 2013, ranging between 12 per cent in Moranbah to 20 per cent in Dysart (Isaac Regional Council, 2019), highlighting the volatility of the town's housing markets and the impact that movements in the mining industry can have on housing supply.

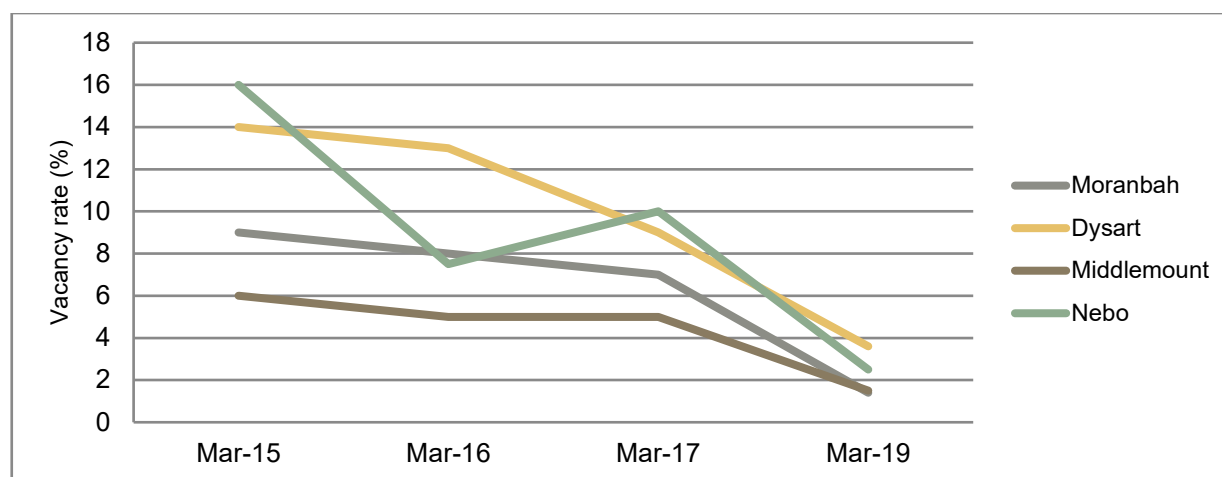
There is clearly a steady demand for rental housing returning to the towns, particularly in Moranbah. Real estate agents consulted in the preparation of this Plan note that this is beginning to flow into other markets, with an upward trend in rental housing demand present in Middlemount and emerging in Dysart.

² The Real Estate Institute of Queensland defines rental market conditions as follows: tight <2.5%, healthy 2.5 - 3.5%, weak >3.5% (REIQ. 2018)

Table 5-5: Rental Vacancy Rates, 2014 - 2019 (per cent)

| Town | Mar-14 | Mar-15 | Mar-16 | Mar-17 | Mar-19 |
|-------------|--------|--------|--------|--------|--------|
| Moranbah | 10.5 | 9 | 8 | 7 | 1.4 |
| Dysart | 14 | 14 | 13 | 9 | 3.6 |
| Middlemount | 4 | 6 | 5 | 5 | 1.5 |
| Nebo | n/a | 16 | 7.5 | 10 | 2.5 |

Source: SQM Research, April 2019

Figure 5-1: Rental Vacancy Rates, 2014 - 2019

Source: SQM Research, April 2019

Growing demand for housing is also reflected in rental data shown in **Table 5-6**, which shows that whilst rental housing remains affordable relative to previous peaks, the median weekly rent has increased in Moranbah and Dysart.

At the time the SIA was finalised (July 2018), rental housing in the SIA study area had stabilised from the extreme peaks in 2013, and had become more affordable, with median weekly rents for houses of \$290 in Moranbah, \$260 in Nebo, \$250 in Middlemount and \$170 in Dysart (Table 5-6). These prices were comparable at the time with median weekly rent of \$280 for houses in the Mackay postcode.

Since then, the situation has changed significantly and rents are rising. Medians have risen in three of the four towns, and most significantly in Moranbah, where rents increased by 21 per cent in the 6 months to March 2019. This has yet to flow over into the other towns, where rents rose around 5 per cent in both Nebo and Dysart. However, one agent reported rent increases of between 14 and 18% in Dysart in May / June 2019, with the view that the market was beginning to pick up here. The median rent in Middlemount remained stable from July 2018 to March 2019 at \$250 per week. By comparison, over the same period median rents in Mackay rose by 7 per cent to \$300/week, well below the rate of increase in Moranbah.

Table 5-6: Median rents, 2018-19

| Postcode Area | At peak 2013 [^] | Jul-18 | Sep-18 | Mar-19 |
|---------------|---------------------------|--------|--------|--------|
| Moranbah | \$750 | \$290 | \$300 | \$350 |
| Dysart | \$750 | \$170 | \$175 | \$180 |
| Middlemount | \$780 | \$250 | \$250 | \$250 |
| Nebo | \$540 | \$260 | n/a | \$273 |
| Mackay | n/a | \$280 | n/a | \$300 |

[^] Isaac Regional Council. 2019

Source: RealEstate.com.au/Invest Accessed July and September 2018 and April 2019

The falling vacancy rates and rising rental costs indicate that an upturn in the rental housing market is well established in Moranbah, and possibly emerging in Dysart. Drivers for this demand are considered by local stakeholders to include recent growth in mining and other industrial activity. Other market drivers include entry into the market by local people (young people and key workers) who are now able to afford rental housing, along with newcomers from more costly housing markets seeking more affordable housing. This affordability may begin to slip as rents increase, particularly for low-income earners.

This combination of rising rents and falling vacancy rates provides important context for developing Pembroke's approach to workforce housing, which will need to minimise any additional upward pressure on rental prices. Regular and continuous monitoring of housing supply and affordability will be needed to track Project impacts in the region.

5.3.4 Housing for purchase

5.3.4.1 Supply

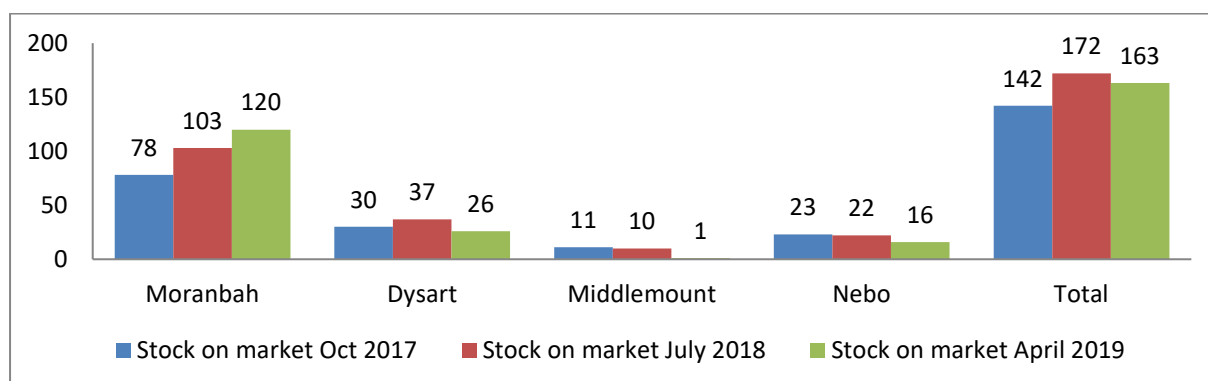
There has been an increase in the availability of housing stock for purchase in local towns in the past two years. Between October 2017 and April 2019 Moranbah experienced a consistent increase in properties listed for sale, increasing by 41 per cent over the reporting period from 70 to 120 listings (see **Table 5-7** and **Figure 5-2**). This is likely to reflect the recovery of the mining industry and the entry of first home buyers into the market who are now able to afford to purchase their home. This trend is yet to follow in the other towns, with the number of listings having declined over the same period.

Table 5-7: House sale listings, 2017 - 2019

| Town | Stock on market Oct 2017 | Stock on market July 2018 | Stock on market April 2019 | Percentage change 2017-2019 |
|-------------|--------------------------|---------------------------|----------------------------|-----------------------------|
| Moranbah | 78 | 103 | 120 | 41% |
| Dysart | 30 | 37 | 26 | -11% |
| Middlemount | 11 | 10 | 1 | -100% |
| Nebo | 23 | 22 | 16 | -32% |
| Total | 142 | 172 | 163 | 12% |

Source: SQM Research, 2019

Real estate agents have advised that the housing stock coming to market reflects turnover of existing stock, rather than new stock. Since the 2013/14 downturn, few new dwellings have been built. There were only five building approvals for residential dwellings approved in the Isaac LGA as a whole in the 12 months ending 31 December 2018, and less than five residential dwellings approved in the preceding two years (QGSO. 2019d). However, Isaac Regional Council has noted that an increase in the number of plumbing and building approvals issued in the Isaac region in 2018 suggests a return of consumer/investor confidence in the housing market (Isaac Regional Council. 2019). While stakeholders have observed that investors remain cautious, some have noted a recent re-emergence of investor interest.

Figure 5-2: House sale listings, 2017 - 2019

Source: SQM Research, 2019

5.3.4.2 Demand

Median sale price data reported in **Table 5-8** shows a 25 per cent increase in the median house price in Moranbah between July 2017 and April 2019. Significant fluctuations are evident in the other markets, but in small markets such as these, price fluctuations due to property variations are not a reliable guide to market conditions.

Table 5-8: Housing median sales prices, 2017 - 2019

| Town | Jul-17 | Ap-19 | Percentage change |
|-------------|-------------------------------|-----------------------|-------------------|
| Moranbah | \$160,000 | \$200,000 | 25% |
| Dysart | \$85,000 | \$86,000 | 1% |
| Middlemount | \$140,000 (est.) [^] | \$80,000 [^] | -57% |
| Nebo | \$99,000 | \$175,000 | 77% |

Note: Sale price data not available for Middlemount. The value used here is from SQM Asking Price Index, cited in Isaac Regional Council. 2019

Source: RealEstate.com.au Invest (accessed July 2017 and April 2019)

Isaac Regional Council's Economic Indicator Profile noted the following trends in property prices across all housing stock (Isaac Regional Council. 2019):

- Moranbah: prices gradually fell following October 2012, until stabilising in April 2017 and have been rising since;
- Dysart: prices gradually fell following April 2012 and have been rising again since October 2018;
- Middlemount: prices have been falling gradually since April 2016; and
- Nebo: prices have been variable since April 2017.

Real estate agents consulted during the development of this Plan advised that following market decline in 2013/14 and the return of housing affordability, local people have been re-entering the home purchase market. The difficulty in raising the 30 per cent deposit required by banks to secure finance in mining regions has proved a significant constraint to many. While there is ample supply of residential land capacity in the short to medium term for significant new residential development in Moranbah and the Isaac LGA, there appears to be little confidence at present to stimulate investment in new housing, with investor confidence in the region remaining low. This is likely to turn around as growth in mining and other industries continues, house sale prices likely to continue to rise as demand grows. In time this will stimulate more supply.

5.3.5 Affordable and social housing

5.3.5.1 Social Housing

Social housing in the Isaac LGA is comprised of public housing owned by the Department of Housing and Public Works (DPHW) and community housing owned and / or managed by Emergency and Long Term Accommodation (ELAM), a Specialist Homelessness Service that provides emergency and long term accommodation in the Isaac region, along with other support to people experiencing or at risk of homelessness.

Table 5-9 provides 2016 Census data on social housing in the Project area, and indicates a total of 90 houses owned and managed by the DPHW in Moranbah, Dysart and Middlemount. There is no public or social housing in Nebo.

At June 2018 there were only 85 registered public housing tenancies in the Isaac LGA (Queensland Government, 2019a), suggesting there may be some stock vacancies. At this same time there were also only four current applications on the social housing register in the Isaac LGA, and only one of which was in Moranbah (Queensland Government, 2019b). Of note, DPHW properties are available to all Queenslanders on the basis of need, and consultation indicates that majority of recent tenancies have been to people from outside the LGA.

Table 5-9: Social housing supply, Isaac LGA, 2016.

| Landlord type | Moranbah | Dysart | Middlemount | Total |
|-------------------------|----------|--------|-------------|-------|
| State authority rental | 65 | 17 | 8 | 90 |
| Community church rental | 3 | 3 | 5 | 11 |
| Total social housing | 68 | 20 | 13 | 101 |

Source: ABS Census 2016

ELAM is a specialist homelessness service providing homelessness support and managing a portfolio of crisis and long term accommodation in Moranbah, including:

- 9 crisis accommodation dwellings, including seven family dwellings, one for single women and one for single men; and
- 11 long term dwellings, including four units for single people and seven family dwellings.

However, management of the 11 long term dwellings is being transferred back to DPHW, with the intention being for the properties to be sold.

ELAM has advised that demand for crisis housing has been increasing over the past twelve months. In January 2019, there was an occupancy rate of approximately 85 per cent, which was a substantial increase from the previous year's average occupancy of approximately 65 per cent. By May 2019 the crisis accommodation was fully occupied. ELAM's Manager advised that while the increase since January was seasonal, following the post-Christmas period, growth in demand for social housing was starting to appear in Moranbah, reflecting the recent rental price rises.

5.3.5.2 Affordable Housing

The Isaac Affordable Housing Trust (IAHT) provides affordable accommodation in the region under the Isaac Rental Affordability Scheme (IRAS). The housing is available to households earning up to a defined income limit, and is targeted to lower income households including key workers who are unable to afford housing in the general housing market and are not eligible for public housing.³

³ IRAS eligibility criteria available at: <https://www.isaac.qld.gov.au/documents/12238/e208d64a-eda5-41cb-aae4-ee35d67476d1> accessed 31/5/19

Consultation with Isaac Regional Council's Property Services Manager in February 2019 identified the following pool of affordable housing in local communities:

- 19 dwellings in the Isaac LGA (12 in Moranbah, 4 in Dysart and 3 in Clermont) managed by IAHT; and
- 21 dwellings managed as part of Council's National Rental Assistance Scheme (NRAS) rental pool.

This level of supply remained unchanged at May 2019.

IAHT properties have generally had an occupancy rate of approximately 70 per cent in preceding years. However, demand began to increase by June 2018, with the occupancy rate reaching 100 per cent by May 2019 (excluding one property offline for maintenance).⁴

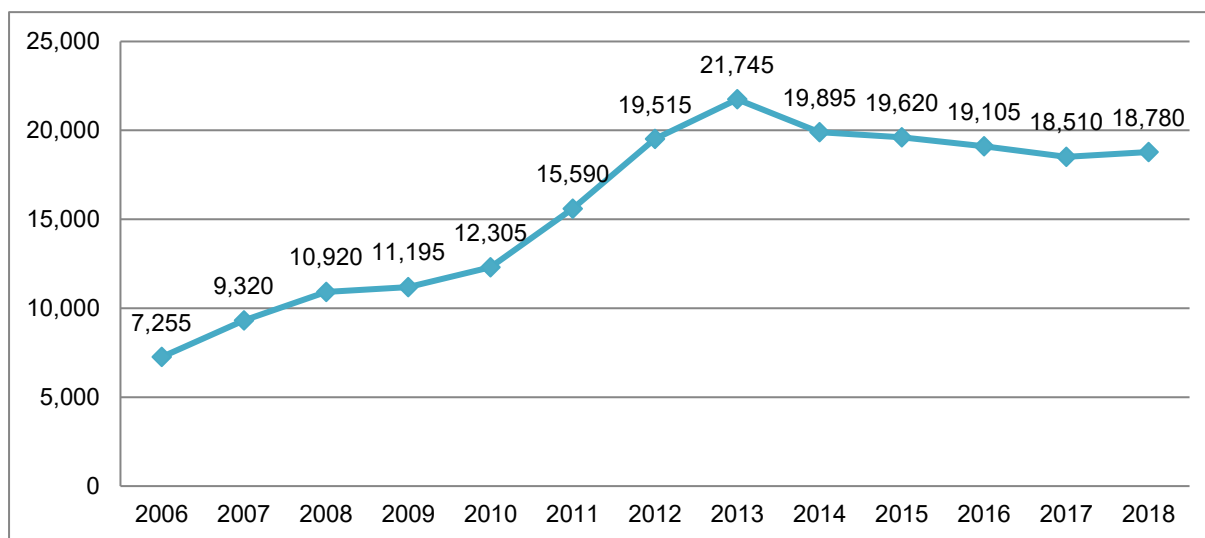
Existing housing price trends and social housing demand trends indicate the likelihood of an increased need for affordable and social housing over the next 6-12 months, particularly in Moranbah. IAHT lacks financial capacity for expansion, but has existing land capacity with ownership of seven parcels of land in Moranbah with the potential to yield 16 dwellings.

5.3.6 Workforce accommodation villages

The Queensland Government Statistician's Office has provided estimates of the number of workforce accommodation village (WAV) beds in the Isaac LGA since 2006, as shown in **Figure 5-3**.

The number of beds increased sharply during 2010-2013 to reach 21,745 beds. During the following contraction in the mining industry, the number of beds fell (as WAVs were 'mothballed' or decommissioned) and in June 2018 was estimated at 18,780 beds.

Figure 5-3: Workforce accommodation village bed supply, Isaac LGA 2006-2018



Source: Queensland Government Statistician's Office (QGSO). <http://www.qgso.qld.gov.au/index.php> (Accessed 2019).

IRC's WAV register data indicates that at June 2016 there was a total of 19,052 existing WAV beds in the Isaac LGA (similar to QGSO's estimate), with a total approved capacity of 32,204 beds (Isaac Regional Council. 2019). Table indicates a total supply of existing beds in the potentially affected community was 17,002 beds at 2016, with a total capacity for 29,666 beds (including beds approved but not built). Coppabella, which is the most viable location due to proximity to the Project during Stages 1 and 2, had a total of 3,831 existing beds and a

⁴ Company Secretary, IAHT (Pers. Comm. 29/4/19) and IRC Submission to the Office of Coordinator-General: Pembroke – Olive Downs Environmental Impact Statement (EIS). May 2019

total approved capacity of 5,712 beds. Dysart, which will become viable as a location for personnel in Stage 3, had a total of 3,275 existing beds and a total approved capacity of 3,670 beds at 2016.

Table 5-10: IRC-recorded workforce accommodation village beds, 2016

| Town | Existing beds (approved and built) | Total capacity (including beds approved but not built) |
|-------------|------------------------------------|--|
| Moranbah | 6,411 | 15,020 |
| Dysart | 3,275 | 3,670 |
| Middlemount | 2,300 | 2,729 |
| Nebo | 1,185 | 2,535 |
| Coppabella | 3,831 | 5,712 |
| Total | 17,002 | 29,666 |

Source: Isaac Regional Council. 2019

5.4 Housing and accommodation demand estimates

5.4.1 Assumptions and scenarios

Workforce numbers are described in **Table 4-4** of the Workforce Management Plan.

Discussions with Pembroke's potential contractors who would construct the mine and manage the early years of its operation have advised that approximately 10% of their operational personnel employed in other local mines live locally and 1-2% of construction personnel live locally. IRC data accessed following completion of the SIA indicates that approximately 6% of construction workers may settle locally during construction (Isaac Regional Council. 2019).

Also to be considered in assuming accommodation demand estimates – Both Moranbah and Dysart sit outside the safe driving distance from the access point to the Olive Downs mining domain of the Project under legislative and industry policy fatigue management. As discussed in the Workforce Management Plan, living local roster options would be offered to operational personnel who choose to reside within these townships where operationally possible. Buses will transport personnel from Moranbah, Dysart and the Coppabella camp.

On this basis, assessment of housing requirements has assumed that approximately 10% of the operational workforce will be drawn from the existing local labour market, and 5 – 15% would be 'new local' workers relocating to the Isaac LGA. It is also assumed that 50% of all new local employees are likely to purchase dwellings and 50% will require Pembroke supplied housing.

It is also assumed 6% of the construction workforce would be drawn from existing towns within the Isaac LGA, however all construction personnel will be required to reside in the Coppabella Camp if not residing less than 1 hours drive time from site. Given the nature of the construction work, lifestyle rosters are not possible and the required 12 hours shift rotation leaves no safe travel time to and from Dysart or Moranbah.

These are considered realistic targets under the particular circumstances of the mine's operation, but will be reviewed as the development of the mine progresses and adaptive management measures will be implemented keeping the SIMP relevant to contemporary issues and impacts.

The Project's potential need for worker accommodation and housing has been estimated, applying the scenarios in **Table 5-11**.

