



Queensland Curtis LNG Social Impact Management Plan (SIMP)

QCLNG-BX00-SPG-PLN-000003

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QCLNG PROJECT

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EXECUTIVE SUMMARY

QGC and the Queensland Curtis LNG Project

QGC Pty Limited is a leading Australian coal seam gas explorer and producer focused on developing its world-class reserves for domestic and international supply. In 2010, QGC supplied about 20% of Queensland's domestic gas production.

From 2014, QGC plans to produce first shipments of liquefied natural gas from its Queensland Curtis LNG Project, or QCLNG, for international markets.

The QCLNG Project involves expanding QGC's coal seam gas operations in the Surat Basin in south-western Queensland and transporting the gas through a 540km underground pipeline network to Gladstone, where it will be turned into liquefied natural gas, also known as LNG, on Curtis Island. QGC will also develop infrastructure such as an export jetty and access channels for LNG shipping.

The QCLNG Project will involve the Gladstone, North Burnett and Western Downs Regional Council areas, and the Banana Shire Council area.

During project construction, QGC expects to create an average of 5,000 jobs over four years through direct employment, contractors' workforces and jobs directly created in local businesses to service the project. Many more indirect jobs will be created in response to the project as local businesses grow, and this will contribute to long-term, regional economic development.

At the peak of construction for each of the three components, the QCLNG project expects to provide about:

- 2,500 jobs in the gas fields;
- 1,200 jobs on the pipeline; and
- 3, 000 jobs on the LNG plant.

Up to 1, 000 jobs will be required for project operation from 2014 in the gas fields and Gladstone.

Social Impact Management

QGC comprehensively assessed the QCLNG Project's social impacts and benefits as part of the project's environmental and social impact assessment process, under Queensland and Commonwealth legislation.

This process identified potential impacts across the gas field, pipeline and LNG plant and strategies to mitigate impacts and maximise benefits.

The QCLNG SIMP sets out QGC's commitments to mitigate the project's social and cultural heritage impacts, and how the project will enhance benefits across communities.

QGC sought comment from a wide range of people and organisations when developing the Social Impact Mitigation Plan and released a draft for public comment in February 2010.

Organisations included Traditional Owners and indigenous community members, Regional Councils and Shires, government departments and agencies, health and community service providers, community groups and housing providers, business and industry, educational institutions and training providers, and boating groups.

The plan was finalised in November 2010 and its commitments form part of the Government's formal approval process for the project.

QGC's approach

Development of the QCLNG Project will bring many benefits to regional Queensland.

QGC also recognises that some matters will require careful management.

Some issues will also be managed in consultation and partnership with others such as the Queensland Government, local government authorities, local communities and other important regional bodies.

QGC continues to work closely with authorities that implement policy and planning initiatives that include the Queensland's Government's Sustainable Resource Communities Policy, the Surat Basin Future Directions Statement, and the Gladstone Social Infrastructure Strategic Plan.

These initiatives will help to ensure that QGC's plans are aligned with Government and community priorities and that all parties can monitor and manage the cumulative impact of development.

QGC is committed to working cooperatively to manage cumulative impact, and looks to Government and local authority leadership and support.

Plan structure

The QCLNG Project Social Impact Management Plan includes:

- A project summary, project overview, project impacts and community values
- Stakeholder input
- Major social impact mitigation and investment initiatives
- Shared responsibilities and partnerships for implementation
- A community development fund
- Action plans
- A management and monitoring framework

Action plans

QGC has prepared detailed plans with activities, timing, co-operation and performance criteria to manage social impacts and maximise community benefits. They address six themes:

- Indigenous participation
- Housing
- Community safety, health and social infrastructure
- Land use management
- Employment and economic development
- Road and marine traffic impacts

The QCLNG Social Impact Management Plan provides a framework for QGC's plans and procedures to meet its commitments. These are contained in appendices to the detailed plan.

Stakeholder engagement

Community engagement is critical to social impact management.

QGC's plans cover communication, community engagement and management of inquiries, grievances and concerns.

The stakeholder engagement and communications strategy includes:

- QGC offices in Chinchilla and Gladstone providing community access to information about the project
- Quarterly community newsletters that include feedback forms
- Community notices about construction activities
- Periodic briefings with interest groups and individuals
- An email and toll-free telephone service

QGC will gather data during the project life to help refine and plan its activities.

Community committees

QGC recognises it is a neighbour in the communities in which it operates and wants to build long-term, enduring relationships with people and organisations.

The company has formed six community committees across the project from Gladstone to the Surat Basin to ensure a free flow of information between the company and the community about the project.

They include four committees for the gas fields and one each for the pipeline and LNG plant.

Committee minutes are available at www.qgc.com.au with summaries of key issues published in local newspapers.

Stakeholder feedback and dispute resolution

QGC encourages discussion about its activities and has a stakeholder feedback procedure to ensure timely, consistent and appropriate responses to inquiries.

The procedure requires QGC to acknowledge inquiries within 24 hours of receipt.

Plan implementation

QGC's commitments to managing social impact will be implemented through:

1. Major social mitigation and investment initiatives (through QGC's Sustainable Communities Program)
2. Sustainable Communities Fund
3. Action plans

QGC Sustainable Communities Program

1. Major social mitigation and investment initiatives

QGC will undertake a number of major social initiatives in the project regions. These are designed to mitigate, or “make good”, any adverse social impact, and contribute to local community development. The objectives of these contributions are to:

- Mitigate the impacts of growth and development on community values, including social infrastructure, health and housing
- Enhance opportunities for community benefit from QGC’s business
- Support the community’s capacity to manage the effects of resource industry growth
- Offset construction impacts that cannot be mitigated

The Queensland Government is establishing a social infrastructure management fund to support delivery of the Gladstone Social Infrastructure Strategic Plan. Industry is being encouraged to contribute to the fund help meet increased demand for social infrastructure. A similar fund is expected to be established for the Roma-Surat Region. QGC will consider contributions to these funds.

2. Sustainable Communities Fund

QGC’s Sustainable Communities Fund allows QGC to make a positive contribution to the communities in which it operates through building capacity in local and regional communities.

Community views will help to identify local priorities and shape QGC support for community initiatives.

They will also provide ideas for partnerships between communities and the company.

3. Action plans

The QCLNG Project Social Impact Management Plan details approximately 90 commitments across six themes.

Implementation of the QCLNG Project’s Social Impact Management Plan is based on six themes. Within each theme, QGC has plans that detail actions, timing, co-operation, stakeholders, and performance measures to determine if impacts are being managed in accordance with commitments, and whether community benefits are being maximised.

The themes, issues raised during consultation, and a brief overview of plans to manage the issues raised are outlined below.

1. Indigenous participation

Traditional owners and indigenous community members had concerns about the project’s social impact around:

- Managing cultural heritage values
- The need for fuller participation in employment and training
- Housing availability and affordability

- Loss of cultural awareness among children and young adults
- The need to work in partnership to address education, training and employment problems and culturally sensitive issues
- Access to health and childcare facilities and respect and support for culturally relevant health and social issues

Others had concerns about employment and training for indigenous people, and the need for partnerships between QGC and indigenous organisations for managing cultural heritage.

Major social mitigation and investment initiatives	Timing
Indigenous training, employment and business development strategy	Late 2010-mid 2014
Invest in indigenous social infrastructure, health and housing projects	Early 2011-mid 2013

2. Housing

Residents, regional councils and indigenous people were concerned about the potential for QCLNG to affect the availability and affordability of housing.

Housing issues included appropriate accommodation for construction workers and the potential displacement of low-income families from existing housing.

Specific issues included:

- Management of construction camps to avoid impact on community values
- Ensuring positive employment and procurement impacts of construction camps on local communities
- Impacts on access to and availability of local housing

Major social mitigation and investment initiatives	Timing
Facilitate provision of housing for the QCLNG workforce	Early 2011-mid 2014
Support the development of affordable and social housing	Mid 2011-2014

3. Community safety, health and social infrastructure

Stakeholders were concerned about increased demand on health and social services and potential impacts on community safety.

Specific issues included:

- The need for investment in social infrastructure to meet growing needs
- Safety risks including work force driving, large vehicles on roads, and bushfires

- Amenity and community safety issues because of large numbers of non-local workers, increased traffic, LNG operations and shipping
- Impacts on social and health infrastructure

Major social mitigation and investment initiatives	Timing
Rural health capacity building partnership strategy	Early 2011-mid 2014
Address health service upgrades in Gladstone with Queensland Health	Early 2011-mid 2014
Rural fire brigade training and capacity building project	Mid 2011-mid 2014
Social infrastructure partnerships in the Western Downs	Late 2010-mid 2014
Funding for a new Gladstone Community Centre, and family support	Early 2011-mid 2014
Partnerships to develop welcome and integration services	Late 2010-early 2012
QGC Community Development Fund (Sustainable Communities Fund)	Early 2011-late 2014

4. Land use management

Landholders were concerned about the impact of the CSG industry on agricultural and rural residential values. Their concerns included:

- The effects of coal seam fracturing or water extraction on water sources and health
- The need to ensure that energy projects do not compromise the viability of farming
- Noise management, increased vehicle movements and impacts on landholders' amenity
- Land access, including impacts on rural residential land holders, compensation, land maintenance, and alterations to current land use
- Uncertainty about the gas fields project footprint and future use of the land by CSG companies
- The need for community development processes to deliver community benefits with a high degree of relevance to farmers

Some of these issues were addressed in the QCLNG Project environmental management plan.

Others are addressed through the QCLNG Project Social Impact Management Plan and include:

- Development of a revised rural residential code of conduct for QGC access to smaller land holdings
- Site-specific impact assessment and neighbour consultation about major work sites
- Community development, training and social infrastructure investments to increase services for all community members

5. Employment and economic development

The QCLNG Project will bring significant employment and economic development to the proper region.

QGC's commitments to managing the social impact of this development are designed to help local communities maximise these benefits.

People believe the QCLNG Project could:

- Create labour shortages (affecting service provision) and drain skilled labour from local businesses
- Maximise project benefits through training and local procurement
- Result in increased income and employment, and procurement opportunities for locals

Major social mitigation and investment initiatives	Timing
Education projects	Mid 2010-mid 2013
Training and employment projects for CSG employment	Late 2010-late 2013
Support for training initiatives for non-CSG skills	Late 2010-2014
Funding to provide Job Service to address labour draw	Mid 2011-mid 2013

The QCLNG Project has also developed a Local Industry Participation Plan, and worked with local suppliers to improve their capacity to bid for contracts.

6. Road traffic and marine traffic management

People were concerned about increased road traffic throughout the project area.

Gladstone people also raised issues about marine traffic and safety for users of Gladstone Harbour.

Their concerns included:

- Increased traffic through the movement of equipment and supplies and adverse impacts on roads
- Potential for LNG operations and shipping to affect harbour use
- The potential for dredging, construction in Gladstone Harbour and increased harbour traffic to affect recreational and commercial fishing and safety

In addition to QGC's major initiatives outlined over the page, QGC is developing a partnership with the Western Downs Regional Council to identify priorities for road infrastructure upgrades and how the company and the council can do the work together.

QGC is also working with the Banana Shire and North Burnett Regional Councils about pipeline construction and traffic management, and with the Gladstone Regional Council on traffic and airport infrastructure upgrades.

Major social mitigation and investment initiatives	Timing
Traffic and marine safety community programs	Early 2011-late 2013
Gladstone Harbour initiatives	Early 2011-late 2013

Monitoring and reporting

The success of mitigation plans will be determined through monitoring and reporting.

QGC's social monitoring system will enable the community to determine whether QGC has:

- complied with the Government's conditions on social impact
- fulfilled its commitments
- mitigated social impacts effectively
- listened to and worked with stakeholders
- engaged indigenous people in the project
- made a positive contribution to social conditions and sustainability

QGC will regularly report to the community committees and the Queensland Government on its progress.

QGC is also working with the community and researchers from the University of Queensland's Centre for Social Responsibility in Mining to identify meaningful indicators to measure QGC's community contribution.

The social monitoring system will be developed in late 2010, and monitoring and annual reporting of progress against indicators will begin in 2011.

QGC will also monitor and manage project construction plans to ensure that mitigations and partnerships respond to impacts from any changes to the project schedule.

1. INTRODUCTION

1.1 Purpose

The QCLNG Project is to be developed by QGC, a wholly-owned subsidiary of BG Group. In July 2008, the Queensland Coordinator-General declared QCLNG a project of state significance requiring an Environmental Impact Statement (EIS).

QGC displayed the QCLNG draft EIS for public consultation during August and September, 2009 and the Supplementary EIS during February and March, 2010.

A Social Impact Management Plan (SIMP) is required for major resource development projects which require an EIS¹. The purpose of the SIMP is to describe QGC's management and monitoring plan for QCLNG's social impacts including:

- avoiding or minimising negative impacts such as pressure on social and health services, housing impacts, reduced amenity and effects on social values;
- maximising positive impacts, such as local employment, community vitality, and business development; and
- stakeholder engagement such that community values are considered in project development and activities.

QGC released a draft SIMP for stakeholder consultation during the period from February to May 2010. In revising and finalising the SIMP, substantial revisions were made to address:

- QCLNG Environmental Impact Assessment (EIS) conditions;
- Outcomes of stakeholder consultation on the SIMP;
- The results of strategy development and partnership discussions; and
- DIP's draft Guideline for preparation of a SIMP.

The SIMP addresses the construction and operation of the QCLNG Surat Basin CSG fields and associated infrastructure, the export pipeline and collection header, and the LNG facility. A revised SIMP for post construction will be developed at the point of commissioning which is expected to be 2013/14, and will address mitigation of the social impacts of decommissioning the project.

The SIMP addresses QGC's role in working with Government, Councils, communities and other industry stakeholders to ensure enduring positive impacts are realised as a result of the development of the project. It also includes a focus on coordination mechanisms and QGC's shared responsibilities for managing cumulative impacts.

Management arrangements for delivery, including QGC management, contractor management, and compliance management are also detailed in the SIMP. An outline of the social monitoring system is provided, including stakeholder engagement and change management.

¹ DIP (April 2010) Draft Guideline for the preparation of a Social Impact Management Plan

1.2 Queensland Government Requirements

The Coordinator-General's Conditions for QCLNG² require QGC to revise the draft SIMP in accordance with the requirements summarised below in Table 1.

Table 1: CG Conditions - Requirements for SIMP

REQUIREMENTS	CONDITIONS ³
Outcomes of engagement on the draft SIMP	1.1a
Responsibilities, partnership opportunities and engagement for local governments	1.1b
Monitoring Programme to assess the efficacy of mitigation	1.2.1
Community Engagement and Stakeholder Management Plans	1.2b
Dispute Resolution Mechanism and an Issues Register	1.2c
Implement the approved SIMP in conjunction with other social impact conditions	1.3
Community engagement and Stakeholders Management Strategy	2
Complaints and Grievance Management	3
Regional Community Consultative Committees,	4 & 5
Participate in an Industry Leadership Group ⁴ in response to cumulative impacts	6
Commitments Register	7
Community Development Fund	8
Social Mitigation and Investment Major Initiatives ⁵ ;	8
Implement an approved Integrated Housing Strategy	9
Provide workforce housing and affordable housing	10 11 and 12
Develop and implement a Local Employment Plan	13 & 14
Develop and implement Local Industry Participation Plan	15
Work co-operatively with health, police and emergency services agencies ⁶	16, 17 & 18
Revise the Rural Residential Code of Conduct	App 2: No.12

² Queensland Government (July 2010) Queensland Curtis LNG Project: Coordinator-General's Report on the Environmental Impact Statement, and Appendix 1 to the report.

³ Coordinator-General's Evaluation Report Appendix 1 Part 3 unless otherwise referenced;

⁴ This is to be established if and when a second CSG-LNG project takes Final Investment Decision.

⁵ Referred to in the Coordinator-General's Evaluation Report Appendix 1 Part 3 Condition 8 as the 'Social Mitigation and Investment Proposal'

⁶ The Coordinator-General's report also recommends contributions to joint industry funds for social infrastructure.

1.3 SIMP and Supporting Documents

The SIMP includes:

- A summary of the QCLNG project, project overview, project impacts and community values;
- Stakeholder inputs;
- Major initiatives (Social Impact Mitigation & Investment Program);
- An outlined of shared responsibilities and partnerships for implementation;
- A community development fund outline;
- Action plans; and
- A management and monitoring framework.

The SIMP provides a framework for plans and procedures developed by QGC to support implementation of the commitments outlined. These supporting documents are attached as Appendices and include:

- Community Engagement and Stakeholder Management Plan;
- Local Employment Plan;
 - Indigenous Employment Plan
 - Labour Availability Data
 - Apprenticeship and Training Program
- Integrated Housing Strategy;
- Local Industry Participation Plan;
- Rural Residential Code of Conduct; and
- Land Use Plan/Protocol.

Other QCLNG documents referenced in the SIMP include the:

- Incident Protocol and Procedure;
- Emergency Response Plan;
- Workforce Codes of Conduct;
- Marine Traffic Management Plan;
- Indigenous Peoples Plan; and
- Non-Indigenous Cultural Heritage Management documentation.

Conditions to the EIS approval on traffic mitigation also require that QGC produce logistics plans, road use management plans and road infrastructure agreements within 90 days of a Final Investment Decision (FID).

