



MAULES CREEK

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MAULES CREEK COAL MINE SOCIAL IMPACT MANAGEMENT PLAN

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1	1.	Draft SIMP for MCC approval and distribution to agencies for consultation	J Fallding, Hansen Bailey		20 September 2013
2	0.	Revised and Updated SIMP, prepared for Whitehaven/MCC review	D. Elliott, Elliott Whiteing	Craig Simmons	30 January 2015
2	1	Draft SIMP for stakeholder review	D. Elliott, Elliott Whiteing	Craig Simmons	30 March 2015
2	2	Final SIMP for DPE Review	D. Elliott Elliott Whiteing	Craig Simmons	29 April 2015
2	3	Final SIMP	D. Elliott Elliott Whiteing	Craig Simmons	12 June 2015



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Terms and Abbreviations

ABS	Australian Bureau of Statistics
ARTC	Australian Rail Track Corporation
CCC	Community Consultative Committee
CHPP	Coal Handling and Preparation Plant
DEC	NSW Department of Education and Communities
DIDO	Drive-in/ drive-out
DPC	Department of Premier and Cabinet
DRE	Department of Trade and Investment, Regional Infrastructure and Services - Division of Resources and Energy
DP&E	Department of Planning and Environment
EA	Environmental Assessment
FIFO	Fly-in / fly-out
GSC	Gunnedah Shire Council
LEP	Local Environment Plan
LGA	Local Government Area
MCC	Maules Creek Coal
Mtpa	Million Tonnes Per Annum
NSC	Narrabri Shire Council
NSW	New South Wales
OEH	NSW Office of Environment and Heritage
RMS	Roads and Maritime Services
ROM Coal	Run of Mine Coal
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SRLUP	New England North West Strategic Regional Land Use Plan
MCC	Maules Creek Coal Mine
VPA	Voluntary Planning Agreement
WHC	Whitehaven Coal Limited



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1 INTRODUCTION

The purpose of this Social Impact Management Plan (SIMP) is to identify the social impacts resulting from the various stages of the Maules Creek Coal Mine (MCCM) and to document the management and mitigation program to minimise and/or mitigate impacts.

This SIMP addresses the relevant conditions of Project Approval (PA 10_0138) granted under Part 3A of the New South Wales (NSW) *Environmental Planning and Assessment Act 1979* (EP&A Act).

The socio-economic setting in the vicinity of the MCCM and potential impacts associated with the project were assessed in a Social Impact Assessment (SIA), which was conducted as part of the Maules Creek Coal Project Environmental Assessment (Maules Creek EA).

The SIA was undertaken by Hansen Bailey (2011) and was provided in Appendix R of the Maules Creek EA. Key findings from the SIA are summarised and/or referenced in this SIMP.

1.1 Background

The MCCM is a joint venture between Aston Coal 2 Pty Limited (wholly owned company of Whitehaven Coal Limited [Whitehaven]) (75%), ICRA MC Pty Limited (15%) and J-Power Australia Pty Limited (10%). Maules Creek Coal Pty Ltd (MCC) has been appointed by the joint venture to manage the MCCM. MCC is a wholly owned subsidiary of Whitehaven.

Whitehaven submitted a Project Application to the NSW Department of Planning and Infrastructure (DP&I) (formerly Department of Planning) in August 2010 for a new Project Approval under Part 3A of the EP&A Act to enable the construction and operation of the MCCM.

PA 10_0138 was approved by the Planning Assessment Commission (PAC) under delegation of the Minister for Planning and Infrastructure on 23 October 2012.

1.2 Project Summary Description

PA 10_0138 allows for the construction and operation of an open cut coal mine, with the recovery of up to 13 million tonnes per annum (Mtpa) of run-of-mine (ROM) coal for a period of 21 years.

Key aspects of the approval include:

- construction and operation of an open cut mining operation extracting coal to the Templemore Seam;
- open cut mining fleet including excavator/shovels and fleet of haul trucks, dozers, graders and water carts using up to 470 permanent employees;
- the construction and operation of a Coal Handling and Preparation Plant (CHPP) with a throughput capacity of 13 Mtpa ROM coal;
- the construction and operation of Tailings Drying Area;



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- the construction and operation of a rail spur, rail loop, associated load out facility and connection to the Werris Creek to Mungindi Railway Line;
- the construction and operation of a Mine Access Road;
- the construction and operation of administration, workshop and related facilities;
- the construction and operation of water management infrastructure including a water pipeline, pumping station and associated infrastructure for access to water from the Namoi River;
- the installation of supporting power and communications infrastructure; and
- the construction and operation of explosive magazine and explosive storage areas.

The Project Boundary (as defined by PA 10_0138), and the maximum MCCM Disturbance Boundary for the MCCM are shown in Figure 1-1.

Construction of the MCCM commenced in late December 2013 and is scheduled to be completed in 2015.

The first coal was railed from the MCCM in December 2014. Whitehaven expects the MCCM to produce 13 Mtpa once peak production is reached.

Current approval allows MCCM to operate until the end of December 2034.

1.3 Location and Land Use

The MCCM is located in the Gunnedah Coal Basin, approximately 18 kilometres (km) north-east of Boggabri, and 35 km south of Narrabri in NSW. The MCCM is located within the Narrabri Local Government Area (LGA), however it is also situated relatively near to the Gunnedah LGA (i.e. 20 to 30 km to the south of the MCCM). Gunnedah itself is located 55 km to the south south-east. Figure 1 shows the regional location of the MCCM.

The Boggabri and Tarrawonga coal mines are located to the south-east of the MCCM. These mines are operated, respectively, by Boggabri Coal Pty Ltd (BCPL, a subsidiary of Idemitsu Australia Resources Pty Ltd) and Tarrawonga Coal Pty Ltd (TCPL, a joint venture between Whitehaven and BCPL). PA 10_0138 introduces and uses the term 'Leard Forest Mining Precinct', and defines it as '*the area incorporating the existing and proposed mining operations centred around Leard Community Conservation Area (CCA) 4, including the MCCM, Boggabri Coal Mine and Tarrawonga Coal mine.*'