Table 5-11: Workforce accommodation and housing scenarios

| Phase | Scenarios |
|---------------------|---|
| Construction | <p><u>Base case:</u> Non-local personnel at 100% (FIFO/DIDO) to demonstrate the maximum potential requirement for workforce accommodation beds. The Project will target local construction businesses and employees as part of its supply chain, to avoid a 100 per cent commuting workforce (Pembroke is NOT proposing 100% FIFO/DIDO – this is for maximum potential requirement for accommodation beds only).</p> <p><u>Applied scenario:</u> Existing and new local workers at 10%, commuting workers at 90%.</p> |
| Operation: | <p><u>Scenario 1:</u> Existing local workers at 10%, new local workers at 5%, commuting workers at 85% (FIFO/DIDO).</p> <p><u>Scenario 2:</u> Existing local workers at 10%, new local workers at 15%, commuting workers at 75% (FIFO/DIDO).</p> |

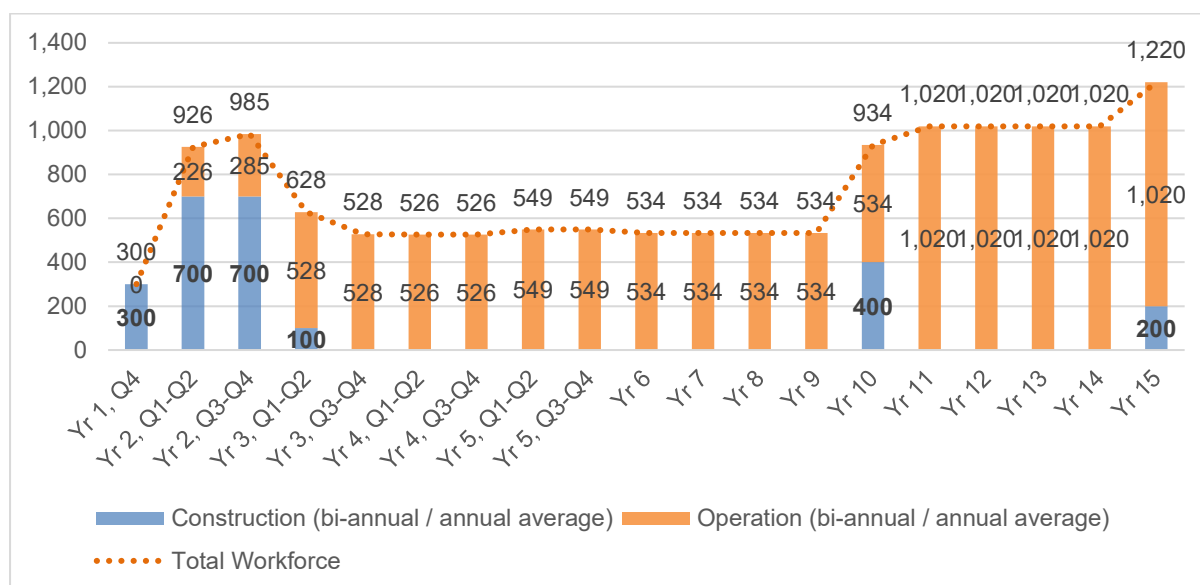
5.4.2 Workforce estimates and origins

5.4.2.1 Workforce Size and Build

Figure 5-4 presents the workforce estimates for the Project for construction, operation and the Project’s total workforce.

An assessment of housing demand beyond Year 15 has not been attempted as it is too far into the future to be credible. Pembroke will review its housing and accommodation estimates as part of the scheduled SIMP review.

Figure 5-4: Project workforce estimates, Year 1 to 15 (number of personnel)



5.4.2.2 Workforce Origins

Pembroke’s first priority for recruitment will include personnel from within the Isaac LGA, initially focussing on Moranbah, Dysart, Middlemount and Nebo. Personnel in the adjoining Central Highlands LGA will also be targeted, along with personnel from the Mackay and Whitsunday LGAs.

Non-local employees will be given the choice to relocate and live locally. However, others will still choose to commute to work via car, bus or plane, staying locally during their shifts. While best estimates have been made in the development of this Plan, the actual number of local, non-local and new local employees will be unknown until recruitment has progressed and will be monitored as part of the SIMP’s delivery.

5.4.3 Estimated workforce accommodation village beds

Estimated demand for WAV beds during the first 15 years of the Project are shown in Error! Reference source not found. **Table 5-12**. Estimates have been modelled for each scenario as well as a base case of 100 per cent WAV demand for accommodation for construction personnel. The base case provides a ‘worst case scenario’ for setting an upper limit for WAV beds, as a plan in the event that no construction personnel resides within the safe driving limits to the project.

Table 5-12: Estimated workforce accommodation village beds Years 1-15

| Commuting workers | Work-force share (% total) | Yr 1, Q4 | Yr 2, Q1-2 | Yr 2, Q3-4 | Yr 3, Q1-2 | Yr 3, Q3-4 | Yr 4 | Yr 10 | Yr 15 |
|---|----------------------------|----------|------------|------------|------------|------------|------|-------|-------|
| Construction Workforce | | | | | | | | | |
| <i>Estimated workforce size</i> | | 300 | 700 | 700 | 100 | 0 | 0 | 400 | 200 |
| Base Case | 100% | 300 | 700 | 700 | 100 | 0 | 0 | 400 | 200 |
| Assumed scenario – | 90% | 270 | 630 | 630 | 90 | 0 | 0 | 360 | 180 |
| Operation workforce | | | | | | | | | |
| <i>Estimated workforce size</i> | | 0 | 226 | 285 | 528 | 528 | 526 | 534 | 1,020 |
| Scenario 1 | 85% | 0 | 193 | 243 | 449 | 449 | 448 | 454 | 867 |
| Scenario 2 | 75% | 0 | 170 | 214 | 396 | 396 | 395 | 401 | 765 |
| Total workforce (construction and operation) | | | | | | | | | |
| Scenario 1 + assumed scenario | - | 270 | 823 | 873 | 539 | 449 | 448 | 814 | 1047 |
| Scenario 2 + assumed scenario | - | 270 | 800 | 844 | 486 | 396 | 395 | 761 | 945 |
| Scenario 1 + Base case | - | 300 | 893 | 943 | 549 | 449 | 448 | 854 | 1067 |

Applying the estimates for the whole workforce in **Table 5-12**, Pembroke would need to secure access to the peak estimated demand for WAV beds as shown in **Table 5-13**.

Table 5-13: Peak estimated workforce accommodation village beds demands

| Years | Quarter(s) | Beds |
|-------|------------|-----------|
| 1 | Q4 | 300 beds |
| 2 | Q1-Q2 | 893 beds |
| | Q3-Q4 | 943 beds |
| 3 | Q1-Q2 | 549 beds |
| | Q3-Q4 | 449 beds |
| 4 - 9 | Q1-Q4 | 854 beds |
| 10 | Q1-Q4 | 854 beds |
| 15 | Q1-Q4 | 1067 beds |

Pembroke has secured accommodation at Civeo Coppabella Village sufficient to meet the Project’s estimated needs for the first 7 years, to 2025, with accommodation requirements to be re-evaluated before that time.

5.4.4 Estimated housing demand

The demand for housing across the first 15 years of the Project has been modelled on the workforce origins assumptions outlined in **Table 5-12**, with the results reported in **Table 5-14** below. Key points are:

- Assuming no new local workforce for construction period (construction workforce will have a portion of existing local residents); and
- This does not take into consideration existing local workers only new local workers.

The maximum predicted housing demand is as follows:

- 16 Pembroke supplied dwellings and 17 home purchase dwellings by the first half of Year 2;
- 21 Pembroke supplied dwellings and 21 home purchase dwellings by the second half of Year 2;
- 40 Pembroke supplied dwellings and 40 home purchase dwellings by the first half of Year 3; and
- 76 Pembroke supplied dwellings and 77 home purchase dwellings by Year 15.

Table 5-14: Estimated housing demand, by workforce sector – Years 1-15

| Project Year | Quarter | At 5% new local worker | | | At 15% new local worker | | |
|----------------------------|---------|---------------------------|-----------------------------|-----------------------|---------------------------|-----------------------------|-----------------|
| | | Pembroke Supplied Housing | Private Purchase households | Total dwelling demand | Pembroke Supplied housing | Private Purchase Households | Total Dwellings |
| Operation workforce | | | | | | | |
| Year 1 | Q4 | 0 | 0 | 0 | 0 | 0 | 0 |
| Year 2 | Q1-2 | 5 | 6 | 11 [^] | 16 | 17 | 33 |
| | Q3-4 | 7 | 7 | 14 [^] | 21 | 21 | 42 |
| Year 3 | Q1-2 | 13 | 14 | 27 | 40 | 40 | 80 [^] |
| | Q3-4 | 13 | 14 | 27 | 40 | 40 | 80 [^] |
| Year 4 | Q1-4 | 13 | 13 | 26 | 39 | 40 | 79 [^] |
| Year 10 | Q1-4 | 13 | 14 | 27 | 40 | 40 | 80 |
| Year 15 | Q1-4 | 25 | 26 | 51 | 76 | 77 | 83 |

[^]Rounding errors

5.5 Housing strategies

This Section describes the strategies employed to address the Project's housing and accommodation needs to avoid negatively impacting housing supply and affordability. It identifies the likely quantum and type of housing to be provided by Pembroke and adopts an adaptive management approach based on regular monitoring and review. This is expected to mitigate the Project housing demands without leading to a surplus of stock as happened during the last mining boom.

Pembroke's housing and accommodation objectives are to:

1. Minimise impacts on local rental housing market by housing construction workforce in the Coppabella Civeo camp;
2. Minimise impacts on local housing affordability and access, whilst supporting employees who choose to move from outside the Isaac LGA to settle locally by providing company-supplied housing;
3. Ensure that workers have a genuine choice to live locally through a combination of incentives, rostering flexibility and housing provision;
4. Ensure workers have access to safe and comfortable accommodation within a safe daily driving distance;

5. Provide a choice of housing type, size and location for Project personnel; and
6. Enhance the region's capacity to provide affordable housing and support for people experiencing homelessness.

The strategies outlined in this Section take into account these objectives, local housing market conditions, the likely housing and accommodation demand to be generated by the Project, and input and advice from consultation with the IRC and other key housing stakeholders.

The strategies address the housing and accommodation needs of the construction and operation workforces. While construction personnel will include existing local residents, it is likely they will be predominantly commuting workers flying or driving to the area when on roster. Operations personnel will include existing local residents, new local workers relocating to live in the area, and commuting workers.

The strategies are presented in three parts:

- Commuting workforce accommodation strategies;
- Workforce housing strategies; and
- Living locally Strategy.

5.5.1 Review Schedule

While housing demand has been estimated to Year 15, projections this far out are unreliable and will require periodic review. Reviews will be conducted in consultation with the IRC and OCG as follows:

- In Year 1.5 and 3 concurrent with the SIMP review;
- In Year 5 when Pembroke will re-assess contractual arrangements with the contractor engaged to construct and operate the Project;
- In Year 8 prior to the Stage 2 Olive Downs expansion in Year 10 and expected workforce peak in Year 11; and
- In Year 14 as part of the SIA required prior to construction of the Willunga Domain in Stage 3 and the forecast achievement of peak production by Year 22.

The estimated supply requirements for housing will be confirmed in line with monitoring of employee housing demand.

A detailed program for monitoring, reviewing and adapting the strategies is provided.

5.5.2 Commuting workforce accommodation strategies

The aim of this strategy is to provide accommodation for commuting workers in established WAVs for the life of the Project, with periodic reviews to adjust provision as the Project progresses. The Project will not develop new workforce accommodation.

The accommodation policy for the construction phase requires that all personnel who live outside a safe daily driving distance (under one hour either way) will be required to stay in an accommodation village and bused to the Project site.

During Stage 1 and 2 of the Project, Coppabella is the only viable location for workforce accommodation given the distance of the Olive Downs South domain from the other local population centres. However, when the Willunga Domain is developed in Stage 3, the site access is located 40 minutes from the township of Dysart, being a safe daily driving distance based on a 12 hour work roster.

Pembroke has selected the Civeo Coppabella Village, located at Lot 10 Peak Downs Hwy, Coppabella, as its accommodation provider. The Civeo Coppabella Village was chosen because it offers:

- A purpose built, modern facility which meets industry standards, as evidenced by its use by a variety of mining and construction companies;
- The shortest travel time to site, minimising the length of the working day;

- More than 3,000 rooms, which provide a king single bed, en-suite bathroom, air conditioning, desk and chair, tea-making facilities, refrigerator, wireless internet and flat-screen TV
- Facilities including:
 - Zest Eatery (catered dining room) quality offering extensive choices, and nutritional guidance for village residents;
 - The HUB bar and tavern;
 - The Store convenience shop;
 - Kinetic gymnasium;
 - outdoor swimming pool and outdoor recreation areas
 - Free on-site car parking for drive-in drive out workers;
 - Onsite laundry and storage provision; and
 - Willingness to host personnel in the camp while they wait for airport transfers by bus.

Personnel preferences with regard to room allocation will be considered by Civeo, and facility guests are also welcome to book additional accommodation for family members, subject to availability.

The Project will monitor personnel satisfaction with WAV accommodation and may adjust its contractual relationships with WAVs accordingly. The Project's accommodation requirement will be re-evaluated in the Year 6 review of this Plan, in order to plan for either renewal of the existing contract or to secure a contract with another provider. The choice of accommodation providers for Stage 3 will be finalised at the Year 9 review of the WHA Plan.

Civeo has confirmed that it will have adequate capacity to provide accommodation for the Project's personnel at Coppabella Village from the commencement of construction (late in Year 1). Pembroke's construction contractor will enter into a contract with Civeo (anticipated by second half 2020) for this accommodation. The mining services contractor will enter into a contract with Civeo for the required beds for the relevant workforce for the commencement of operations. Of note, there are no other proposed mining projects in the Isaac LGA whose construction is likely to precede construction of the Project, with no risk that this WAV capacity will become unavailable to the Project.

To ensure adequate capacity is maintained and to avoid the need for additional rental housing, WAV bed accommodation has been planned for the 'worst case scenario' base case, representing 100 per cent of the construction workforce and 85 per cent of the operational workforce.

5.5.3 Workforce housing strategies

Pembroke housing mitigation strategies will avoid:

- Allowing the Project's rental housing demand to generate upward pressure on rents causing the displacement of other residents, and particularly lower income households, from their housing;
- Purchasing 'job lots' of housing which may inflate purchase prices for others;
- Contributing to the development of an excess of housing which will negatively affect the housing market; and
- Block bookings of rental housing, whether needed or not, thereby removing housing from the local rental pool.

5.5.3.1 Pembroke Supplied Housing

Pembroke will source properties from within the Isaac LGA to meet 100 per cent of workforce choosing to reside within the Isaac LGA but do not wish to purchase their own home.

Based on the findings in Table 5-19, Pembroke anticipates it will purchase dwellings in the following sequence:

- 26 dwellings by Year 2, Q1-Q2 (Year 1 of Operations) (or the number of dwellings required as per number of employees choosing to live locally and not purchase their own home);

- An additional 14 dwellings by Year 3, Q1-Q2 (Year 2 of operations) (or the number of dwellings required as per number of employees choosing to live locally and not purchase their own home);
- Assess property numbers required and purchase additional as needed Years 4-10;
- An additional 45 dwellings by Year 15 (or the number of dwellings required as per number of employees choosing to live locally and not purchase their own home).

The actual number of dwellings required will be confirmed as recruitment progresses, with any surplus dwellings not required to be carried over into allocations estimated for subsequent years.

Pembroke will source housing through a combination of the following:

- Purchasing housing listed for sale on the general housing market – this would entail spot purchasing a mix of single and multi-unit housing to enable an available supply by Year 2, Q1. To avoid placing upward pressure on house sale prices, purchasing would be progressive and not in ‘job lots’, and limited to no more than 10 per cent of listed stock at the time of purchase;
- Purchasing or leasing ‘surplus to requirements’ housing or developed lots from BMA in Moranbah; - this would involve purchasing stock in need of renovation or redevelopment (by agreement between BMA and Pembroke) and would enable available supply by Year 2, Q3. As a first step, Pembroke has requested BMA’s consideration of a transfer of dwellings to Pembroke;
- Purchase of developed vacant land from Economic Development Queensland and / or private land holders for direct build and ownership by Pembroke, to achieve construction of additional dwellings (depending on demand as monitored) by the end of Year 3, to be leased to Project personnel.

During the construction phase of the project, Pembroke will require its construction contractor to:

- Provide WAV beds to discourage non-local construction workers from renting housing from the private rental market;
- Identify whether non-local personnel will be single status or family status as part of their recruitment processes;
- Monitor the housing choices of employees and provide quarterly reporting on the number of Project personnel:
 - Residing in the LGA prior to commencement of construction
 - not resident in the LGA at commencement of construction
 - residing in WAV accommodation
 - relocating to the LGA and residing in rental housing not provided by the Project
 - relocating to the LGA who have purchased their housing.

During operations, Pembroke will require its mine services contractor to:

- Implement the Project’s Live Local Policy;
- Identify which of the contractor’s current local staff who would join the Project have existing housing arrangements which will remain available to them;
- Identify which recruits (from other mining companies) would lose their current housing arrangements as the result of taking up Project employment and will require rental housing;
- Identify which recruits (from other mining companies) would lose their current housing arrangements as the result of taking up Project employment but will purchase from within the Isaac LGA;
- Identify which non-local personnel will require rental housing, and the desired location (town) dwelling type and number of bedrooms required;
- Identify the number of non-local personnel will be purchasing within the Isaac LGA;

- Review the Project Housing Register and its suitability to incoming personnel's needs and seek to match personnel to housing; and
- Monitor and record personnel housing preferences in the Housing Monitor.

5.5.3.2 Home purchase housing

It is assumed that 50% of the workforce choosing to relocate to the Isaac LGA will purchase a home. Additionally, Pembroke Resources will purchase workforce housing as per **Section 5.4.3.1**.

The assessment of demand for home purchase housing concluded that the home purchase market has capacity for estimated Project-related demand without putting undue pressure on housing prices, and that increased market stimulus might lead to take up and development of the large supply of vacant developed land.

Pembroke will adopt a careful approach to addressing its housing needs to avoid overstimulating house purchase prices and pricing local people from the market. In purchasing on the general market, Pembroke will adopt a carefully managed purchasing strategy to avoid over-stimulating house prices. A mixed approach is most likely, using a combination of purchasing small numbers of existing housing (from the general market or company-owned stock) and building new housing.

Notwithstanding, it will be important for the supply and affordability of home purchase housing to be closely monitored and remedial action adopted if the Project is found to place inflationary pressure on home prices.

On a quarterly basis Pembroke and its contractor will monitor Project workforce take up of home purchase housing and median house sale prices in Moranbah, and assess the likely impact of the Project workforce on price rises in consultation with IRC, IAHT and ELAM. If it is concluded that the Project's workforce is contributing to the loss of affordability of home purchase housing, then Pembroke will:

- Work with key landholders (IRC, EDQ and private land owners) to identify ways to increase home purchase housing supply; and
- Review its incentives for workers to choose company-provided rental housing in favour of home purchase.

5.5.3.3 Social and affordable housing

Households on low and moderate incomes in mining communities are vulnerable to rising housing costs, particularly households renting their homes. Isaac Regional Council has highlighted the significant challenges faced in the community in the past impacting key workers' access to housing (IRC, 2019).

Pembroke will provide financial investment to the value of \$400,000 to a affordable housing provider to be utilised for affordable housing within the Isaac LGA. This contribution will be reviewed during SIMP reviews in years 1.5, 3, 5 and 8 in line with the Project's progression. In addition, Pembroke will monitor the take up of housing by Project personnel in local towns and any impacts on the supply and affordability of rental, in consultation with IAHT, IRC and ELAM.

Pembroke recognises the indirect impacts that the mining industry can have on homelessness and the demand for crisis housing and support services, and will contribute \$10,000 per year to ELAM (or other crisis housing service provider) to enable practical support to be provided for assistance with relocation costs, care packages and gift cards (used for emergency assistance) for clientele seeking help.

5.5.4 Complementary implementation strategies

5.5.4.1 Live Local Policy

Pembroke will develop and implement a Live Local Policy designed to encourage personnel to relocate to within the Isaac LGA. The policy will include:

- Offering 'living local' rosters (10 hour shifts) to non-production and selected production roles to allow for travel time so that workers can choose to live locally;
- Providing relocation assistance to the value of up to \$10,000 for workers who move to Moranbah and commit to staying for at least three years;

- Annual residency bonus of up to \$20,000 per employee to cover additional costs of living such as schooling, child care etc;
- Facilitating and/or providing a range of housing types, size and location for operational workers;
- Providing information about the liveability, services, housing and recreation in the local towns;
- Providing an up-to-date list of housing available to employees (see Project Housing Register below);
- Describing eligibility criteria and application processes for housing allocations;
- Describing assessment procedures, including matching employee housing preferences;
- Nominal rental amount;
- The terms and conditions for renting listed dwellings, including weekly rent, bond and other expenses, rental period, rental terms and conditions (consistent with REIQ standard contract), and dispute mechanisms; and
- Support through resettlement programs offered by community partners;
- Providing bus transportation to the site from Moranbah and other population centres as necessary.