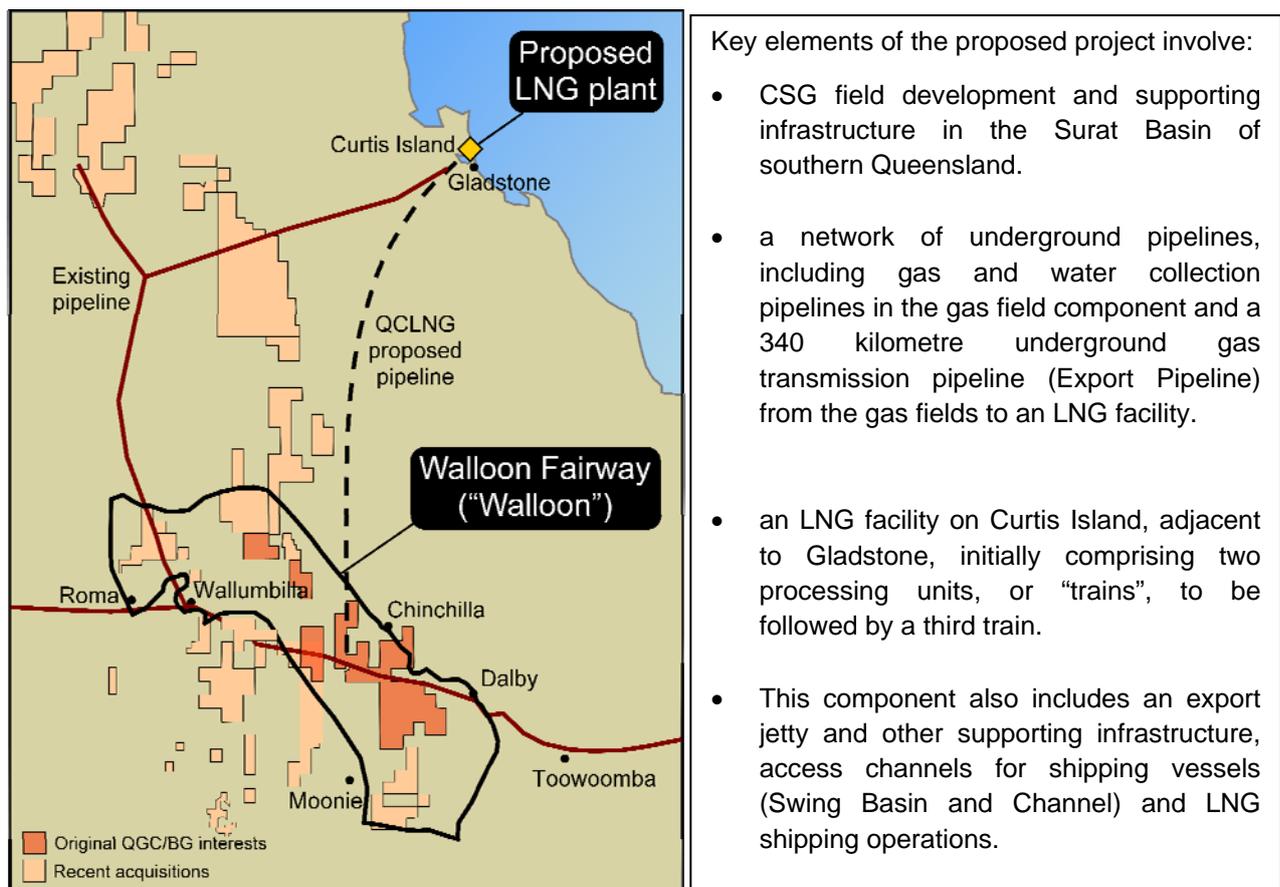
At the time of publishing, not all of the aforementioned plans and procedures were finalised.

2. QCLNG PROJECT AND SOCIAL IMPACTS

2.1 Project description

The QCLNG Project area extends some 600 kilometres from the Surat Basin in southern Queensland to Curtis Island off Gladstone in Central Queensland. The core components of the QCLNG Project are outlined in Figure 1 and described in the following sections.

Figure 1: QCLNG Project Outline



Gas fields⁷

The first two natural gas liquefaction processing trains will be supplied from tenements in Queensland's Surat Basin. The gas fields development will comprise around 1,800 wells by the end of 2014, rising to more than more than 6,000 wells over the life of the two trains (estimated at 20 - 30 years). Each well will be connected to a network of gas and water gathering systems. Gas will be transported at low pressure to field compression stations (FCS) and then through medium pressure trunk lines to central processing

⁷ Review for project description against EAs and permitting submissions, prior to submission to CG.

plants (CPPs). These CPPs will connect to the collection header pipeline and then to the main export pipeline, which will transport gas to the LNG facility on Curtis Island.

QGC currently operates four field compression stations which supply two central processing plants. As part of the QCLNG project, QGC will initially construct (to end 2014) an additional 19 field compression stations and an additional four central processing plants.

The extraction of the CSG generates raw, slightly saline water that needs to be disposed of in accordance with regulatory approvals. The management of CSG water is multi-faceted and varies by production region. The management options being considered include a combination of irrigation of forestry plantations and beneficial reuse, including supply to industry and water service providers⁸.

Pipeline

QGC will construct, own and operate a transmission pipeline to carry gas from the upstream gas fields area to the LNG plant. The pipeline includes a 195 kilometre collection header, which consolidates gas from various central processing plants and a 340 kilometre export pipeline, which transmits the gas from the collection header to the LNG plant. Both the collection header and export pipeline will be 107 cm in diameter. The final 75 kilometres of pipeline to Curtis Island will be built in a common-user corridor from the Gladstone mainland across to Curtis Island.

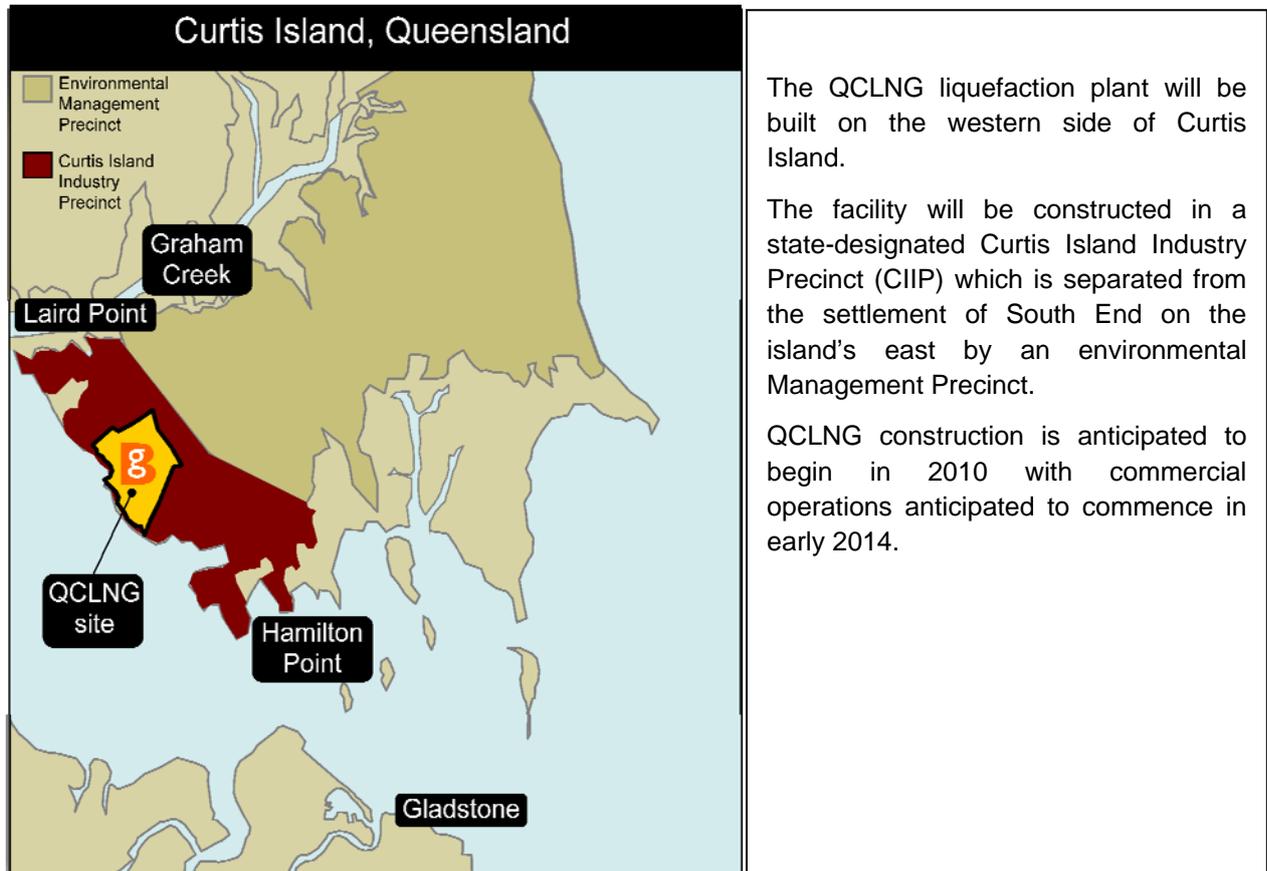
LNG Plant

The LNG Plant will be located within the Curtis Island Industry Precinct (CIIP). The CIIP is part of the Gladstone State Development Area (GSDA) and is located adjacent to the Gladstone Port.

Figure 2 below presents the location of the QCLNG liquefaction plant on Curtis Island.

⁸ Environmental Approvals and Permits Plan - QCLNG CSG Water Management QCLNG-BX00-ENV-PLN-000006, March 2010

Figure 2: LNG Site Location, Curtis Island



2.2 Workforce

During project construction, QGC expects to create an average of 5,000 jobs over four years through QGC employment, contractors' workforces and jobs directly created in local businesses to service the project. Many more indirect jobs will be created in response to the project as local businesses grow, and this will contribute to long-term, regional economic development.

The duration of employment will provide surety of income across a number of sectors, and contribute to long term economic development in the project regions.

The requirement for this substantial workforce will be a key driver of both direct and indirect employment growth in Queensland. QGC is currently participating in cross-industry initiatives and developing training programs to ensure opportunities are made available to Queensland workers. QGC welcomes further co-operation in this regard.

The following sections outline the workforce (both construction and operations), accommodation and travel arrangements for project workers. Additional detail on housing and accommodation requirements and provision are contained in the Integrated Housing Strategy⁹ (IHS).

2.2.1 Gas Field Workforce

Construction of the gasfield project elements will commence soon after FID. This will include a gathering network, gas processing and compression facilities, a Reverse Osmosis (RO) water treatment plant, and associated works.

By mid 2012, approximately 2,000 workers will be employed in construction in the gas fields.

The construction workforce is expected to decline a little to around 1,600 workers in Qtr 3, before peaking again at more than 1750 workers in late 2012. Numbers will then decline to about 500 workers by end 2013 and to less than 200 workers in mid 2014.

In relation to geographical distribution, the workforce is forecast to peak as follows:

- in the southern field (nearest Tara and Dalby), at around 1,400 workers during Qtr 2 2012;
- in the central field (nearest Miles, Chinchilla and Condamine), at around 600 workers in early to mid 2012; and
- in the northern field (nearest Wandoan), at around 800 workers in late 2012 to early 2013.

Well development activities, which will continue beyond 2014, will require an additional contracted peak workforce of approximately 400 workers.

Construction for Train 1 and 2 gasfield facilities is expected to be complete in 2014. Construction of gathering and processing infrastructure for a third train is likely to occur after the initial two trains. The workforce for this phase is yet to be determined and will be addressed in future revisions of the SIMP.

The workforce for domestic operations in the gas fields is in place, with around 250 people currently employed by QGC in the Western Downs region. The operational and maintenance workforce will increase to reach around 500 staff in late 2012 to service QCLNG, and be maintained at this level going forward.

⁹ Due for submission 90 days post FID.

Gas fields workforce accommodation and travel

QGC and its contractors will establish four additional workforce accommodation facilities for upstream workers, within the Western Downs Regional Council area. These will be developed near to major facility construction sites and central to all construction sites, to account for safety considerations, minimise travel requirements, and other reduce impacts on town amenity. Accommodation facility sites will be finalised in consultation with Western Downs Regional Council, but will need to be located central to work fronts in the following areas:

- Woleebee block, about 35 km south west of Wandoan;
- Kenya block, about 30 km south west of Chinchilla;
- Ruby Jo block, about 40 km west of Dalby; and
- Bellevue block, about 7 km east of Miles.

QGC has contracted for the use of existing workforce accommodation facilities in Dalby and Chinchilla, and expects to use these facilities until QGC facilities have adequate operational capacity to house all non-local workers. According to the Coordinator General's conditions, QGC is also required to facilitate provision of housing for 75 per cent of QCLNG workers settling in the Western Downs area.

More than 90 per cent of the construction workforce is expected to originate from outside the project area, and will either drive in to camps, be transported by bus to the camps, or fly from Brisbane or other capitals to Chinchilla Airport and then be transported by bus to the camps. Use of private vehicles between camps and worksites will be minimised, with busses provided, to reduce the volume of vehicle movements.

2.2.2 Pipeline Workforce

Pipeline construction is expected to begin soon after FID. Three 'spreads' (groups of construction crews) will be used to construct the export pipeline. It is expected that one spread, peaking at approximately 200 personnel, will focus on the construction of The Narrows crossing section, with workers on site from late 2010 to September 2012.

The other two spreads of approximately 400 and 850 workers respectively, will construct sections of the export pipeline, from near Miles, to the Narrows Infrastructure Corridor - GSDA area. Not all workers will be on site for the same periods, and the total pipeline workforce is expected to peak at around 1,000 workers in mid to late 2011. Construction of the export pipeline is expected to be complete at the end of 2011. The Narrows crossing section is expected to be completed in late 2012.

The operational workforce for the pipeline is expected to number less than 10, and ideally these workers would be based in towns along the pipeline corridor, but may be located in Brisbane.

Pipeline workforce accommodation and travel

QGC and its contractors will establish six temporary workforce accommodation facilities for pipeline construction workers. Locations for pipeline camps will be required in the Western Downs, Banana and Gladstone regions, to correspond with the locations of the pipeline workforce spreads.

QGC will consult with Councils on appropriate locations for camps for pipeline workers in the following areas:

- Near Gladstone, for the Narrows 'spread', in Gladstone LGA;
- West of Gladstone, in Gladstone LGA;
- South of Thangool in Banana LGA;
- Between Eidsvold and Taroom, in North Burnett LGA;
- Near Wandoan, in Western Downs LGA; and
- West of Dalby, in Western Downs LGA.

Existing approved camps will be used where they are available and maintain a safe driving distance for the workforce, and discussions with existing camp providers in the Gladstone and Western Downs LGAs are current.

Pipeline workers will fly or drive to the airport closest to their current work location, and then be bussed to camps and work sites thereby limiting the amount of private vehicle traffic in these areas.

2.2.3 LNG Workforce

Construction of the LNG facility will commence immediately after FID. By mid 2011, around 500 workers will be employed and by late 2012, it is expected that the LNG construction workforce is expected to peak at approximately 3,000 workers.

By late 2013, the workforce is expected to decrease to approximately 1,500 workers. With the completion of Trains 1 and 2, the construction workforce would fall to around 200 by late 2014, and cease in mid 2015.

Construction of a third train could begin upon completion of Train 2, which could see a construction workforce of several hundred continuing throughout 2015. This will be further addressed in future revisions of the SIMP, if a decision is made to proceed with Train 3 construction.

QGC has begun to employ staff for LNG operations, with around 20 LNG operational staff expected to work in Gladstone by June 2011. By December 2012, the operational workforce in Gladstone will have increased to approximately 60 staff, and by December 2012, approximately 120 staff. The full operational workforce is expected to be in place by January 2014. This will number approximately 145 staff in Gladstone and 30 staff in Brisbane or other locations.

Workforce accommodation and travel

A temporary workforce accommodation facility will be built on the LNG plant site to house non-local workers. The Coordinator-General has provided approval for a temporary accommodation facility with a capacity of 2,000 beds. Expansion of this facility is subject to Material Change of Use requirements. The camp will include accommodation units, health facilities, offices, catering, recreation, and sewage treatment facilities.

The camp on Curtis Island is expected to be available by mid 2011. Prior to this, QGC will make use of existing onshore camps and local accommodation options.

At peak, more than 2,000 workers are expected to be accommodated in camps. All workers who are domiciled in camps will be transported by bus to the Gladstone airport for shift change-overs.

2.3 Area of influence and social values

2.3.1 Traditional Owner Claim Areas

QGC acknowledges that Indigenous people were the first peoples of Australia, and respects the traditional custodians and elders. QGC will work with Traditional Owners and other indigenous community members so that indigenous obligations to care for country are respected, and indigenous people benefit from QCLNG.

Native title parties with an interest in the project area include:

- the Bigambul, Mandandanji, Iman #2 and BCJWY (Barunggam, Cobble Cobble, Jarowair, Western Wakka Wakka, Yiman Peoples) in the gas fields area;
- the Gangulu, Warrabal, Port Curtis Coral Coast, Djaku-nde and Jangerie Jangerie/Wulli Wulli, Wakka Wakka people and BCJWY (Barunggam, Cobble Cobble, Jarowair, Western Wakka Wakka, and Yiman Peoples) along the length of the pipeline; and
- the Port Curtis Coral Coast group in the area of the LNG facility.

Key values expressed by Traditional Owners in consultation for QCLNG include:

- Connection between the landscape and physical and spiritual health;
- Cultural heritage values, throughout the region; and
- Respect and support for culturally relevant health and social issues.

Traditional Owners identified challenges experienced by indigenous people in their community during consultation for the EIS and ILUA processes, and emphasised the need to develop partnerships to overcome these challenges and protect indigenous values. Current challenges and concerns which might interact with QCLNG effects include:

- Loss of cultural awareness amongst young people;
- Housing availability and affordability;
- Need for fuller participation in employment and training opportunities;
- Access to health and child care facilities, and respect and support for culturally relevant health and social issues;
- Maintaining cultural heritage values and connections between the landscape and physical and spiritual health;
- The need to work in partnership to address education, training and employment challenges and culturally sensitive issues; and
- Managing social disadvantage associated with dispossession and marginalisation.

Separately to the SIA and SIMP process, QGC's engagement process with Traditional Owner groups has resulted in the authorisation and filing of Indigenous Land Use Agreements and Cultural Heritage Management Plans in accordance with the Native Title Act 1993 (Cwlth), Aboriginal Cultural Heritage Act 2003 (Qld) and the Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cwlth).

QGC, with Traditional Owner groups, has initiated Implementation Committees with each of the eight Traditional Owner groups. Indigenous people are also members of the Regional Community Consultative Committees, whose role includes provision of ongoing advice on community development priorities.

Local Government Areas

For simplicity, the Project's potential area of influence has been defined according to Local Government Areas, with jurisdictions including:

- Gladstone Regional Council;
- Western Downs Regional Council;
- Banana Shire Council; and
- North Burnett Regional Council.