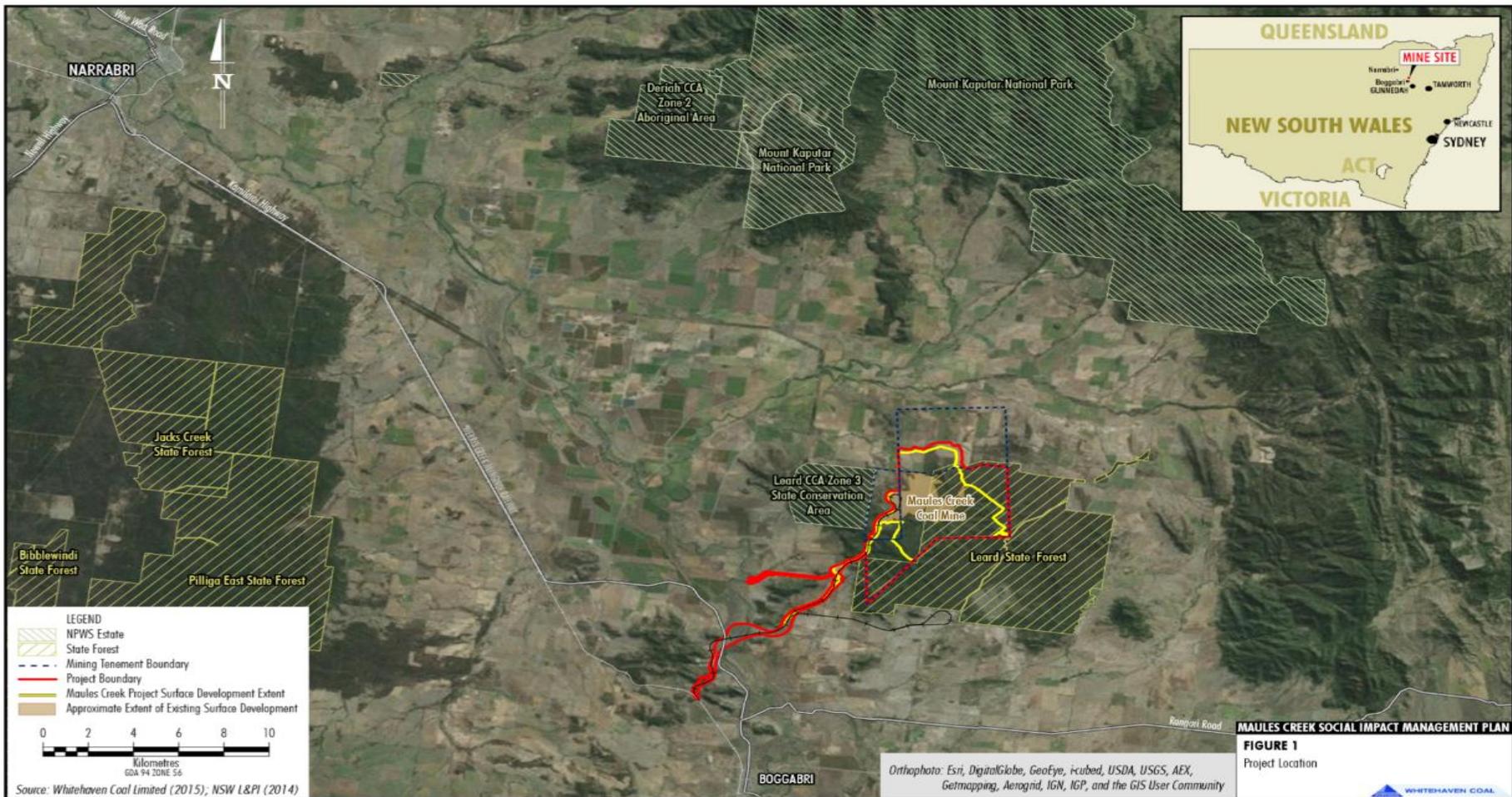
The area in which the MCCM is located was part of the tribal lands of the Kamilaroi Aboriginal people who inhabited the Gunnedah basin. European settlement of the area began in 1835 with the establishment of a sheep run called Namoi Hut at the confluence of the Namoi River and Cox's Creek.

Contemporary land use in the vicinity of the MCCM is dominated by grazing (primarily cattle) and cereal/fodder cropping in the flatter and more fertile areas to the north, east and west.

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Figure 1-1: Regional Locality





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Leard State Forest, which is used for forestry, mineral extraction and recreational purposes, is located to the south and west of the MCCM, and is the other main land use in area. The Leard State Conservation Area is located to the west of the mine. With the exception of these two areas, the majority of the land adjacent to the MCCM has been cleared for agricultural purposes.

A number of private dwellings are located to the north, north-west and north-east of the MCCM however Whitehaven and BCPL own a significant portion of the land adjacent to the Leard State Forest.

1.4 Development of the SIMP

Condition 78 of PA 10_0138 required the SIMP to be prepared and provided to the Secretary of the DP&E for approval within 12 months of approval being granted (i.e. by 23 October 2013). The initial version of the SIMP (i.e. Edition 1, Revision 1) was prepared by Whitehaven in consultation with stakeholders and submitted to the DP&E in September 2013.

This revision of the SIMP (i.e. Edition 1, Revision 2) has been prepared to reflect the transition from the construction phase of the MCCM into the operational phase which will take place in 2015. Upon its approval, this SIMP will supersede the previous SIMP prepared for the MCCM.

The SIMP will be reviewed annually and revised as necessary. Further revisions may be made to the SIMP from time to time as required for the effective administration of the management of socio-economic impacts of the MCCM and any such revisions will be submitted to DP&E for approval by the Secretary.

1.5 Structure of this SIMP

The structure of this SIMP is as follows:

- Section 1 Provides background information on the MCCM, a project overview, describes the project location, discusses the historical development of the SIMP, and describes the consultation that has been undertaken during the preparation of this revision.
- Section 2 Provides a summary of the regulatory framework.
- Section 3 Summarises key aspects of the existing socio-economic environment and provides an update on potential impacts and opportunities associated with the MCCM.
- Section 4 Describes the mitigation and management strategies that will be used at the MCCM to minimise potential socio-economic impacts.
- Section 5 Describes the responsibilities for implementing aspects of the SIMP, the socio-economic monitoring framework, and how the SIMP will be reviewed, updated and audited.



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1.6 Consultation during the Preparation of this SIMP

A draft of the revised SIMP (Edition 1, Revision 2) was provided to the following Government agencies and stakeholders for review and comment:

- DP&E;
- Narrabri Shire Council (NSC)
- Gunnedah Shire Council (GSC);
- Maules Creek Coal Mine Community Consultative Committee (MCCM CCC);
- Redchief LALC; and
- Idemitsu Australia Resources, in respect to BCPL.

Following stakeholder consultation, the SIMP was finalised and lodged with the DP&E for approval in April 2015.

1.7 Other Management Plans, Policies and Strategies Relevant to this SIMP

This SIMP references various other Whitehaven and MCC strategies, policies and plans which are relevant to the SIMP. Table 1-1 lists these documents including the impacts and opportunities they address, their key objectives, and references to sources of more detailed information in this SIMP.

Table 1-1 Other Whitehaven/MCC Documents Relevant to this SIMP

Documents	Impacts/ Opportunities	Key objectives	SIMP Section
Employee Accommodation Assistance Scheme	Community cohesion	Increasing the number of resident workers at the MCCM, and supporting new employees' settlement.	Section 4.1
Workforce Behaviour Policy	Community amenity	Encouraging positive employee behaviours in line with local values and expectations.	Section 4.1
Aboriginal Archaeology and Cultural Heritage Management Plan	Cultural heritage	Prevention and mitigation of people impacts on Aboriginal cultural heritage.	Section 1
Whitehaven Diversity Policy	Employment	Setting the employment framework for the MCCM, including the employment of women, Indigenous people and people from non-mining backgrounds.	Sections 4.2
Traffic Management Plan	Increased traffic volumes	Providing the framework for managing the impacts of MCCM-related traffic on local and regional roads.	Section 4.4

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1.8 Limitations

This SIMP has been prepared by Elliott Whiteing Pty. Ltd., which has been endorsed as a suitably qualified and experienced social impact assessment consulting firm by the Secretary of the DP&E. It is based on the SIA prepared by Hansen Bailey (2011) and the initial SIMP (i.e. Edition 1 Revision 1).

Elliott Whiteing cannot guarantee the accuracy of the information provided as part of the SIA or SIMP or by Whitehaven or other parties. Elliott Whiteing are not liable to any person or entity for any damage or loss that has or may occur in relation to that person or entity taking or not taking action in respect of any representation, statement, or advice referred to in this document.