5.5.4.2 Supporting community integration

Pembroke will enter into a Settlement Program Partnership with a district Support Service provider to provide community integration programs designed to help new local employees and families to integrate with local communities. This is outlined in the Health and Community Wellbeing Plan, and will include settlement, integration and support services, and neighbourhood development.

Pembroke and its contractor will also promote and support participation by Project personnel in local volunteering (e.g. with emergency service organisations, sporting groups, and community management groups) to facilitate community integration and promote community service.

5.5.4.3 Project Housing Register

Once secured, project supplied housing which is available to personnel will be listed on the Project Housing Register and made available to Project personnel.

The Project Housing Register will be established and kept up-to-date by Pembroke or its contractor and will include:

- A full register of Project-provided dwellings identifying address, dwelling type and size and tenure (i.e. whether owned or leased by the Project); and
- A list of registered dwellings available to Project personnel seeking to relocate to the Isaac LGA.

All personnel choosing to move to Moranbah and existing local personnel who require new housing arrangements will be eligible for project supplied housing. Policies governing housing allocation, head leasing and rental costs and conditions will be developed and implemented during the construction period.

The register will be made available to the OCG and IRC for review on request.

5.5.5 Housing Monitor

The Housing Monitor will be established by Pembroke and / or its contractor to monitor market housing supply and affordability for rental and home purchase housing, as well as employee housing preferences and housing take-up.

This information will support the housing strategy's monitoring requirements as detailed below. In addition, it will enable the assumptions applied in this Plan to be tested and refined, reducing the likelihood of over or under-estimating demand. It will also provide an evidence base for monitoring potential Project-related impacts on local housing supply and affordability.

Pembroke will require its contractor to retain and report a quarterly record of:

- The housing preferences indicated by new recruits, including:
- Preference for WAV accommodation
- Preference for rental accommodation (including preferred town)
- Preference for home purchase housing (including preferred town)
- Household status (single, family or group household).
- The number of new local workers who relocate to the Isaac LGA, including their family status;
- The take-up of rental housing dwellings on the Project Housing Register, including location (town), dwelling type and size, and household type of occupants (single, family or group household);
- The number of new local workers who purchase housing in the Isaac LGA, including location (town);
- Rental vacancy rates and median weekly rents by town; and
- Dwellings listed for sale and median sale price by town.

5.6 Management Measures

Table 5-15 summarises the actions to be undertaken as part of the Workforce Housing and Accommodation Action Plan. This is supported by the monitoring framework provided below.

Table 5-15: Housing and Accommodation Action Summary

| Action summary | Strategy | Timing | Lead | Stakeholders |
|--|--|-----------------------|------------------------------|--|
| Project Phase | | | | |
| Commuting workforce accommodation | | | | |
| Construction | Secure capability to accommodate 100% of construction employees and up to 75% of operation employees in Civeo Coppabella Village to 2025. | Pre-construction | Pembroke and / or contractor | Civeo |
| | Discourage commuting construction employees from renting local housing. | Pre-construction | Pembroke and / or contractor | IRC, ELAM |
| | Secure sufficient accommodation beds for up to 100% of construction employees in Civeo Coppabella Village, as follows: <ul style="list-style-type: none"> 300 beds in Year 1 (Q4) 700 beds in Year 2 100 beds in Year 3 (Q1-Q2) | Pre-construction | Contractor | Civeo |
| Operation | Secure sufficient accommodation beds for up to 85% of operation workforce at Civeo Coppabella Village as follows: <ul style="list-style-type: none"> 193 beds in Year 2 (Q1-Q2) 243 beds in Year 2 (Q3-Q4) 449 beds in Year 3 454 beds in Year 10 | Pre- Y1 of operations | Pembroke and / or Contractor | Civeo |
| | With recruitment of the operational workforce, monitor locational preferences of commuting personnel and make provision for their accommodation at Moranbah. | Pre- Y1 of operations | Pembroke and / or Contractor | |
| | Review workforce accommodation requirements and contractual arrangements for ongoing WAV accommodation in Coppabella, Moranbah and Dysart. | Year 5 of Operations | Pembroke and contractor | WAV operators, IRC, OCG |
| Workforce housing | | | | |
| Construction | Establish the capacity to procure up to 50 company-provided rental dwellings in the Isaac LGA by Year 3 of operations for allocation to Project personnel, sourced from outside the general rental market in the following sequence: <ul style="list-style-type: none"> 26 rental dwellings by Year 2, Q1-Q2 (Year 1 of Operations); An additional 14 rental dwellings by Year 3, Q1-Q2 (Year 2 of operations); and Assess property numbers required and purchase additional as needed Years 4-10. <p>with the estimated supply for to be reconfirmed in line with employee housing demand monitoring (in consultation with the OCG and IRC).</p> <p>Establish contractual arrangements with suppliers accordingly.</p> | Construction | Pembroke | OCG, IRC, IAHT, BMA, private investors, EDQ, property owners, real estate agents |

| Action summary | Strategy | Timing | Lead | Stakeholders |
|-----------------------|---|----------------------|-----------------------------------|--|
| Project Phase | Develop and implement policies governing housing allocations, leasing and rental costs conditions. | Construction | Pembroke and contractor | IRC, IAHT, BMA, real estate agent(s) CFMEU |
| | Establish and keep the Project Housing Register up to date. | Construction | Pembroke and contractor | OCG, IRC |
| | Establish and implement the Housing Monitor to monitor and review housing demand, supply and affordability. | Construction | Pembroke and / or contractor | OCG, IRC, ELAM, IAHT |
| Operation | Implement the Live Local Policy | Year 1 of Operations | Pembroke and / or contractor | IRC |
| | Allocate company-provided rental dwellings in accordance with employee demand. Hold any housing not allocated in reserve for allocation in Year 2 of operations. | Year 1 of Operations | Pembroke and / or contractor | IRC, relevant housing partner(s) |
| | Implement the Housing Monitor and review: <ul style="list-style-type: none"> Estimates for Project-provided rental housing supply. Seek OCG approval for any downward provision. Take steps to manage impacts on home purchase housing affordability if needed in consultation with IRC | Year 1 of Operations | Pembroke and contractor | OCG, IRC |
| | Identify which local recruits would lose their current housing arrangements if employed on the Project and provide assistance with matching housing needs. | Year 1 of Operations | Pembroke and / or contractor | |
| | Implement community integration partnerships with Moranbah District Support Group. | Year 1 of Operations | Pembroke and contractor | MDSS, DCSG |
| | Revise Workforce Accommodation and Housing Plan. | Years 4, 6, 9 and 14 | Pembroke OCG (approval authority) | OCG, IRC, ELAM, IAHT |
| Social housing | | | | |
| Operations | Purchase a house or duplex for contribution to the Isaac Affordable Housing Trust's housing portfolio. | Year 4 of Operations | Pembroke | IAHT, IRC |
| | Contribute \$10,000 per year for five years to ELAM for assistance with relocation costs, care packages and gift cards for clientele seeking help. | Year 1 of operations | Pembroke | ELAM |

5.7 Monitoring and Reporting

Pembroke will monitor the SIMP's (including the Workforce Housing and Accommodation Plan) performance and effectiveness to ensure that commitments are delivered and desired outcomes are achieved. Pembroke is committed to transparency and accountability in the delivery of the SIMP and associated management plans and to adaptive measures in response to monitoring data outputs.

5.7.1 Objectives

The objectives of the monitoring program are to:

- Enable Pembroke to demonstrate that SIMP commitments are delivered and progress against desired outcomes is monitored;
- Ensure that local communities and stakeholders are involved in implementation and monitoring of the SIMP; and
- Enable modification of SIMP strategies and management measures in response to monitoring data.

5.7.2 Coordinator General Stated Conditions – monitoring and reporting

“(a) The proponent must report on the implementation and effectiveness of measures to manage the project’s social impacts during construction, and the first five (5) years of operation, for each of the Olive Downs South and Willunga domains.

(b) The proponent must prepare an annual social impact management report (SIMR) during construction of the Olive Downs South domain and for the first five (5) years of operation.

(c) The proponent must prepare an annual SIMR during construction of the Willunga domain and for the first five (5) years of operation. The SIMR for the Willunga domain must also consider the social impacts associated with construction or operation of Olive Downs South domain occurring at that time.

(d) The annual SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of the relevant twelve (12) month period from the commencement of construction of each domain.

(e) Using the monitoring protocol described in the social impact management plan, the annual SIMR must detail:

(i) an assessment of the actual social impacts of the whole project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities

(ii) the progress and effectiveness of the social impact management measures detailed in the SIMP

(A) where monitoring indicates measures have not been effective, describe how those social impact management measures have been modified

(iii) the implementation of commitments relating to social impacts made by the proponent listed in

5.7.2 Commitments

Table 5-16: Monitoring Commitments – Local Business and Procurement

| Impact Area | Actions |
|----------------------------------|---|
| Monitoring responsibility | <ul style="list-style-type: none"> • The Project’s Internal Coordination Committee would track implementation of the SIMP and review key performance measures every 6 months, to facilitate continual improvement of strategies and practices. |
| | <ul style="list-style-type: none"> • Undertake all required reporting in compliance with the <i>Strong and Sustainable Resource Communities 2017</i> and any stated or imposed conditions from the Coordinator-General. |
| Transparency | <ul style="list-style-type: none"> • Data on workforce housing numbers would be tracked and reported to the Community Reference Group (CRG) and the IRC 6 monthly until year 2 of operations. |
| Cooperation | <ul style="list-style-type: none"> • Pembroke will seek participation from a number of community groups to be part of the Community Reference Group. |

5.7.3 Monitoring Responsibility

Pembroke will coordinate and monitor delivery of the Workforce Housing and Accommodation Plan and the greater SIMP through an internal Coordination Committee. The Coordination Committee will include personnel responsible for:

- Project management;
- construction management;
- contracts and procurement;
- community and stakeholder engagement;
- workforce and accommodation management;
- workplace health and safety; and
- Indigenous partnerships and community relationships.

The Coordination Committee will be convened prior to the commencement of Project construction to implement the SIMP. The Committee will track implementation of the SIMP and review key performance measures quarterly, to facilitate continual improvement of strategies and practices.

Pembroke will have dedicated personnel to implement the SIMP, coordinate stakeholder engagement and partnerships, and manage community investment strategies.

5.7.4 Monitoring Program

Table 6-4 details the monitoring and reporting for Workforce Housing and Accommodation, including

- Impacts and benefits addressed;
- Desired outcomes sought;
- Key performance indicators;
- Data sources;
- Monitoring frequency; and
- Corrective actions, if required.

The monitoring program will be reviewed in accordance with the overall SIMP review schedule to ensure that it remains current as the Project progresses through its lifecycle, in consultation with the Community Reference Group IRC and OCG.

| Workforce Housing and Accommodation – Monitoring and Reporting | | | | | |
|---|---|---|--|------------------------|--|
| Impacts and benefits | Outcomes | Key performance indicators | Data source | Frequency | Corrective measures |
| Access to safe and comfortable accommodation for non-local workers | All commuting employees who live outside a safe daily driving distance have access to quality accommodation in a WAV, to avoid impacting on local housing stock. | Workforce accommodation village accommodation (WAV) is secured to Year 7, with provision for review and extension to Year 10. Majority of workforce satisfied with their accommodation | Project Housing Monitor WAV accommodation satisfaction survey (annual) | Six monthly to Year 4 | Advise annual survey results to accommodation provider and request response to of feedback |
| Impacts on local housing affordability and access | The rental housing demand from 'new local' workers is met by company-provided housing and does not draw from the general rental supply. Project demand does not contribute to the loss of housing affordability for the bottom 40% of income earning households in the local area. | Project-provided rental housing provided at sufficient levels to meet worker demand. Median annual cost of rental dwellings Rental vacancy rates | Project Housing Monitor and Project Housing Register SQM Research online / Realestate.com.au/invest IAHT and ELAM feedback IRC Feedback | Six monthly to Year 15 | If personnel are renting in the private market rather than occupying company provided accommodations, Pembroke will take additional measures to encourage personnel to choose company-provided rental housing. If personnel purchasing their own housing is found to contribute to the loss of home purchase affordability for the bottom 40% of income earning households in the local area, Pembroke will review its home purchase incentives in the Live Local Policy. |
| Local capacity to provide affordable housing and support for people experiencing homelessness | Contribute to the supply of affordable housing for key workers. | One dwelling is contributed to the IAHT housing portfolio in Year 3 of operations. \$10,000 per year for ELAM starting Year 1 of operations to assist with accommodation needs (eg furniture, gift cards etc). | Company records | Annual to Year 6 | If required, Pembroke will take immediate steps to make further investments. |

6 Local Business and Industry Procurement Plan

6.1 Introduction

Pembroke Resources recognises it has the potential to be a significant partner within the regional community. The Olive Downs Project has the potential to support, enable or generate diverse and sustainable opportunities across the community including business development, the supply of goods, materials and services. This will in turn contribute to business sustainability and growth, indirect employment and economic development in the Isaac LGA and MIW Region.

6.1.1 Objectives of the Local Business and Industry Procurement Plan

The objectives of the local business and industry procurement plan is to:

- Maximise opportunities for competitive and capable local businesses to provide goods and services to the project;
- Provide local suppliers, contractors and manufacturers with full, fair and reasonable opportunities to tender and participate in the project;
- Reduce barriers to entry for local businesses where feasible;
- Build relationships with local business and industry;
- Align major contracts and contractors to the Project's Local Procurement Strategy;
- Comply with the *Coordinator-General's evaluation report on the environmental impact statement* for the Olive Downs Project;
- Comply with *The Queensland Resources and Energy Sector Code of Practice for Local Content 2013* (The Code).

6.1.2 Stated Conditions

The Coordinator-General's stated conditions include Condition 7. Local business and industry procurement plan which requires:

“(a) The proponent must ensure that opportunities for local businesses to provide goods and services for the project are maximised during the construction and operational phases.

(b) The proponent must prepare a local business and industry procurement plan that is to be submitted as part of the social impact management plan to the Coordinator-General for approval, in accordance with Condition 1 of this schedule.

(c) The local business and industry procurement plan must address the construction and operational phases of the project, and include:

(i) objectives and key performance indicators

(ii) procurement strategies and initiatives for local and regional suppliers, including Aboriginal and Torres Strait Islander owned businesses, and actions to facilitate participation

(iii) proposed policies and programs to build local and regional capacity and capability, and reduce barriers to entry

(iv) processes that embed the local business and industry procurement strategies into the contracting model for the project

(v) measures to mitigate any potential negative social impacts on local industries

(vi) details of any established industry guidelines or codes of practice which the proponent has committed to complying with

(vii) monitoring and reporting protocols.

(d) *The local business and industry procurement plan must:*

(i) *be consistent with the local business and industry content management strategy at Section 6.7 of Appendix H to the draft EIS for the Olive Downs Coking Coal Project draft EIS (September 2018)*

(ii) *incorporate the proponent’s commitments listed in Appendix 4 in the Coordinator- General’s evaluation report for the Olive Downs project.”*

6.1.3 Industry Code of Practice

The *Queensland Resources and Energy Sector Code of Practice for Local Content 2013* (the Code) provides the framework for involving local and regional businesses in project supply chains. Under the Code, resource and energy companies are encouraged to:

- Adopt the principle of ‘full, fair and reasonable’ opportunity for capable local businesses to participate and implement an associated delivery framework;
- Complete a Code Industry Report (CIR) annually to assist the Queensland Resource Council (QRC) in completing the annual Code Effectiveness Report; and
- Participate in annual forums and/or the QRC’s Local Content Working Group which aim to monitor and make improvements to the Code.

The Project will comply with the Code of Practice, and will also address the principles of the *Australian Industry Participation Framework* (AIPF), including submission of an Australian Industry Participation Plan (AIPP).

6.1.4 Commitments

The *Coordinator-General’s evaluation report on the environmental impact statement* For the Project, Appendix 4 lists the Proponent’s commitments social impact commitments. The commitments associated with the local business and industry procurement plan are outlined in **Table 6-1**.

Commitments made in the SIA are also outlined in **Table 6-1**.

Table 6-1: Local Business Commitments

| Impact Area | Commitment |
|-----------------------------------|---|
| Local business opportunity | <ul style="list-style-type: none"> • A local business engagement strategy would be developed for the project. The Moranbah Traders Association, Clermont Business Group, Dysart Business Group, Greater Whitsunday Alliance (GW3), IRC’s Economy & Prosperity team and the Department of State Development’s Regional Economic development team would be consulted during development of the local business engagement strategy. |
| Indigenous business | <ul style="list-style-type: none"> • Focus on identifying Indigenous businesses in the Isaac, Mackay and adjacent LGAs during the construction phase, engaging Indigenous businesses in the construction supply chain, and ensuring that the Principal Contractor addresses Pembroke’s commitments to Indigenous employment |
| Barriers to entry | <ul style="list-style-type: none"> • Ensure payment terms for local business does not exceed 30 days |
| Other | <ul style="list-style-type: none"> • The Local Procurement Policy and Strategy will be published on the Olive Downs Project website • Monitoring data will be reported to appropriate Community Reference Groups • Pembroke will require contractors to comply with the Local business and industry procurement plan |

6.2 Business engagement strategy

Pembroke has held initial meetings with the Moranbah Traders Association and recently re-formed the Dysart Business Group, to provide a briefing on the Project and its potential timing, and to commence discussions about

business engagement. The opportunity for ongoing engagement is being extended to these two groups along with the Clermont Business Group, the Greater Whitsunday Alliance (GW3) and the IRC's Economy & Prosperity team to seek their advice on engaging local businesses in these communities.

Following the appointment of a construction contractor, Pembroke and the contractor will cooperate with DSDMIP's Regional Economic Development team, RIN, ICN and local business groups to enable engagement with local and regional suppliers about procurement opportunities and requirements.

Local business workshops will be held in Moranbah, Dysart and Mackay prior to construction, to:

- Promote Project supply opportunities and the procurement schedule;
- Explain company procurement procedures and requirements;
- Outline tendering requirements;
- Invite businesses to join the Project's Business Register;
- Connect suppliers to industry and government programs which will increase their capacity or capability, if required.

Workshop invitations will be distributed through the Moranbah Traders Association, Dysart Business Group, Clermont Business Group and the GW3, as well as to businesses in the Isaac, Mackay and Central Highlands regions that are oriented towards the construction and mining industries. These workshops will lay a foundation for developing relationships with local suppliers and facilitate networking between local businesses.

Engagement prior to operations will include:

- Contacting all businesses on the Project's Business Register to provide advice on the commencement of operations and invite participation in supplier workshops;
- Workshops to ensure suppliers can prepare and plan for tenders ahead of time; and
- Corporate resource to coordinate Project supplier inputs to Local Procurement reports, build their capacity, and meet QRC and external report requirements.

Pembroke will hold bi-annual workshops with local and regional businesses, commencing three months prior to the commencement of construction, and annually during the first three years of operation, to provide updates on its procurement schedule and procedures, invite business' feedback on Pembroke's procurement procedures, and continue to build its Business Register.

Pembroke and/or its contractor will also:

- Promote tendering opportunities via the Project's Businesses Register email list;
- Establish an Industry Capability Network (ICN) Gateway Portal for communication about the Project's supply opportunities and enable businesses to register as suppliers; and
- Sending expression of interest alerts to the ICN Gateway Resource Industry Network, Moranbah Traders, Black Business Finder, Dysart Community Support Group, GW3 and Middlemount Community representatives.

6.3 Procurement Strategy and Initiatives

6.3.1 Local Procurement Policy

Pembroke is committed to providing full, fair and reasonable opportunity for capable local, regional, and Indigenous businesses to compete and participate in the Project's supply chain, which is defined in QRC's Code of Practice as:

- Full opportunity: Local industry has the same opportunity as other potential suppliers to participate in all aspects of a project from design through to completion and ongoing maintenance;
- Fair opportunity: Local industry is provided the same opportunity as other potential suppliers to compete for investment projects and other market-based contracts on an equal and transparent basis; and

- Reasonable opportunity: Tenders are free from any unreasonable specifications or requirements that could rule out local industry, and are structured in such a way as to provide local industry with the opportunity to participate.

For the purposes of the Code of Practice, local industry is defined as either an Australian or New Zealand business.