The project area and Local Government Areas are shown in Figure 3. Toowoomba Regional Council is the nearest regional centre to the gas fields, and is also shown on the map.

Social values and community issues within the project area are described below. This information was derived from the QCLNG draft EIS Volume 8, Chapters 4 (Gas fields), 5 (Pipeline) and 6 (Gladstone).

Figure 3: QCLNG Project Area



1	Gladstone Regional Council
2	Rockhampton Regional Council
3	Central Highlands Regional Council
4	Banana Shire Council
5	North Burnett Regional Council
6	Bundaberg Regional Council
7	Roma Regional Council
8	Western Downs Regional Council
9	South Burnett Regional Council
10	Toowoomba Regional Council
11	Woorabinda Aboriginal Shire Council

- Legend**
- Towns
 - Study Boundary
 - Statistical Boundary
 - LGA - Local Government Area

Source Note: ABS (Australian Bureau of Statistics) 2006
 Projection: UTM MGA Zone 56 Datum: GDA 94



	Project	Queensland Curtis LNG Project	Title	QCLNG Project Area by LGA
	Client	QGC - A BG Group business		
 Environmental Resources Management Australia Pty Ltd	Drawn	JB	Volume 8	Figure 8.1.1
	Approved	PM	File No:	0086166b_EIS_SIA_GIS001_F8.1.1
	Date	08.07.09	Revision	2

2.3.2 Western Downs LGA

Western Downs is a rural LGA 200 kilometres north west of Brisbane. Amalgamating five former shires, the LGA has an area of some 38,000 square kilometres and a population of more than 30 000 people.

The total population of Western Downs LGA in 2007 was estimated at 29,656 people. The main population centres in the region are Dalby SLA with a population of 10,400 in 2007, followed by Chinchilla SLA (6,360), Wambo SLA (5,600), Tara SLA (3,890), Murilla SLA (2,850) and Division 2 of Taroona SLA (545 people in 2007). Population growth is somewhat constrained by a lack of suitably serviced residential land supply (i.e. well located subdivisions and water to service expansion of towns). Population projections for the LGA are being revised by The Office of Economic and Statistical Research to account for resource sector growth, but were not available at the time of writing.

The region offers a family-friendly environment, with good employment opportunities and access to a wide range of services and facilities. Communities value their rural lifestyle and local planning values reflect this through the encouragement of activities which protect and enhance the character of towns.

The agricultural industry has shaped the character of many towns, and diversifying industries consistent with local character is considered vital, to increase economic and employment opportunities, and improve the range of facilities and services available.

The energy sector is now emerging as a central industry alongside agriculture, which has been the region's traditional economic and social base. This is causing some tension in the region with respect to land use and the demands of major projects. Managing these tensions and providing support for the social sustainability of gas fields towns are the major challenges in this respect. Housing affordability was of particular concern to residents.

Key social issues as detailed in the draft EIS Volume 8 Chapter 4 include:

- Impacts on access to local housing stock;
- Construction camp management to avoid impacting community values;
- Concerns about land access management, and impacts to lifestyle of CSG infrastructure;
- Uncertainty about the gas fields project footprint and future use of the land by CSG companies;
- Concerns about the increase in noise and higher levels of activity in rural areas;
- Concerns about the increase in traffic volume and frequency resulting from transportation, and adverse impacts to local road pavements;
- Project benefits including employment and training, local procurement, improved social infrastructure and beneficial re-use of associated water;
- The need for investment in social infrastructure to meet growing needs;
- Safety risks and hazards including concern about the potential for gas leakage, personnel driving habits and risk of explosion;
- The benefits of increased income and employment, and procurement opportunities for locals; and
- Cumulative impacts of multiple projects, and the need for regional development.

2.3.3 Banana and North Burnett LGAs

Banana Shire had a total estimated population of nearly 16,000 people in 2007. Banana Shire is a sparsely populated rural 28,500 square kilometres including the towns of Biloela (5,700 people) and Theodore (500 people). While the Shire experienced a decline in population from 2001 to 2007, this trend is expected to reverse in the coming decades.

North Burnett Shire (with 20,000 square km) had a total population of approximately 11,200 in 2007. The total resident populations of Eidsvold and Monto SLAs are approximately 1,000 and 2,500 people respectively.

QCLNG's pipeline construction will primarily affect landholders, as addressed in land access processes. Impacts relating to camp locations, traffic to and from camps, and visual or dust impacts from construction areas such as lay-down facilities for pipes may also be experienced by residents. The impacts of camps and changing traffic arrangements are expected to be minimal, but will need to be managed to avoid impacts on neighbouring properties.

Banana Shire and North Burnett residents value their communities for their friendly nature and the balance between a country lifestyle and availability of services and infrastructure. There are strong community connections, with many residents regarding community spirit and involvement the best aspects to living in the area.

As reflected in local and regional planning schemes, communities in the Banana Shire and North Burnett LGAs desire a balance between community lifestyle, development and the environment. They recognise the importance of development in stimulating growth and seek sustainable opportunities that will enhance the character and heritage of the community while preserving its natural resources.

The most common liveability concerns include poor roads and road maintenance, loss of some services and facilities, lack of water, lack of some facilities and services, such as youth and medical facilities. Population decline is also a key area of concern in North Burnett.

Key social issues for the pipeline region, as detailed in the draft EIS, Volume 8, Chapter 5, include:

- Potential positive impacts of the construction camps on the community in terms of employment and procurement opportunities;
- The need for employment and training for indigenous people, partnership opportunities between QGC and indigenous organisations for the management of cultural heritage and the management of the Pipeline footprint;
- Land access issues including compensation, adequate land maintenance, and alterations to current land use; and
- Concerns about the increase in traffic volume and frequency resulting from transportation of pipelines during construction.

2.3.4 Gladstone LGA

Gladstone is a coastal city 550 kilometres north of Brisbane, fringed by rural and beachside districts, and comprising an area of some 10,500 square kilometres. Gladstone's population was approximately 59,000 people in 2009¹⁰. The population is expected to increase by some 34,000, with an average annual growth rate of 2.4 per cent, taking the total population to 88,000 people in 2026.

The Gladstone Local Government Area (LGA) is one of the fastest-growing regions in Queensland, having grown some 3.1 per cent per annum between 2001 and 2007. Industrial construction and operation is a major driver for Gladstone's population growth. Gladstone's major industries and port are central to its economic and social fabric, with the harbour and marine environment key to social and environmental values. Major industry is valued as the economic lifeline of the region, but the cumulative impacts of industry are of concern to Gladstone residents.

On the basis of local and regional planning frameworks, the Gladstone region values good planning for long-term economic prosperity, without compromising the social and cultural values of the region. Key community issues raised in relation to QCLNG include:

- Amenity and community safety issues in relation to large numbers of non-local workers, increased traffic, LNG operations and shipping;
- The potential for dredging, Narrows crossing construction and increased harbour traffic to impact on recreational and commercial fishing values and safety in the harbour;
- Impacts on the availability of local housing stock during construction, the Curtis Island construction camp and its management;
- Labour shortages (affecting service provision) and draining skilled labour from local businesses;
- Impacts on social and health infrastructure services;
- Potential for traffic frequency and volumes to increase, and subsequent impacts on local road use;
- The need for demonstrable long term benefits to the region to offset impacts;
- Cumulative impacts on population growth, housing availability and social infrastructure;
- Project benefits including employment and training, local procurement and improved social infrastructure; and
- Project benefit maximisation strategies, where stakeholders identified training and local procurement as areas on which QGC should focus.

¹⁰ All demographic data presented in this section is derived from ABS (2006) Census of Population and Housing, as referenced the QCLNG Social Impact Assessment (QCLNG draft Environmental Impact Statement Volume 8 Chapter 3). Post 2006 estimates were sourced from the Queensland Government's Office of Economic and Statistical Research and the Planning Information and Forecasting Unit.

2.4 QCLNG Impacts

2.4.1 Social impacts

The previous section discussed the diverse social environments in which QCLNG will operate, and impacts identified during the EIS in respect to each of the project regions. The project's major components - gas fields, pipeline and LNG - are located in disparate geographical areas which are home to diverse communities. Each component has a different construction program and operating regime. As such, QCLNG generates a complex set of social impacts and benefits.

A comprehensive assessment of QCLNG's social impacts and benefits is detailed in the *QCLNG EIS, Volume 8 (Draft and Supplementary EIS)*. This includes an assessment of the likelihood and significance of social impacts and benefits.

Impacts are summarised in **Appendix 1: Social Impact Summary**, which identifies impacts as primarily *positive* or *negative*, referring to the likely impact before mitigation. All impacts and benefits which are considered probable are identified here and addressed in mitigation.

Many impacts have both positive and negative effects, e.g.:

- Population inflows support targets for regional growth, but increase demands on social infrastructure and housing;
- The housing industry and small investors may benefit from housing demand, whilst low income rental households may experience housing cost inflation or displacement; and
- Job creation will provide employment security and stimulate business, but contribute to labour shortages for other employers.

As such, the SIMP includes strategies to monitor project effects, mitigate negative impacts and maximise positive impacts. For example, investments in community facilities will help to address QGC's population impact. These investments, combined with capacity building partnerships will have residual positive effects for social values.

2.4.2 QGC Contributions to Regional Development

QGC shares the Queensland Government's commitment to sustainable regional development. QGC and BG Group expect QCLNG to make a major contribution to the development of sustainable communities and regions throughout the project area. Impacts and benefits of regional significance include:

- Involvement of indigenous people throughout the project area in training, employment consultation, enterprise development and community development initiatives;
- Employment security, and consequent population growth in line with regional planning;
- Capacity building initiatives with social infrastructure, health and housing providers;
- Economic benefits including business growth and diversification;
- Increased capacity of airport and road infrastructure; and
- The provision of associated water for beneficial uses.

As described in the draft EIS (*Volume 8, Chapter 10*) the QCLNG Project will provide a direct multi-billion dollar capital injection during the primary construction phase and generate substantial benefits including employment and value-added activity in regional economies. Direct economic benefits include increased

employment and purchasing of goods and services from local businesses. Indirect benefits include the flow-on effects of increased spending and additional employment opportunities.

The Project's operating phase will also provide a number of direct regional and state-level benefits from the annual revenue generated, direct creation of approximately 1,000 jobs, and significant royalties and tax revenues over the life of the Project (at least 20 years).

The potential economic impact of the QCLNG Project is consistent with the development of a robust and balanced economy. The QCLNG Project will increase demand for regional goods and services, boost employment opportunities and promote employment stability in key industries. The Project will also diversify the regions' economies and subsequently reduce dependence on mining and agriculture, and support regional growth through sustainable, long-term stimulus to local and regional economies.

2.4.3 Cumulative Impacts

Cumulative impacts result from the addition and interaction of impacts from more than one project. For example, housing demands from one project may not trigger increased prices, but housing demands from a number of projects will accelerate housing costs through demand-pull inflation. Cumulative impacts can be responsible for other social change processes, such as the displacement of low income households from rental housing, and potentially from local communities.

Several gas exploration companies are active in the Western Downs region, multiple export pipelines and rail links are planned through Central Queensland, and more than one LNG facility is proposed in the Gladstone region. QGC's assessment of cumulative social impacts includes the potential for impacts and mitigation required in respect to:

- Significant pressure on housing stocks in Gladstone and the Western Downs leading to increased rental costs, and purchase prices;
- A drain on labour forces, away from local businesses and services;
- Increased demands on community and health facilities, and community support services;
- Reduction in feelings of community safety, given large numbers of single men and potentially workers from different cultures;
- Decreased rural amenity due to traffic impacts or noise;
- Increased community activity levels and economic development; and
- Increased employment security and income levels.

Global and national fiscal market environments have affected the rate of investment in major projects, so it is difficult to predict which projects will proceed, or the scale and timing of development. With a number of large and complex projects, interactions are also difficult to predict. Responses to cumulative impacts therefore need to be flexible, and involve all parties with a role in managing impacts. This is addressed in Section 5, which describes Government and QGC responses to cumulative impacts, and how QGC will work with other stakeholders to address these.

3. STAKEHOLDER INPUT TO SIMP

3.1 Consultation Process

Extensive consultation was conducted on the draft SIMP during the period from February to May 2010, to identify stakeholders' mitigation priorities, and identify further detail for implementation. The engagement process for SIMP development is outlined in Appendix 2, and included:

- Traditional Owners and indigenous community members;
- Regional Councils and Shires;
- Government departments and agencies in Brisbane, Toowoomba and Gladstone;
- Health and community service providers, including indigenous providers;
- Community organisations and housing providers;
- Business and industry groups, TAFEs and training providers; and
- Boating stakeholder groups.

Ongoing community engagement with key stakeholders is outlined in Section 4.

3.2 Stakeholder Inputs and SIMP References

A summary of stakeholder inputs regarding mitigation and social investment actions is provided in the Table below, including where inputs are addressed in the SIMP.

Table 2: Stakeholder Inputs and SIMP References

STAKEHOLDERS	ACTIONS TO BE CONSIDERED IN SIMP	SIMP REFERENCES
Traditional Owners and Aboriginal community members	Contribute to capacity of social, health and housing support infrastructure to address Indigenous people's needs	Section 6.5. 3: Community Safety, Health and Social Infrastructure
Traditional Owners and Aboriginal community members	Ensure QGC implements: <ul style="list-style-type: none"> • Employment and training programs • Business development partnerships • Cultural heritage management¹¹ 	Section 6.5.1 Indigenous Participation Section 6.5.5 Employment and Economic Development
Commonwealth Dept. Education Employment and Workplace Relations	Work with the department to implement the Indigenous Employment , Training and Business Development Strategies	Appendix 3 - Local Employment Plan - Indigenous
Land holders and community members	Ensure effective management of noise and other impacts on landholders amenity ¹² Undertake further consultation and consideration of strategies to reduce impacts of land access Need for community development processes to deliver community benefits with a high degree of relevance to the farming community.	Section 6.5.4 (Land use management). Appendix 6 Rural Residential Code of Conduct (RRCC) Appendix 7 Land Use and Land Access Action Plan Section 4.3 Engagement

¹¹ This is separately addressed in QCLNG's Indigenous Land Use Agreements and Cultural Heritage management Plans.

¹² Management of noise and dust impacts are addressed in the project's Environmental Management Plans (EMPs). Landholders identified the need to avoiding any impacts from fraccing (coal seam fracturing) on water sources and health, and to avoid impacts on groundwater resources (aquifers and bores) from coal seam water extraction. These are environmental issues, regulated by Queensland Government legislation, and addressed in the project's EMPs.

STAKEHOLDERS	ACTIONS TO BE CONSIDERED IN SIMP	SIMP REFERENCES
Gladstone Regional Council (GRC), Western Downs Regional Council (WDRC), Gladstone Community organisations, Councils and State agencies	Flexibility required in response to changes in impacts as they become obvious Identification of local organisations to work with QGC on settlement services for new families Support for increased capacity of family support services to assist with family integration and access Services funded should include migration support if overseas workers are targeted Local partnerships to mitigate impacts on social infrastructure encouraged Identify opportunities for the workforce to take up volunteer opportunities	Section 6.3 Community Development Fund Section 6.5. 3: Community Safety, Health and Social Infrastructure
Government, community and private housing provision stakeholders	Execute QGC housing solution as soon as the project commences Range of housing needs and priorities for affordable housing, to be considered by both industry and government stakeholders	Section 6.5.2 Housing Appendix 4 - Integrated Housing Strategy
Councils and community members	Management of camps to avoid impact on local values including cohesion, noise and traffic issues Consideration of locating camps close to towns to maximise interaction and increase social cohesion	Section 6.5.4 Land Use Management
Western Downs Regional Council , Health stakeholders and community groups	Health priorities identified for consideration in QGC's Rural Health Initiative and dependent on key stakeholder capacity to co-operate included : <ul style="list-style-type: none"> • Men's health services • Oral health services • Health worker skills development and retention strategies • Support for local community health networks. 	Section 6.5. 3: Community Safety, Health and Social Infrastructure
Queensland Health representatives in the Gladstone Region	Health priorities identified for consideration: <ul style="list-style-type: none"> • Accident and emergency services are the highest need in Gladstone • Community mental health, oral health and drug and alcohol mental health services • Sexual health services • Attracting allied health services to region 	Section 6.5. 3: Community Safety, Health and Social Infrastructure

STAKEHOLDERS	ACTIONS TO BE CONSIDERED IN SIMP	SIMP REFERENCES
Queensland Health, Queensland Ambulance and Department of Emergency Services, Queensland Police Service	<p>Specification of emergency response plans and incident management procedures</p> <p>Detailed description of specification for provision of workforce health facilities and doctors</p> <p>Specification of availability of helipads for emergency evacuation, and destinations for evacuation</p>	Reference document - Emergency Response Plan
Western Downs and Toowoomba - Community organisations, Councils and State agencies	<p>Need for a co-ordinated regional response to resource sector social impacts</p> <p>Effective engagement of the farming community and community development strategy with practical relevance to farmers (e.g. business innovation, farm management, personal wellbeing)</p> <p>Improved access to information, family support and health services and reduced isolation</p> <p>Inclusion of all towns across the gas fields when QGC is developing partnerships.</p>	<p>Section 5</p> <p>Section 6.5. 3: Community Safety, Health and Social Infrastructure</p> <p>Community Development Fund</p> <p>Section 6.3</p>
GRC and Gladstone SISP outcomes	<p>Development of mitigations to address population increases and project demands, including:</p> <ul style="list-style-type: none"> • Child and Family Centre • Link with GRC's development of a multi-facility community centre at Phillip Street in Gladstone • Community Advisory Service staff; • Programs to address cumulative impact on demand for sport and recreation facilities • Potential for partnership in relation to Wetlands development in Gladstone. 	<p>Section 6.2 Major Initiatives</p> <p>Section 6.5. 3: Community Safety, Health and Social Infrastructure</p> <p>Section 6.3 Community development fund</p>
Business owners, service managers, TAFEs, Training providers	<p>Cooperation with providers such as TAFEs to support training for indigenous health, resource management and rehabilitation, hospitality, and administration</p> <p>Concerns about workforce 'poaching', particularly from the non-government sector</p> <p>Need for strategies to employ locals over the long term (i.e. operations)</p> <p>Need for strategies to support first and second year apprentices</p> <p>Indigenous training and employment strategies to include school retention, scholarships, long course vocational training, to ensure readiness for longer term employment.</p>	<p>Action Plan Section 6.5.1 Indigenous Participation</p> <p>6.5.5 Employment and Economic Development</p> <p>Appendix 4 - Local Employment Plan</p>