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2 STATUTORY REQUIREMENTS AND POLICY SETTING

2.1 Project Approval Conditions and Statements of Commitment

This SIMP has been prepared to satisfy Condition 78 of Schedule 3 of PA 10-0139 (Social Impact Management Plan). Table 2-1 identifies where each sub clause of Condition 78 has been addressed in this SIMP.

Table 2-1 Project Approval Condition 78 of Schedule 3

Requirements of Approval	SIMP Section
a) The Proponent shall prepare and implement a Social Impact Management Plan for MCC to the satisfaction of the Director-General to manage the potential impacts of MCC. This plan must:	Entire SIMP
b) be prepared by suitably qualified and experienced person/s whose appointment has been endorsed by the Director-General;	
c) be prepared in consultation with Narrabri Shire Council, Gunnedah Shire Council, the Maules Creek Community Consultative Committee (CCC), Aboriginal stakeholders and other relevant Government agencies and service providers, other mine operators in the Leard Forest Mining Precinct and submitted to the Director-General for approval within 12 months of project approval;	
d) take into consideration relevant actions related to social impacts identified in the Strategic Regional Land Use Plan for New England North West;	Section 2.3
e) identify the social impacts resulting from the various stages of MCC (including construction, operational and decommissioning stages) in both the local and regional context, including but not limited to: <ul style="list-style-type: none"> ▪ soft infrastructure such as housing, medical, education, childcare and emergency services; ▪ hard infrastructure such as local and regional roads and rail; ▪ economic/business development; ▪ workforce demand/supply factors, such as training needs; ▪ labour availability impacts on other sectors, such as agricultural enterprises; 	Section 3
f) identify proposed initiatives for promoting workforce opportunities for residing in the area/region as opposed to FIFO/DIDO [fly-in / fly out];	Section 4.1
g) include a management and mitigation program to minimise and/or mitigate social impacts which at a minimum incorporates the socio-economic mitigation initiatives identified in the EA; and	Sections 4.1 – 4.7
h) include a monitoring program, incorporating key performance indicators and a review and reporting protocol, including reporting in the Annual Review.	Section 5.2



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The SIMP has also been prepared in consideration of relevant Statements of Commitment (SoC) included in Appendix 5 of PA 10_0138. Table 2-2 summarises these commitments.

Table 2-2 Summary of Statement of Commitments Relating to the SIMP

SoC No	Statement of Commitment	Progress
20	MCC will provide the opportunity for one representative of the Aboriginal community to be a member of the Maules Creek Community Consultative Committee (CCC).	Aboriginal representation on the CCC is in place.
30	MCC will use reasonable endeavours to work with other Gunnedah Basin coal projects and the relevant roads authorities in managing safety issues on the road network related to mining within the Narrabri and Gunnedah LGAs.	Whitehaven will participate in industry and Government forums or other mechanisms aimed at monitoring cumulative transport infrastructure actions, including safety issues on the road network.
31	MCC will use reasonable endeavours to work with other Gunnedah Basin coal miners and the ARTC (Australian Rail Track Corporation) to encourage management strategies to ensure that the rail network can continue to handle the forecast additional rail movements.	Consultation with the ARTC has occurred and is ongoing. Based on this consultation Whitehaven understands that the existing rail network has sufficient capacity to handle the projected MCCM rail movements.
33	MCC will implement the management strategies as described within Section 7.20.9 of the Maules Creek EA in order to monitor and address the possible impacts of the MCCM upon the socio-economic environment.	This is described in detail in Section 4.
34	MCC will enter into an appropriate VPA on terms it will seek to agree with NSC and GSC.	The VPA was required for NSC only. Implementation as discussed in Section 2.2.
36	MCC will prepare an Annual Review (which summarises monitoring results and reviews performance) and distribute it to the relevant regulatory authorities and the Maules Creek CCC.	The 2013 Annual Review has been compiled and lodged with DP&E. The 2014 Review is in preparation.

2.2 Voluntary Planning Agreement

Condition 17 of Schedule 2 of PA 10-0138 (Community Enhancement) requires MCC to enter into a VPA with NSC, in accordance with Division 6 of Part 4 of the EP&A Act and the terms of the Proponent's offer in Appendix 3 of PA 10-0138. The general terms of the VPA, together with a list of the corresponding sections of the SIMP where the VPA requirements are addressed, are provided in Table 2-3. Of the funds listed in the Table, MCCM has contributed the first payment to NSC to the value of \$4,518,750.



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Table 2-3 Voluntary Planning Agreement General Terms

Description	Payment Timeline	Amount	Relevant Section in this SIMP
Funds to upgrade infrastructure and roads including Therribri Road and Tarrioro Bridge	\$3,000,000 - 3 months after receipt of approvals to commence construction \$1,500,000 - 12 months after the first payment \$1,500,000 - 24 months after the first payment	\$6,000,000	Transport Infrastructure (Section 4.4)
Funds to upgrade the Narrabri Airport	\$1,000,000 - 3 months after receipt of approvals to commence construction Each 12 months thereafter - \$1,000,000	\$5,000,000	Transport Infrastructure (Section 4.4)
Funds to be utilised on various projects within the township of Boggabri and its surrounds	To be distributed in consultation with NSC and the Boggabri Community, where possible equally distributed over a 3 year period commencing 3 months after receipt of approvals to commence construction.	\$800,000	Community Infrastructure (Section 4.3)
Funds to be contributed to the Maules Creek Community	To be distributed in consultation with NSC and the Maules Creek Community, where possible equally distributed over a 3 year period commencing 3 months after receipt of approvals to commence construction	\$275,000	Community Infrastructure (Section 4.3)
Funds to be utilised on CBD upgrades in the Narrabri Shire	\$250,000 - 3 months after receipt of approvals to commence construction \$500,000 - 12 months after the first payment \$500,000 - 24 months after the first payment	\$1,250,000	Community Infrastructure (Section 4.3)
As part of the VPA, a fund for 'environment' projects is being established. The aim is to set up a "pool of funds" with all current and future mines being compelled to contribute \$100,000 as a once only upfront fee to commence the fund. NSC through gaining a Consumer Price Index (CPI) increase on the tonnes produced will allocate 1.5% of the increase each and every year to supplement the fund. The Council and MCC will work through the CCC to administer the funds. The cents per saleable tonne will mirror the calculation per saleable tonne paid to the NSW State Government and be payable monthly. The cents per saleable tonne will commence from the start of production and be utilised on infrastructure projects (including environmental) at Council's discretion. The Consumer Price Index is to be calculated as follows:	\$0.075 per saleable tonne +CPI	Section 4.3	
<ul style="list-style-type: none"> ▪ Price Indexes published by the Australian Bureau of Statistics (ABS); ▪ CPI to be based upon the weighted average of eight capital cities for the previous 12 months and to commence from the start of production; and ▪ the first review to be undertaken and applied in the first instance and based on the prior 12 months CPI. 			

Whitehaven is in regular contact with both the NSC and GSC with regard to its operations in the Gunnedah Basin. Consultation occurs through the various mine site Community Consultative



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Committees, site inspections, meetings and written and verbal communications. These consultations are used to keep abreast of relevant planning initiatives and policy updates.