For the purposes of the Project's Local Procurement Strategy, Pembroke will establish, focus and report on tiered levels for supplier participation at the following levels:

- Local: referring to spend within the Isaac LGA;
- Region: referring to spend in the Mackay-Isaac-Whitsunday (MIW) and Central Queensland regions;
- State: referring to spend within the State of Queensland; and
- National / NZ: referring to spend within Australia and New Zealand.

Pembroke will evaluate competitive tenders inclusive of environment, health, safety, life cycle costs, quality, delivery, price, service and local procurement considerations.

The following sections provide the basis for development of the Project's Local Procurement Strategy. The Local Procurement Strategy will be developed and published on the Olive Downs Project website prior to construction.

6.3.2 Building capacity for local and regional businesses

Pembroke will seek co-operation with IRC, Resource Industry Network (RIN), local traders' groups, Indigenous Business Australia and other stakeholders identified in consultation with DSDIP's Regional Economic Development team, to identify and promote access to capability development programs for local and regional businesses. This may identify opportunities for co-delivery of local supplier development activities.

Pembroke's contributions to capacity building will include:

- Business engagement as outlined in **Section 6.2**;
- Maintain the Local, Regional and Indigenous Business suppliers register which is accessible through the Pembroke website;
- The suppliers register will be transferred to a project specific Industry Capability Network Gateway Portal to be developed prior to construction;
- Developing and implementing a supplier prequalification process upon registration on ICN;
- Invite local, regional and Indigenous business suppliers to pre-qualify prior to construction;
- Ensuring local tenderers are aware of the range of support services available to them, and contact people within relevant agencies and networks; and
- Encouraging pre-qualified suppliers to establish joint ventures and collaborate with other suppliers when responding to tenders;
- Providing access to personnel who can assist tenderers to understand pre-qualification and tender process requirements;
- Send expression of interest alerts to the ICN Gateway Resource Industry Network, Moranbah Traders, Black Business Finder, Dysart Community Support Group, Nebo Community Development Group and Middlemount Community representatives; and
- cross-reference register to work packages, services and goods supply categories for use by procurement managers for both construction and operation.

6.3.3 Indigenous Business

Pembroke's strategy includes a focus on Indigenous businesses' involvement in the supply chain. The Project will ensure that Indigenous businesses have full, fair and reasonable opportunities to supply goods and services to

the Project. Pembroke's contractor will also be required to support fulfilment Pembroke's commitments to Indigenous businesses located in the Isaac LGA, MIW Region and Central Queensland will be:

- Identified through Black Business Finder, Indigenous stakeholder networks and DATSIP;
- Encouraged to provide information for inclusion on the Local, Regional and Indigenous Business suppliers register; and
- Invited to business briefing sessions about supply opportunities, pre-qualification processes and tendering capability ahead of Project construction and operation.

The Project will facilitate and support delivery of a tender readiness program for Indigenous businesses in partnership with QRC and Government agencies, prior to commencement of procurement for the construction phase, and again in readiness for procurement for operations.

6.3.4 Reducing Barriers to Entry

During the pre-construction phase, Pembroke will liaise with the following stakeholders to identify suppliers to be included on the Project's Business Register:

- IRC;
- Moranbah Traders Association;
- Dysart Business Group;
- Clermont Business Group;
- GW3;
- DSDMIP;
- Resource Industry Network (RIN);
- Black Business Finder;
- Indigenous Business Australia (IBA);
- Barada Barna Aboriginal Corporation (BBAC);
- Queensland Industry Capability Network (ICN); and
- Moranbah and Dysart High Schools.

Pembroke Resources will extend invitations to these stakeholders to be part of the Community Reference Group for business for the Project.

A Local, Regional and Indigenous Businesses Register has been developed and is available via the Pembroke Resources website. The register will be cross-referenced to work packages, services and goods supply categories for use by procurement managers for both construction and operation.

Pembroke will develop internal procurement procedures aimed at reducing barriers to local and regional suppliers and will ensure:

- local capabilities are considered during development of work scopes so as to enhance local content without impacting Project schedules or costs;
- Where possible, breaking large work packages into smaller components to enable smaller companies to tender;
- give preference to contractors and sub-contractors who optimise local content where comparative bids are assessed as commercially and technically equivalent;
- Enabling approved staff to enact low value transactions with local businesses (up to \$10,000) by credit card rather than through complex tendering processes;
- A commitment that local and regional businesses' invoices will be paid within 30 days of approval (which will be extended to principal contractors); and
- Cooperation with other stakeholders to provide local businesses with access to capacity building programs.

6.3.5 Embedding strategies into contractor requirements

Tendering requirements for Principal and major contractors will include the requirement to provide a Local Business and Industry Participation Plan for the construction and operations phases. The contractors Plan must comply with the commitments and requirements of this Local Business and Industry Procurement Plan.

Pembroke will embed local procurement requirements and key performance indicators (KPIs) into contract schedules for major tenders, and will require the construction and mining services contractors to:

- Implement the relevant commitments outlined in this sub-plan;
- Track procurement expenditure in the Isaac LGA, Mackay LGA and other defined Queensland regions;
- Report on local procurement performance on a quarterly basis;
- Comply with the code of practice for local content and provide monitoring data on local content to be communicated to the community reference groups every six months,
- Commit to community support initiatives e.g. sponsorships, in kind support and/or community partnerships.

The Project will review local procurement outcomes and policies in the six months prior to commencement of operations to ensure their ongoing effectiveness, and articulate any further requirements to the mining services contractor.

6.4 Management Measures

Table 6-2 summarises actions to be undertaken as part of the Local Business and Industry Procurement Management Plan.

Table 6-2: Local Business and Industry Content Management Measures

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|--|---|--------------------------|---|--|
| Pre-construction | Develop Local Procurement Policy and make available on project website | Prior to construction | Pembroke | - |
| | Develop internal Procurement Procedures | Prior to construction | Pembroke | - |
| | Develop Local Business Engagement Strategy | Prior to construction | Pembroke | IRC, Local, regional and Indigenous Businesses |
| | Maintain Local, Regional and Indigenous Register | Ongoing | Pembroke | Contractor |
| | Establish payment terms for local businesses at 30 days | Prior to contracts award | Pembroke | Contractors, local, regional and Indigenous Businesses |
| | Embed local procurement requirements and KPIs into contract schedules for major tenders | Prior to contract award | Pembroke | Local, Regional and Indigenous Businesses |
| | Principal and major contractors to provide a Local Business and Industry Participation Plan for Pembroke's approval | Prior to construction | Pembroke | Contractors |
| | Establish an ICN Gateway Portal | Prior to construction | Pembroke and/or contractors | Local, Regional and Indigenous Businesses, ICN |
| | Engage key stakeholders in identifying local, regional and Indigenous suppliers and invite them to register and pre-qualify | Prior to construction | Pembroke and/or contractors | DSDMIP, RIN, ICN and local business groups, Local, Regional and Indigenous Businesses, Black Business Finder, Indigenous stakeholder networks and DATSIP |
| | Liaise with DSDMIP to identify and facilitate local access to business capacity building programs. | Prior to Construction | Pembroke | DSDMIP |
| | Ensure local tenderers are aware of the range of support services available to them | Prior to construction | Pembroke | Local, Regional and Indigenous Businesses |
| Provide access to personnel who can assist tenderers to understand pre-qualification and tender process requirements | Prior to construction | Pembroke | Local, Regional and Indigenous Businesses | |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------------|--|-----------------------|-----------------------------|--|
| | Send expression of interest alerts to the ICN Gateway Resource Industry Network, Moranbah Traders, Black Business Finder, Dysart Community Support Group, Nebo Community Development Group and Middlemount Community representatives | | | DSDMIP, RIN, ICN and local business groups, Local, Regional and Indigenous Businesses, Black Business Finder, Indigenous stakeholder networks and DATSIP |
| | Invite local, regional and Indigenous businesses' participation in briefing sessions aimed at increasing tender readiness and promoting access to capacity building programs and pre-qualification processes. | Prior to Construction | Pembroke | Local, Regional and Indigenous Businesses, DSDMIP, RIN, ICN and local business groups. |
| | Facilitate liaison between the Contractor and stakeholders who can support Indigenous business capacity building as required | Construction | Pembroke | DSDMIP, DATSIP, BBAC |
| Construction | Implement Local Procurement Policy, including initiatives aimed at reducing barriers to entry and require contractor to implement requirements embedded in contracts | Year 1-2 | Contractor | Local, Regional and Indigenous Businesses, DSDMIP, RIN, ICN and local business groups |
| | Maintain Local, Regional and Indigenous Register and ICN Gateway Portal | Ongoing | Pembroke | Contractor |
| | Liaise with DSDMIP to continue to facilitate capacity building relevant to construction and operation | Year 1-3 | Contractor | Local, Regional and Indigenous Businesses, DSDMIP, DATSIP |
| | Require Principal and major contractors to implement Local Business and Industry Participation Plan, and monitor and report on its outcomes | Year 1-2 | Pembroke | Local, Regional and Indigenous Businesses |
| | Conduct annual workshops with local, regional and Indigenous businesses | Year 1 and 2 | Pembroke | Local, Regional and Indigenous Businesses |
| | Track and report local expenditure in line with QRC Code of Practice requirements | Year 1 and 2 | Pembroke | QRC |
| | Facilitate and support delivery of a workshops for Local, Regional and Indigenous businesses in preparation for operations | Year 1-3 | Pembroke | BBAC, DATSIP, DSDMIP |
| | Produce an annual Local Content Report and submit this to QRC | Years 1-15 | Pembroke and/or contractor | QRC |
| Operation | Implement Local Procurement Policy, including initiatives aimed at reducing barriers to entry and require contractor to implement requirements embedded in contracts | Year 2-15 | Pembroke and/or contractors | Local, Regional and Indigenous Businesses |

| Project Phase | Strategy | Timing | Lead | Stakeholders |
|---------------|---|-----------|-----------------------------|--|
| | Facilitate access to tender preparation workshops | Year 2 | Pembroke and/or contractors | Local, Regional and Indigenous Businesses |
| | Conduct annual business and industry briefings | Years 2-4 | | Local, Regional and Indigenous Businesses, and local business groups |
| | Maintain and update Local, Regional and Indigenous Businesses Register | Years 2-4 | Pembroke and/or contractors | Local, Regional and Indigenous Businesses, and local business groups |
| | Track and report local expenditure in line with QRC Code of Practice requirements | Year 2-15 | Pembroke | QRC |
| | Review Local Content Strategy and evaluate outcomes | Year 3 | Pembroke | Local, Regional and Indigenous Businesses, and local business groups |

6.5 Monitoring and Reporting

Pembroke will monitor the SIMP's (including the Local Business and Local Procurement) performance and effectiveness to ensure that commitments are delivered and desired outcomes are achieved. Pembroke is committed to transparency and accountability in the delivery of the SIMP and associated management plans and to adaptive measures in response to monitoring data outputs.

6.5.1 Objectives

The objectives of the monitoring program are to:

- Enable Pembroke to demonstrate that SIMP commitments are delivered and progress against desired outcomes is monitored;
- Ensure that local communities and stakeholders are involved in implementation and monitoring of the SIMP; and
- Enable modification of SIMP strategies and management measures in response to monitoring data.

6.5.2 Coordinator General Stated Conditions – monitoring and reporting

“(a) The proponent must report on the implementation and effectiveness of measures to manage the project’s social impacts during construction, and the first five (5) years of operation, for each of the Olive Downs South and Willunga domains.

(b) The proponent must prepare an annual social impact management report (SIMR) during construction of the Olive Downs South domain and for the first five (5) years of operation.

(c) The proponent must prepare an annual SIMR during construction of the Willunga domain and for the first five (5) years of operation. The SIMR for the Willunga domain must also consider the social impacts associated with construction or operation of Olive Downs South domain occurring at that time.

(d) The annual SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of the relevant twelve (12) month period from the commencement of construction of each domain.

(e) Using the monitoring protocol described in the social impact management plan, the annual SIMR must detail:

(i) an assessment of the actual social impacts of the whole project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities

(ii) the progress and effectiveness of the social impact management measures detailed in the SIMP

(A) where monitoring indicates measures have not been effective, describe how those social impact management measures have been modified

(iii) the implementation of commitments relating to social impacts made by the proponent listed in Appendix 4 in the Coordinator-General’s evaluation report for the Olive Downs project.”

6.5.3 Industry Standards – monitoring and reporting

The Project will produce an annual Local Content Report and submit this to QRC and IRC.

All suppliers will be provided with a planning and reporting template to engage them on the mandatory requirements associated with Pembroke’s Local Procurement Policy and the annual report to QRC. These requirements include:

- Forecasting and planning:
- *Procurement forecasting:* a categorical list of the goods and services subcontracted to the market, including how opportunities will be promoted to local, regional and Indigenous suppliers, and/or the rationale for proposing a subcontractor without going to market;
- *Employment forecasting:* a list of part-time, full-time and graduate and apprentice positions will be created. Forecasting will include how these employment opportunities will be promoted to local and Indigenous suppliers;

- *Local content actions*: identify what actions the tenderer will undertake to support delivery of Pembroke Local Content Strategy;
- Reporting:
- *Procurement expenditure*: reported by supplier postcode, ICN Gateway preferred supplier status, and Indigenous business status;
- *Employment*: list of part-time, full-time and graduate and apprentice positions created and filled, including position, residential postcode, gender, and Indigenous employment indicators;
- *Workforce training*: workforce training rates, including type and level of training, participant diversity and completion rates; and
- *Local industry participation*: promotion of opportunities, invitations for pre-qualification, rates of supplier registration, feedback and tendering using the ICN Gateway portal.

6.5.4 Commitments

Table 6-3: Monitoring Commitments – Local Business and Procurement

| Impact Area | Actions |
|----------------------------------|---|
| Monitoring responsibility | <ul style="list-style-type: none"> • The Project's Internal Coordination Committee would track implementation of the SIMP and review key performance measures every 6 months, to facilitate continual improvement of strategies and practices. |
| | <ul style="list-style-type: none"> • Undertake all required reporting in compliance with the <i>Strong and Sustainable Resource Communities 2017</i> and any stated or imposed conditions from the Coordinator-General. |
| | <ul style="list-style-type: none"> • Undertake all required reporting to the QRC under the Code. |
| Transparency | <ul style="list-style-type: none"> • Data on procurement indicators would be tracked and reported to the OCG, the CRG and the IRC 6 monthly until year 2 of operations and annually thereafter. |
| | <ul style="list-style-type: none"> • The Local Content Report would be provided to the QRC and IRC when it is developed. |
| Cooperation | <ul style="list-style-type: none"> • Pembroke will seek participation from a number of business groups to be part of the Community Reference Group. |

6.5.5 Monitoring Responsibility

Pembroke will coordinate and monitor delivery of the Local Business and Procurement Plan and the greater SIMP through an internal Coordination Committee. The Coordination Committee will include personnel responsible for:

- Project management;
- construction management;
- contracts and procurement;
- community and stakeholder engagement;
- workforce and accommodation management;
- workplace health and safety; and
- Indigenous partnerships and community relationships.

The Coordination Committee will be convened prior to the commencement of Project construction to implement the SIMP. The Committee will track implementation of the SIMP and review key performance measures quarterly, to facilitate continual improvement of strategies and practices.

Pembroke will have dedicated personnel to implement the SIMP, coordinate stakeholder engagement and partnerships, and manage community investment strategies.

6.5.6 Monitoring Program

Table 6-3 details the monitoring and reporting for local business and industry content, including

- Impacts and benefits addressed;
- Desired outcomes sought;
- Key performance indicators;
- Data sources;
- Monitoring frequency; and
- Corrective actions, if required.

The monitoring program will be reviewed in accordance with the overall SIMP review schedule to ensure that it remains current as the Project progresses through its lifecycle, in consultation with the Community Reference Group IRC and OCG.

| Local Business and Industry Content – Monitoring and Reporting | | | | | |
|--|--|--|--|--|---|
| Impacts and benefits | Outcomes | Key performance indicators | Data source | Frequency | Corrective measures |
| Local business supply opportunities | Provide full, fair, and reasonable opportunity for local and regional businesses to provide goods and services to the project. | Number and percentage of local and regional businesses participating in Project supply | Supplier registers (ICN & Project). Inputs to QRC Code report templates. | Implement in construction phase and ongoing. Review quarterly to Year 2 of operations and yearly thereafter. | Revise the Local Business and Procurement Plan, in consultation with IRC, Moranbah Traders Group and Dysart Business Association. |
| | Provide full, fair and reasonable opportunity for Indigenous businesses to provide goods and services to the project. | Number and percentage of Indigenous businesses participating in Project supply | Supplier registers (ICN & Project). | Implement in construction phase and ongoing. Review quarterly to Year 2 of operations. Review yearly thereafter. | Revise the Local Business and Procurement Plan in consultation with Indigenous Business Australia, BBAC, DATSIP. |
| | Align major contracts and contractors to the Project's Local Business and Local Procurement plan; Major contractors adopt and report on the Project's local content commitments and in accordance with the Code of Practice reporting templates. | Contractual requirements and KPIs for construction and mining services contractors Code of Practice reports completed by contractors | Contractor and supplier inputs. Code reporting templates. | On Project approval. Review every quarterly to Year 2 of operations. Review yearly thereafter. | Revise the Local Business and Procurement Plan, in consultation with IRC, Moranbah Traders Group and Dysart Business Association. |
| Barriers to entry | Project procurement procedures enable local businesses to be competitive during construction and operations. | Code of Practice reports completed by contractors. Local and regional businesses report that Project procurement procedures reduce barriers to entry. | Code reporting templates. feedback from Moranbah Traders and other local business groups. | Review bin-annually to Year 2 of operations. Review yearly thereafter. | Revise the Local Business and Procurement Plan, in consultation with IRC, Moranbah Traders Group and Dysart Business Association. |
| Local business capability | Cooperation with other stakeholders to provide local businesses with access to capacity building program | Number of local businesses (Isaac LGA) participating in capacity building programs/projects | Capacity building partners' Project records | Review bin-annually to Year 2 of operations. Review yearly thereafter. | Revise the Local Business and Procurement Plan, in consultation with IRC, Moranbah Traders Group and Dysart Business Association. |

7 Health and Community Wellbeing Management Plan

7.1 Introduction

This Health and Community Wellbeing Management Plan (HCW Plan) outlines the requirements, commitments, objectives and actions of specific relevance to local community health and wellbeing. Pembroke Resources acknowledges the opportunity to improve the health and well-being of local and regional communities and the need to avoid or mitigate negative social impacts.

Pembroke Resources recognises the proposed project life of the Olive Downs Coking Coal Project is extensive and is committed to providing the support to the community commensurate to the life of the Project.

The proposed review periods within this document will enable Pembroke Resources to provide the flexibility to assess, understand and respond to the change in the needs of the workforce and the greater community.

7.1.1 Objectives of the Health and Community Wellbeing Management Plan

The objectives of the Health and Community Wellbeing Plan (HCW Plan) are to:

- Comply with the Coordinator-General’s evaluation report on the environmental impact statement for the Olive Downs Project;
- Capitalise on opportunities to improve the health and well-being of local and regional communities;
- Provide a framework for communication with social infrastructure providers and Queensland Government agencies to minimise Project impacts on social infrastructure access and support service planning;
- Maximise alignment and co-operation with local stakeholders on identified Project impact areas;
- Describe the Project’s contribution to local health and community wellbeing priorities;
- Facilitate mitigation measures to meet increased demand on childcare generated by the Olive Downs Project;
- Adopt co-operative measures with police and emergency services that maximise service efficiency and minimise impacts on residents’ access to emergency services; and
- Maintain the wellbeing of personnel, contractors and the public in the event of a critical incident on site.

7.1.2 Stated Conditioned

The Coordinator-General’s stated conditions include Condition 8. Health and community wellbeing plan which requires:

“(a) The proponent must avoid or mitigate negative social impacts and capitalise on opportunities to improve the health and wellbeing of local and regional communities.

(b) The project must not result in adverse impacts on the level of service (social services, facilities and infrastructure) currently provided to local communities.

(c) The proponent must prepare a health and community wellbeing plan that is to be submitted as part of the social impact management plan to the Coordinator-General for approval, in accordance with Condition 1 of this schedule.

(d) The health and community wellbeing plan must address the construction and operational phases of the project, and include:

(i) objectives and key performance indicators

(ii) measures to ensure that the level of service provided to the local community by existing social services, facilities and infrastructure is not reduced

(iii) measures to mitigate potential health and wellbeing impacts on local communities, and enhance potential benefits

(iv) emergency response arrangements and management measures agreed with emergency service providers, for incidents both on and off the project site

(v) details of any community development programs to be implemented, and the outcomes to be achieved

(vi) monitoring and reporting protocol.