STAKEHOLDERS	ACTIONS TO BE CONSIDERED IN SIMP	SIMP REFERENCES
<p>WRDC, GRC, TRC, BSC, DTMR</p>	<p>Opportunities to work with police and schools in development of road safety education programs</p> <p>Need for a flexible road mitigation implementation plan for both immediate maintenance, and longer term plans for road network upgrades,</p> <p>Consider pedestrians in developing road network upgrades in urban areas</p> <p>Concerns about proximity of pipe transport routes to schools, including pedestrian considerations</p> <p>Need for a co-ordinated approach to cumulative impacts on the Warrego Highway and district roads and highways in the Western Downs</p> <p>Concern about impacts of rail transport in Toowoomba since the rail line passes through the centre of town and could cause noise, vibration and traffic disruption impacts.</p>	<p>Reference documents - Surat Region Logistics Plan, Gladstone Road Impact Assessment, Road Use Management Plan and Road Infrastructure Agreement¹³</p>
<p>Boating community groups and marine event managers, Volunteer Marine Rescue</p>	<p>Need for improved awareness of construction and operational marine traffic, and associated safety</p> <p>Continue support for boating events</p> <p>Protect boating safety through information about construction traffic and safety zones around LNG facilities and shipping</p> <p>Consider establishing fish attracting devices</p> <p>Support for junior and family sailing and boating programs</p> <p>Support for major marine recreation events</p> <p>Need to co-operate to address cumulative effects of other projects</p>	<p>Action Plan 6.5.6 Road and Marine Traffic Impacts</p> <p>Section 5.5 Shared Responsibilities</p>

¹³, Coordinator-General's Report on QCLNG EIS Appendix Part 2 Condition xx

STAKEHOLDERS	ACTIONS TO BE CONSIDERED IN SIMP	SIMP REFERENCES
GRC, Government agencies, community organisations	Need for comprehensive monitoring of social impacts, including: <ul style="list-style-type: none"> • qualitative targets for employment which address indigenous employment • demands for affordable housing • workers' and potentially families' need for migration services and culturally appropriate services • gaps in provision of childcare for both babies and pre-school age group, for both long day care and after hours care for shift workers • inflow of families with children requiring school enrolments • workforce childcare needs • Impacts on health and emergency services constraining local access and response 	Section 8 - Monitoring

4. STAKEHOLDER ENGAGEMENT

Stakeholder engagement is fundamental to the delivery of the QCLNG SIMP, to ensure that communities and key stakeholders are involved in implementation, and that grievances with respect to management of social and environmental impacts are well managed. This section outlines QGC's approach to stakeholder engagement and grievance management.

4.1 Approach

QGC's Stakeholder Engagement and Communication Strategy has been developed within the context of the BG Group Social Performance Policy, QGC business strategy and principles, and the social context of the communities in which the business operates. The social context includes existing social and political environments, community values as identified in EIS engagement, and community issues and grievances regarding CSG and LNG projects.

The EIS conditions require delivery of a community engagement strategy¹⁴, stakeholder management plan¹⁵, a dispute resolution mechanism¹⁶ and an issues register¹⁷ and a complaints register¹⁸. These requirements are addressed within the QGC's *Stakeholder Engagement and Communication Strategy* and *Grievance Management Procedure*.

The objectives of the QGC Stakeholder Engagement and Communication Strategy are to:

- Use best practice techniques to inform and consult with stakeholders;
- Provide timely, regular and transparent information to affected, potentially affected and interested stakeholders;
- Build long-term stakeholder and community relationships based on mutual respect;
- Maintain a two-way dialogue;
- Engage on issues of mutual concern;
- Build stakeholder recognition of QGC as a responsible "developer of choice"; and
- Target activities to reduce the potential for 'consultation fatigue'.

QGC's Stakeholder Engagement and Communications Strategy uses a variety of tools across the public participation spectrum¹⁹ to fulfil its objectives. Ongoing data gathering will inform the activities used to engage and communicate with different interest groups, with data gathered from a number of sources. This is illustrated in Figure 4. Appendix 2 also illustrates how engagement and communications activities will involve a variety of stakeholders.

¹⁴ Appendix 1 Pat 3 Condition 1.2a

¹⁵ Appendix 1 Pat 3 Condition 2.3b

¹⁶ Appendix 1 Pat 3 Condition 1.2c

¹⁷ Appendix 1 Pat 3 Condition 2.3c

¹⁸ Appendix 1 Pat 3 Condition 3.6

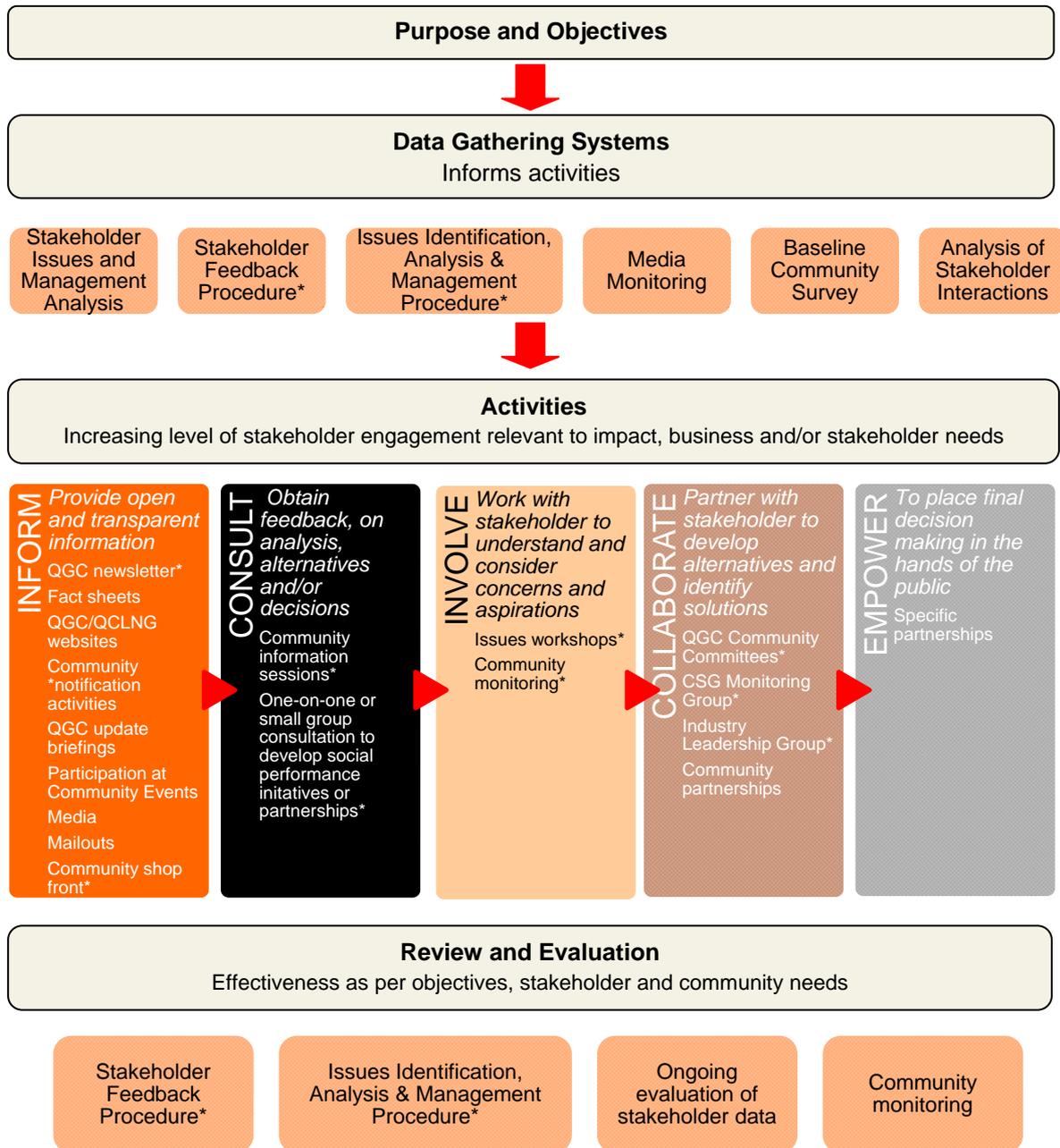
¹⁹ IAP2 Public Participation Spectrum. www.iap2.org

As a part of this procedure QGC maintains an issues register as per Appendix 1, Part 3, Condition 2 (3) of the QCLNG Project Coordinator-General's Report. As per the conditions, it captures stakeholder issues and QGC's subsequent response (including mitigation of social impacts).

The register is updated every six months, following the Stakeholder and Issues Management Analysis. An update on the issues register will be provided regularly to the QGC Community Committees and as a part of the QGC Annual Environmental Returns process as per Appendix Part 1, Condition 5 of the QCLNG Project Coordinator-General Report.

The following sections provide detail on the elements of the QGC Engagement and Communications Strategy that complies with the Coordinator-General Conditions.

Figure 4: Engagement Approach



* Denotes Coordinator-General requirement

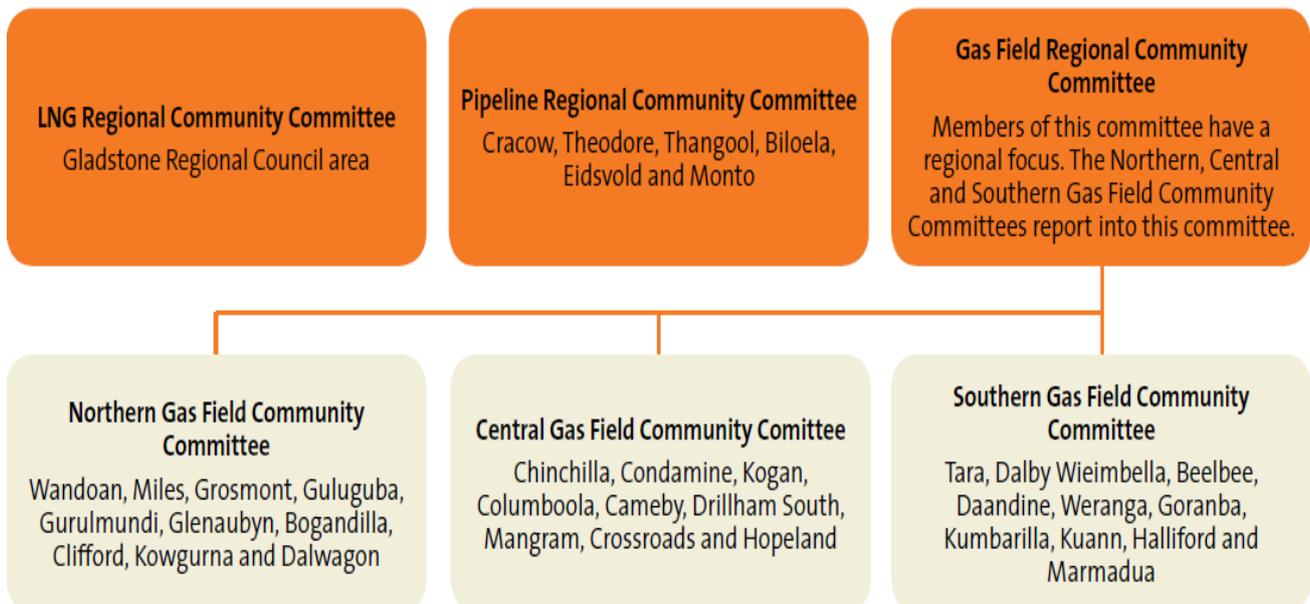
4.2 QGC Community Consultative Committees

QGC has established Implementation Committees with each of the Traditional Owner groups, to monitor strategy implementation and cultural heritage management.

As per Appendix 1, Part 3, Conditions 4 and 5, QGC has established three regional community consultative committees (RCCCs), in response to social impacts identified for each of the project components. QGC has also established three local committees in the gas fields, to facilitate more detailed discussion of gas fields community issues during the construction start-up period.

The Community Consultative Committees are geographically representative of the three major components of the QCLNG Project: the gas fields, pipeline and the LNG facility - to represent communities either directly or indirectly impacted by QGC activities. The figure below details the broad structure of the community committees.

Figure 5: Regional Community Consultative Committees



QGC has developed its approach for the community committees, including committee Terms of Reference, in partnership with the University of Queensland's Centre for Social Responsibility in Mining.

The aim of the QGC Community Committees is to provide a forum for transparent two-way dialogue between QGC and key informed people in communities that are directly or indirectly impacted by QGC's construction and operational activities. With the exception of the Pipeline Regional Community Committee, the QGC Community Committees will operate for the life of the QCLNG Project. Community Committees will:

- Provide regular feedback and advice to QGC about issues and opportunities relating to QGC construction and operational activities;
- Contribute to the development of indicators for monitoring and reporting on QGC's social and environmental performance; and
- Provide a forum for information exchange between QGC and community representatives.

Each committee will consist of a maximum of ten people and while the Committees are not considered decision making bodies, they will provide a forum for issues discussion and feedback, along with ongoing representation of community views and interest in QGC.

The committees meet on a quarterly basis and meetings are managed by an independent facilitator. The QGC Social Performance team provides secretariat resourcing for community committees.

4.3 Community Engagement Activities

QGC will use several consultation methods to engage the community about potential impacts and mitigation options. Engaging key stakeholders early in the development of social performance initiatives has assisted QGC in developing relationships with stakeholders. Targeted and timely consultation will also help reduce the potential for consultation fatigue amongst stakeholders and internal parties.

As per Appendix 1, Part 3, Condition 2(1) and Condition 5 (2a), QGC has established and resourced community shop fronts in Chinchilla and Gladstone. Additional shop fronts may be established as the QCLNG project progresses, depending upon project requirements and community feedback. QGC will staff shop fronts, which will provide information to interested parties and convenient community access to the project.

QGC also produces a community newsletter - *QGC News* - which includes information such as project updates, community committee meetings, community engagement outcomes, contact points and grievance procedures. This is in compliance with Appendix 1, Part 3, Condition 2(7). The newsletter is a quarterly, eight page newsletter which includes a feedback form. It supports stakeholder engagement activities as it provides a mechanism for open, transparent and regular communication with the broader community. An excerpt of QGC News is also printed in regional newspapers following publication. In future, QGC News may be split into Surat Basin and LNG specific newsletters.

QGC and/or QGC's construction contractors will provide communities with notification of upcoming construction activities which may impact the community (e.g. traffic movements, traffic delays, or noisy works). These notifications may be provided through a number of communication mechanisms including newspaper advertising, newsletters, letter box drops, community notice boards and direct engagement depending on the nature and extent of the impact. Notification will allow local stakeholders to be well informed of QGC's activities. The amount and type of notification activities will depend on the construction impact as well as various permitting requirements.

As required by Appendix 1, Part 3, Conditions 2.5 and 2.6, QGC will hold periodic community information sessions where landholders and community members can discuss specific issues and impacts of concern. These sessions will be open sessions where community members solicit information and speak one on one with informed technical staff about various issues. This may also include workshops with specific stakeholder groups to develop social performance initiatives or strategies to address specific stakeholder issues.

The use of one-on-one or group consultation will also be used dependent on stakeholder and business needs.

4.4 Stakeholder Feedback and Dispute Resolution

QGC's Stakeholder Feedback Procedure fulfils the requirements of Appendix 1, Condition 3 Parts 1, 2 3 and 6 and 7. The feedback procedure outlines QGC's commitment and process for responding to external

stakeholder grievances. As outlined below, it sets minimum mandatory requirements to manage three categories of stakeholder feedback, which need to be handled in different ways.

Category	Definition
General comment	A positive or neutral comment about QGC's real or perceived performance against its business principles.
Inquiry	A question about or request for information regarding QGC operations and/or projects in relation to the QGC business principles.
Grievance	A complaint or negative comment about real or perceived poor performance against QGC business principles. In some cases this may be linked to a HSSE or reputational incident.

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

- The 1800 number (1800 030 443) has 24 hour coverage (during office hours by the QGC Social Performance Team and after hours by a message centre). After hours calls are forwarded to the QGC Duty Officer (in the case of an emergency), or details forwarded directly to the Social Performance Team to action;
- Email – community@qgc.com.au;
- Landholders in negotiation or working with QGC can provide feedback via land access consultants or through other means as listed.
- Community members can provide feedback or grievances formally or informally to a QGC employee/contractor.
- Feedback forms are located on the QGC website, and a reply paid feedback form is attached to each copy of QGC News, QGC's external newsletter.
- Stakeholders may elect to provide feedback such as grievances to external third party such as a government department (e.g. Department of Environment and Resource Management). Links between QGC and government departments ensure that feedback is provided in a timely manner.

As per Appendix 1, Part 3, Condition 3(2), QGC must acknowledge grievances within 24 hours, and advise the stakeholder regularly on how the grievance is being addressed. This will be completed by the QGC Grievance Coordinators. All communications and details related to a grievance are recorded by Grievance Coordinators in the stakeholder management database, in accordance with the conditioned requirement. Major contracts include requirements for response to feedback and grievances.

Upon closing out a grievance, the aggrieved stakeholder will be contacted by the QGC Grievance Coordinator to determine if they are satisfied with the grievance resolution. If dissatisfied, the stakeholder can appeal to QGC for further consultation and investigation. Depending on the grievance a number methods can be used including one-on-one consultation with QGC and/or independent mediation at QGC's expense. As per Appendix 1, Part 3 Condition 3(3), QGC must provide access to an alternative dispute resolution mechanism available at no cost to the individual or community. Should independent mediation be unsuccessful QGC may offer more formal methods such as alternative dispute resolution (through the Planning and Environment Court) or the Building and Development Dispute Resolutions Committee.

Further information is provided in Appendix 2.

4.5 Monitoring and Reporting on Stakeholder Engagement

QGC prepares internal reports which analyse feedback and provide an update on the progress of grievances (i.e. investigation and close out). Data collated through the feedback procedure is analysed on a monthly basis and assists in the identification of emerging and current social risks for QGC.