2.3 Strategic Regional Land Use Plan – New England and North West

The *Strategic Regional Land Use Plan – New England North West* (SRLUP) was published by the NSW Government in 2012. The SRLUP is a state-based planning document that recognises the regional impacts of specific social issues as a result of mining and resource development. The SRLUP recommends specific policy responses to these issues. Table 2-4 summarises the specific actions of the SRLUP that are applicable to this SIMP.

Table 2-4 Strategic Regional Land Use Plan - Actions relevant to SIMP

Relevant SRLUP Action	Lead Agencies	Applicability to SIMP
4.1 Prepare a fully costed Infrastructure Plan for the New England North West region, in liaison with state and federal governments, business and the community to address key regional and sub-regional infrastructure needs.	DP&E NSW, NSW Trade and Investment, Transport for NSW	MCC will participate, where necessary, in the preparation of the Infrastructure Plan.
4.3 Local environmental plans (LEPs) are to ensure housing and employment development occurs in areas which can be appropriately serviced.	Councils	MCC will provide information to NSC and GSC to support future revisions of LEPs.
5.4 Prepare a Regional Workforce Plan for the New England North West in cooperation with Regional Development Australia (RDA) Northern Inland, local employers and industry groups, to address workforce and skills issues.	Department of Education and Communities, Department of Primary Industries	MCC will provide workforce data to RDA Northern Inland for consideration in the Regional Workforce Plan.
5.6 Work with Regional Development Australia (RDA) Northern Inland and local councils to identify specific initiatives to diversify the economy through the New England North West Regional Action Plan.	NSW Trade and Investment	MCC will engage with RDA Northern Inland and relevant local councils to support economic diversification.
6.1 Local councils will prepare land and housing supply strategies that identify sufficient land to facilitate an adequate supply of appropriately located housing to meet identified demand.	Councils	MCC will engage with relevant Local Councils to ensure they are aware of Project timelines and employment forecasts.
6.5 Work with local councils, infrastructure providers and the housing and development industry to monitor the supply of residential land and the delivery of new housing.	DP&E	MCC will participate in any regional monitoring process lead by the local councils and/or DP&E.
7.7 Review the <i>Guidelines for Establishing and Operating Community Consultative Committees for Mining Projects (2007)</i> in consultation with government agencies, the NSW Minerals Council and community stakeholders to ensure that it remains relevant and reflects best practice.	DP&E	MCC will participate in any formal review of the Guidelines for Establishing and Operating Community Consultative Committees for Mining Projects conducted by the government.



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2.4 Regional Planning Forums

The NSW Department of Premier and Cabinet (DPC), Regional Coordination Program New England North West coordinates a range of 'Joint Service Delivery Planning' projects involving representatives from a wide range of local and state government, non-government and industry organisations across the region. The DPC and partner organisations have collaborated on a number of issues, which inform ongoing planning in the region. Collaboration has resulted in the development of 'strategic actions' focussed on the following cooperative cross sector planning, housing impacts, informed demographic projection, and education and training.

One of the regional forums facilitated by DPC is the 'Minerals and Energy Working Group', which representatives of Whitehaven have been involved in. It is expected that this forum, or a similar structure, will form the basis for continuing cooperation between government and the resource industry in the Gunnedah Basin, especially in implementing the SRLUP.

2.5 Local Government Policy Settings

2.5.1 Narrabri Shire Council

The following policies and documents prepared by or for Narrabri Shire Council are relevant to the SIMP:

- Narrabri Local Environment Plan (LEP) 2012;
- Narrabri Shire Economic Social Plan 2010-2015;
- Narrabri Shire Economic Development Strategy 2011;
- Narrabri Shire Council Management Plan 2011-2015;
- Community Strategic Plan – towards 2023;
- Narrabri Shire Airport Masterplan; and
- Narrabri S94A Development Contributions Plan 2011.

These documents are referenced where relevant in the Management Tables included in Section 4.0. Narrabri's Economic Development Strategy and Social Plan are particularly relevant to SIMP actions. Priorities identified in these strategies may be discussed as part of MCCM's regular liaison with NSC.

2.5.2 Gunnedah Shire Council

The following policies and documents prepared by or for Gunnedah Shire Council are relevant to the SIMP:

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- Gunnedah LEP 2012;
- Gunnedah Shire draft Land Use Review Strategy 2015;
- Gunnedah Economic Development Strategy 2014;
- Gunnedah Shire Operational Plan 2013/14 – 2016/17;
- Gunnedah Community Strategic Plan 2012-2022; and
- Gunnedah Shire Council 'Business Partner Program'.

These documents are referenced in the relevant Management Tables included in Section 4.0.

Gunnedah Shire's 2015 Economic Development Strategy (Volume 2) identifies a range of actions focussed on the LGA's economic development priorities. They include establishing effective networks and communication channels (Strategy 3), ensuring that Gunnedah Shire is an attractive place to live, work and invest (Strategy 5) and working with industry sectors to address issues and capitalise on opportunities (Strategy 11). MCCM's regular liaison with GSC during the operational period will support these strategies.

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3 SOCIO-ECONOMIC SETTING

3.1 Project Workforce

3.1.1 Construction

The construction workforce commenced in January 2014, with an average of 400 Full Time Equivalent (FTE) construction workers employed during the year. On average, local workers (i.e. from the Narrabri and Gunnedah LGAs) comprised approximately 25% of the construction workforce.

A Construction Workforce Accommodation Plan (CWAP) was prepared for the MCCM in accordance with Condition 77 of Schedule 3 of PA 10_0138 (Construction Workforce Accommodation), which required that *“Prior to construction activities commencing, the Proponent shall prepare and implement a Construction Workforce Accommodation Plan, in consultation with Council, and to the satisfaction of the Director-General. The plan must:*

- *provide details of the construction workforce numbers throughout all stages of construction including local vs. non-local hiring; and*
- *demonstrate that the construction workforce can be suitably housed in approved accommodation facilities.”*

The CWAP was prepared in consultation with the NSC and was approved by the Director-General of the Department of Planning and Infrastructure (now Secretary of the DP&E) in April 2013.

The CWAP anticipated a peak of approximately 300 non-local workers, and outlined MCC’s commitment to reserve 410 rooms within the Boggabri and Narrabri Workers’ Accommodation Villages, which are now managed by Civeo.

3.1.2 Operations Phase

MCC began to recruit operational employees in July 2014. In the period up to January 2015, approximately 160 people (i.e. 34% of the estimated steady state workforce) had been recruited, including both experienced mining operators and people new to the mining industry.

By June 2015, MCC is expected to employ approximately 200 people, with the workforce increasing to approximately 340 people in 2016 and 400 people in 2017. The full steady state MCCM workforce of approximately 470 people is expected to be attained in 2018.



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3.2 Community Profile

The SIA (Hansen Bailey, 2011) defined the area of influence of the MCCM as being the Narrabri and Gunnedah LGAs, including urban areas within those LGAs. Socio-economic characteristics which are addressed in relevant sections of this SIMP are summarised in Table 3-1.

DP&E's 2014 population projections to 2031 are summarised in Table 3-1. They reflect expected long term changes to the LGA's population as modelled in 2014.

The NSC and GSC's recent experience of growth related to mining industry activity also needs to be considered. In consultation on the draft revised SIMP, the GSC noted that population growth had been experienced in the LGA for the past six years in relation to mining activities. ABS data¹ released on 31st March 2015 showed recent estimated growth in Narrabri at 0.6% between 2013 and 2014, to a population of 13,764 people, and in Gunnedah (at 1.1% for the same period) to a population of 12,286 people.