(e) The health and community wellbeing plan must:

(i) be consistent with the preliminary health and community wellbeing plan at Appendix J for the Olive Downs Coking Coal Project revised draft EIS (March 2019)

(ii) incorporate the proponent's commitments listed in Appendix 4 in the Coordinator- General's evaluation report for the Olive Downs project.

(f) The health and community wellbeing plan must provide details for the following matters:

(i) measures developed in consultation with Isaac Regional Council, local childcare providers and the Department of Communities, Child Safety and Disability Services that demonstrate the project would not adversely impact the level of childcare service provided to the local community

(ii) measures developed in consultation with Isaac Regional Council, Queensland Health and primary healthcare providers, including local General Practitioners, that demonstrate the project would not reduce the level of primary healthcare service provided to the local community

(iii) measures developed in consultation with Isaac Regional Council, Emergency and Long-term Accommodation Moranbah and Isaac Affordable Housing Trust that demonstrate the project would not reduce the level of social housing service provided to the local community".

7.1.3 Commitments

Pembroke Resources is committed to reducing potential impacts on existing services, facilities and infrastructure in the Isaac LGA and enhancing potential benefits the Olive Downs Project may bring to the local community.

Table 7-1 provides a summary of commitments made by Pembroke Resources.

Table7-1: Health and Community Wellbeing Commitments

| Impact Area | Actions |
|-------------------------------|---|
| health services | <ul style="list-style-type: none"> Pembroke will seek participation from Moranbah and Dysart Hospital on the project's CRGs to collectively monitor project impacts on local health services, and identify any additional mitigations required to mitigate impediments to local service access. Communicate with Mackay Hospital and Health Services and Moranbah and Dysart Hospitals on project schedule and workforce demand Advise General Practitioners (GPs) and dentists of workforce ramp-up Local health services to be consulted to identify opportunities to provide health services and programs which both staff and other community members can benefit This would include partnerships to increase the availability of eg men's health checks, skin cancer checks, breast screening or mental health promotion and will be identified in liaison with local stakeholders during the first year of operation.. Implement health promotion strategies and a health workplace and culture Contract an Employee Assistance Provider (EAP) All relevant environmental management standards are met with respect to air quality, noise and vibration so as to avoid health impacts and prevent amenity impacts. |
| Education and Training | <ul style="list-style-type: none"> Communicate with Moranbah schools and the Department of Education regarding the Project schedule An invitation to Moranbah Schools to participate in the CRG will be extended. Monitor demand for school enrolments in relation to the Project workforce and reported to CRG Provide financial investment to one or more education and training provider |

| Impact Area | Actions |
|---|---|
| Childcare | <ul style="list-style-type: none"> Collaborate with IRC, other mining companies and Department of Communities, Child Safety and Disability Services to identify and support possible partnership solutions for childcare capacity. These may include registered and supported share care' options involving employee families, or overnight family or centre-based care options. Mitigate any impacts the Olive Downs Project may have associated with the child care needs within the local communities. Provide financial investment to one or more child care service providers. |
| Emergency response arrangements | <ul style="list-style-type: none"> Liaise with Queensland Police Service (QPS), Queensland Ambulance Service (QAS) and Queensland Fire and Emergency Services (QFES) to advise on workforce ramp-up, accommodation arrangements and code of conduct Support advocacy by IRC to the Queensland Government with respect to adequate police and emergency services capacity in local towns. Develop emergency response procedures in consultation with Qld Police Services, Qld Fire & Emergency Services, IRC, Qld Chemical Hazards and Emergency Management Unit, Qld Health. Provide site orientation and site contacts to QPS, QAQS and QFES Development of incident management, wide load and call-out protocols Annual review of cooperation protocols Access and evacuation maps would be provided to the Queensland Ambulance Service, Qld Fire & Emergency Services, Qld Police Services. The Emergency Response Procedure would be reviewed annually during construction and annually during the first three years of operation. |
| Community development and investment | <ul style="list-style-type: none"> Financial contributions would be made to the local community through infrastructure contributions and ongoing support for community initiatives. Implement a Community Development and Investment (CDI) Strategy Establish and implement Community Investment Fund which would fund community programs including those associated addressing the needs of vulnerable groups such as the Moranbah Youth and Community Centre. Implement partnership agreement with Barada Barna Aboriginal Corporation (BBAC) with respect to training and employment pathways Implement partnership agreement Moranbah and District Support Services Association Inc.(MDSS) and Dysart Community Support Group Inc. (DCSG) (or similar service provider) for provision of community integration and support services Implement Community Partnerships Support currently operating community initiatives |
| Affordable Housing | <ul style="list-style-type: none"> If monitoring data indicates the project is impacting on affordable housing, further financial support would be provided to service providing affordable housing within the Isaac LGA and/or services providing emergency accommodation within the Isaac LGA. |
| Other | <ul style="list-style-type: none"> The project's Internal Coordination Committee will track implementation of the SIMP and review key performances measures quarterly, to facilitate continual improvement of strategies and practices. Data on social indicators would be tracked and reported to the CRG and the IRC as available, including quarterly tracking of housing indicators. Pembroke will consult with IRC and CRG in development and ongoing monitoring of the Health & Community Wellbeing Plan. Pembroke will also consult with health service providers, including general practitioners as well as the Isaac Affordable Housing Trust with respect to impacts on social housing, during development of the Health and Community Wellbeing Plan. |

7.2 Stakeholder Engagement Strategy

The following stakeholders were involved in the discussions of service capacity and community needs to date:

- Isaac Regional Council (IRC);
- Queensland Police Service (QPS) – Mackay District Command, and Moranbah and Dysart local services;
- Queensland Ambulance Service (QAS) – Mackay District Command, and Moranbah and Dysart local services;
- Queensland Fire and Emergency Services (QFES) – Moranbah and Dysart;
- Central Queensland Rescue (CQ Rescue);
- Isaac Region Local Disaster Management Group (LDMG);
- Mackay Hospital and Health Service (Mackay HHS);
- Northern Queensland Primary Health Network (Northern Queensland PHN);
- Sonic Health and The Oak Tree Family Medical Centre in Moranbah, and the Dysart Medical Centre;
- Moranbah District Support Service (MDSS);
- Dysart Community Support Group (DCSG);
- Hinterland Community Care;
- Emergency and Long Term Accommodation Moranbah Inc. (ELAM);
- Department of Education (Early Childhood Education and Care)
- Childcare services including: Moranbah Early Learning Centre (MELC), Simply Sunshine, Blue River Family Day Care and Lady Gowrie Day Care Centre Dysart;
- Moranbah State School, Moranbah East State School and Dysart State School
- Queensland Department of Community Services – Northern Queensland Region

The following issues based workshops and / or teleconferences were conducted:

- Community and emergency services workshop in Dysart on 1st May, 2019 (attended by representatives from DCSG, QPS, QAS, QFES, Lady Gowrie Child Care Centre, Dysart Hospital)
- Emergency services workshop in Moranbah on 2nd May, 2019 (attended by representatives from QPS, QFES, QAS, Isaac LDMG)
- Health impact management meeting/workshop by telephone on 21st May, 2019 (attended by representatives from Mackay Hospital and Health Service, Northern Queensland Primary Health Network, Dysart and Moranbah Hospitals, Dysart Medical Centre).

The key issues identified through the engagement process, and how they have been responded to in this sub-plan, are summarised in **Table**. Inputs have been expanded on in the discussion of impacts and management actions in **Section 7.5**.

Table7-2: Stakeholder engagement summary

| Stakeholder | Key Issue |
|-------------|---|
| IRC | <ul style="list-style-type: none"> • Need for community investment • Affordable housing • Childcare • Education and training • Health services • Community wellbeing • Community services and facilities |
| QPS | <ul style="list-style-type: none"> • Need regular information about the Project, including wide load vehicle transportation, workforce change |

| Stakeholder | Key Issue |
|--|--|
| | <ul style="list-style-type: none"> • Efficient and effective site access and emergency response processes • Fatigue management • Early notification of milestones and events |
| QAS | <ul style="list-style-type: none"> • Conduct emergency response, evacuation and hazard management planning • Early notification of incidents • Support for QAS communication technology • Engage onsite paramedic • Effective communications with emergency services and site access requirements • Fatigue management |
| QFES | <ul style="list-style-type: none"> • Conduct emergency response, evacuation and hazard management planning • Effective communications with emergency services and site access requirements • Impacts on availability of services to towns |
| Isaac LDMG | <ul style="list-style-type: none"> • Courtesy notification of incidents • Effective communications with emergency services and site access requirements |
| CQ Rescue | <ul style="list-style-type: none"> • Sponsorship for the service • Can provide additional services to support mines (drug and alcohol testing, emergency exercises) |
| Mackay Hospital and Health Service (incl. Moranbah and Dysart Hospitals) | <ul style="list-style-type: none"> • Timeliness of information to support health service planning • Impacts on Mackay HHS contracted local GP services • GP and other medical staff attraction • Need to work in partnership to address Project impacts, including service delivery, mental health and substance abuse issues, emergency response and community health promotion |
| Northern Queensland Primary Health Network (PHN) | <ul style="list-style-type: none"> • Difficulties attracting and retaining GP's and nurses • Shortage of allied health services • Community health promotion |
| GP Clinics | <ul style="list-style-type: none"> • Undersupply of GP services in Dysart |
| Child care services | <ul style="list-style-type: none"> • Undersupply of childcare places • Resourcing to enable for expansion • Staff attraction and retention difficulties |
| Department of Education (Early Childhood Education and Care) | <ul style="list-style-type: none"> • Undersupply of childcare services • Limited capacity for expansion • Staff attraction and retention difficulties |
| Moranbah District Support Service (MDSS) | <ul style="list-style-type: none"> • Cumulative impacts of multiple mining projects • Need for developmental rather than reactive approach to issues • Social isolation, youth development and needs of vulnerable groups • Family resettlement and community integration support |
| Dysart Community Support Group (DCSG) | <ul style="list-style-type: none"> • High social needs in Dysart • Family and domestic violence issues • Minimal health services available • Rundown state of rental housing and town centre • Limited community capacity |
| Hinterland Community Care | <ul style="list-style-type: none"> • Staffing and service funding issues |

| Stakeholder | Key Issue |
|---|---|
| | <ul style="list-style-type: none"> Family and domestic violence and mental health issues Lack of access to town facilities and for people with mobility disabilities Families moving to area in search of work or affordable housing becoming stranded |
| Emergency and Long Term Accommodation Moranbah Inc. (ELAM) | <ul style="list-style-type: none"> Shortage of crisis accommodation Need increased support to address mental health, youth issues and family and domestic violence |
| Queensland Department of Community Services – Northern Queensland | <ul style="list-style-type: none"> Program funding for Moranbah Youth and Community Centre |
| State schools | <ul style="list-style-type: none"> Timeliness of enrolment information to support school resource planning |

Pembroke is committed to ongoing engagement with community representatives and will encourage representatives to participate in the Community Reference Group and will be continually consulted as detailed in the following sections.

7.3 Potential Impacts

7.3.1 Estimated Population changes

This HCW plan has been developed based on the Project's workforce profile described in the Workforce Management Plan. Population estimates have been modelled on two scenarios:

- Scenario 1 – with 5 per cent of the operations workforce representing new local workers who relocate to live within the local government area (LGA); and
- Scenario 2 – with 15 per cent of the operations workforce representing new local workers who relocate to live within the local government area (LGA).

It has been assumed that the majority of new local workers would reside in Moranbah as the township closest to the Project access point, until the Willunga domain is constructed in Stage 3, Year 15. The population estimated changes take into consideration family of employees however it does not account for indirect population growth (ie additional individuals whom may potentially move to the Isaac LGA due to increased demand in services). There is not an accurate methodology available to establish indirect population growth at this time.

7.3.1.1 Resident population

With 5 per cent new local workers under Scenario 1, there would be an additional 65 new local residents by Year 15 (including workers and their family members), increasing the Isaac LGA's population by 0.28 per cent and potentially Moranbah's population by 0.69 percent (see **Table 7-3**). With 15 per cent new local workers under Scenario 2, there would be an additional 413 new local residents, increasing the LGA's population by 1.7 per cent and potentially Moranbah's population by 4.8 per cent.

Table 7-1: Change in resident population, Isaac LGA and Moranbah – Years 1 to 15 (number and percentage increase)

| Year | Estimated Resident Population –(ERP) Pre-Project ^ | | Scenario 1: 5% new local workers | | | Scenario 2: 15% new local workers | | |
|---------|---|----------|----------------------------------|---------------------|----------|-----------------------------------|---------------------|----------|
| | | | Number | Increase on ERP (%) | | Number | Increase on ERP (%) | |
| | Isaac LGA | Moranbah | | Isaac LGA | Moranbah | | Isaac LGA | Moranbah |
| Year 1 | 21,082 | 8,540 | 15 | 0.07% | 0.17% | 49 | 0.2% | 0.6% |
| Year 2 | 20,922 | 8,475 | 27 | 0.1% | 0.31% | 229 | 1.1% | 2.7% |
| Year 3 | 20,762 | 8,411 | 26 | 0.1% | 0.3% | 230 | 1.1% | 2.7% |
| Year 4 | 20,921 | 8,475 | 28 | 0.13% | 0.33% | 213 | 1.0% | 2.5% |
| Year 10 | 22,017 | 8,919 | 51 | 0.23% | 0.57% | 281 | 1.3% | 3.3% |
| Year 15 | 23,166 | 9,384 | 65 | 0.28% | 0.69% | 413 | 1.7% | 4.8% |

^ Extrapolated from Queensland Government population projections, 2018 edition. Medium series.

7.3.1.2 Non-resident population

Non-resident populations are known to generate demands on health and community services in the Isaac LGA. Estimates for non-resident population increases associated with the Project under both scenarios have therefore been generated, using full time equivalent (FTE) personnel (shown in **Table 7-3**).

Table 7-4 Estimated non-resident population increase by construction and operation workforce (Years 1-15).

The key features of this modelling shows that:

- The Project will increase the non-resident population by approximately 252 people Year 1 in both Scenarios 1 and 2.
- The highest non-resident population would occur under Scenario 1, which assumes 75 per cent of the workforce as commuting.
- The non-resident population would peak first in Year 2 (at 802 people under Scenario 1 and 773 people under Scenario 2), and again in Year 15 (at 933 people under Scenario 1 and 831 people under Scenario 2);
- Following the first peak in Year 2, the non-resident population will decline and reach a plateau in Year 4 (at 395 people under Scenario 1 and 342 people under Scenario 2) until construction of Stage 2 in Year 10.
- At the Year 2 peak, the non-resident population would increase the Isaac LGA's resident population by 3.7 to 3.8 percent, and in the Year 15 peak, by between 3.6 and 4.0 per cent.
- As is to be expected, the most sustained increase will be from the operation workforce, with spikes occurring with the temporary introduction of construction workforces in Years 2, 10 and 15.

7.3.2 Health services

The SIA identified the likelihood of a noticeable increase in demand for health services during construction. Non-resident workers typically make significant demands on hospital out-patient services, and GPs. Population-based funding allocations for Queensland Health are not informed by non-resident worker numbers (as calculated annually by QGSO) and as a result, influxes of non-local personnel can strain the capacity of health and hospital services, adding to both service and administrative loads.

Population increases resulting from the Project's operations will require commensurate increases in health service provision levels (e.g. hospital, GPs, specialists, allied and community health services and mental health services). If the maximum anticipated increase in resident population of 373 people occurred in Year 3 this would

be equivalent to demand for an additional 0.6 GP⁵ in the Isaac LGA. Non-resident workers would also make an additional demand on GP services, but with less equivalence to their numbers as most routine health services would be accessed in their home communities. Current indications from consultation with GP practices in Moranbah are that both practices have the capacity to absorb this anticipated demand.

Pembroke will adopt a range of measure to minimise non-resident workers' demands on health services, including workforce behaviour and safety management measures. However, some need for health services will be inevitable.

While GP services in Moranbah appear to have capacity to absorb anticipated demand from non-resident workers, GP services in Dysart are currently operating at and above capacity, with any additional GP services required accessed through costly locum services. Mackay HHS and Northern Queensland PHN are working towards provision of a second doctor in Dysart. However, if Dysart's GP provision remained at one doctor, an increase in non-resident population would be likely trigger the requirement for additional services.

The Mackay HHS has a key role to play in assessing impacts on GP services, as it relies heavily on contracted GPs from local medical centres to provide hospital GPs services. Services are currently contracted from Sonic Health (Moranbah) and the Dysart Medical Centre, the latter being a Mackay HSS funded facility.⁶ Consultation with Mackay HHS has emphasised that the Project should not compromise the availability of GP services in hospitals, and seeks to work in partnership with Pembroke in determining how best to address the Project's health and medical needs. A major challenge to providing health services in the region is the ability to attract and retain medical staff and the Mackay HHS is keen to engage with the mining industry and the Northern Queensland PHN on this issue. Pembroke is willing to participate in this process.

As the population grows with the incremental growth of the Project, a commensurate increase in health service provision will be required. Planning for health services typically has a horizon of 10 years, meaning that Mackay HSS requires early advice about the Project's estimated workforce and population growth progression to plan for services accordingly.

Increased demand for other primary and allied health services that provide a continuum of care is also likely, and could affect appointment times until demand thresholds are reached for more frequent or longer visits by services to local towns. Dentists would also see an increase in demand from both new residents and non-local residents with dental emergencies, but are likely to be able to adjust their service capacity to meet demand if given adequate notice.

Community organisations (such as outreach services promoting youth mental health) are also likely to experience incremental increases in demand for services due to both resident and non-resident population increases associated with the Project. Consultation has identified the need for community health promotion in the following areas:

- youth health;
- mental health;
- responsible use of substances; and
- promoting an active and healthy lifestyle.

Consultation with local health and emergency service providers also stressed the need for resource projects to provide adequate on-site services to meet the immediate needs of the Project's workforce, to promote workforce health and safety, and to manage risks associated with driver fatigue for workers coming off shift. Pembroke will bus workers to the mine site from Moranbah and Mackay.

The suite of health initiatives that Pembroke will undertake to address these impacts is described below.

⁵ Based on a benchmark of one GP to 600 people advised by Mackay Hospital and Health Service Rural Services (SIA Section 5.5.2).

⁶ Mackay District Health and Hospital Service owns the buildings and contracts the GP services there.

7.3.3 Community wellbeing and social infrastructure

Project-related population growth will result in incremental increases in demand for community services over time, commencing in Year 2 in Moranbah. Increased demand for community development and support services would be relative to the proportionate population increase.

Settlement and neighbourhood programs currently run by Moranbah District Support Services (MDSS) are likely to experience increased demand as new local families move in for Project employment. These particular services are important to supporting new residents and ensuring that employees and families are happy in their new communities. Pembroke will support local organisations to strengthen community capability, and facilitate provision of settlement programs designed to support community integration.

Other programs and services which are likely to experience increased demand over time as a result of the Project include:

- Youth support and participation programs;
- Mental health and wellbeing;
- Family support services;
- Domestic violence services;
- Disability support and integration programs;
- Libraries;
- Community events and programs;
- Infrastructure such as pools, sporting facilities, parks and gardens
- Playgroups; and
- Youth, community and sporting organisations.

MDSS has also identified an existing need for programs and services which support older people, including support for older carers of children and partners, respite services and other services which support residents to age in place.

The cyclical nature of the mining industry places a strain on community organisations, often caught in a reactive mode. Pembroke recognises the opportunity to help change this by supporting key community service organisations to take a more strategic and proactive approach to addressing community needs.

Employment opportunities associated with the Project are likely to have a positive impact on population stability by increasing local job opportunities that will help to retain people in the LGA, as well as to attract new workers and their families. This will inspire confidence in the towns' futures.

The Project's local employment focus will support social resilience by increasing demand for local businesses' offerings, supporting development of the Isaac LGA's skills base and increasing the pool of people who will participate in community and sporting activities. Both direct Project expenditure and other consumption effects will provide additional employment opportunities, increasing the size and stability of local populations.

Notwithstanding, community service agencies have expressed concern that in previous times, mining companies have competed with community organisations and local businesses by paying higher hourly rates for key workers (such as cleaners, home carers and administrative roles), drawing staff away from their organisations and limiting their capacity for service delivery.

Some community service organisations are able to offer fee for service support to mining companies as a means of augmenting their income, such as Hintercare which can extend personal and home care for workers recovering from injury and CQ Rescue which offers drug and alcohol testing. There is an opportunity to support such organisations by engaging with these services.