QGC completes internal auditing to analyse emerging patterns or risks, close out performance and address potential gaps.

As detailed in Section 8, QGC will provide regular reports on a range of key strategies to RCCCs for review and also to solicit their input. These reports will include stakeholder engagement activities, grievance management, local content and employment actions, and housing actions.

External reporting of grievances to government departments will be via the Complaints Register as per Appendix 1, Part 3, and Condition 3(6). Reporting to external stakeholders will be via the QGC Sustainability Report and Regional Community Consultative Committees. External auditing will be completed as part of the Annual Environmental Returns process as per Appendix Part 1, Condition 5.

The stakeholder program will be reviewed annually to ensure it meets the needs of stakeholders and is relevant to business activities. The monitoring processes provide a platform for QGC to engage stakeholders on sustainable development issues, and involve stakeholders in monitoring progress.

4.6 Strategic Social Partnership

QGC has agreed a strategic research partnership with the Centre for Social Responsibility in Mining (CSRSM) at the University of Queensland. Objectives of the partnership include:

- Collaboration on a program of work, including applied research that addresses social performance and sustainable development issues of mutual interest to QGC and UQ;
- Contribution to the social performance knowledge base, through analysis and strategic management of issues arising from QCLNG and other QGC projects; and
- Provision of an independent perspective on mutually agreed areas of social performance.

Completed and ongoing work includes:

- Participation of QGC employees in CSRSM training events;
- Survey of indigenous skills and businesses;
- Support for the development and roll out of Community Committees;
- Development and implementation of a community development fund; and
- Development of indicators of sustainable development with the community committees.

QGC and CSRSM are also investigating, with other LNG proponents, the potential for cross-industry RCCCs, which would reduce demands on local communities.

5. SHARED RESPONSIBILITIES

5.1 Policy Environment

During the period from 2008 to 2010, the Queensland Government initiated several policy initiatives, to address the cumulative impacts and benefits of several LNG and other resource projects planned for the Surat and Bowen Basins. The SIMP has been prepared in cognisance of the opportunities for cooperation provided by these policies, which are described below.

5.1.1 Sustainable Resource Communities (SRC) Policy

The Queensland Government's Sustainable Resource Communities (SRC) Policy was released in July 2008. The SRC Policy is focused on resource communities where rapid development associated with mineral extraction, petroleum and gas proposals is having significant impacts on communities. The Government's discussion paper for the three Resource Community Summits held in 2009 noted that "Queensland is in the midst of an unprecedented economic boom with consequent cumulative impacts for communities, economies and environments."²⁰ Key issues addressed by the policy include:

- Social and community issues, including innovative solutions for affordable housing and health services;
- Improved social impact assessment;
- Regional and local planning, including agricultural land and cumulative impacts;
- Business, economy and employment, including maintaining a skilled workforce;
- Land, water and environmental, including land rehabilitation;
- Transport and energy infrastructure co-ordination; and
- Improved communication and collaboration between sectors.

The SRC Policy initiated a partnership comprising representatives from State Government, Regional Councils in key resource areas, the Local Government Association of Queensland and the Queensland Resources Council. The partnership's initiatives include a three-year program for economic and social infrastructure in communities in resource areas.

Local Leadership Groups have been established (including in the Surat) comprising Local and State Government, industry and community groups, to focus on regional planning issues and key projects that will address cumulative or regional issues arising from resource development²¹. QGC is participating in issues forums, and monitoring the outcomes of Local Leadership group strategies.

²⁰ Record of summit discussions, Dalby Resource Summit, 21 November 2008, Dalby RSL viewed at <http://www.dip.qld.gov.au/resources/report/resource-summits/dalby-resource-summit-report.pdf> 21 January 2010.

²¹ Sustainable Resource Communities Policy Social impact assessment in the mining and petroleum industries viewed d at <http://www.regions.qld.gov.au/dsdweb/v4/apps/web/content.cfm?id=9994h>

5.1.2 Surat Basin Future Directions Statement

The *Surat Basin Future Directions (SFD) Statement*²², launched by the Queensland Government in March 2010, is the primary mechanism for planning and implementation in the Surat Basin. It commits the State Government to working with Local Councils and industry to produce comprehensive plans to manage growth in the region. The SFD Statement initiatives are coordinated by the Department of Employment, Economic Development and Innovation, and will include a Regional Planning Framework, Transport Study, Housing Affordability Strategy, Economic Strategy, Framework for strategic cropping land and a Workforce Development Plan. Most are expected to be released in 2011. It is expected the reports will identify priorities for planning and expenditure, and enhance the ability of the Government and industry proponents to address cumulative impacts.

Regional Plans are also pending for Western Downs and the Central Queensland region, with emerging themes including integration of environmental, social and economic considerations and the importance of cooperative responses to managing cumulative impacts, particularly on housing, health, social infrastructure and roads.

At the Dalby Resource Community Summit in November 2009, local organisations identified issues such as the need to protect agricultural land and its contribution to the economy, the speed of change, the need for infrastructure spending and co-ordination, land holder rights, environmental concerns, pressure on community services and housing, and the need for transparency and co-operation.

As such, the planning environment in the Western Downs is highly dynamic, with priorities and mechanisms for coordination yet to be established. QGC will consult with Strategy Managers when reports are released, to identify avenues for cooperation.

5.1.3 Gladstone SISP

In Gladstone, the Queensland Government, through DIP with the Gladstone Economic Development Board and Gladstone Regional Council, has developed the *Gladstone Strategic Social Infrastructure Plan (SISP)*, released in November 2010. The purpose of the SISP is to 'inform and guide future planning activities and investment decisions for strategic social infrastructure in the region'. The report includes an Infrastructure Schedule identifying priorities for initiatives which should attract industry funding, with key priorities including:

- staged development of a multipurpose community centre;
- cultural centre upgrades (e.g. gallery and entertainment centre expansions);
- sport and recreation facilities; and
- community service expansions and additions.

In addition to its own consultation, QGC is considering the SISP Infrastructure schedule against QCLNG's impact mitigation requirements.

²²Queensland Government 2010 Surat Basin Future Directions Statement
<http://www.regions.qld.gov.au/dsdweb/v4/apps/web/content.cfm?id=15173>

A Social Infrastructure Management Fund (SIMF) is also proposed by the Queensland Government, as discussed in Section 6.4. The co-operation of other proponents will be a critical success factor in achieving SIMF outcomes, and this is expected to be facilitated by DIP's appointment of an independent chairperson for the SIMF. QGC is willing to engage with the independent chair and other proponents going forward, to explore potential contributions to the SIMF.

5.2 Governance Groups

Maximising the benefits for local and regional communities, and mitigating the impacts of both QCLNG and the industry as a whole, requires co-operation between QGC and Local and State Governments.

Regional Community Consultative Committees have been established by QGC (discussed in Section 4.2) RCCCs will provide inputs to QGC decision making with respect to impact mitigation, and will assist in monitoring and advising on cumulative impacts, through their input at committee meetings and review of progress reports.

As per as per Appendix 1, Part 3, Condition 6, QGC will jointly establish and participate actively in an Industry Leadership Group for CSG Resource Projects, to provide cross-project coordination across the region in response to cumulative social and other impacts. Once a second LNG project's FID is announced, QGC will begin discussions with the other proponent to develop terms of reference for the group.

QGC will also assist in the establishment of and participate in a CSG Industry Monitoring Group (CIMG) to assess and report on the cumulative environmental impacts of CSG Industry and its activities (required by Appendix 1, Part 1, Condition 6). The group will be coordinated by the Coordinator-General and the terms of reference will be provided by the Directors-General of DEEDI and DERM. QGC will negotiate the role it will play with the Coordinator-General and other proponents.

QGC is also participating in forums and considering the results of governance groups established under the Sustainable Resource Communities Policy, Surat Future Directions Statement, and Gladstone Social Infrastructure Strategic Plan.

Table 3 summarises the groups, either established or planned, which will participate in cumulative social impact management across the QCLNG project area. The table includes:

- groups established by the Queensland Government in partnership with Local Governments and other stakeholders under the SRC Policy, SFD Statement, Gladstone SISP process (in italics);
- community consultative committees established by QGC (in plain type); and
- groups to be established in accordance with QCLNG EIS conditions, as discussed in previous sections (in bold type).

Table 3: Regional Governance for Social Impact Management

	Upstream	Whole of Project	Gladstone
Leadership Groups	<i>SRC Surat Leadership Group</i> <i>SFD Steering Group & Working Groups</i>	CSG Industry Leadership Group ²³ CSG Industry Monitoring Group (with other proponents)	<i>SISP Steering Committee - DIP, DEEDI & GRC24</i>
Consultative Groups	Western Downs & Pipeline RCCCs	Regional Consultative (RCCCs) ²⁵ Community Committees	Gladstone RCCC
Fund Advisory Groups	<i>Future - Roma-Surat Foundation - Advisory Group for SIMF Fund</i>	<i>SRC Partnership Group</i>	<i>Gladstone Foundation - Advisory Group for SIMF Fund</i>

5.3 Partnerships and Agreements for Delivery

QGC will work with Councils, State Government Departments and community organisations through:

- Partnerships, where all stakeholders provide input to the project or program and work for mutual benefit;
- Funding agreements for delivery of mitigations outlining deliverables in line with a negotiated proposal or tender; and
- Acceptance of proposals for small grants, sponsorships and donations which build local community capacity.

Both partnerships and funding agreements will be used to deliver major initiatives, as listed in Section 6.2. QGC has begun project development and negotiation with potential partners for major initiatives, which will be announced in further detail when finalised. QGC is also developing a contracting strategy to identify the most effective way of working with Councils and community organisations to build capacity (rather than tax it through complex processes).

Partnership opportunities and funding agreements being considered by QGC and its stakeholders are outlined below. Responsibilities and project engagement strategies for local governments affected by the project are included, as required by the Coordinator-General's conditions (Part 3 Condition 1 (b)).

²³ QCLNG EIS Coordinator-General's Report Appendix Part 3 Condition 6

²⁴ Department of Infrastructure and Planning, Gladstone Regional Council (GRC) and the Gladstone Economic and Industry Development Board (GEIDB)

²⁵ QCLNG EIS Coordinator-General's Report Appendix Part 3 Conditions 3-5

5.3.1 Social, Health and Housing Initiatives

Table 4 outlines partnerships being investigated, proposed responsibilities and engagement processes for delivery of QGC's social, health and housing commitments.

Table 4: Local and State Government Engagement

Partnership/funding agreement opportunities	Potential partners	Proposed responsibilities of partners/service agents	Engagement strategies
Partner/agent for affordable housing initiatives	Councils Gladstone Foundation	To be determined, including - advice, or auspicing of IHS affordable housing initiative	Prior to IHS approval, consult GRC, Dept Communities and ULDA, on capacity for involvement
Potential synergies with IHS workforce housing delivery	ULDA, GRC and WDRC	Work with QGC to identify co-operative strategies to address housing needs, suitable sites and housing mix	Meetings and potential partnerships, depending on Council capacity for involvement
Gladstone community facility partnership	GRC	Partnership with QGC towards delivery of community facility upgrades	Joint steering committee with QGC, partnership or funding agreement, as determined
Participation in Gladstone Health Upgrades	Queensland Health	Identify and support upgrades in partnership with QGC	Joint steering committee with QGC
Western Downs social infrastructure partnerships	WDRC Dept. Communities	Role to be scoped following investment decision	Joint working group

5.3.2 Employment and Training

Strategies to address workforce availability issues have been initiated by QGC, compliance with Appendix 1, Part 3, Condition 13. These include participation in industry training initiatives aimed at building labour force skills for the LNG industry, the development of a local content strategy, and ongoing recruitment. QGC has also commenced a communication and engagement programme for businesses to ensure local and regional businesses have full and fair opportunities to participate in the QCLNG supply chain.

Consultation on these strategies has included DIP, DEEDI, Regional Councils, Gladstone Economic and Industry Development Board, the Surat Development Corporation, local economic development committees in Western Downs, business networks and relevant industry associations.

Employment and economic development initiatives which are currently under consideration include:

- Partnerships to provide opportunities for local businesses to increase their capacity to work with the resources sector;

- A service contract to provide a recruitment service which addresses labour draw, in co-operation with ESQ and other proponents;
- Cross-industry partnership with Queensland Minerals and Energy Academy to build vocational skills in the CSG industry in the Surat Basin;
- Identification of the need and opportunities to offer skills training to vulnerable people;
- Mentoring and confidence building programs for young women and men; and
- Training and apprenticeships for CSG and non-CSG businesses.

Data on labour availability is required by EIS conditions, to support ongoing training and recruitment initiatives, and will be provided as part of the Local Employment Plan.

QGC is currently consulting key stakeholders in the development of its indigenous employment and enterprise development strategy.

5.3.3 Road and Marine Traffic Mitigation

A partnership development strategy with Western Downs Regional Council commenced in December 2009 to identify priorities for road infrastructure upgrades and a shared implementation plan. Consultation with DTMR and Toowoomba Regional Council regarding district road impacts and mitigations is also underway. A draft 'Basis of Partnership' document has been developed with WDRC, including:

- Principles and purpose of partnership;
- Partner responsibilities;
- Mitigation strategies and an implementation plan.

A range of mitigation strategies are being developed with the Council, including provision of support for maintenance, upgrading works required for QGC's safe operations, and provision for consideration of the Surat Traffic Plan (expected for completion in 2012).

Consultation with Gladstone Regional Council on the need for traffic and airport infrastructure upgrades has commenced, with upgrades to be implemented following the Final Investment Decision.

QGC is also developing a range of projects and community partnerships to address marine safety and recreation. Further consultation is being undertaken with Marine Safety Queensland, the Port of Gladstone, Voluntary Marine Rescue (VMR), and boating groups. QGC is supporting VMR to develop and publish safety and communication procedures for the Gladstone boating public, building on a successful VMR service.

Initiatives will be implemented over the course of the construction activities, as outlined in Section 6.5.6.

5.4 QGC contributions to addressing cumulative impacts

QGC has committed to an active role in addressing cumulative impacts, and looks to Government and Council leadership in support of the partnerships outlined in Section 5.3 to address both cumulative and QCLNG social impacts.

The CSG to LNG industry is consistent with Government planning for the State's economic development, and significant benefits will accrue to regions and the Government through expenditure, business and industry growth, taxes and royalties.

In addition to establishing or participating in the groups identified in Table 3 (including the Industry Leadership Group), and partnerships as listed in Table 4, QGC will make the following contributions to addressing cumulative social impacts:

- Significant contributions to social infrastructure to address population impacts;
- A community development fund which contributes to regional and community development priorities;
- Participation in the Department of Transport and Main Roads' Surat Cumulative Traffic Assessment;
- Participation in cross-industry and government skills building initiatives for the CSG workforce;
- Co-operation with DIP, Department of Employment, Economic Development and Innovation, Department of Communities, and Department of Community Safety to monitor the effects of CSG-LNG projects; and
- Consultation with DIP and GRC on the potential for contributions to industry funds to address cumulative impacts.

Other strategies which require further consultation to develop co-operation between QGC and the Queensland Government include:

- Consultation with the Surat Local Leadership Group to identify co-operation between the Leadership Group and major QGC initiatives;
- Co-ordination of LNG projects to minimise the impacts of dredging and the Narrows Marine crossing;
- Government confirmation of the distribution of dwelling targets in Western Downs communities to support QGC's planning for housing; and
- Leadership of joint strategies which enjoin all relevant proponents in addressing road and other transport infrastructure upgrades.

6. IMPLEMENTATION

This section describes the implementation framework for SIMP actions and strategies, for both mitigation and social investment, including:

- Major Initiatives, discussed in Section 6.2 and addressing Appendix 1, Part 3, Condition 826;
- The community development fund in Section 6.3, and addressing Appendix 1, Part 3, Condition 8;
- Potential for participation in Social Impact Management Funds²⁷ discussed in Section 6.4; and
- Action plans, which include commitments made in the EIS and draft SIMP, discussed in Section 6.5.

Figure 7 illustrates the implementation framework.

6.1 Commitments Register

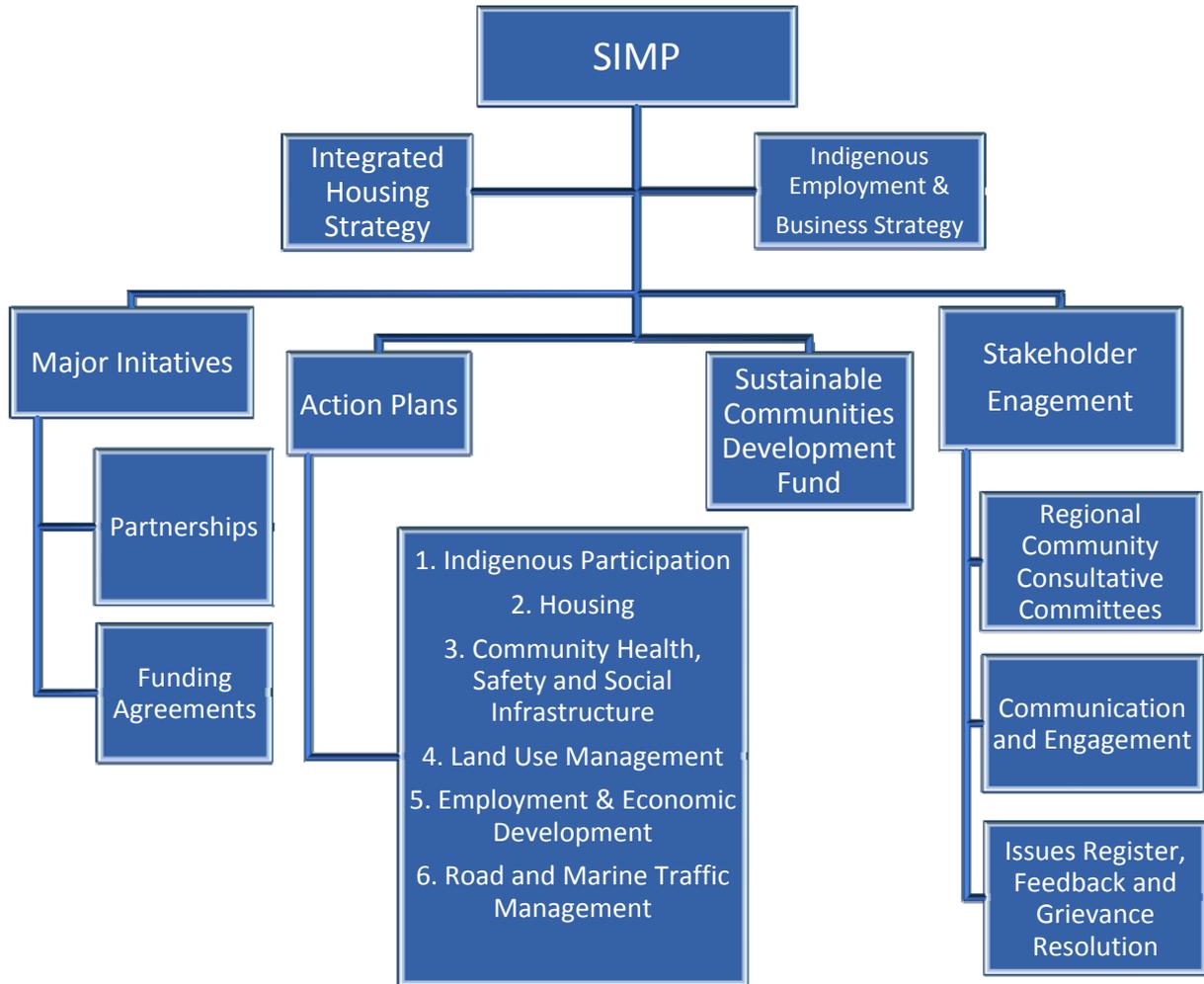
Appendix 1, Part 3, Condition 7, requires that QGC establish a Commitments Register.