Continued population growth due to mining and resource industry projects is likely to influence revision of the NSW Government's population projections. MCC will liaise regularly with both Councils to ensure they are aware of potential population change related to the MCCM, and future versions of the SIMP will consider any revision to the NSW Government's population projections, in consultation with the two Councils.

¹ Australian Bureau of Statistics (2015) 3218.0 Regional Population Growth, Table 1. Estimated Resident Population, Local Government Areas, New South Wales Australia



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Table 3-1: Social Profile – Narrabri and Gunnedah LGAs

Social Conditions	Summary of Findings
2011 Population Characteristics ²	<ul style="list-style-type: none"> The SIA study area (Narrabri and Gunnedah LGAs) had a combined population of 24,991 people in 2011, including 12,925 people in the Narrabri LGA and 12,066 people in the Gunnedah LGA. Gunnedah LGA, Boggabri and Baan Baa had higher median ages than the NSW average.
Indigenous community ³	<ul style="list-style-type: none"> Narrabri and Gunnedah LGAs combined have an Indigenous population of at least 2,751 people in 2011, which represents approximately 11% of the SIA study area's population.
Population projections ⁴	<ul style="list-style-type: none"> Gunnedah LGA's population is projected to be approximately 13,000 people by 2021, and 13,300 people by 2031. Narrabri LGA's population is projected to be approximately 13,200 in 2021 and 12,600 in 2031. NSC estimates for 2021, based on ABS data, anticipate a lower population.
Employment ⁵	<ul style="list-style-type: none"> In June 2014, unemployment was higher than the NSW average of 5.7% in Gunnedah (at 6.9%) and in Narrabri (at 6.0%). Indigenous unemployment rates were substantially higher than for non-Indigenous people. Industry contractions from 2013 have seen redundancies and cessation of contracts across NSW.

² Australian Bureau of Statistics (2011a) Census of Population and Housing – Narrabri and Gunnedah Basic Community Profiles

³ Australian Bureau of Statistics (2011b) Census of Population and Housing – Narrabri and Gunnedah Indigenous Community Profiles

⁴ NSW Government – Department of Planning and Environment - NSW Population, Household and Dwelling Projections (2014) viewed at <http://www.planning.nsw.gov.au/en-au/deliveringhomes/populationandhouseholdprojections/data.asp>

⁵ Australian Government Department of Employment LGA Data tables - Small Area Labour Markets - September quarter 2014 – viewed at <http://docs.employment.gov.au/node/34451>



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Social Conditions	Summary of Findings
Housing	<ul style="list-style-type: none"> ▪ In 2011, there were a total of 11,155 occupied private dwellings across the two LGAs. ▪ Median weekly rents in 2011 were lower in Narrabri than in Gunnedah, and significantly below the NSW average across the area of influence. ▪ At February 2014, there were approximately 43 dwellings available in the Narrabri postcode and approximately 50 dwellings available in the Gunnedah postcode. ▪ In Narrabri, the asking rental costs for all houses had decreased 27.6% over the three years to 20 March 2015. ▪ In Gunnedah, asking rental costs for houses have increased by 12.8% in the three years to 20 March 2015. ▪ Census data indicate that higher percentages of Indigenous people are renting their homes on the private market or through social housing providers, so increases in housing costs may affect Indigenous households more than other households.

3.3 Community Values

3.3.1 Rural community

Whilst the physical footprint of the MCCM will have minimal impacts on agricultural land, it is being developed in the context of local concern about the loss of agricultural productivity due to mining's direct or indirect impacts.

As mining projects and other developments such as coal seam gas have increased in the region over the past five to ten years, areas of land which had previously been used for agriculture have been ceded to mining for the life of the mining operations. In addition, mining companies have acquired properties adjacent to, and in the vicinity of their operations in order to provide an environmental management 'buffer' and/or to provide biodiversity offsets. These properties may continue to be run as agricultural enterprises in a similar manner to how they were managed pre-mining, or they may be partially or completely converted to a permanent biodiversity conservation land use.

At the same time as these changes have been occurring, drought and other factors have constrained the profitability of some agricultural properties, and forced some farming families and agribusinesses to downsize or sell their operations. In combination, this has seen some local families leave agriculture and sometimes the region, with effects on population size and community cohesion.

Mining activity also introduces new employees and families who don't have longstanding ties to the area, and this brings different habits, lifestyle behaviours and expectations. Often rural residents fear the loss of close neighbourhood and community connections due to mining workforces moving into the local area, particularly if their housing demands displace existing residents.

Notwithstanding the above, many community members generally acknowledge that the increased population numbers, business use and incomes available in the community as a result of mining can



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invigorate rural towns that may be facing decline. Overall, a process of adjustment is required to enable existing and new residents to blend and become part of one community. Whitehaven's investments in community infrastructure as guided by the VPA are expected to support enhancement of community facilities and services, and to assist local communities to build strong and active community networks which include MCCM employees.

3.3.2 Indigenous community

The demographic data presented below are derived from the ABS Census 2011 Indigenous Community Profiles for Narrabri and Gunnedah LGAs. The two LGAs had a combined Indigenous population of 2,751 people in 2011, which represents 11% of the SIA study area's population. The number of Indigenous people in each key town and LGA in the study area at the 2011 census is shown in Table 3-2. Narrabri and Gunnedah LGAs both have higher percentages of Indigenous community members than the NSW average.

Table 3-2: Indigenous residents in the Study Area 2011

Geographical area	Persons	%
Narrabri LGA	1,388	11
Gunnedah LGA	1,363	11
Gunnedah township	1,106	14
NSW	172,621	2.5

Indigenous people are generally under-represented in the census, for example, the ABS estimated that the net undercount for Indigenous people was 11.5% in the 2006 Census, compared with 2.7% for the rest of the population. As such, the Indigenous population of the area is likely to be more than 3,000 people.

The median age of people of Indigenous people in Narrabri was 21 years (compared to the non-Indigenous median of 41 years), whilst in Gunnedah the median age of Indigenous people was 19 years compared to the non-Indigenous median of 42 years.



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MCCM is within the traditional nation of the Kamilaroi people, which comprised an area of more than 50,000 km in Central Northern NSW, and includes many family groups with their own parcels of land⁶. It has been estimated that there were at least 60 Kamilaroi clans, and that each clan probably lived most of the year at a small number of established locations within their estate.⁷ Publicly available sources demonstrate Kamilaroi people's values as including:

- provision of services which enable care for Elders, social and legal justice, and better health and educational outcomes for Aboriginal people;
- preservation of the Kamilaroi language and knowledge such as astronomy, flora and fauna use and land management, through participation in research and education⁸;
- ongoing activism for rights to access and management of traditional country⁹; and
- responding to community concerns about the cumulative impacts of mining and development on traditional lands.¹⁰

Consultation conducted as part of MCCM's Aboriginal Archaeology and Cultural Heritage Management Plan (AACHMP) process identified Kamilaroi community values including the cultural and spiritual significance of the landscape and of specific sites, a desire to be involved in ongoing care for country, and contemporary social use of the area, including appreciation of cultural, educational, environmental and recreational values.