The Project will generate employment opportunities with associated positive improvements in personal circumstances, (including stable employment, income security and workplace camaraderie) with commensurate benefits to workers and their families. However, like many communities, the Isaac community experiences significant mental health issues, often exacerbated by features of the mining industry including 12 hour rosters, and through Fly-In-Fly-Out / Drive-In-Drive-Out living arrangements. These impacts will be addressed through a combination of actions via the community development and investment strategy (outlined below) and

workforce mental health strategy. In addition, Pembroke will also adopt initiatives to promote positive relationships between its personnel and local communities, outlined below.

7.3.4 Education

Increased demand for school enrolments is likely from the commencement of operations, with most occurring in Moranbah. Schools in Moranbah and Dysart report an increase in enrolments in this current year: At May 2019, Moranbah State School had 640 enrolments (up from 574 in 2018), Moranbah East State School had 647 enrolments (up from 607 in 2018). Moranbah State School is planning for an additional 120 students by 2021. Moranbah State High school enrolments have also been increasing, with 750 enrolments expected in 2020, up from 654 in 2018.

The demand for school enrolments for years 1 to 10 resulting from workers settling in Moranbah is estimated to be between 31 to 42 students commencing in Year 2, increasing to 31 to 51 students by Year 3, and between 56 to 98 students in Year 15 (see **Table 7-4**). Year 11 and 12 enrolments would increase from an estimated 6 to 8 students in Year 2 up to 10 students in Year 3, and between 11 and 20 students in Year 15. The level of demand is within the capacity of Moranbah's two state schools for the primary aged children (from Prep year to year 6) and the Moranbah State High School (years 7-12).

Table 7-4: Estimated school enrolments, Moranbah - Years 1-10

| Year | Year level P - 10 | | Year level 11-12 | |
|---------|-------------------|------------|------------------|------------|
| | Scenario 1 | Scenario 2 | Scenario 1 | Scenario 2 |
| Year 1 | 3 | 7 | 1 | 1 |
| Year 2 | 11 | 31 | 2 | 63 |
| Year 3 | 11 | 31 | 2 | 6 |
| Year 4 | 10 | 29 | 2 | 6 |
| Year 10 | 13 | 38 | 3 | 8 |
| Year 15 | 19 | 56 | 4 | 11 |

State primary schools have advised that increased student enrolments would benefit the school communities by enabling greater resources to be attracted to the schools through increased school funding. Early notification of likely enrolments will assist with school resource planning and allocation. In addition to company estimates of likely population increases, schools prefer more detailed information about the number and year level of prospective students. Employees relocating with their families will be encouraged to notify their preferred school in advance of prospective enrolments.

The Moranbah State High School operates the Coalfield Training Excellence Centre (CTEC), an onsite training facility referred to as the Blue Shed. This facility provides training in engineering, robotics and automation and is used by industry to deliver apprenticeship programs, and has the opportunity to expand its service to the wider region. The Centre was established with Federal Government funding and has also received funding through a partnership with a BMA, due to expire in 2019. Recent growth in school enrolments is placing pressure on facilities in the Blue Shed, with three rooms currently used as classrooms. Pembroke will commit funding to support training programs through its Community Development Investment Strategy, to be available to all schools in the Isaac LGA, including the Moranbah State High School. Pembroke is also willing to collaborate with CTEC in developing training partnerships.

The Valkyrie State School, a one teacher school with approximately 19 students (Department of Education, 2019) is located in proximity to the Project site at 43092 Fitzroy Development Road, near the junction with the Valkyrie Access Road. The school's bus route is located on the Valkyrie Access Road and would not be affected by Project traffic. Personnel commuting to work at the Willunga mining domain would use the Fitzroy Development Road,

however personnel movements would occur around 6.00 am and 6.00 p.m. when the school would be closed and school bus services would not be operating.

Oversized loads and delivery vehicles coming south from the Peak Downs Highway would also use the Fitzroy Development Road. This is not expected to impact on the school or its bus route. However, the Project will consult the Department of Education and the school prior to construction of both mining domains, to identify any specific measures required to manage the interface between Project traffic and the school.

7.3.5 Child care

Assessment of childcare needs has been based on the following assumptions:

- that 16.5% of new local children would require long day care (SIA Section 5.5) and
- that 11.2% of the population in Moranbah is aged under 5 years (based on last Census information in 2016 for Moranbah SSC).

On this basis, the Project could generate demand in Moranbah in Year 1 for one child care place, increasing to between 4 and 6 places by Year 2 and up to 7 places in Years 3 and 4 (see **Table 7-5**). This demand is likely to remain relatively stable until the Stage 3 development of the Willunga Domain in Year 15, when it is likely to increase to between 8 to 13 places.

Table 7-5: Estimate demand for childcare places (number)

| Year | Scenario 1 | Scenario 2 |
|---------|------------|------------|
| Year 1 | 1 | 1 |
| Year 2 | 4 | 6 |
| Year 3 | 4 | 7 |
| Year 4 | 4 | 7 |
| Year 10 | 5 | 8 |
| Year 15 | 8 | 13 |

Existing childcare services in Moranbah are currently operating at capacity, with large wait lists at both child care centres (95 children at Simply Sunshine and 175 at Moranbah Early Learning Centre at May 2019), and at Blue River Family Day Care (providing home-based child care). The Moranbah Kindergarten is also operating at capacity. Notwithstanding the likelihood of some overlapping enrolments (with parents listing their children at all services), and taking into account that not all children require full-time care, the size of the waiting lists suggest that there may be sufficient existing demand for a second 75 place child care centre in Moranbah. Stakeholders consulted considered it unlikely that a new centre would be developed without some form of intervention.

Other options do exist. Both child care centres and the family day care service in Moranbah have the potential for expansion. However, additional resourcing is required for this to be possible. MELC has plans for an expansion to create an additional 33 places (estimated cost \$2.4 million)⁷, while Simply Sunshine is seeking to investigate an option to expand its capacity by 20 places. With only one family day care educator currently providing care in Moranbah, Blue River Family Day Care is currently facilitating training for new educators in an effort to expand their service capacity (advising that up to 5 additional educators are currently needed).

All providers consulted have advised that a significant challenge to providing child care services is the ability to attract and retain suitably qualified staff. Changes to staffing compliance requirements that will take effect in 2020 are expected to further constrain service capability. Barriers to staff attraction include the transient nature

⁷ IRC Submission in EIS, May 2019

of the population, the cost of housing in ‘boom times’, and the impact of 12 hour shifts on the availability of educators with children of their own.

While the Project is likely to generate only a modest demand in Moranbah for child care, estimated at 7 places by Year 4, this demand is unlikely to be able to be met as things currently stand, placing further pressure on existing services as well as on Pembroke’s recruitment objectives.

Demand for out of school hours care (OSHC) is also likely to build over time. Two services currently operate in Moranbah – one at the Moranbah High School and a second at Moranbah East State School. While both services are currently operating at capacity, Moranbah East State School’s OSHC program has capacity to expand to absorb increased demand.

7.3.6 Emergency services

Local Police and emergency services are accustomed to fluctuating demands due to mining industry cycles, but are challenged by spikes in demand. As noted by IRC during SIA consultation, there is a responsibility to provide an adequate level of health and emergency service provision for all community members, whether temporary or permanent, however Government service planning does not properly account for non-resident numbers.

During construction, Project-related increases in traffic and a temporary population increase will result in increased demands on local QPS, QAS and QFES services, commensurate with the temporary population increase.

Demands on ambulance, police and fire services would be experienced in relation to traffic accidents, work place accidents, patient transport from work sites and workforce accommodation facilities to hospitals, and population increase.

Increased demand is likely to primarily affect services based on Moranbah, but traffic accidents and patient transport to health facilities may also involve QPS and QAS officers from other local towns.

Police consulted as part of the SIA said that demands for their services to attend on WAVs were very low, given behavioural protocols in place for mining workforces.

During operations, the increase in traffic and population due to the Project will increase demands on Police for traffic policing, occasional demands for over-sized vehicle escorts and administrative issues. An increase in demand for community policing to respond to residential population increases is also likely.

Fire and emergency services and ambulance services are also likely to experience incremental increases in demand commensurate with the population increases in local towns. Demands on ambulance (and often fire services) would also be experienced in relation to traffic accidents, work place accidents and non-residential personnel emergencies.

The Project will also have implications for the Isaac Local Disaster Management Group (LDMG) who co-ordinate information and community assistance in the event of a disaster, and State Emergency Services who can also assist in some events. CQ Rescue provides retrieval services to the Isaac region and has capacity to meet demand that may be generated by the Project. The service is part Government funded but also relies on fundraising, including through formal sponsorships and fee-for-service initiatives, including drug and alcohol testing services for mining companies.

Consultation with emergency service providers during the preparation of this Plan identified:

- The need for regular information about the Project, including key construction and operation milestones, large load transportation (requiring police pilot or police escort), advanced notice of staff layoffs (associated with behavioural issues), and planned emergency response exercises, to manage false alarms calls;
- Services have limited resources, which, when diverted to attend to mine-based incidents, leave townships unsupported. Early notification of milestones, events and potential incidents before they become critical helps agencies to be prepared, and if needed, arrange for additional resources from within the region;
- The need for fully trained paramedics onsite and early notification of any emergency situation to QAS services (QAS recommends 2 permanent advanced care paramedics working with an external doctor);

- The need for advance planning for responses to critical incidents, and a preference for simplicity in the response procedures adopted;
- The need to notify the Isaac LDMG in the event of a major incident to assist effective communications to Council and the community;
- Barriers to site access can cause critical delays and should be minimised. This can include the need to address safety induction procedural delays, for QPS to be able to carry fire arms on site and for QAS to receive advanced notice of the need access for 4-wheel drive services if access is required to a pit, and the need to be met at the gate by a site escort;
- The need for effective communication with emergency services about incidents, site conditions and resource capacity, the location of relevant destinations on site, and emergency contact details;
- Site orientation days were not considered to be worthwhile given the number of different sites in the region, limited staffing capability and staff turnover. Preference is for clear site mapping with GPS references and emergency personnel contact details; and
- The need for careful attention to fatigue management for workers coming off shift and driving home.

As part of their submission to the EIS QAS requested:

- That Pembroke formulate an emergency response plan and evacuation planning and response procedure, in consultation with QAS, which should include contact details for key stakeholders in the case of an emergency;
- Provision of support to piggyback communications technology on planned towers, and/or investigation of assistance to QAS to install appropriate radio network technology in the area;
- Consultation with the Queensland Chemical Hazards and Emergency Management Unit and the Medical Director, Officer of the Commissioner, QAS, in relation to treatment plans for injured workers due to chemical processes on site;
- Provide a copy of the principal hazard management plan to QAS;
- Provide notification of planned exercises, either practical or table top, for attendance and participation by the QAS;
- Provide the QAS with access and evacuation maps for accommodation camps or villages; and
- Outline the Project's fatigue management procedure in relation to roster shifts and pre and post shifts.

7.3.7 Social and Affordable Housing

7.3.7.1 Social Housing

Social housing in the Isaac LGA is comprised of public housing owned by the Department of Housing and Public Works (DPHW) and community housing owned and / or managed by Emergency and Long Term Accommodation (ELAM), a Specialist Homelessness Service that provides emergency and long term accommodation in the Isaac region, along with other support to people experiencing or at risk of homelessness.

Table 7-6 provides 2016 Census data on social housing in the Project area, and indicates a total of 90 houses owned and managed by the DPHW in Moranbah, Dysart and Middlemount. There is no public or social housing in Nebo.

At June 2018 there were only 85 registered public housing tenancies in the Isaac LGA (Queensland Government, 2019a), suggesting there may be some stock vacancies. At this same time there were also only four current applications on the social housing register in the Isaac LGA, and only one of which was in Moranbah (Queensland Government, 2019b). Of note, DPHW properties are available to all Queenslanders on the basis of need, and consultation indicates that majority of recent tenancies have been to people from outside the LGA. Advice on current trends in demand for social housing from the Department of Housing and Public Works was not available at the time of reporting.

Table 7-6: Social housing supply, Isaac LGA, 2016.

| Landlord type | Moranbah | Dysart | Middlemount | Total |
|-------------------------|----------|--------|-------------|-------|
| State authority rental | 65 | 17 | 8 | 90 |
| Community church rental | 3 | 3 | 5 | 11 |
| Total social housing | 68 | 20 | 13 | 101 |

Source: ABS Census 2016

ELAM is a specialist homelessness service providing homelessness support and managing a portfolio of crisis and long term accommodation in Moranbah, including:

- 9 crisis accommodation dwellings, including seven family dwellings, one for single women and one for single men; and
- 11 long term dwellings, including four units for single people and seven family dwellings.

However, management of the 11 long term dwellings is being transferred back to DPHW, with the intention being for the properties to be sold.

ELAM has advised that demand for crisis housing has been increasing over the past twelve months. In January 2019, there was an occupancy rate of approximately 85 per cent, which was a substantial increase from the previous year's average occupancy of approximately 65 per cent. By May 2019 the crisis accommodation was fully occupied. ELAM's Manager advised that while the increase since January was seasonal, following the post-Christmas period, growth in demand for social housing was starting to appear in Moranbah, reflecting the recent rental price rises.

7.3.7.2 Affordable Housing

The Isaac Affordable Housing Trust (IAHT) provides affordable accommodation in the region under the Isaac Rental Affordability Scheme (IRAS). The housing is available to households earning up to a defined income limit, and is targeted to lower income households including key workers who are unable to afford housing in the general housing market and are not eligible for public housing.⁸

Consultation with Isaac Regional Council's Property Services Manager in February 2019 identified the following pool of affordable housing in local communities:

- 19 dwellings in the Isaac LGA (12 in Moranbah, 4 in Dysart and 3 in Clermont) managed by IAHT; and
- 21 dwellings managed as part of Council's National Rental Assistance Scheme (NRAS) rental pool.

This level of supply remained unchanged at May 2019.

IAHT properties have generally had an occupancy rate of approximately 70 per cent in preceding years. However, demand began to increase by June 2018, with the occupancy rate reaching 100 per cent by May 2019 (excluding one property offline for maintenance).⁹

Existing housing price trends and social housing demand trends indicate the likelihood of an increased need for affordable and social housing over the next 6-12 months, particularly in Moranbah. IAHT lacks financial capacity for expansion, but has existing land capacity with ownership of seven parcels of land in Moranbah with the potential to yield 16 dwellings.

⁸ IRAS eligibility criteria available at: <https://www.isaac.qld.gov.au/documents/12238/e208d64a-eda5-41cb-aae4-ee35d67476d1> accessed 31/5/19

⁹ Company Secretary, IAHT (Pers. Comm. 29/4/19) and IRC Submission to the Office of Coordinator-General: Pembroke – Olive Downs Environmental Impact Statement (EIS). May 2019

7.3.8 Environmental

Existing dust sources that contribute to ambient air quality near the Project include natural sources such as wind erosion, pollen and grass seeds, existing mines in the region, vehicle travel and agricultural activities.

Mining activities have the potential to generate dust. Air quality modelling conducted for various stages of the Project life was used to identify the predicted impacts at nearby privately owned dwellings and inform the implementation of air quality management measures. Air quality modelling indicates that, with the proposed dust management measures in place, it is reasonable to expect that the air quality objectives would be met during the operation of the Project. As such, no air quality impacts are anticipated on the health and wellbeing of nearby landholders or other community members.

Appendix K of the Project EIS provides the results of noise modelling and an assessment of potential noise impacts from the Project at nearby privately owned dwellings for representative periods through the Project's life. With the implementation of management measures as recommended, all sensitive receptors are predicted to comply with the relevant noise limits during the day, evening and night for all modelling cases throughout the life of the Project. As such, the health and wellbeing of the nearby landholders is unlikely to be affected by noise impacts associated with the Project.

The Project will make an incremental increase to volumes of traffic using local and State roads. Pembroke will address pavement impacts in the Project Road Use Management Plan in consultation with TMR.

Pembroke has consulted IRC regarding the adequacy of refuse management and recycling facilities waste management, and water and waste water infrastructure. Waste management facilities in the Isaac region have limited capacity, and are a high priority for IRC. The Project's waste management strategies are addressed in the Projects Waste Management Plan.

7.4 Management Measures

This section details the management measures to be implemented to reduce the social impact of the Project and to contribute to a resilient community. These will be reviewed as part of the SIMP review to ensure that management strategies are appropriately adapted for the life of the Project.

7.4.1 Health Service

An imperative for the Project will be to maximise workforce health and safety and minimise its demands on local health services, and to ensure Mackay Health and Hospital Services, local hospitals and local GPs have sufficient and timely information to plan for increased service capacity. Pembroke may also need to support augmentation of local health services in certain circumstances where gaps in service capability exist. This will be done in consultation with Mackay HHS and Northern Queensland PHN. The frequency and pathway for this communication will be determined in conjunction with Mackay HHS and Northern Queensland PHN and documented in the Health Impact Management Strategy (to be developed prior to construction).

Pembroke will work closely with Mackay HHS in the implementation of its health impact management strategies, the key elements of which are:

- Supporting health service planning and delivery with timely and regular information, and by participating in processes led by Mackay HHS and Northern Queensland PHN to address medical staff recruitment and retention issues;
- Pembroke will seek participation from Moranbah and Dysart Hospital on the project's CRGs to collectively monitor project impacts on local health services, and identify any additional mitigations required to mitigate impediments to local service access.
- Advise General Practitioners (GPs) and dentists of workforce ramp-up
- Local health services to be consulted to identify opportunities to provide health services and programs which both staff and other community members can benefit This would include partnerships to increase

the availability of eg men’s health checks, skin cancer checks, breast screening or mental health promotion and will be identified in liaison with local stakeholders during the first year of operation..

- Adopting the following initiatives to promote workforce health and minimise demands on health services:
- Provision of a paramedic to manage minor health issues on site;
- Workplace health care and health promotion;
- Workforce mental health (including alcohol and other drugs) care and promotion;
- Fatigue management;
- Community health promotion;
- Emergency co-operation and response arrangements; and
- Sponsorships (e.g. services, programs, events).

Pembroke Resources acknowledges with increasing growth in non-resident workers, there is a significant impost on health and emergency services. Pembroke is committed to partnering with the IRC in its advocacy efforts in relation to the same.

7.4.1.1 Integrated health services planning and delivery

Mackay HHS plays a key role in planning for and co-ordinating health care services in the region and has highlighted the need for an integrated approach to addressing the Project’s impacts over the life of the Project. Pembroke will establish regular liaison with Mackay HHS and Northern Queensland Primary Health Network (PHN), effective from prior to the commencement of construction to:

- Provide critical information to support health services planning including the Project's schedule, likely workforce ramp-up for both construction and operation, including estimated numbers of residential and non-residential personal;
- Align GP contracting to avoid impairing access by Mackay HHS to contracted GP services;
- Inform and seek input on Pembroke’s planning for workforce access to health and emergency services and health promotion strategies; and
- Monitor demands by Project personnel on health services.

Pembroke will also participate in processes led by Mackay HHS and Northern Queensland PHN to address medical personnel recruitment and retention issues.

Establishing and maintaining a health workforce will be an important factor in reducing impacts on local health services, with relevant actions set out below.

Health commitments are further detailed in **Table 7-7**.

7.4.2 Community wellbeing and social infrastructure

Upon Project execution, Pembroke will become a major local employer and a long-term member of the Isaac LGA community. Project personnel will contribute to population growth and stability, and population increases resulting from the Project will increase demand for community development programs and events, whilst also increasing the availability of people to participate in community activities.

Pembroke embraces its corporate social responsibility to contribute to local communities, and commits to making social investments that mitigate social impacts of the Project and that will enhance and strengthen community capacity and resilience. It considers that investments that support the quality of life in local communities are integral to maintaining a highly skilled and productive local workforce. This commitment will be realised through the Community Development and Investment Strategy described below.

7.4.2.1 Community Development and Investment Strategy

Pembroke Resources will implement a Community Development and Investment Strategy (CDIS) which will comprise the following elements and are described in detail below:

- A Community Development Fund;
- Community partnerships; and
- Sponsorships and contributions.

The CDIS will be established at the commencement of the Project for the life of the mine, with periodic review in consultation with the IRC, CRG and OCG and will be administered by Pembroke.

The objectives of the CDIS are:

- To strengthen community capacity, resilience and wellbeing of the Isaac regional community, with a particular focus on Moranbah and Dysart, by contributing to the social assets and resources of the community;
- To empower local community partners to develop a strategic approach to community development in response to local need;
- For social investments to be informed by strategic priorities identified by local community partners as well as advice from the Community Reference Group (CRG);
- To maximise the efficiency of application and funding reporting requirements, to minimise the administrative burden for funded parties; and
- To maintain and adaptive management approach through regular reviews of the CDI Strategy in consultation with the CRG and IRC.