The Commitments Register will comprise a database of all major initiatives and actions as detailed below, and will form the basis of monitoring for compliance with the EIS conditions, to ensure the project is delivered in line with commitments for social mitigation.

²⁶ described in Appendix 1 Part 3 Condition 8 as the Social Mitigation and Investment Proposal

²⁷ (Appendix 1 Part 3 recommendations); and

Figure 6: SIMP Implementation mechanisms



6.2 Major Social Mitigation and Investment Initiatives

Appendix 1, Part 3, Condition 1, requires that QGC implement the SIMP (as revised), including proposed major social mitigations and social investments²⁸.

The precise magnitude of social impacts can be difficult to determine, particularly in the cumulative context. It is therefore difficult to determine the cut-off point between required expenditure for mitigation purposes, and voluntary social investment. For example, pressure on health services can affect low income households disproportionately, and this should be mitigated, but QGC is also committed to working in co-operation to increase the sustainability of local health services.

The objectives of QGC major social mitigation and investment initiatives are therefore to:

- Mitigate the impacts of growth and development on community values, including social, infrastructure health and housing access;
- Support the community's capacity to manage the effects of resource sector growth on community wellbeing;
- Enhance opportunities for the community to benefit from QGC business activities such as employment and business contracts; and
- Offset construction impacts that cannot be mitigated through demonstrating benefits from QGC's presence.

QGC's major initiatives for social mitigation and investment include partnerships and funding agreements to deliver mitigations, and investments which assist communities to meet their development priorities.

Major mitigation and investment initiatives are outlined in Table 5. As discussed in Section 5.3, QGC will work with implementing organisations to deliver major initiatives through partnerships and funding agreements, and has begun project development and negotiation with potential partners.

²⁸ Identified in Appendix 1 Part 3 Condition 8 as the *Social Impact Mitigation and Investment Proposal*.

Table 5: Major mitigation and investment commitments

MAJOR INITIATIVES	TIMING
Social infrastructure partnerships with Western Downs community organisations	Late 2010 – 2014
Support for training initiatives for non-CSG skills development	Late 2010 – 2014
Partnerships with NGOs to develop welcome and integration services	Late 2010 - late 2013
Indigenous Training, Employment and Business Development Strategy	Late 2010 - mid 2014
Training and employment projects for CSG employment	Late 2010 - late 2013
Education and training projects with schools	Mid 2010 - mid 2013
Facilitate provision of housing stock for the QCLNG workforce	Early 2011 - mid 2014
QGC Community Development Fund	Early 2011 - late 2014
Traffic and marine safety community programs	Early 2011 - late 2013
Funding for new Gladstone Community Centre	Mid 2011 - mid 2014
Rural Health Capacity Building Partnership strategy	Mid 2011 - mid 2014
With Queensland Health, address health service upgrades in Gladstone	Mid 2011 - mid 2014
Invest in indigenous social infrastructure, health and housing projects	Mid 2011 - mid 2013
Gladstone Harbour Initiatives	Mid 2011 - late 2013
Funding to provide Job Service, to address labour draw	Mid 2011 - mid 2013
Rural Fire Brigade Training and Capacity Building Project	Mid 2011 - mid 2014
Support for the development of affordable/social housing stock	Late 2011 - mid 2014

Commitments to manage traffic and transport infrastructure impacts are outlined in the QCLNG EMP commitments register, and include funding to upgrade Gladstone road intersections, upgrading instrumentation at Gladstone Airport, and the potential for an airport upgrade in the gas fields. As discussed in Section 5.3, a partnership with Western Downs Regional Council has also been initiated to develop an implementation plan for road maintenance, rehabilitation and upgrades.

6.3 Community Development Fund (Sustainable Communities Fund)

QGC is establishing a community development fund (CDF) as part of its broader social performance strategy, and as required by Appendix 1, Part 3, Condition 8.2. The fund, to be known as the QGC Sustainable Communities Fund, will be a mechanism for QGC to make a positive contribution to the communities in which we operate on an enduring basis, by:

- Supporting community and regional development priorities, including those identified in the Surat Future Directions and Gladstone SISF plans;
- Building the capacity of local and regional communities to manage change related to cumulative impacts;
- Ensuring QGC expenditure reflects community priorities; and
- Providing an avenue for partnership development.

The specific structure and scope of the QGC community development fund is being developed in partnership with the Centre for Socially Responsible Mining (CSR).

The CDF will be structured to facilitate significant community input into decision-making processes for the CDF, and the grants assessment panel will include community representatives. The CDF will be reviewed periodically to ensure its objectives and key selection criteria remain responsive to emerging community needs.

Two funding rounds will be held each year, with one-off grants distributed to eligible organisations for projects including:

- Small capital funding allocations for facility upgrades to increase their sustainability;
- Upgrading community services to meet peak demands; and
- Project funding (including seed funding) and small one-off funding for events and projects.

CDF selection criteria for grant applications are yet to be finalised but will include alignment with community identified priorities, due diligence consideration of applications and applicants, HSSE considerations, sustainability of project and initiative outcomes, and alignment with broader social investment objectives.

The size of the CDF fund will be dependent on other social mitigation and social investment financial commitments, including contributions to Social Infrastructure Management Funds (SIMF).

6.4 Social Impact Management Funds

The Gladstone SISF reports (discussed in Section 5.1) include an Infrastructure Schedule identifying priorities for funding and cost estimates to be considered for industry contributions. The SISF includes a plethora of initiatives and programmes identified, which require further validation and assessment.

To support delivery of the Gladstone Social Infrastructure Strategic Plan, the Queensland Government (through DIP) is establishing a Social Infrastructure Management Fund (SIMF)²⁹. The SIMF will provide a mechanism for industry contributions to address increases in demand for social infrastructure items. It is proposed to establish the *Gladstone Foundation* as the funding vehicle, by trust deed, with the Minister for Infrastructure and Planning being the settler of the perpetual trust.

The Gladstone Social Infrastructure Working Group (SISP committee) will provide advice and supporting information to the Gladstone Foundation's Board of Advice to assist in decision making. The Board of Advice would make recommendations to the Public Trustee for the investment and distribution of funds. DIP intends that the Gladstone Board of Advice would include industry representation.

The Co-ordinator-General's EIS Evaluation Report recommendations in respect to social infrastructure in the Gladstone and Roma-Surat regions include encouraging QGC to:

- Provide reasonable financial contributions to social infrastructure funds in which industry funds are pooled to mitigate the impacts of major project developments in the Gladstone and Roma Surat regions, and applied to the items listed on the Priority Social Infrastructure Schedule for Industry;
- Participate as a member of a regional advisory group to implement a structured process for the application and allocation of funds; and
- Commit to an on-going investment in social facilities and services in the Gladstone region as a long term member of the community.

The recommendation notes that QGC already intends to provide contributions to community facilities, services and networks through implementation of its major Social Mitigations and Investment initiatives, and that the Coordinator-General will consider these commitments when determining the 'reasonableness' of financial contributions to be provided to the pooled fund.

A practical difficulty exists in that a Social Infrastructure Strategic Plan and Priority Infrastructure Schedule are yet to be developed for the Roma-Surat Region. It is expected that the Surat Future Direction Statement planning outputs will provide input to ongoing refinement of QGC's strategies for the Western Downs area, and that some of these reports will be available in 2011

QGC is committed to addressing cumulative social impacts, as outlined in Section 5.4, and has identified some of its major initiatives which could be delivered through the SIMF/Gladstone Foundation. QGC must consider the timeliness of delivery, and consider the SIMF in the context of the range of implementation mechanisms outlined in previous sections, including partnerships and funding agreements with Council and Government agencies. At the time of submitting this SIMP, the process of agreeing industry participation and contributions was still under way, and QGC will continue to engage as the SIMF/Gladstone Fund develops.

QGC also notes that its community development fund will deliver on the Co-ordinator General's recommendation for on-going investment in social facilities and services in the Gladstone region as a long term member of the community.

²⁹ DIP, GEIDB and GRC (2010) Summary Report - Social Infrastructure Strategic Plan for the Gladstone Region, Briggs & Mortar, AYPS and Buckley Vann

6.5 Action Plan

An action plan has been prepared to detail QGC's commitments to social impact mitigation and investment. The action plan is based on the draft SIMP actions plans, amended to reflect consultation input, strategy development, and EIS conditions.

Actions are grouped to address the following themes, across the project area:

- Indigenous Participation;
- Housing;
- Community Safety, Health and Social Infrastructure;
- Land Use Management;
- Employment and Economic Development; and
- Road and Marine Traffic Management.

Action plans detail the actions, timing, co-operation, stakeholders and performance criteria required to manage social impacts and maximise community benefits. Activities detailed in the action plans include:

- Stakeholder engagement;
- Construction contractor management;
- Co-operation with Local and State Government Departments;
- Mitigation and investment projects; and
- Planning, reporting and monitoring activities.

As a whole, the action plans in Section 6.5 compose the QCLNG Commitments Register.

Table 6: SIMP Action Plans

6.5.1 INDIGENOUS PARTICIPATION - Conditions 1 (SIMP), 4 (RCCCs), 9 (Housing) and 13 (Employment)			
Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Develop and implement QGC Strategy for Indigenous Training, Employment and Business Development, in co-operation with stakeholders as identified.	Implement from 2010	QGC Strategy for Indigenous Training, Employment and Business Development is in place and approved by QGC Management; Status of Strategy implementation as shown by annual review	QCLNG major contractors, TO Groups, DEEWR, employment services and training providers
Ongoing consultation with Aboriginal Cultural Heritage Management Implementation Committees on project changes e.g. Narrows and site-specific upstream facility issues	2010-2030	Nine CHMPs registered in accordance with schedule agreed with TOs Status of CHMP implementation as shown by annual review and consultation with TO Committees	TO Groups as identified in SIMP Section 2.3.
Develop and implement an Indigenous Peoples Plan addressing employment and economic development, Social and health infrastructure and Cultural heritage management and governance	Q1 2011	IPP in place and approved by Project Directors; Participation of indigenous people in RCCCs and community development partnerships and major contractors' workforces.	TO Groups, Indigenous businesses and services, DEEWR, DERM; Major contractors

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Establish Implementation Committees with each TO group to monitor strategy implementation and cultural heritage management	2010 - ongoing	Nine CHMP committees established and maintained to 2014 (with meetings at least once per year). Gas fields committees will operate beyond 2014.	TO Groups as identified in SIMP
Facilitate the development of indigenous businesses for long-term field production, operations and maintenance activities	2011 - 2015	Implementation of the QGC Strategy for Indigenous Training, Employment and Business Development as shown by annual review, including skills database and supply chain opportunities created.	Indigenous enterprises, employment and training groups
Employ at least 200 indigenous people in the construction workforce, including through cadetships, traineeships, apprenticeships and mentoring	2011 - 4	Number of indigenous people employed in the construction workforce, including through cadetships, traineeships, apprenticeships and mentoring	Indigenous employees, QGC construction managers, training providers; major contractors
Ensure major contractors' Indigenous Participation Plans address employment opportunities for Indigenous people	Post FID - Q4 2010 ongoing	Major contractors have Indigenous Participation Plans in place, and these plans comply with QGC Standards and have been approved by Contractor and QGC management	Indigenous employees, QGC contractors, training providers, DEEDI; major contractors

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Strengthen housing providers' capacity to improve indigenous people's access to affordable housing and minimise impacts of project demand on housing, in co-operation with Qld Govt agencies responsible for housing affordability	2011 - 2013	Plan for QGC actions to build capacity of housing providers for indigenous people is in place and approved by QGC management. Status of plan implementation as shown by annual review and consultation with housing providers QGC monitors the effect of the provision of affordable housing particularly for Indigenous people	Indigenous housing providers - partner/provider to be identified Q4 2010
Invest in Indigenous health programs which build longer term capacity in health and educational participation, in co-operation with Qld Health	Q2 2011 - 2013	Plan for QGC actions related to indigenous health programs is in place and approved by QGC Status of plan implementation as shown by annual review and consultation with health stakeholders	Qld Health, others to be determined Q1 2011
Sustain or increase the capacity of Indigenous community services to deliver services through upfront investment in projects and ongoing consideration in the community development fund	Delivery from 2011	Plan for QGC actions related to indigenous community services is in place and approved by QGC management. Status of plan implementation as shown by annual review and consultation with health stakeholders	Projects and partners to be determined in time.
Invest in training, personal development, education and mentoring projects that enhance Indigenous young people's skills and confidence	Q2 2011 - 2012	Programs developed and delivered in 2011-12 and positive community feedback	Projects and partners to be determined in 2011

6.5.2 HOUSING - Conditions 9 (Housing Strategy), 10 and 11 (Workforce Housing) and 12 (Affordable Housing)

<i>Actions</i>	<i>Timeframes</i>	<i>Performance Measures</i>	<i>Stakeholders/ Partners</i>
Produce and implement an Integrated Housing Strategy (IHS) for QCLNG, including facilitating provision of workforce housing, investment in affordable and social housing, and diversity of housing stock	Strategy in Q1 2011, implement to 2014	IHS approved by CG IHS implemented in line with agreed targets Input from RCCCs considered in IHS review every six months	Multiple, identified in IHS
Establish workers' housing pool and management system for accompanied and non-manual workers	Q1 2011	Workforce rental housing pool operated with due regard to limiting cost and access impacts, as detailed in IHS	Rental agents, local housing investors, rental households; community housing providers
Facilitate provision of housing for 50% of project workers settling in Gladstone Regional Council LGA and 75% of workers settling in Western Downs Regional Council, as determined in approved IHS	2011 – 2014	Provision of QCLNG worker housing provided by QGC in the two areas as agreed in the IHS Percentage of QCLNG workers living in accommodation facilitated by project	Housing industry, developers, local businesses
Monitor any housing demands on Banana and North Burnett rental stocks as a result of QCLNG pipeline construction, and in co-operation with Dept of Communities (Homelessness and Housing Services), co-operate in strategies to offset any negative impacts	2011-2012	Monitor rental housing stock uptake by project and any effects on local housing access, in context with other projects' demands	Dept Communities (H&HS), Councils, housing providers, ULDA
In partnership with community housing providers and/ or State/Local Government agencies, invest in affordable and community housing stock and/or services	2011 – 2013	Plan for QGC actions related to affordable community housing stock is in place and approved by QGC management. Status of plan implementation as shown by annual review and consultation with housing stakeholders	Councils, housing providers, ULDA, Dept Communities (H&HS)

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Co-operate with Queensland Government and other industry proponents to identify potential joint strategies and co-ordinated management of housing demand	Following FID of 2nd LNG project	Joint strategies identified to manage cumulative housing demand and offset cumulative impacts QGC co-operation in implementation of joint strategies	Dept Communities (Housing) DIP; Councils; Industry proponents who have taken FID
Information and integration strategies for workers' families to settle in Gladstone, the Western Downs. and Toowoomba.	Q3 2010 – Q4 2012	Increased capacity of welcoming services as reported by QGC's partners in this project Workers report satisfaction with support for integration in communities -	Local Community Service Providers, WDRC, GRC.
Use of existing workers' accommodation facilities, prior to project-specific camp establishment	Q1 2011 til as required	Uptake of beds in existing facilities in Gladstone and Western Downs LGAs	GRC; WDRC; camp providers; local communities
Workers' accommodation camp on Curtis Island for non local workers	By Q3 2011	Camp provided for non-local manual workers	Businesses supplying camp; GRC (re: waste and water)
Provision of camps in the gas fields and pipeline areas for non local QCLNG workers	As required, beginning Q1 2011		WDRC; NBRC; BSC; Businesses supplying camps; adjacent land holders and nearby communities
Camp locations identified in consultation with relevant Local Governments on the location of camps	From Q4 2010 as required	Camp Strategy for gasfields and pipelines is in place, following consultation with local government, and approved by QGC management Status of strategy implementation as shown by annual review and consultation with local government	Land holders; Regional councils; Businesses supplying camps and workers

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
With major contractors, develop and implement camp management strategies including workers' codes of conduct	From Q1 2011	Camp management strategies in place for all major contractors that have worker camps, approved by QGC and Contractor management Status of strategy implementation as shown by annual review and consultation with stakeholders	Communities, contractors
Consult tourism accommodation providers to maximise utilisation whilst avoiding where possible displacement of seasonal tourist stays	Q1 2011	Tourism accommodation providers report high occupancy levels Displacement of seasonal tourist stays minimised in consultation with accommodation providers and event organisers	Accommodation providers, GAPDL, WD Regional Development Corporation