⁶Numerous sources e.g. Mungindi Project Association website viewed at <http://mungindi.httpsuite.com/Document1.aspx?id=4201>

⁷ O'Rourke, M. 1997: The Kamilaroi Lands: North-Central NSW in the Early 19th Century. Griffith, ACT

⁸ Numerous sources e.g. <http://www.moreetourism.com.au/about-moree-plains/kamilaroi-culture.html>

⁹ E.g. Weatherall, Bob (2012) quoted in Native Title is not Land Rights - under any circumstances <http://treatypublic.net/content/native-title-not-land-rights-under-any-circumstances>

¹⁰ E.g. Whitehaven Coal (2012) Tarrawonga Coal Mine Extension EIS Cultural Heritage Assessment, viewed at <https://www.whitehavencoal.com.au/environment/docs/appendix-e-cultural-heritage-assessment-part-2.pdf>

The key challenges for Kamilaroi people in the Narrabri and Gunnedah area include:

- ensuring better access to employment for Aboriginal people, and in particular increasing young people’s employment options and rates;
- monitoring and responding to the cumulative impacts of mining on Native Title rights and developments that might impact on Aboriginal heritage and other values on their traditional land;
- in common with many Indigenous communities, maintaining access to affordable housing; and
- sustaining resource levels for community services for Indigenous people in the region.

MCC’s commitments to working with Indigenous people including Kamilaroi people include:

- provision of on-country work opportunities for Aboriginal community members;
- encouraging educational and training opportunities, especially for younger Indigenous people and
- continuation of the Aboriginal employment program at the MCCM.

3.4 Socio-economic Impacts and Opportunities

3.4.1 Impacts and Opportunities Identified in the 2011 SIA

Table 3-3 provides a summary of the potential social impacts associated with the various stages of the MCCM as identified in the SIA (Hansen Bailey, 2011). It identifies whether the impact is considered to be positive or negative, the potential significance of each impact in the current context, and the phase(s) that the impact relates to, with shading denoting construction or operations.

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Table 3-3: Summary of Potential Social Impacts as Identified in the 2011 SIA

Theme	Potential Impact	Nature	Significance	Cons.	Ops.
Housing and Accommodation	Increased demand for short-term accommodation	Negative	Demand for short-term accommodation for construction employees could affect access for existing residents (if alternative short term accommodation is not made available).		
	Increased demand for permanent housing	Negative	Demand for rental housing could decrease local availability if housing development doesn't keep pace with demands, particularly in the cumulative context.		
	Stimulation of local residential and commercial subdivision and development	Positive	Increased demand for housing purchase is likely to stimulate housing development in Narrabri and Gunnedah LGAs.		
Population	Increased permanent population	Positive	New local employees and family members will contribute to population growth and cause incremental increases in demand for social infrastructure.		
	Increased non-resident population	Negative	Non-residential workers place additional demands on health and emergency services infrastructure which may need to develop additional capacity.		
Employment, Training and Economic Development	Increased locally skilled labour force (long term)	Positive	MCC would increase training opportunities and skills levels for local residents, including those previously inexperienced in mining.		
	Increased opportunities for local employment	Positive	MCC would increase the availability of employment and offset some local job losses due to the recent mining industry contraction.		
	Increased opportunities for local Indigenous, women and youth	Positive	MCC will provide employment opportunities for local Indigenous people, women and young people in Narrabri and Gunnedah LGAs.		

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Theme	Potential Impact	Nature	Significance	Cons.	Ops.
	employment				
	Increased small business opportunities	Positive	Businesses in the Narrabri and Gunnedah LGAs have the opportunity to contribute to supply of goods and services for both construction and operation, which will support their viability and growth.		
	Increased economic growth and diversity through local spending	Positive	Household incomes resulting from MCCM employment will increase local spending capacity.		
	Increased competition for skilled labour	Negative	Mining projects (particularly in the cumulative context) may draw labour from other local businesses, which requires an investment of time and resources for businesses to recruit replacement staff.		
Community Infrastructure	Increased pressure on community services and facilities	Negative	An increase in the permanent population will cause a small additional demand for childcare, family support, and community facilities.		
	Increased demand for education services	Neutral	A small increased demand for school enrolment capacity is likely. Additional demand on training facilities is also likely.		
	Increased demand for health services	Negative	Population increases and non-local workers will increase demand for services such as GPs, hospitals and emergency services.		
Community Well-being	Increased participation in community and sporting organisations as a result of increase in permanent population	Positive	Families moving to local towns as a result of MCCM employment are likely to participate in local activities and organisations, and strengthen social networks over time.		

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Theme	Potential Impact	Nature	Significance	Cons.	Ops.
	Strengthening of volunteer services	Positive	MCCM families will provide a source of additional employees e.g. for rural fire services and community care organisations.		
	Improvement in wellbeing through the provision of local jobs and enhanced economic stability	Positive	Increased employment options will enable existing local and new local employees to increase family resources through employment security during operations.		
Community Well-being (Cont.)	Retainment of local young people through employment opportunities	Positive	Creation of increased local training and employment opportunities may encourage more young people to stay locally.		
Transport Infrastructure	Increased demand for flights	Negative	Non-local workers commuting to the MCCM will place additional demand on air services and terminals.		



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3.4.2 Cumulative Impacts

The MCCM is one of three mines (with Boggabri Coal Mine and Tarrawonga Coal Mine) within the Leard Forest Mining Precinct. The SIA (Hansen Bailey, 2011) described the likelihood of cumulative socio-economic impacts including housing and accommodation demands, requirements for social infrastructure (particularly health services) and demands on local labour supplies in the Narrabri and Gunnedah LGAs. These impacts are relevant to both the construction and operations phases.

Expansion of the Boggabri Coal Mine by BCPL under its Project Approval (i.e. PA 09_0182) commenced in January 2014¹¹, and was co-incident with the commencement of construction of the MCCM. Both projects accommodated their non-local workers in Narrabri and Boggabri Accommodation Villages. The approved expansion of the Tarrawonga Coal Mine during 2014 (i.e. as authorised by PA 11_0047) did not involve any significant construction activities.

Given the contemporaneous construction activities occurring in the Leard Forest Mining Precinct, co-occurrence of operational peaks is possible within the next five years, and cumulative impacts may be seen in the areas of population growth, housing requirements and social and health infrastructure access. These cumulative impacts are addressed in the management strategies outlined in Section 4.

3.4.3 Impacts and Opportunities Update

This section provides revised estimates of social impacts and opportunities with respect to local employment, population growth and housing, based on changes to the social baseline and access to more recent information on worker origins.

Assumptions have been made in order to estimate population and housing impacts, including an estimation of the percentage of employees that may relocate to the local area. **These are assumptions only, based on available data, and should not be taken as actual.** Future monitoring will advise actual figures achieved.

¹¹ Idemitsu Australia Resources Chief Operating Officer quoted in Namoi Valley Independent 9 January 2014, viewed at <http://www.nvi.com.au/story/2013651/boggabri-coal-mine-begins-expansion>



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Local Employment

The MCCM operational workforce currently include employees who live permanently in the Narrabri and Gunnedah LGAs, or within a safe daily commuting distance, and non-resident employees who drive-in and drive-out on a block shift roster, and require short term accommodation in the local area.

Since the completion of the SIA in 2011, additional information has become available as the basis for estimating the number of resident and non-resident workers to potentially be employed at the MCCM.

Whitehaven's analysis of employee addresses across all its established operations conducted in May 2013 indicated that 357 (58%) of the company's 617 employees in the region lived in the Narrabri, Liverpool Plains or Gunnedah LGAs, and a further 91 employees (15%) were from the adjacent Tamworth Shire. The remaining 27% were workers with residential addresses outside the local LGAs.