Pembroke will establish an advisory Community Reference Group (CRG) with membership from the Isaac Regional Council and representation from across health, community and emergency service organisations, to provide advice and recommendations to Pembroke on its social investments (described in Section 2)).

7.4.2.2 Community Development Fund

Pembroke has committed to establishing a Community Development Fund valued at a minimum \$200,000 per year (indexed to CPI) for grants to community groups and non-government organisations to promote community resilience and quality of life, commencing in Year 1 of operations and continuing for the life of the Project. Pembroke will assess funding requirements on a case-by-case basis. The CDF value will be revised in Year 1.5, 3, 5 and 8 during the SIMP revision.

The scope of the funded investments is likely to include:

- Community events and activities that promote active and healthy lifestyles, e.g. festivals, fetes, sport and recreational activities;
- Health promotion;
- Strengthening the local volunteer base e.g. enabling volunteers to gain qualifications relevant to their volunteer work and encouraging employees to volunteer locally;
- Supporting local seniors to remain in their communities;
- Cultural diversity and inclusion, e.g. Programs to connect culturally diverse communities and individuals;
- Initiatives which enable strong, creative and resilient young people e.g. mental health promotion, cultural expression or micro-business support; and/or
- Programs which enable vulnerable and marginalised community members to participate in community life, e.g. community transport and community connection programs.

To strengthen the capacity for strategic development and community-directed social investments, Pembroke will apply its Community Development Fund (commencing at \$200,000 in year 1 of operations) as detailed in **table 7-7**.

Pembroke Resources recognises the proposed project life of the Olive Downs Coking Coal Project is extensive and is committed to providing the support to the community commensurate to the life of the Project.

The proposed review periods within this document will enable Pembroke Resources to provide the flexibility to assess, understand and respond to the change in the needs of the workforce and the greater community and therefore increase the Community Development Fund in response.

The provisions of financial support to the community detailed in this document are directed by the ongoing community consultation process, which has and will continue to involve the IRC. During the various review processes the requirements of the community will be assessed and better understood at that time. Pembroke continues to confirm that no funding options will be omitted from assessment, funding for the various community services will always target the best provision of those funds to deliver the desired outcomes.

Table -7-7: Application of Community Development Fund (Operational Year 1-8)

| Funding Item | Operational Year | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Y7 | Y8 |
| funding for Services providing Community programs | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| MDSS Community Development Strategy | \$50,000 | - | - | - | - | - | - | - |
| Youth Engagement | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| Other Activities (eg donations) | \$12,500 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| General Sponsorships | \$12,500 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| TOTAL | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 |

During year 1 to 8 of operations, 50% of the Community Investment Fund will be allocated to the MDSS (or similar services providing community programs) to augment funding for programs that fall within the defined scope of funded investments. \$50,000 will be allocated in year 1 of operations to the MDSS to resource the development of a Community Development Strategy with a 5 year horizon, to address priority community development needs in Moranbah and Dysart, to be developed by the MDSS in collaboration with the DCSG. This will provide a framework for forthcoming community development investments by Pembroke and should be developed in the form of a prospectus for guiding investments by other mining and major companies in the region.

\$25,000 will be allocated to school engagement over the course of the 8 years. This will include assistance for high school students for courses to increase their opportunities of employment upon completion of high school and youth services support.

\$12,500 for the first year and \$25,000 for subsequent years will be allocated to other activities, particularly donations in support of activities or community organisations through cash or other item of value, or through an in-kind contribution, with no direct return benefit expected.

\$12,500 for the first year and \$50,000 for subsequent years will be allocated to sponsorships.

All sponsorship, school engagement investments and donations (and other activities) will be considered by the internal Community Investment Committee as per the Community Investment Strategy.

An interim review of the Community Development Fund's value and scope will be undertaken as part of the Social Impact Management Plan review in Year 1.5, 3, 5 and 8, and again one year prior to the second construction phase in Year 10, in consultation with the IRC, CRG and OCG.

7.4.2.3 Community Partnerships

Pembroke is committed to working closely with the community to foster mutually beneficial outcomes. Community Partnerships allow Pembroke to join with one or more other organisations to undertake activities of benefit to the community as a whole.

Community Development Strategy

Pembroke will fund a joint project with MDSS and DCSG to prepare a community development strategy addressing priority community issues and needs. The Strategy will provide a basis for their ongoing work within the community and help position the organisations to guide future social investments by mining companies and others, to support priority actions identified in the Strategy.

Settlement program partnership

In the Project's SIA Pembroke committed to the development of community integration and settlement partnerships with MDSS (or other service provider) to facilitate:

- community integration programs (e.g. welcome events, community information packs and community networks and activities fostering resident inclusion);
- community health programs;
- mental health programs;
- neighbourhood development (e.g. playgroups, community gardens and sheds, and interest groups); and
- family and youth support programs (including family and domestic violence initiatives).

A 3 year partnership will be established with MDSS (or other service provider), equivalent to a 0.6 FTE community development officer, to facilitate community integration and wellbeing programs in the community. The investment will be an annual contribution of \$60,000 (adjusted for CPI and Equal Remuneration Orders made by the Fair Work Commission), towards salary, administration and program costs.

Family harmony partnership:

In the event that settlement by Project personnel extends to Dysart during the first stage of the Project, Pembroke will enter a partnership arrangement with DSCG to facilitate a community integration and family harmony program. The length of the partnership and the type of employment arrangements will be investigated once personnel settlement is known.

Indigenous employment partnership:

To increase employment opportunities for Indigenous people, Pembroke and the Project operations contractor will develop a diversity policy addressing employment, training, work readiness and certified qualification programs for Indigenous people. This will include support for people seeking apprenticeships, training and employment in the Project, and providing an annual tertiary scholarship program. Pembroke will work with the DATSIP to develop these partnerships.

Pembroke has made a commitment for indigenous employment as follows:

- at least 9 Indigenous employees for Years 1-10
- at least 14 Indigenous employees for Years 11-15
- at least 28-30 Indigenous employees by Year 16

In addition, Pembroke has agreements with the Barada Barna Aboriginal Corporation (BBAC) to provide partnerships as per the ILUA.

7.4.2.4 Sponsorships and contributions

Pembroke will provide sponsorship, donation and contributions on a case by case basis as per the Community Development Fund. In addition, Pembroke will provide specific sponsorship and contributions to the following.

Moranbah Youth and Community Centre Partnership:

The Moranbah Youth and Community Centre (MYCC) is a Community Hub and Partnership Program facilitated by the Department of State Development, Manufacturing, Infrastructure and Planning, with contributions from multiple parties including BMA, the Isaac Regional Council and State government agencies. Pembroke is aware of the requirement for ongoing running of the MYCC and has committed to providing \$10,000 per year from Year 1 of operations for the life of the mine to assist with these costs (eg electricity, gardening, playground equipment etc). This will be reviewed in line with the review of the SIMP document.

Moranbah Community Centre:

Pembroke is willing to contribute to a specific Project element of the proposed Moranbah Community Centre Transformation Project to be determined in consultation with Council, to help upgrade the centre's capacity as a social, cultural, industrial and local disaster management hub. This would be to a value of up to \$100,000 in year 1 of operations.

Other sponsorships:

Pembroke will provide regular sponsorships to relevant services (such as CQ Rescue retrieval services) and local events (such as health expos, sporting events and other), to be determined on an annual basis.

Pembroke will also encourage employees to participate in workforce giving programs to support essential services.

7.4.2.5 Support for local services

Pembroke commits to engaging local services which offer quality assured services such as personal and home care (where needed to support Project personnel recovering from illness or injury) and drug and alcohol testing.

7.4.3 Education

Pembroke will provide advance notice of likely resident workforce increases to local schools, and will update this advice six monthly during the first three years of operations to assist schools to plan accordingly for their resources. Pembroke will also encourage employees with school aged children to contact schools immediately upon engagement to assist with school resource planning.

All schools within the Isaac LGA will be encouraged to apply for sponsorship to support programs which are in line with the objectives of the Community Investment Strategy (to be published on the project website).

Pembroke will provide 4 x scholarships at \$10,000 each per year starting Year 2 of operations for 4 years. The scholarships will include paid work experience for 6-12 months. The number of scholarships will be revised at that time. Scholarships will recognise the need for diversity and inclusion within the industry and therefore applications from female students, students with low personal/family income and Indigenous students will be considered favourably.

Industry experience (vacation work) and a Graduate Development Program will also be implemented following the establishment of an experienced workforce.

In addition, Pembroke will consult with schools and the Department of Education to ascertain their individual requirements and discuss potentials for partnerships including the Moranbah High School CTEC program.

The Project will also consult the Department of Education prior to construction of both the Olive Downs mining domain (year 1 of operations) and the Willunga mining domain (year 15 of operations), to identify any specific measures required to manage the interface between Project traffic and the Valkyrie State School.

7.4.4 Child care

The Project will add to already excessive demands on childcare services in Moranbah, which may inhibit company recruitment goals. To offset this demand and increase the capacity for existing services, Pembroke will make financial contributions to:

- Contribute \$15,000 to Simply Sunshine to assist with initial concept development for expansion (during Y1 of construction);
- Facilitate the expansion of family day care capacity of a registered Family Day Care service to meet increased demand in the short term (Years 2 to 4), including sponsoring educator training (\$30,000 during construction and \$30,000 during Year 1 of operations) and funding minor property improvements to achieve compliance with regulatory requirements (\$10,000 per year from year 1 of operations);
- Sponsor additional training of educators at each long day care centre (\$10,000 per long day care centre for year 1 to 3 of operations – totalling \$60,000); and
- Provide \$20,000 per year starting in Year 1 of operations to assist partners of personnel wanting to study minimum Certificate 3 in Child Care.

Pembroke will also:

- Notify childcare services (long day care, out of school hours care and family day care services identified in this Plan) of the workforce ramp-up at 6 monthly intervals up to Year 4, and prior to Stage 3 in Year 15;
- During recruitment for operations, consult with all recruits when they are offered employment to identify any childcare needs, and refer them to local services; and
- Monitor employee generated demand for childcare places six monthly in Years 1 to 3 of operations, and prior to Stage 3 in Year 15.

If cumulative demands are expected to overwhelm childcare capacity, collaborative consideration of options to meet demands will be required, involving other major local employers, Isaac Region Early Years Network, IRC and Department of Education.

As childcare options are generally limited to 6.00 a.m. to 6.00 p.m., Project personnel may have difficulty accessing childcare which enables them to work overnight shifts. Partners working as educators may also have

difficulty sustaining their employment. Pembroke and its contractors will take into consideration the potential requirements of personnel during allocation of shifts which fall outside of childcare available times (i.e. night shift) or impacts on the employment of educator partners.

7.4.5 Emergency Services and Response

A series of strategies addressing co-ordination and communication with emergency services, emergency response procedures and hazard management follow.

7.4.5.1 Emergency Service Communication and Co-operation Strategy

Pembroke will develop and implement a strategy for communication and co-ordination with emergency services with the elements defined below. The Strategy will be developed in consultation with QPS, QAS, QFES, Isaac Region Local Disaster Management Group (LDMG) and the Mackay Health and Hospital Service, and will be re-affirmed with the local agencies during pre-construction.

Pembroke's Emergency Service Communication and Co-operation Strategy with emergency services will require Pembroke or its contractor to:

- Following Project approval, provide the following information to the local QPS, QAS, QFES, Isaac Region LDMG and Mackay Health and Hospital Service:
 - project schedule
 - workforce size and ramp up
 - key milestones for construction and operation works
 - workforce accommodation village details, including emergency response, access and evacuation response procedures
 - Indicative heavy loads requiring QPS piloting or escorting (weekly volume and time frame) and routes to be used;
 - Notify local QPS station of confirmed wide load transport plans as early as possible in advance of scheduled transport date, providing details on:
 - The type of support required (i.e. pilot or police escort)
 - Number of vehicles, frequency and planned route
 - Consult with QAS including the Queensland Chemical Hazards and Emergency Management Unit and the Medical Director, Officer of the Commissioner, QAS, in relation to emergency response and evacuation plans;
 - Maintain regular liaison with QPS, QAS, QFES and Isaac Region LDMG (incorporating Queensland Health regional hospitals), and Queensland Health and the Northern Queensland Primary Health Network on a 6 monthly basis for the Project's first three years (from 2010 to 2021), with frequency to be reviewed thereafter. This may include attending the Isaac Region LDMG's triennial meetings;
 - Invite QAS, QPS and QFES to participate in any on-site emergency response exercises;
 - Supporting advocacy by IRC to the Queensland Government with respect to adequate police and emergency services capacity in local towns;
 - Consult with the QAS to identify whether QAS's radio communication network will require augmentation to service the Project and roads used by the Project, and either:
 - Making arrangements for the QAS to piggy-back on the Project's communications technology and towers;
 - Investigating assistance for the QAS to install appropriate technology in the area to maintain radio networks in the area;
 - Plan and prepare effectively for emergency response procedures, including:
 - providing local emergency services with a site map detailing the location of, and management provisions for the Project's emergency management facilities, chemical storage and use areas, access roads, fences and security points;

- providing geo-coordinates to services for site entry points, helipad and other key locations on site
- reviewing site access policies and procedures to enable efficient site access for emergency services, providing generic induction for emergency services personnel, permitting QPS to carry fire arms on site;
- providing a mine site escort to meet emergency service personnel at the site entry, and provide escort contact details
- offering site orientation days for QPS, QAS, QFES and LDMG officers
- testing emergency response systems with local police prior to implementation.
- Monitor company intelligence for potential protest activity associated with the mine and brief local QPS immediately for assistance with managing associated risks; and
- Enabling staff who volunteer for the Fire and Emergency and the State Emergency Service to attend call-outs for emergencies during work hours wherever possible;
- Engaging regularly with police and emergency services officers to monitor demands on services. and
- Ensuring selected staff have access to Queensland Mine Rescue Services' open cut emergency response team training, and that trained staff are on site at all times.

7.4.5.2 Emergency Response Procedures

Prior to Project commencement, Pembroke will prepare an Emergency Response Procedure in consultation with:

- Queensland Police Service;
- Queensland Fire and Emergency Service;
- Queensland Chemical Hazards and Emergency Management Unit;
- Medical Director, Officer of the Commissioner, Queensland Ambulance Service;
- Queensland Health; and
- Isaac Regional Council Local Disaster Management Group.

The Emergency Response Procedure would be implemented in the event of an incident, to maintain the wellbeing of personnel, contractors and the public, and would describe the actions that would be implemented if the following incidents were to occur:

- Injury or illness;
- Fire;
- Unintended initiation of explosives;
- Loss of containment of hazardous substance;
- Natural events (e.g. flooding, bushfire, cyclone); or
- Vehicle accident.

The Emergency Response Procedure will include:

- The responsibilities of Pembroke and local services for emergency responses;
- An emergency response protocol for critical incidents e.g. Call 000 providing:
- the location of the incident, brief details, and information on any injuries suffered
- geo-coordinates for the site entry point
- the name and contact details of the company escort assigned to meet the service at the site entry
- Advise if a 4WD vehicle is required for access;
- Ensure clear access to the medical centre or other required location;
- In the event of an accident incurring a fatality or serious bodily harm, or a suspected crime, notify local QPS immediately to arrange for crime site or forensic investigators to attend the site and follow the advice on interim site restrictions;
- Incident management, site contact and call-out protocols in relation to potential incidents occurring both on and off the mine site;

- In the case of a minor incident which has the potential to escalate, notify the local QAS, QPS and / or QFES (as relevant) at the time of occurrence, to allow services to be on standby and arrange additional resources if needed;
- Evacuations plan and response procedures;
- A Disaster Management Plan, prepared in consultation with the Local Disaster Co-ordination Centre 1300 ISAACS (1300 472 227);
- Links to next of kin contacts for Project personnel during construction and operation;
- Geo-coordinates and operational procedures for the Project's helipad site;
- The location and management provisions for the Project's emergency management facilities, chemical storage and use areas, access roads, fences and security points;
- Procedures which ensure that QFES officers have 24-hour access to personnel and/or keys to open locked gates needed to access surrounding properties;
- Providing courtesy notification of incidents to the Isaac LDMG (Council) within 24 hours; and
- Communications protocols between the Project, Civeo Coppabella Village managers and QPS, QAS and QFES.

The Emergency Response Procedure will also be informed by the Coroner's recommendations arising from the Inquest into the death of Jason Blee in a mine site accident at Moranbah North Mine in 2007 (Office of the State Coroner, 2009), including:

- Adopting a protocol with QPS regarding notifying next of kin;
- Inclusions within the alcohol and other drugs policy for drug testing of workers involved in serious or fatal injuries;
- Adopting and / or auditing the efficacy of the Project's standard for the management of change to normal routine on site; and
- Taking steps to familiarise emergency services personnel with mining operations and provide generic inductions to mine sites to facilitate rapid access to sites for emergency services personnel.

The Project will also require Civeo to provide the QAS and QPS with maps identifying access points, site layout (including room numbering) and evacuation areas for the Civeo Coppabella Village or other relevant workforce accommodation village provider.

The Project will provide a copy of the Emergency Response Procedure, Principal Hazard Management Plan, Evacuation Plan, and Fatigue Management plan to QAS, QFES, QPS and Isaac Region LDMG, and consult the services as part of future revisions of this Plan. The Project will also require Civeo to provide the QFES, QAS and QPS with access, site layout (including room numbering) and evacuation maps for the Civeo Coppabella Village.

Pembroke will seek participation from QPS, QAS, QFES and Isaac LDMG on the Project's Community Reference Group, to collectively monitor local impacts on services, and in relation to potential community safety concerns.

7.4.5.3 Hazard Management

The Project site within the Mining Leases would be a restricted area that would not be accessed by the public, with appropriate security measures (including fencing and signage) installed to restrict general access.

The Preliminary Risk Assessment provided as Appendix O of the draft EIS considered a number of incident types and scenarios for on-site and off-site risks posed by the Project to people, their property and the environment.

With the implementation of preventative and mitigating measures, each scenario involving potential hazards were considered to be a low risk, so that effects on the health and wellbeing of local landholders or land users were not anticipated. The measures outlined in Appendix O will be implemented in the projects Health, Safety and Hazard Management Plan to be developed prior to construction.

During operations, the Project will employ qualified mines rescue personnel who are trained and experienced in rescuing personnel who are trapped or injured, combating fires and other emergencies, and dealing with a

wide range of hazards and situations. Pembroke will also minimise demands on emergency and health services through the following policies:

- Workforce Behaviour Management Policy (see Workforce Management Plan);
- Fatigue Management Policy; and
- Pembroke or its contractor's workplace health and safety practices.

7.4.6 Affordable Housing

Households on low and moderate incomes in mining communities are vulnerable to rising housing costs, particularly households renting their homes. Isaac Regional Council has highlighted the significant challenges faced in the community in the past impacting key workers' access to housing (IRC, 2019). Council has requested that Pembroke contribute financially to the IAHT (or similar service provider) to help maintain balance in the housing market by providing a stable supply of affordable housing for low to moderate-income households.

Pembroke commits to providing financial contribution to the Isaac Affordable Housing Trust's to assist with provisions of affordable housing for key workers. The value of the contribution will be at least equivalent to 2.6 per cent (\$400,000 in year 3 of construction) of the value of the housing Pembroke will provide for its workforce (with this percentage reflecting the proportion of social housing in Moranbah recorded at Census 2016). This contribution will be reviewed periodically in line with the SIMPs review dates. In addition, Pembroke will monitor the take up of housing by Project personnel in local towns and any impacts on the supply and affordability of rental, in consultation with IAHT, IRC and ELAM.

Pembroke recognises the indirect impacts that the mining industry can have on homelessness and the demand for crisis housing and support services, and will contribute \$10,000 per year for the life of the project to ELAM (or similar service provider) to enable practical support to be provided for assistance with relocation costs, care packages and gift cards (used for emergency assistance) for clientele seeking help.

7.4.7 Environmental

Potential environmental impacts including dust, noise and traffic volumes will be addressed through specific management plans such as the Dust Management Plan, Noise Management Plan and Project Road Use Management Plan.

Table 7-8 summarises the actions to be undertaken as part of the Health and Community Wellbeing Plan. This is supported by the monitoring framework described below.