6.5.3 COMMUNITY HEALTH, SAFETY and SOCIAL INFRASTRUCTURE

<i>Actions</i>	<i>Timeframes</i>	<i>Performance Measures</i>	<i>Stakeholders/ Partners</i>
HEALTH	Conditions 1 (SIMP) and 16 (Community medical and health services)		
Provide general practitioners and worker health facilities for workforce, (LNG and CPPs), with access for work-related health care available to camp residents.	Q1 2011 - Q4 2014	Work-related health needs met by Project GPs or by arrangement with local providers (e.g. emergency dental) Investment in health services to offset FIFO and workers' family impacts, as measured through health partnerships KPIs, and as compared to workforce and family demands on services	Queensland Health; Local health service providers
Develop and implement Rural Health Initiative, to support rural health services delivery	Q1 2011 - Q2 2014	Rural Health Initiative plan in place and approved by QGC management Partnerships agreed and implemented 2011-2014 Status of plan implementation as shown by annual review and consultation with health stakeholders and partners Partners advise increased capacity to address community needs	Queensland Health; Partners including local and regional health service providers
Work with Queensland Health and other stakeholders to plan and invest co-operatively for health service upgrades for facilities in Gladstone	Negotiation ongoing	Plan for health service upgrades developed in collaboration with Qld Health in place and approved by QGC Management Status of plan implementation as shown by annual review and consultation with Qld Health and other stakeholders	Queensland Health; Local health service providers to be determined post FID

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Develop Incident Response Plan and Emergency protocol for medical evacuation arrangements	Q1 2010 - Q1 2011	Incident response plan and emergency protocol developed in collaboration with emergency services and other stakeholders Assessment of any emergency evacuations conducted to ensure that they are conducted without undue stress on emergency service capacity	Queensland Health; Local health service providers to be determined post FID, Dept Community Safety
Develop and implement an agreement between CSG project proponents and a medical evacuation service provider, for provision of evacuation services to the agreement partners' workforces	Q4 2010	Agreement and funding in place for medical evacuation service providers	Industry and community parties to the agreement, to be advised when agreed.
SAFETY	Conditions 1 SIMP), 17 (Police) and 18 (Emergency services)		
Consult with the Queensland Police Service (QPS), Dept Community Safety, Queensland Health, affected local governments, and emergency services staff to develop and implement an Emergency Response Plan and Incident Protocol and Procedure for the project	Q4 2010 - Q1 2011	Emergency Response Plan and Incident Protocol and Procedure developed and implemented with co-operation from local Health Service Districts and monitored through consultation annually	Queensland Police Service (QPS), Dept Community Safety, Q Health, (South West and Central Health Service District, affected local governments, local emergency services staff
Review and implement corrective actions of Project demands on social, health and emergency services	From Q1 2011, bi-annually to Q4 2014	Regular engagement with health and social infrastructure stakeholders to monitor demands and responses Participate in review (through Industry Leadership Group) and co-operate with Councils, Governments and/or other major industry projects to address cumulative impacts	QPS, Dept. Community Safety, Qld Health, all affected local governments, Department of Communities

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Provide to the Queensland Ambulance Service geo coordinates of camps, information on site access and site level orientation of all LNG, CPP and FCS facility components for local emergency services	Before camp operation	Geo-co-ordinates provided prior to the construction of workers' accommodation Information on site access and site orientation provided prior to commissioning camps (HSSE)	Area Directors, Emergency Services, State Emergency Services Group Leaders
Work with Queensland Ambulance Service to monitor case loads to determine if the project has placed a strain on existing resources	From Q1 2011	Case loads attributable to QCLNG project staff, monitored in collaboration with QAS, and strategies addressed to address any issues identified	Queensland Ambulance Service
Embed community safety provisions in all relevant project execution plans and contracts	Q1 and Q2 2011	Risk Assessment in place and approved by QGC management Risk mitigation measures clearly identified and embedded in relevant project execution plans and contracts Grievance and incident reporting procedure established	Contractors, health and emergency services, Queensland Police Service
Working with DTMR, Department of Community Safety and Qld Police on community safety initiatives with respect to traffic and construction activities	Q1 2011 ongoing	Plan for community safety initiatives is in place and approved by QGC management Status of plan implementation as shown by annual review and consultation with external stakeholders Community participation in fire, traffic and marine safety initiatives Cooperation with key stakeholders to address community education and support needs for safety and emergency responses.	DTMR, Department of Community Safety and Qld Police

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Develop a process for medical evacuation arrangements in conjunction with stakeholders	Q4 2010	Funding agreement and co-operative industry funding for medical evacuation flight provider	Queensland Health, and other proponents
Work with the Queensland Police Service (QPS) regarding impacts of the project including on police service delivery, water policing and road safety priorities	Q4 2010 - Q1 2011	Consultation undertaken with QPS including Water Police prior to construction, and to review issues and management strategies every 12 months	Queensland Police Service
Consult with the QPS regarding provisions pertaining to community safety and emergency response planning in relation to temporary workers accommodation facilities	Q4 2010 - Q1 2011	Delivery partnerships with QPS established for traffic safety consultation undertaken prior to the establishment of camps and results considered in workforce planning and management strategies Six monthly consultation with relevant police districts to monitor demands and project practices impacting on police resources	Queensland Police Service
Identify and implement measures for workers relating to driver training and road safety, including fatigue management	Q4 2010 - and ongoing	Driver training and road safety plan in place and approved by QGC management Status of plan implementation as shown by annual review and consultation with external stakeholders	Contractors, workers, communities

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Require contractors to train workers in awareness about local values, safety standards and the Project's behavioural standards	Q4 2010 and ongoing	Training on behaviour, social performance, community engagement and traffic safety provided by all major contractors	Contractors, workers, communities
Implement a public grievance and incident reporting procedure	Underway	Public grievance and incident reporting procedure is in place Community complaints regarding worker behaviour are satisfactorily resolved	Communities, Councils, QPS, Land holders
Consult with emergency service and health providers to ensure provisions to mitigate excessive demand on emergency services	Q1 - Q2 2011	Monitoring protocols in place with provision for reporting where corrective action is necessary	QFRS, QAS, QPS, SES, Rural Fire Brigades
Develop detailed bushfire and emergency response plan, including training programs and initiatives to support rural fire brigades in the project area	Q1 2011 - Q2 2014	Investment in fire brigade capacity building in place Effectiveness gauged with RCCCs and adjustments made where necessary	QFRS, Rural Fire Brigades, RCCCs
SOCIAL INFRASTRUCTURE	Conditions 1 (SIMP) 7 (Commitments), 4 (RCCCs) and 8 (Mitigation and investment)		
Develop and implement Social Infrastructure Partnerships Strategies for Western Downs	From Q4 2010	Ensure plan is in place for co-operative strategies and partnerships Investment in capacity building for social infrastructure providers to address growing community needs	State Agencies, WDRC, Local and regional community service providers.
Develop and implement Social Infrastructure Partnerships Strategies for Gladstone, including welcoming and integration services, community information and events, and development of community centres.	From Q1 2011	Investment in increased capacity of community programs, services, events and facilities Partnership for development of Community Centre in Gladstone	Gladstone Regional Council, Local community service providers, State Agencies.

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Implement agreed partnerships and projects to strengthen capacity of community infrastructure in Banana Shire and North Burnett Regional LGA	From Q1 2011	Investment in community infrastructure and projects to offset demands of workers and families new to the Project region Plan for community investment developed in collaboration with stakeholders and approved by QGC Management Investment in capacity of community infrastructure	Banana Shire Council; North Burnett Regional Council; Local and regional community service providers
Provide information to workers and their families on support services in the region	From Q4 2010	Information on services, programs and clubs provided to workers to assist their integration	Workers and families
Include provision of cultural-specific welcoming and integration services for people from non English speaking backgrounds	From Q1 2011	Migrant workers offered assistance to access services and local activities	Local community service providers, Councils.
Establish and implement a QGC Community Development (Sustainable Communities) Fund to build local community organisations' capacity for service and facility provision through ongoing investments,	From Q1 2011 - Q4 2014	CDF and Strategy in place Community Development Fund contributes to ongoing improvements in local services and programs, as reported by the RCCCs	Local community organisations, RCCCs
Community representation on the grants assessment panel for the community development (Sustainable Communities) Fund	Q1 2011 - Q4 2014	Projects identified and implemented to address emerging issues related to the project Satisfaction as surveyed with RCCCs	RCCC members

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Jointly establish and participate actively in an Industry Leadership Group for CSG Resource Projects to provide cross-project coordination across the region in response to cumulative social impacts.	As per performance measure	ILG established within one month of Final Investment Decision being received by a second LNG project	Other LNG proponent, Dept Communities
Develop consultative relationships with key stakeholders to monitor impacts and co-operate in joint initiatives	From Q1 2011	Relationships established, with agreement for co-operation in place Co-operation in joint initiatives to address cumulative impacts	Queensland Department of Communities, Health, Education Qld, QPS, Gladstone, Western Downs and Toowoomba Regional Councils, and regional social infrastructure providers TBA
In co-operation with the Gladstone Strategic Social Infrastructure Plan groups, industry, council and Government stakeholders, investigate targeting of co-operative strategies to address cumulative impacts in Gladstone	From Q4 2010	QGC & stakeholders work together to address cumulative impacts; Joint initiatives to ensure any residual impacts on community safety perceptions or other community values are offset.	Industry Leadership Group; GRC; Local community organisations, RCCCs
In co-operation with Western Downs community, industry, Council and Government stakeholders, investigate targeting of co-operative strategies to address cumulative impacts in the Western Downs	From Q1 2011	QGC and stakeholders work together to address cumulative impacts	Industry Leadership Group; WDRC; Local community organisations, RCCCs
Consult with Toowoomba Regional Council and social infrastructure stakeholders regarding the capacity of regional services	From Q1 2011	Consultation carried out to identify potential impacts on regional services and discuss co-operative mitigations	Regional community service providers, TRC, RCCCs

6.5.4 LAND USE MANAGEMENT - Condition 2 (Engagement), 3 (Complaints)

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Consult with Traditional Owners within the terms of the CHMP so that access to areas of cultural significance is maintained and impacts mitigated	Q3 2010 ongoing	As agreed in the CHMPs	Traditional owners
Avoid or minimise impacts on non-Indigenous cultural heritage sites, and consult with relevant local authority or community group if mitigation is required	Q3 2010 ongoing	Non-indigenous cultural heritage sites protected and managed in accordance with DERM and legislative requirements	Local Governments, historical and heritage associations; local museums
Develop the Land Management Action Plan including land use protocols to avoid impacts of facilities on local communities, property owners and sensitive receptors	Q4 2010 - Q1 2011	Land Use Management Plan and land use protocols are in place and approved by QGC Management Status of implementation as shown by annual review and consultation with landholders and other stakeholders	Land holders; WD Regional Council; Gladstone Regional Council; Banana Shire and North Burnett Regional Councils
Implement regular consultation and a feedback procedure to enable land holders to identify and discuss issues, and resolve grievances in a timely fashion	Current ongoing and to 2020	Public grievance and incident reporting procedure is in place and available to community members Landholder grievances are satisfactorily responded to within agreed grievance management process	Land holders

UPSTREAM			
Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Locate major workers' camps with worksites to minimise disruption to communities, and consider other accommodation and housing options near or in towns to maximise interaction and economic benefits	Q1 2011 - Q2 2014	Camp locations minimise social impacts, and maximise business benefits, as measured by community feedback Value of local content supply to camps.	Land holders; WDRC; Local businesses
Implement Code of Conduct for Operations in Rural Residential to reduce impacts from the location of gas field and pipeline infrastructure on rural residential amenity, attached as Appendix 7.	Q4 2010 ongoing	Code of Conduct in place and approved by QGC Management Implementation of Rural Res Code of Conduct as shown by review and consultation with community	Land holders; WDRC; DERM
Assess potential site-specific social impacts as locations for Processing Plants, Compression Stations, major pipelines and water treatment facilities are defined	Current, ongoing to 2014	Site-specific social impacts included in decision-making on site selection	Communities and land holders
Consult and communicate with land holders within 2 kms of CPP and major camp precincts, and residents likely to be affected by major pipeline/trunkline construction, regarding likely impacts and mitigation measures	Q4 2010 ongoing	Residents understand nature and duration of impacts Project incorporates mitigation measures identified in consultation to ensure compliance with Petroleum & Gas (Production and Safety) Act 2004 requirements and DERM standards	Residents and community members
Work with land owners and residents to ensure that infrastructure is located and operated in a safe way	Current, ongoing to 2020	Proactive communication and consultation with landholders and community members on safety issues Infrastructure located with due regard to community safety.	Land holders; WDRC; DERM

Following pipeline and gathering system construction, return the surface to a land use condition that serves the pre-construction use	Current and ongoing for gas fields	Sign off from landholder on release of land after pipeline construction	Land holders; WDRC; DERM
NON INDIGENOUS CULTURAL HERITAGE			
Mitigation for non-Indigenous cultural heritage impacts in accordance with the Environment Protection and Biodiversity Conservation Act 1999 (Cth) (EPBC Act), the Australian Heritage Council Act 2003 (Cth), the Burra Charter principles of heritage conservation best practice, and in respect to DERM requirements.	Life of project	All mitigation of cultural heritage impacts undertaken in compliance with relevant legislation, DERM requirements and Regional Council's planning scheme requirements Specific mitigation measures will be developed for management of discoveries during site surveys and construction during site inspection prior to commencement of construction activities, during operation and decommissioning, as detailed in the Supplementary EIS Volume 8.	DERM; Local historical and heritage societies
Comprehensive field surveys in the gas field and pipeline study areas as sites for infrastructure location are established, and places of heritage value identified.	Current and ongoing to 2014		DERM; Local historical and heritage societies
Any discoveries of material during excavation and construction will trigger a statutory requirement to report to DERM.	Q4 2010 - Q4 2014		DERM; Local historical and heritage societies

6.5.5 EMPLOYMENT AND ECONOMIC DEVELOPMENT - Conditions 13 (Employment) 14 (Labour) and 15 (Local Business)

<i>Actions</i>	<i>Timeframes</i>	<i>Performance Measures</i>	<i>Stakeholders/ Partners</i>
Develop and implement local employment and apprenticeship and training programs including: <ul style="list-style-type: none"> • Indigenous Employment Plan • Apprenticeship and Training program • participation of vulnerable people in training and recruitment programs 	Current - Q2 2014	Local Employment Plan in place and approved by QGC management Training and skills development available for local people in CSG and LNG, such that ability to hire locally is enhanced over time Partnerships and joint initiatives agreed and implemented 2011-2012; Status of plan implementation as shown by annual review and consultation with stakeholders and partners	Local trades and admin workers DEEDI Employment and training agents
Include training commitments as a requirement in major contractors' local content plans.	Current - Q2 2014	Training commitments articulated to contractors as appropriate and form part of selection criteria	Local businesses, Chambers of Commerce, DEEDI,
Provide or support a service to assist local businesses to recruit alongside QGC recruitment campaigns	Q2 2011 - Q4 2012	Availability of a service to help local businesses recruit alongside QGC	Local businesses, Chambers of Commerce, DEEDI, regional or industry organisation with similar aims
Implement the Local Industry Participation Plan which is consistent with the principles of the Queensland Government's Local Industry Policy and associated Guidelines, including: <ul style="list-style-type: none"> • working with local suppliers to increase their capacity to supply QCLNG and like projects • providing capable suppliers with full, fair and reasonable opportunity to supply 	Current - 2015	Per Local Industry Participation Plan - performance indicators included in monitoring framework and reports to RCCCs	Local businesses, Chambers of Commerce, DEEDI,

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Provide progress report updates to the RCCCs on the implementation of the Local Employment Plan, support for local businesses to recruit and local industry participation performance measures	Q2 2011 - Q2 2015	Progress reports received	RCCCs
Continue support for industry and school partnerships to build increased opportunities for apprenticeships and employment	Current to Q2 2014	Local Employment Plan in place and approved by QGC management Training and skills development available for local young people in CSG and LNG Partnerships and joint initiatives agreed and implemented 2011	Schools, other industry stakeholders
Implement the QGC Strategy for Indigenous Training, Employment and Business Development.	Current to Q2 2014	As per Action Plan 1: Indigenous Participation	Indigenous trainees, workers, businesses and training organisations; Contractors
Establish a Chinchilla office in the gas fields to support interaction, consultation and partnerships for economic development	Q1 2011	Office established and operating as shopfront	Local residents, businesses, Chambers of Commerce, DEEDI,

6.5.6 ROAD and MARINE TRAFFIC MANAGEMENT - Conditions marked as relevant

<i>Actions</i>	<i>Timeframes</i>	<i>Performance Measures</i>	<i>Stakeholders/ Partners</i>
ROAD, AIR AND RAIL TRAFFIC			
Prepare and implement approved Surat Region Logistics Plan and Gladstone Region Logistics Plan (Pt 2 Condition 4)	Within 90 days of FID - Q1 2011	Surat Region Logistics Plan and Gladstone Region Logistics Plan approved Logistics Plans implemented.	DTMR Rockhampton and Western District Regional Offices; relevant Councils including Western Downs, Banana Shire North Burnett Shire Gladstone
Finalise the road impact assessment (RIA) and submit to DTMR for review and approval (Part 2 Condition 9a).	Within 6 months of FID - Q2 2011	RIA prepared, reviewed with stakeholder input and approved by DTMR	DTMR Rockhampton Regional Office, Western District Regional Office
Participate in the Road Transport Infrastructure Cumulative Impacts Study – Proposed LNG Industry Impacts (Part 2 Condition 8)	Q3 2010 - Q1 2011	Participate in study including provision of data and co-operation	DTMR, Councils and other proponents