Employment numbers at MCCM will build from 2015, reaching the full steady state complement in December 2018. Based on recruitment to date and Whitehaven's regional employment pattern, it is anticipated that the percentage of locally-based MCCM workers will trend towards a similar percentage of locally-based employees to that of the other operations. Whitehaven anticipates it may recruit approximately 40% of MCCM employees from the Narrabri and Gunnedah LGAs, (rather than 20% as estimated in the SIA), resulting in approximately 188 jobs for existing local residents.

To date (i.e. as of January 2015), MCCM has employed approximately 160 people (34% of the anticipated steady state workforce) of whom 61 are Narrabri or Gunnedah residents, representing 38% of employees. The remaining workforce (including management and professional staff) have been recruited from outside the Narrabri and Gunnedah LGAs, due to the small local pool of trained mine workers required to commence the mining operation.

Population

Employing approximately 40% of MCCM's employees from the local region (NSC and GSC) will reduce some social impacts identified in the SIA, as there will be fewer non-local residents using local services, and less demand for housing and social infrastructure than was anticipated in the SIA.

Notwithstanding the employment of non-skilled locals through training programs at the MCCM, it could be assumed that up to 282 people (60% of the current estimated steady state employees) may be recruited from other regions by the end of 2018.

Population growth will occur as the result of employees from other LGAs moving to the Narrabri or Gunnedah LGAs between 2015 and 2018. An indicative population growth scenario is provided in Table 3-4. **This is based on assumptions about the number of local employees who will be employed, and should not be taken as actual.**

It is estimated here that, of the 282 people who could be recruited from outside the Narrabri and Gunnedah LGAs, approximately 40% could move to the region by 2018. This would see approximately 113 new employees and their families becoming residents of Narrabri or Gunnedah LGAs. As a simple



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calculation, family members have been estimated at an average of two people per employee moving to the area.

On this basis, Table 3-4 summarises the estimated population increases expected in each LGA by June 2015 and December 2018 (steady state operations).

Table 3-4: Potential Population Increases – NSC and GSC LGAs – 2015 and 2018

Population Component	June 2015	December 2018
Employees	200	470
Existing local residents (40%)	80	188
New local employees moving to NSC or GSC – (40% of 120 from other regions)	48	113
Family members at average 2 per 'new local' employee	96	226
New residents (non-local employees and family members)	144	339

* Assuming 50% of families move to the Narrabri LGA and 50% to the Gunnedah LGA

In 2011 when the Maules Creek EA was completed, MCCM committed to *'focus relocation and development strategies for all non-local hires to the Narrabri LGA to mitigate against cumulative impacts on housing in the Gunnedah LGA'*.

The availability of rental housing in both Gunnedah and Narrabri has increased significantly since 2011 (see Housing section below), so the population estimates presented here assume employees from outside the study area will relocate to each LGA in roughly equal numbers. The estimated total increases in population in 2015 would therefore equate to:

- approximately 72 people in the Narrabri LGA and 72 people in the Gunnedah LGA by mid 2015; and
- approximately 170 people in the Narrabri LGA and 170 people in the Gunnedah LGA by the end of 2018.

Consultation on the final draft SIMP during 2015 raised the possibility that Gunnedah may see more MCCM workers and families moving to the Shire than Narrabri, as Gunnedah has recently seen more growth due to mining projects than Narrabri. The number of workers and families moving to the two LGAs is likely to vary year on year, and will be monitored by MCC in order to provide current data to the two Councils to assist with their planning. MCC will be able to provide further advice to the Councils on the number of employees drawn from or moving to the LGAs as the workforce ramps up.



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As noted in Section 3.2, Local, State and Federal Governments draw slightly different conclusions about the projected populations of Narrabri and Gunnedah LGAs. The NSW Government's 2014 projections have been used here as the basis to describe population growth related to the MCCM.

In Gunnedah, the NSW Government's population projections estimate the 2016 population to be 12,750 by 2016 and 13,000 in 2021. As such, population increases due to the MCCM would lead to a small incremental increase in the population by 2018, in the order of 1.3%. Population increases have been contemplated as part of Gunnedah Shire Council planning (see for example the draft Land Use Review Strategy).

The Department of Planning's (2014) Statistical Local Area Population Projections¹² estimated that the Narrabri LGA's population would be approximately 13,350 in 2016 and 13,200 by 2021, however consultation with the Council indicated this number may be lower. An increase of up to 170 people in Narrabri LGA attributable to the MCCM by 2018 would again be equivalent to a very small population increase of less than 1.3% against the NSW Government's projection for 2021.

On the basis that 170 people (including workers, partners and dependent children) could move to each LGA by 2018, up to 70 people under 18 years (40% of the 170 people) may be expected to join each LGA's community. This could include, in each LGA:

- approximately seven children (10% of the total under 18 years in each LGA) who are less than 5 years old and require childcare, noting other children of pre-school age (say 10% of all those under 18 years) would be cared for by parents and family members;
- approximately 50% (35 children) requiring primary school enrolments; and
- approximately 30% (21 young people) requiring secondary school enrolments.

¹² NSW Government – Department of Planning and Environment - NSW Population, Household and Dwelling Projections (2014) viewed at <http://www.planning.nsw.gov.au/en-au/deliveringhomes/populationandhouseholdprojections/data.asp>



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The increase in the population and therefore in children requiring childcare or school enrolments would occur largely between 2015 and 2018, so that, for example, an additional eight or so children may require primary school enrolments each year (to the total of 35 primary students in each LGA by 2018).

Housing

Non-local MCCM employees will be encouraged to relocate to the local region, however in the short term the Accommodation Villages in Narrabri or Boggabri will be made available to these employees to avoid impacting on local rental stocks. MCC has reserved rooms in the Boggabri Civeo Accommodation Village for non-local employees, and has developed a subsidised village accommodation program to encourage employees to move to the area permanently. In consultation on the draft SIMP, NSC noted that recent development applications for temporary and short term accommodation have caused local concern, however MCC is encouraging its employees to seek permanent accommodation in the two LGAs.

On the basis of the predicted population increases contained in Table 3-4, an estimated 48 households may move to the Narrabri and Gunnedah LGAs by mid-2015 as a result of employment at the MCCM, and this could increase to approximately 113 households by 2018. Assuming the population increases will be shared equally between the Narrabri and Gunnedah LGAs, and that all newly resident employees have family members and require single homes, this would see the need for approximately 24 homes in each LGA by mid-2015.

Given the relative affordability and quality of housing available for purchase, it is expected that some employees would buy houses before moving. Estimating that 60% of new employees would require rental homes (at least for the short term) would see a demand for approximately 14 rental homes in each LGA by June 2015, and a demand of approximately 34 rental homes in each LGA by December 2018.

At February 2014, there were approximately 43 dwellings available in the Narrabri postcode and approximately 50 dwellings available in the Gunnedah postcode. There were also approximately 15 dwellings available in Boggabri, and an additional small number in rural areas within the two LGAs. Given increased demand, the housing market is likely to respond by converting some of the dwellings currently for sale to rental stock, and by stimulating further residential development in the LGAs.

As such, the number of MCCM employees who may move to the region between 2015 and 2018 is unlikely to represent a severe impact on housing availability, but will contribute to increased demand for housing in the LGA.