Table7-8: Management Measures

| Project Phase | Action | Timing | Lead | Stakeholders |
|--|--|----------------------------|------------|--|
| Health services planning and delivery | | | | |
| Pre-construction | Develop Health Impact Management Strategy in consultation with Mackay HHS and Northern Queensland PHN. | Prior to construction | Pembroke | Mackay HHS, Northern Queensland PHN |
| | Ensure that the Moranbah and Dysart Hospitals and Mackay Health and Hospital Service (Mackay HHS) are made aware of the likely workforce ramp-up for both construction and operation. | Following Project approval | Pembroke | Mackay HHS, Northern Queensland PHN, Moranbah and Dysart Hospitals |
| | Establish regular liaison with Mackay HHS, IRC and Northern Queensland Primary Health Network (PHN), to align Project strategies with monitoring of health service demands, and identify any additional actions required to mitigate impacts. Consultation to be determined through development of Impact Management Strategy. | Following Project approval | Pembroke | Mackay HHS, Northern Queensland PHN |
| | Ensure General Practitioners and dentists are made aware of likely workforce ramp-up for both construction and operation | Following Project approval | Pembroke | Moranbah and Dysart health practitioners |
| Operation | Participate in processes led by Mackay HHS and Northern Queensland PHN to address medical personnel recruitment and retention issues, with a particular focus on Dysart GP services. | Year 1 Operations | Mackay HHS | Pembroke, Northern Queensland PHN |
| | Monitor and assess the need to augment local health services where gaps in service capabilities exist. To be completed in consultation with Mackay HHS and Northern Queensland PHN. | Year 1 Operations | Pembroke | Mackay HHS, Northern Queensland PHN |
| | Identify opportunities to provide health services and programs for personnel and other community members | Year 1 operations | Pembroke | Mackay HHS, Northern Queensland PHN, Moranbah and Dysart Hospitals Moranbah and Dysart Health practitioners |

| Project Phase | Action | Timing | Lead | Stakeholders |
|----------------------------|---|-----------------------|----------|--|
| Community wellbeing | | | | |
| construction | Establish a Community Development & Investment Strategy | Prior to construction | Pembroke | IRC, CRG |
| | Establish internal Community Investment Committee | Prior to construction | Pembroke | - |
| | Establish Community Reference Group | Prior to construction | Pembroke | IRC, other community representatives |
| | Establish the Community Development Fund | Construction | Pembroke | CRG |
| | Establish the Indigenous employment partnership with the Barada Barna Aboriginal Corporation (BBAC), and provide financial support for training, work readiness and certified qualification programs for Indigenous people. | Construction | Pembroke | BBAC |
| | Establish the settlement program partnership with MDSS | Construction | Pembroke | MDSS |
| | Establish a Diversity Policy addressing employment, training, work readiness and certified qualification programs for Indigenous people. | Construction | Pembroke | BBAC, DATSIP |
| Operation | Implement the Community Development and Investment Strategy | Year 1 Operations | Pembroke | CRG, IRC, MDSS, MYCC, DCSG, Moranbah Interagency Group (facilitated by MDSS) |
| | Implement the Community Development Fund | Year 1 Operations | Pembroke | CRG, MDSS |
| | Implement community development strategy development with MDSS | Year 1 Operations | Pembroke | MDSS |
| | Implement financial contribution to MYCC | Year 1 Operations | Pembroke | IRC, MDSS |
| | Engage services from not-for-profit community organisations where relevant and appropriate. | Year 2 | Pembroke | MDSS, DCSG, Hintercare, CQ Rescue |

| Project Phase | Action | Timing | Lead | Stakeholders |
|------------------|---|-----------------------|------------------------------------|--|
| | Implement financial contribution to Moranbah Community Centre | Year 1 Operations | Pembroke | IRC |
| Education | | | | |
| Construction | Notify local schools of estimated residential population increases during construction and operation | Prior to construction | Pembroke | Dysart, Moranbah and Moranbah East State Schools; Moranbah and Dysart State High schools |
| | Advise employees with school-aged children to contact schools immediately upon engagement to advise the number and year level of likely student enrolments. | Prior to construction | Pembroke | Dysart, Moranbah and Moranbah East State Schools; Moranbah and Dysart State High schools |
| | Notify local schools of incoming families during construction, on a quarterly basis | Construction | Pembroke | Dysart, Moranbah and Moranbah East State Schools; Moranbah and Dysart State High schools |
| Operation | Work with high schools in the Isaac LGA to identify training and employment opportunities. | Year 2 of Operations | Pembroke or primary contractor | High School principals; BBAC |
| | Establish tertiary scholarship program with the Barada Barna Aboriginal Corporation | Year 1 of Operations | Pembroke | BBAC |
| | Establish scholarship program | Year 2 of Operations | Pembroke and/or primary contractor | Moranbah and Dysart State High schools; BBAC |
| | Provide advance notice of the operational workforce ramp-up to local schools | Year 1 of Operations | Pembroke or primary contractor | Dysart, Moranbah and Moranbah East State Schools; Moranbah and Dysart State High schools |
| | Establish vacation work and Graduate Development Program | Year 3 of Operations | Pembroke and/or primary contractor | CQU, Dysart, Moranbah and Moranbah East State Schools |
| | Prior to construction of the Willunga mining domain from 2028, consult the Department of Education to identify any specific measures required to manage the | Year 9 of Operations | Pembroke | Department of Education, Valkyrie State School |

| Project Phase | Action | Timing | Lead | Stakeholders |
|------------------|--|------------------------|----------|--|
| | interface between Project traffic and the Valkyrie State School | | | |
| Childcare | | | | |
| Construction | Contribute financially to facilitate concept development of expansion at Simply Sunshine (\$15,000) | Year 1 of Construction | Pembroke | Simply Sunshine |
| | Facilitate short-term expansion of childcare capacity through a registered Family Day Care provider in Moranbah through funding training for 3 educators (\$30,000). | Year 1 of construction | Pembroke | Blue River Family Day Care, Moranbah Early Learning Centre, Simply Sunshine |
| | Notify childcare and kindergarten services of the workforce ramp-up and timing at 6 monthly intervals from construction to Year 2 of operations and maintain ongoing liaison, and prior to reaching full production. | Year 1 of Construction | Pembroke | Isaac Region Early Learning Network |
| Operation | Facilitate short-term expansion of childcare capacity through a registered Family Day Care provider in Moranbah through funding training for 3 educators (\$30,000). | Year 1 of Operations | Pembroke | Blue River Family Day Care, Moranbah Early Learning Centre, Simply Sunshine |
| | Provide funding for additional training of educators at each long day care centre (\$10,000 per long day care centre for year 1 to 3 of operations – totalling \$60,000); | Year 1 of Operations | Pembroke | Moranbah Early Learning Centre, Simply Sunshine |
| | Monitor the availability of childcare places and use of childcare services by Project personnel six monthly. | Year 1 of Operations | Pembroke | Moranbah Early Learning Centre, Simply Sunshine, C&K Kindergarten, Blue River Family Day Care, Lady Gowrie Day Care Centre – Dysart, Dysart Kindergarten |
| | Support personnel with partners qualified and working as educators with flexible rostering to enable partner to sustain employment in childcare | Year 1 of Operations | Pembroke | |

| Project Phase | Action | Timing | Lead | Stakeholders |
|--|--|----------------------|--------------------------------|---|
| | Offer to sponsor partners of operations personnel to train as educators (minimum Certificate 3 in Child Care through recognised training body) (\$20,000 per year). | Year 1 of Operations | Pembroke | Isaac Region Early Learning Network ¹⁰ |
| | Provide funding to Family Day Care services for minor property improvement to achieve compliance with regulatory requirements (\$10,000 per year from Year 1 of operations) | Year 1 of Operations | Pembroke | Blue River Family Day Care |
| Emergency services co-operation | | | | |
| Construction | Confirm and establish the Emergency Service Communication and Co-ordination Strategy with the QPS, QAS, QFES and LDMG. | Pre-construction | Pembroke contractor or primary | QPS, QFES, QAS, Isaac LDMG |
| | Establish and implement the Emergency Response Procedure, incorporating relevant call out protocols and a disaster management plan. | Pre-construction | Pembroke contractor or primary | QPS, QFES, QAS, Isaac LDMG |
| | Liaise with QPS, QAS, QFES, Isaac Region LDMG and Mackay Health and Hospital Service to advise: <ul style="list-style-type: none"> - Project schedule - Workforce size and ramp up - Key milestones for construction and operation works - Workforce accommodation village details | Pre-construction | Pembroke contractor or primary | QPS, QAS, QFES, LDMG and Mackay Health and Hospital Service |
| | Liaise with QPS to advise estimated heavy loads requiring QPS piloting or escorting (weekly volume and time frame) and routes to be used. | Pre-construction | Pembroke contractor or primary | QPS |
| | Continue to liaise with QPS, QAS, QFES, LDMG and Mackay Health and Hospital Service to advise on Project details. | Year 1 Construction | Pembroke contractor or primary | QPS, QAS, QFES, LDMG and Mackay Health and Hospital Service |

¹⁰ Isaac Region Early Learning Network members include: state schools, kindergarten and long day care centres, child health services, Moranbah District Support Service and Department of Education and Training.

| Project Phase | Action | Timing | Lead | Stakeholders |
|---------------|---|---------------------|--------------------------------|---|
| | Implement Emergency Service Communication and Co-ordination Strategy | Year 1 Construction | Pembroke contractor or primary | QPS, QFES, QAS, LDMG |
| | Implement and test the Emergency Response Procedure | Year 1 Construction | Pembroke contractor or primary | QPS, QFES, QAS, LDMG |
| | Implement agreed arrangement for supplementation of QAS telecommunications | Year 1 Construction | Pembroke contractor or primary | QPS, QFES, QAS, LDMG |
| | Review emergency service co-ordination strategies and emergency response protocols annually during construction. | Year 1 Construction | Pembroke contractor or primary | QPS, QFES, QAS, LDMG |
| | Implement the Health, Safety and Hazard Management Plan | Year 1 Construction | Pembroke contractor or primary | QPS, QAS and QFES |
| | Ensure selected staff have access to Queensland Mine Rescue Services' open cut emergency response team training, and that trained staff are on site at all times. | Year 1 Construction | Pembroke contractor or primary | Queensland Mine Rescue Services |
| | Implement the wide load transport protocol for assistance from QPS with wide-load piloting and escort duties. | Year 1 Construction | Pembroke contractor or primary | QPS |
| | Implement the Workforce Behaviour Management Policy, Fatigue Management Policy, and workplace health and safety policy. | Year 1 Construction | Pembroke contractor or primary | QPS, QAS, QFES and Queensland Health (Mackay HHS) |
| Operation | Continue to liaise with QPS, QAS, QFES, LDMG and Mackay Health and Hospital Service to advise on Project details. | Year 1 Operations | Pembroke contractor or primary | QPS, QAS, QFES, LDMG and Mackay Health and Hospital Service |
| | Implement Emergency Service Communication and Co-ordination Strategy with the QPS, QAS, QFES and LDMG. Implement and test the Emergency Response Procedure. | Year 1 Operations | Pembroke contractor or primary | QPS, QFES, QAS, LDMG |

| Project Phase | Action | Timing | Lead | Stakeholders |
|---------------------------|---|----------------------|--------------------------------|---|
| | Review emergency service co-ordination strategies and emergency response protocols annually during | | | |
| | Seek QPS, QAS, QFES and LDMG participation in monitoring impacts on services, and any community safety concerns. | Year 1 Operations | Pembroke contractor or primary | QPS, QAS, QFES and LDMG |
| | Ensure selected Project personnel have access to Queensland Mine Rescue Services' open cut emergency response team training, and that trained staff are on site at all times. | Year 1 Operations | Pembroke contractor or primary | Queensland Mine Rescue Services |
| | Develop and implement traffic management plans when blasting near roads, and management road safety accordingly. Notify QPS if affecting the Peak Downs Highway. | Year 1 Operations | Pembroke contractor or primary | QPS |
| | Enable staff who volunteer for the Fire and Emergency and the State Emergency Service to attend call-outs for emergencies during work hours wherever possible | Year 1 Operations | Pembroke contractor or primary | QFES, SES |
| | Implement the Workforce Behaviour Management Policy, Fatigue Management Policy, and workplace health and safety policy. | Year 1 Operations | Pembroke contractor or primary | QPS, QAS, QFES and QHealth (Mackay HHS) |
| Affordable Housing | | | | |
| Operations | Provide financial contribution to Isaac Affordable Housing Trust's housing to the value of \$400,000. | Year 3 of Operations | Pembroke | IAHT, IRC |
| | Contribute \$10,000 per year for to ELAM (or similar provider) for assistance with relocation costs, care packages and gift cards for clientele seeking help. | Year 1 of Operations | Pembroke | ELAM |
| Environmental | | | | |
| All stages | Development and implement environmental management plans as per requirements under the Environmental Authority and/or the Coordinator Generals Stated Conditions. | Year 1 of Operations | Pembroke contractor or primary | |

7.5 Monitoring and Reporting

Pembroke will monitor the SIMP's (including the Health and Community Wellbeing Management Plan) performance and effectiveness to ensure that commitments are delivered and desired outcomes are achieved. Pembroke is committed to transparency and accountability in the delivery of the SIMP and associated management plans and to adaptive measures in response to monitoring data outputs.

7.5.1 Objectives

The objectives of the monitoring program are to:

- Enable Pembroke to demonstrate that SIMP commitments are delivered and progress against desired outcomes is monitored;
- Ensure that local communities and stakeholders are involved in implementation and monitoring of the SIMP; and
- Enable modification of SIMP strategies and management measures in response to monitoring data.

7.5.2 Coordinator General Stated Conditions – monitoring and reporting

“(a) The proponent must report on the implementation and effectiveness of measures to manage the project’s social impacts during construction, and the first five (5) years of operation, for each of the Olive Downs South and Willunga domains.

(b) The proponent must prepare an annual social impact management report (SIMR) during construction of the Olive Downs South domain and for the first five (5) years of operation.

(c) The proponent must prepare an annual SIMR during construction of the Willunga domain and for the first five (5) years of operation. The SIMR for the Willunga domain must also consider the social impacts associated with construction or operation of Olive Downs South domain occurring at that time.

(d) The annual SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of the relevant twelve (12) month period from the commencement of construction of each domain.

(e) Using the monitoring protocol described in the social impact management plan, the annual SIMR must detail:

(i) an assessment of the actual social impacts of the whole project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities

(ii) the progress and effectiveness of the social impact management measures detailed in the SIMP

(A) where monitoring indicates measures have not been effective, describe how those social impact management measures have been modified

(iii) the implementation of commitments relating to social impacts made by the proponent listed in Appendix 4 in the Coordinator-General’s evaluation report for the Olive Downs project.”

7.5.3 Commitments

Table 7-9: Monitoring Commitments – Local Business and Procurement

| Impact Area | Actions |
|----------------------------------|---|
| Monitoring responsibility | <ul style="list-style-type: none"> The Project's Internal Coordination Committee would track implementation of the SIMP and review key performance measures every 6 months, to facilitate continual improvement of strategies and practices. |
| | <ul style="list-style-type: none"> Undertake all required reporting in compliance with the <i>Strong and Sustainable Resource Communities 2017</i> and any stated or imposed conditions from the Coordinator-General. |
| | <ul style="list-style-type: none"> Undertake all required reporting to the QRC under the Code. |
| Transparency | <ul style="list-style-type: none"> Data on procurement indicators would be tracked and reported to the Community Reference Group (CRG) and the IRC 6 monthly until year 2 of operations. |
| | <ul style="list-style-type: none"> Strategies and policies will be made available on the project website. |
| Cooperation | <ul style="list-style-type: none"> Pembroke will seek participation from a number of community representatives to be part of the Community Reference Group. |

7.5.4 Monitoring Responsibility

Pembroke will coordinate and monitor delivery of the Health and Community Wellbeing Management Plan and the greater SIMP through an internal Coordination Committee. The Coordination Committee will include personnel responsible for:

- Project management;
- construction management;
- contracts and procurement;
- community and stakeholder engagement;
- workforce and accommodation management;
- workplace health and safety; and
- Indigenous partnerships and community relationships.

The Coordination Committee will be convened prior to the commencement of Project construction to implement the SIMP. The Committee will track implementation of the SIMP and review key performance measures quarterly, to facilitate continual improvement of strategies and practices.

Pembroke will have dedicated personnel to implement the SIMP, coordinate stakeholder engagement and partnerships, and manage community investment strategies.

7.5.5 Monitoring Program

Table 7-10 details the monitoring and reporting for health and community wellbeing, including

- Impacts and benefits addressed;
- Desired outcomes sought;
- Key performance indicators;
- Data sources;
- Monitoring frequency; and
- Corrective actions, if required.

The monitoring program will be reviewed in accordance with the overall SIMP review schedule to ensure that it remains current as the Project progresses through its lifecycle, in consultation with the Community Reference Group IRC and OCG.

| Health and Community Wellbeing – Monitoring and Reporting | | | | | |
|---|---|---|---|---|--|
| Impacts and benefits | Outcomes | Key performance indicators | Data source | Frequency | Corrective measures |
| Demand for increased service capacity | Agencies are regularly advised of anticipated population increases resulting from the Project, and aware of likely service demand relative to existing demand levels. | Number and percentage of FIFO workers during (a) construction and (b) operation Project-induced population (residential and non-residential) increases as a percentage of the Isaac LGA population are monitored and communicated to Mackay HHS, IRC, MDSS, QPS and Department of Education | Project employment records. QGSO population estimates for ERP and FTE population. Feedback from Queensland Health and GPs School enrolments data Feedback from school principals. | Six monthly to Year 15 | Modify information provided and timing as required. Modify liaison arrangement and / or frequency. |
| Minimise Project workforce demands on health services | No negative impact on community health, safety or social infrastructure access | Number of complaints about difficulty in accessing health services | Feedback from Queensland Health, GPs and CRG on demand. | Implement in construction phase and ongoing. Review quarterly to year 2 of Operations and bi-annually thereafter. | Review healthy workforce policies and practices. Review company contribution to health service resourcing. Participate in processes led by Mackay HHS and Northern Queensland Primary Health Network to address medical personnel recruitment and retention issues, with a particular focus on Dysart GP services. |
| Enhanced local quality of life | Project partnerships deliver major initiatives that improve quality of life for local communities and help to strengthen the community's capacity to adapt to change | Number of partnerships and investment initiatives contributing to addressing community identified priorities. Implementation of commitments to social infrastructure and community wellbeing. | CRG feedback on funded community initiatives. Annual information / consultation sessions. Partnership and investment outcome reports. | Develop partnerships in construction phase and ongoing. Commitments to social infrastructure and community wellbeing implemented by the end of Year 2. Review annually. | Review priorities for, and nature and scope of partnerships. |

| | | | | | |
|--|---|---|---|---|--|
| | Representation of employees in local volunteering and community events | Number of company representatives participating in volunteering and community events. | Human Resources Records and event records. | Implement in operations phase. Monitor annually to 2022. | Review company support mechanisms for employees willing to engage in local volunteering |
| Increased demand for local child care services | Agencies are regularly advised of anticipated population increases resulting from the Project, and aware of likely service demand. | Project-induced resident population increases are monitored and communicated to child care services in Moranbah, Dysart and Middlemount. | Project employment records. QGSO population estimates for ERP and FTE population. Feedback from child care services. | Implement in construction phase and ongoing. Review quarterly to operations Year 2, and bi-annually thereafter. | Revise child care contributions in conjunction with child care providers. |
| Facilitate expansion of childcare capacity to meet increased demand | Employee generated demand is met in the short term by an expansion of family day care service capacity. | The capacity of family day care services in Moranbah is sufficiently increased to meet employee child care demand. Number of educator training positions sponsored by Pembroke. | Project employment records (including employees using local child care services) Blue River Family Day Care enrolment records Child care centre enrolment records | Monitor quarterly to Year 2 of operations and bi-annually thereafter. | Collaborate with other major local employers, Isaac Region Early Years Network, IRC and Department of Education to identify ways to address unmet demand. Revise child care contributions in conjunction with child care providers. |
| Impacts on resident access to emergency services. | No negative impact on residents' access to emergency services. Impacts on local service capacity are identified and addressed in collaboration with key stakeholders. | Service provider feedback on impacts from Project on access to emergency services for residents, and quality of co-operation. Efficiency in the company use of emergency services. | Project incident reports QFES, QAS, QPS and LDMG records and feedback | Annually or as agreed with emergency services | Review the strategy for co-operation with services. Review the Emergency Response Procedures Plan. |
| Maintain the wellbeing of personnel, contractors and the public in the event of a critical incident on site. | No harm to personnel, contractors and the public in the event of a critical incident on site. | The number of injuries to personnel, contractors and the public in the event of a critical incident on site Emergency response systems tested and found positive. | Project records (incl. workplace injury records and incident reports) QFES, QAS, QPS and LDMG records and feedback | Implement in construction phase and ongoing. Review annually | Emergency service co-ordination and emergency response protocols are reviewed annually during construction and the first three years of operation |

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