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Prepare a road-use management plan (RMP) for all use of state-controlled roads for each project phase (Part 2 Condition 8 9 b & c)	Within 6 months of FID - Q2 2011	RMP prepared and updated with outcomes of the Road Transport Cumulative Impacts Study, and the Gladstone and Surat Region Logistics Plans when completed	DTMR, the Queensland Police Service (QPS) and all affected regional councils
Prepare a local authority Road Inventory for all roads nominated in the EIS and SEIS for potential use by the project (Part 2 Condition 10.1)	Within 6 months of FID - Q2 2011	Road Inventory prepared and provided to stakeholders	DTMR, all affected regional councils
Prepare a Traffic Management Plan for all state-controlled roads and local roads corridors for input and review by stakeholders (Part 2 Condition 11)	Prior to commencement of significant construction works	TMP prepared and reviewed with stakeholder input Disruption to local traffic is minimised through implementation of approved Transport Management Plans and communication with local road users.	DTMR, the Queensland Police Service (QPS) and all affected regional councils
Provide bus transportation services for the movement of non-local construction workforce to and from the marina area at Gladstone to designated worker parking areas as agreed with GPC and GRC, including provision of worker parking areas which protect the amenity of neighbours (Part 2 Condition 5)	Prior to commencement of significant construction works	Bus transportation services provided for the movement of non-local construction workforce	GRC, GPC
Develop a partnership and implementation plan with WDRC in support of implementing the road mitigation plan, to include maintenance, rehabilitation and upgrading plans (Part 2 Condition 12.1)	Q1 2011	Partnership and implementation plan identifies principles, priorities, process and accountabilities, and agreed with WDRC	WDRC; DTMR; Toowoomba Regional Council

Actions	Timeframes	Performance Measures	Stakeholders/ Partners
In consultation with the Department of Transport and Main Roads Western District reach agreement with WDRC on any upgrades reasonably required for regional airports and aerodromes and QGC's contribution to the cost of the upgrade (Part 2, Condition 12.2)	Prior to commencement of significant construction works	Agreement on airport upgrades and QGC's contributions to airport/aerodrome upgrades, with GRC, WDRC and DTMR	WDRC and DTMR
Consult with Gladstone Regional Council to agree and implement road intersection upgrades and airport instrumentation upgrades	Q3 - Q4 2010	Agreement on scope of works with GRC and DTMR, with work commencing on intersection upgrades post FID.	GRC, DTMR
Establish and enforce driving standards for all Project staff and contractors	Q3 2010 ongoing	Driving Standard in place and approved by QGC management Measures taken to communicate and enforce the Driving Standard	Local community; Qld Police Service;
Invest in education and awareness programs about traffic safety during construction	Q4 2010 ongoing	Traffic safety education and awareness programs implemented in partnership with local and regional stakeholders for marine and road traffic	Local community; Qld Police Service; Schools and major employers; others TBD
Consult with Toowoomba and Western Downs Regional Council regarding potential impacts of rail transport with regard to noise, dust and traffic issues	Prior to significant rail transport	As identified in Surat Logistics Plan	WDRC; DTMR; Toowoomba Regional Council

MARINE TRAFFIC			
Actions	Timeframes	Performance Measures	Stakeholders/ Partners
Consult with fishing and crabbing stakeholders to monitor mitigation of Narrows Crossing construction impacts on commercial fishing and crabbing habitats, and develop corrective actions if required	Q4 2010 - Q2 2014	Minimum duration of disruption to Targinnie-Hump Creeks system use Consideration of consultation input in engineering design	Fishing stakeholders including commercial fishers and Aust. Seafood Industry Association
Notify users of The Narrows, Targinnie-Hump Creeks system and Graham Creek about construction activities and safety measures, and where possible, schedule works near Phillipies Landing during the low seasons for commercial crabbers	Q4 2010 - Q2 2012	Notification of users about construction activities and safety measures Internal measures to shift works to the low season for crabbing where possible Access to the Narrows, Phillipies Landing and Graham Creek is maintained for recreational boating	Gladstone Sailing Club; MSQ; Regional Harbour Master (Gladstone); Gladstone Sportfishing Association, Port Curtis Sailing Club and Voluntary Marine Rescue; GPC; Water Police
Prepare a Marine Traffic Management Plan for vessel traffic management services required in the Gladstone harbour during the construction and operation of the project (Part 2, Condition 6.1)	Within 90 days of FID - Q1 2010	MTMP approved and implemented No. Grievances received and resolved in relation to marine traffic	DTMR, MSQ and the Regional Harbour Master (Gladstone)
Finalise and submit a Shipping Transport Management Plan to MSQ and the Regional Harbour Master (Gladstone), for review and approval (Part 2 Condition 6.2)	12 months prior to the first LNG shipping	Shipping Transport Management Plan approved No. Grievances received and resolved in relation to shipping traffic	MSQ and the Regional Harbour Master (Gladstone)

<i>Actions</i>	<i>Timeframes</i>	<i>Performance Measures</i>	<i>Stakeholders/ Partners</i>
Establish Gladstone Harbour Initiatives to protect the use and environmental qualities of Gladstone Harbour including: <ul style="list-style-type: none"> • initiatives to enhance safe enjoyment of the Harbour, Narrows and adjacent creeks • support for environmental protection 	Q1 2011- 2014	Mitigation measures for disruption to recreational access discussed with stakeholders and further developed	Gladstone Sailing Club; MSQ; Regional Harbour Master (Gladstone); Gladstone Sportfishing Association, Port Curtis Sailing Club and Voluntary Marine Rescue; GPC; Water Police

7. MANAGEMENT

This section describes:

- how QGC will manage the ongoing implementation of the SIMP within QGC's governance structure, and team accountabilities;
- compliance management; and
- the integration of SIMP actions in project delivery and contractor management.

7.1 SIMP Management Team

The development and ongoing implementation of the SIMP has been managed by the QGC Social Performance function reporting to the QGC Vice President, Corporate. Consequently, this role holds the overall accountability for the delivery of the SIMP.

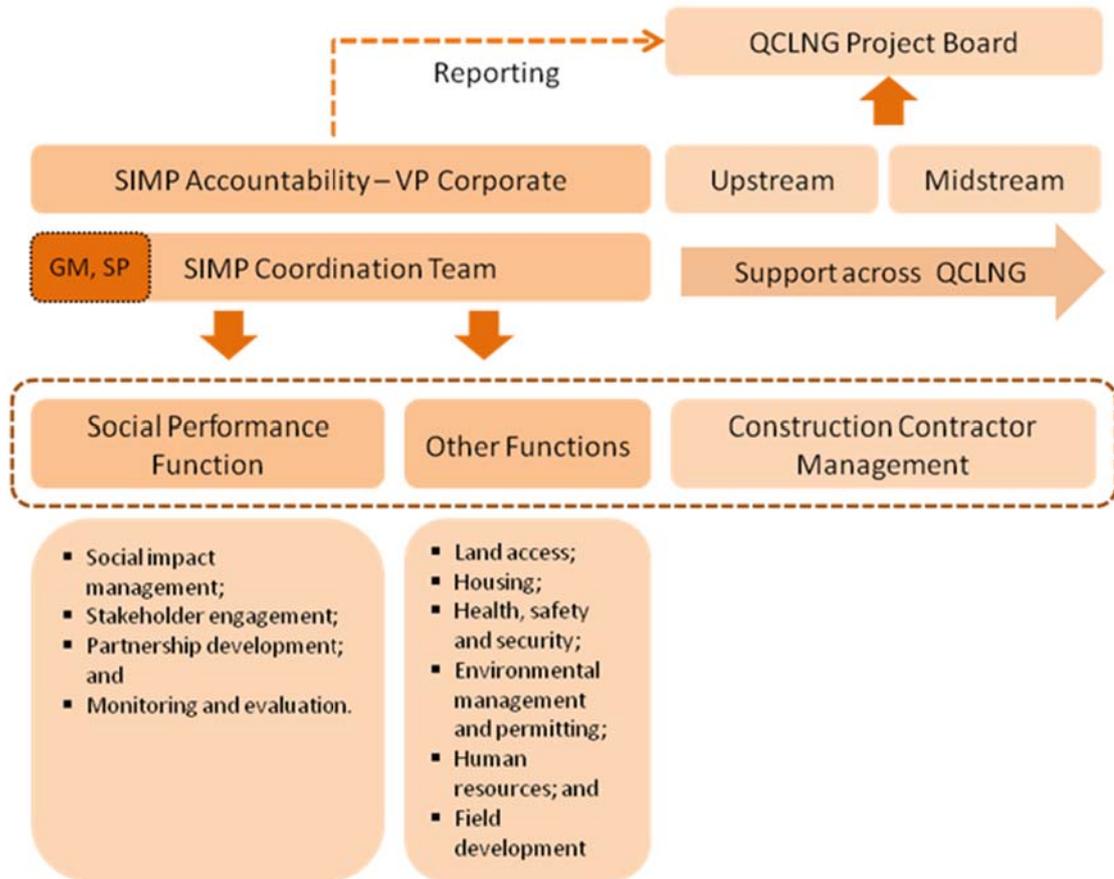
While the Vice President, Corporate is ultimately accountable for the successful implementation of the SIMP over the life of the QCLNG project, it requires the support of a number of functions across the business and as such, will be supported by the QCLNG SIMP Co-ordination Team, led by the General Manager, Social Performance.

The SIMP Co-ordination Team will meet monthly to review progress and report to the QCLNG Project Board on a quarterly basis. The Board is the principal body for issues pertaining to project integration, change management and the resolution of critical project and operational interfaces.

The SIMP Co-ordination Team will be responsible for coordinating and monitoring SIMP implementation across both the upstream and midstream elements of the project. The Co-ordination team will include managers of functions with SIMP accountabilities, and will be predominately supported by the QGC Social Performance function which includes technical specialists in social impact management, stakeholder engagement, partnership development, indigenous relations and cultural heritage. There are also a range of grass root liaison specialists working in the gas fields, pipeline and Gladstone regions.

Given the breadth of the SIMP, a number of functional areas and project departments which share responsibility for aspects of SIMP implementation alongside the Social Performance Team. These key functions are outlined in Figure 8 below.

Figure 7: SIMP Management



7.2 Project and Contractor Management

The Social Performance team has worked with both project management and supporting functions across the business to integrate social impact mitigations into project and operational planning. This includes:

- Applying social constraints and locational strategies for camp and facility locations, as well as operations in rural residential areas;
- Building internal awareness of social and cultural heritage values and constraints, and how the project can avoid impacts on social values;
- Implementing housing strategies and camp management protocols;
- Involving staff throughout QGC in community engagement, information and grievance resolution processes;
- Supporting staff to work with community stakeholders to ensure they are aware of project activities, impacts, mitigations and grievance resolution; and
- Supporting collaboration between QGC and other industry proponents to address cumulative impacts.

Integration of social mitigations in project delivery will be monitored through monthly SIMP Coordination team meetings, with a view to ensuring any corrective actions can be initiated as required.

QGC recognises that contractors will have an important role in supporting QGC in delivering the SIMP. In doing so, construction contractors are required to integrate social performance requirements into their activities to avoid or minimise social impacts, including:

- Delivery of geographically relevant QGC commitments;
- Social Performance training for relevant staff;
- Incorporating a QGC facilitated process for stakeholder engagement;
- Adherence to relevant QGC policies and procedures; and
- Ongoing compliance, performance monitoring and reporting.

Major construction contractors are required to prepare and submit to QGC for approval, a Social Performance Plan specific to their activities, which is consistent with QGC's social performance standards and accountabilities. Specific local content and cultural heritage exhibits have also been developed and address issues such as local employment and business development, indigenous participation and cultural heritage monitoring.

The relevant QGC contract owners are responsible for ensuring that contractors meet their contract requirements and the social performance team will provide support to these owners through training in social performance requirements and interfaces.

QGC will monitor contractor performance with respect to social mitigation measures and negotiate corrective actions where required to improve performance and outcomes.

7.3 Compliance Management

QCLNG has assembled the SIMP and supporting appendices as the framework for compliance with the Coordinator-General's conditions. The process for initial compliance with EIS conditions is as follows:

- Provide the Final SIMP and required appendices to the Coordinator-General for approval 30 days after FID;
- Implement stakeholder engagement strategies;
- Initiate partnership discussions and funding agreement negotiations;
- Initiate the Major Social Initiatives program and the community development (Sustainable Communities) fund;
- Confirm accountabilities for implementation of action plans;
- Submit the Integrated Housing Strategy, Local Employment Plan and Land Access Management Plan 90 days after FID; and
- Initiate monitoring and progress reporting.

Compliance reports will be reviewed by the QCLNG Project Board on a regular basis, and provided to the Coordinator-General as part of annual SIMP progress reporting.

8. MONITORING AND REPORTING

8.1 Requirements

Monitoring and reporting of social impacts is critical in determining the success of mitigation strategies. EIS conditions relevant to monitoring and addressed here include:

- Condition 1.2: SIMP must include a Monitoring Program;
- Condition 1.4a: an annual progress report on the SIMP including proposed SIMP amendments must be submitted to the Coordinator-General, and published in BG's Social Performance and Environment Report;
- Condition 1.4.b: An external audit of the SIMP will be undertaken at the completion of the construction stage of the project, every 5 years during the operational stage, and at decommissioning, and reported to the Coordinator-General.
- Condition 2.3: provide progress reports to the RCCCs on the community engagement strategy and issues management;
- Condition 3.7: provide progress reports to the RCCCs on complaints management;
- Condition 9: review and report performance of the Integrated Housing Strategy, (in Conditions 10 and 11) workforce housing supply and (in Condition 12) provision of affordable housing, every 6 months, to RCCCs and the Coordinator-General;
- Condition 13: provide progress report updates on the Local Employment Plan (and in Condition 14 and 15) strategies to increase labour availability and local participation, to RCCCs;
- Conditions 16 and 17: performance measures for community health service initiatives, delivery partnership initiatives with the QPS, emergency response plan; and
- Condition 18: Work with Queensland Ambulance Service to monitor case loads to determine if the project has placed a strain on existing resources, and address with QAS

8.2 Monitoring Programme

QGC has developed a social monitoring program, the objectives of which are to demonstrate:

- compliance with EIS conditions on social impacts;
- fulfilment the commitments made in the SIMP;
- the progress and effectiveness of mitigations;
- stakeholders' input is valued and acted upon;
- communities including Indigenous people are engaged in the project; and
- QCLNG has made a positive contribution to social conditions and sustainability.

As such, QGC will monitor:

- Progress towards completion of actions and satisfaction of performance measures in the SIMP Action Plans;
- the Issues Register, including resolution of community issues relating to the project;
- changes in key local indicators (which reflect existing local circumstances, project impacts and cumulative impacts,) such as housing availability, social infrastructure access, employment, economic diversity and health service provision; and
- status of sustainability indicators, as described in Section 8.3.

Internal data collection processes have been initiated as part of project, contractor and partnership management processes. Co-operation with other industry proponents (e.g. through the Industry Leadership Group) will also assist in achieving a co-operative approach to monitoring cumulative impacts.

As per the Conditions:

- progress reports will be provided to RCCCs and the Queensland Government on a six monthly basis, on:
 - the community engagement strategy;
 - issues management and grievance management;
 - the Integrated Housing Strategy;
 - local content strategy; and
 - Local Employment Plan;
- an annual progress report on the SIMP will be submitted to the Coordinator-General, and published in BG's Social Performance and Environment Report; and
- QGC will work towards integration of social monitoring with the project's environmental monitoring system.

An internal data register will be developed to support reporting, and this will include:

- SIMP performance measures;
- key performance measures for major initiatives including social infrastructure and housing;
- community engagement activity, issues and grievances; and
- indicators of social conditions (e.g. housing availability, social infrastructure access and traffic safety) to monitor the effectiveness of mitigations, in the context of cumulative impacts.

8.3 Sustainability Indicators

Sustainability indicators are being developed as part of the partnership with the Centre for Social Responsibility in Mining (CSRSM), at the University of Queensland. CSRSM is working with QGC's Regional Community Consultative Committees to identify indicators to measure QGC's contribution to creating long term sustainable communities. The framework will consider a broad range of impacts, including human capital, social capital, built capital, natural capital and economic capital.

The sustainability indicators will be developed by early 2011, after which monitoring of the indicators will commence. Indicators will be monitored by RCCCs annually to ensure QGC is addressing the identified needs of communities.

8.4 Stakeholder Engagement in Monitoring

Regional Community Consultative Committees will play a key role in monitoring social impacts and the effectiveness of mitigation and management strategies. Committees will be consulted about mitigation refinements and community benefits. The committees will allow QGC to regularly inform, consult and where appropriate collaborate with communities directly and/or indirectly affected by a variety of business issues.

Community committee members are also directly involved with CSRSM in developing and monitoring sustainability indicators, as described in the previous section.

The monitoring programme includes a process for monitoring benefits at both local and regional scales through community participation in data provision. QGC has initiated partnership discussions and begun work with community networks to this end.

8.5 Change management

The size and nature of QCLNG means that elements of the project will change over time. Within the gas fields component, field development is ongoing, and the locations of facilities and connections are being progressively defined. Monitoring is therefore required to ensure that appropriate mitigations and partnerships are developed to respond to changes in the project.

QCLNG will monitor and manage project change, to ensure that appropriate mitigations and partnerships are developed to response to changes in the project. Monitoring and management of project change with potential implications for social values will include:

- Progressively updating knowledge about social conditions in the project area and surrounding LGAs;
- Upgrading the social constraints model for infrastructure placement to assist in locating facilities and activities;
- Site specific assessment, as facilities and activities are designed and located;
- A stakeholder engagement process to discuss change management;
- Discussion with Government representatives, the RCCCs and other key stakeholders;
- Reporting on changes to impacts and mitigation strategies to be employed; and
- Recommended amendments to the SIMP.

8.6 SIMP Reviews

An annual progress report on the SIMP including proposed SIMP amendments will be submitted to the Coordinator-General.

As provided in Condition 1.5, revision may also be required prior to completion of construction if:

- strategies and actions no longer meet the desired outcomes, or
- improvements are required to increase their effectiveness;
- there are changes in government policy, or significant changes to company operations or site structure; and
- in the case of significant national/international changes to management approaches and frameworks.

QGC will revise the SIMP after completion of the construction stage of the project. As provided in Condition 1.5 - 7, the SIMP may be altered, re-structured, re-scoped or extinguished through agreement between the Coordinator-General and QGC, following consultation with key stakeholders, including the Regional Community Consultative Committees (RCCC).

QGC will identify a process to facilitate any amendments and agreed between the Coordinator-General and if necessary, the community engagement strategy will be updated to describe how stakeholders will be engaged in any change process at the time.

An external audit of the SIMP will be undertaken at the completion of the construction stage of the project, every five years during the operational stage, and at decommissioning, and reported to the Coordinator-General.

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