As operational employee numbers increase, MCC will continue to monitor housing availability in the Narrabri and Gunnedah LGAs and will encourage non-local employees to relocate to these areas, dependent on the availability of rental housing in the two LGAs. Strategies to encourage housing development to meet demand are outlined in Section 4.1.



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4 SOCIAL IMPACT MANAGEMENT STRATEGIES

Social impacts and opportunities associated with the MCCM will be managed through a combination of the management and mitigation measures documented in this SIMP. Specific commitments outlined in this section are principally derived from the conditions of PA 10-0138, the VPA with NSC, and the Maules Creek SoC.

The management and mitigation measures documented in this SIMP have been grouped into the following four areas:

- Housing and Accommodation Management Strategies (Section 4.1);
- Employment, Training and Economic Development Management Strategies (Section 4.2);
- Community Infrastructure and Wellbeing Management Strategies (Section 4.3); and
- Transport Infrastructure Management Strategies (Section 4.4).

Each strategy includes:

- a summary of the relevant impacts and opportunities, management objectives, relevant corporate and Government Policies, and references to conditioned requirements;
- an action plan which describes the planned actions, relevant stakeholders, timing and performance measures for each action; and
- a description of the key management and mitigation measures to be adopted at the MCCM.

To facilitate cross-referencing a numbering system has been used to structure and track objectives and actions. For example, HO1 refers to Housing Objective 1, and HA1 refers to Housing Action 1.

The monitoring program for assessing the ongoing implementation of the four management strategies is detailed in Section 5.

Management actions and timeframes will be reviewed following recruitment to full operational level, indicatively by 2018/2019.

4.1 Housing and Accommodation Management Strategy

MCC's key goals for managing housing and accommodation impacts, and the introduction of the MCCM workforce to local towns, is to avoid placing additional pressure on the housing market in the Narrabri and Gunnedah LGAs, and to assist non-local MCCM employees and their families to successfully settle into the Narrabri and Gunnedah LGAs. The sections below and Tables 4-1 and 4-2 describe MCCM's management strategy for housing and accommodation impacts.

Construction Phase

During the construction phase, MCC sought to employ locally wherever possible in order to reduce the size of the non-resident workforce and thereby reduce demands on local housing and accommodation.



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In accordance with Condition 77 of Schedule 3 of PA 10-0138, Housing Actions include commitments to develop, implement and monitor the Maules Creek CWAP and to encourage all non-resident operational employees to be accommodated in suitable third party provided accommodation (refer to Table 4-2). The Maules Creek CWAP was approved in April 2013. MCC secured sufficient rooms in the Boggabri and Narrabri Accommodation Villages to house all non-local construction workers and has ensured an adequate allocation of rooms at the Boggabri Accommodation Villages for non-local operational employees.

Commitment No 33 in the SoC states that MCC will '*assist the MAC (i.e. the Boggabri Accommodation Village) to implement strategies to integrate the facilities and residents into the local Boggabri community*'. MCC's actions to meet this commitment have included implementation of a *Workforce Behaviour Policy (HA2)* to support positive behaviour of employees and reduce the potential for anti-social behaviours. In addition, Housing Action 3 (HA3) involves various strategies for MCC to work with Civeo, which owns the Boggabri and Narrabri Accommodation Villages, to maximise the integration of the facilities and their residents into the Boggabri community. These strategies include the following:

- shared policies regarding no tolerance for anti-social behaviour or harassment;
- Codes of Conduct for the Accommodation Village; and
- allowing public access to the Zest Eatery and a function / training room to encourage integration between the Accommodation Village residents and the local community members.

Operations Phase

Whitehaven has strong focus on employing local people at its operations. This includes recruiting locally wherever possible, and encouraging employees from outside the Narrabri or Gunnedah LGAs to relocate to the region. Whitehaven has also developed a subsidised village accommodation program under which the cost of accommodation increases every three months, in order to encourage employees to move to the area permanently.

Housing Actions 6 and 7 (Table 4-2) describe the strategies used to assist MCCM employees and their families in successfully settling and integrating into the local community.

In the context of the current rental stock availability in Gunnedah and Narrabri, and with the likelihood that MCCM employees from other regions will move to the Narrabri or Gunnedah LGA (as described in Section 3.4), MCC will also work with NSC, GSC and developers to encourage increased housing development (refer to HA4 and HA5 in Table 4-2).

NSC and GSC identified capacity in existing local housing stocks to meet housing needs induced by 'new local' MCC employees. GSC's LEP (2012) and draft Land Use Review Strategy (2015) also identify the potential for increased land availability for residential, commercial and industrial purposes.

The Councils also noted the need for ongoing engagement to address these issues. MCC will continue to meet with NSC and GSC as required to discuss these issues, and to advise on workforce numbers and workers moving to the two LGAs in the period before steady state operations.

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Cumulative Housing Issues

Potential impacts on local housing affordability and availability are a significant cumulative issue, and responses to these impacts are best dealt within a cooperative framework.

Housing Action 8 (refer to Table 4-2) describes the initiatives used by Whitehaven to co-operate with government and private industry to identify and address potential cumulative housing impacts. As outlined in Section 2.3, one of the Actions within the SRLUP is to 'work with local councils, infrastructure providers and the housing and development industry to monitor the supply of residential land and the delivery of new housing'. Whitehaven is available to work as part of this initiative in providing MCCM workforce data, along with local housing affordability and availability data that will also be monitored as described in Section 5. As noted in the SRLUP, housing demands will be also addressed as part of the wider impacts of cumulative resource project development in the Gunnedah Basin.

A summary of impacts and opportunities, stakeholders, objectives and the policy context in relation to housing and accommodation is provided in Table 4-1. Associated management and monitoring actions, (including stakeholders for each action, timing and performance measures) are presented in Table 4-2.

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Table 4-1: Housing and Accommodation - Impact Management Framework

MCCM Phase	Construction and Operations Phases	
Potential Impacts and Opportunities	Potential impacts (Narrabri and Gunnedah LGAs): <ul style="list-style-type: none"> Increased demand for short-term accommodation; Increased demand for permanent housing; and Increased pressure on housing market. 	Potential opportunities (Narrabri and Gunnedah LGAs): <ul style="list-style-type: none"> Stimulation of local residential and commercial subdivision and development.
Objectives (O) (H – Housing and Accommodation)	<ul style="list-style-type: none"> HO1 – ensure that the non-resident workforce during construction has available accommodation in suitable third party provided accommodation. HO2 – ensure housing solutions and associated transport for the non-resident workforce do not impact on their local communities. HO3 – provide the MCCM operational workforce with information about permanent local housing options that avoid placing additional pressure on the local housing market. HO4 – assist non-local operational workforce hires and their families to settle into the Narrabri and Gunnedah LGAs. HO5 – participate in monitoring the housing affordability and availability impacts in Narrabri and Gunnedah LGAs arising from cumulative mining developments in the area. 	
Relevant Company Policies	<ul style="list-style-type: none"> PA 10-0138 Conditions, SoC, Maules Creek CWAP. Employee Accommodation Assistance Scheme (EAAS). 	<ul style="list-style-type: none"> Employee Induction Program. Workforce Behaviour Policy.
Key Government Policies	<ul style="list-style-type: none"> SRLUP. Narrabri LEP 2012 and Narrabri Shire Community Strategic Plan Towards 2023. 	<ul style="list-style-type: none"> Gunnedah LEP 2012. Gunnedah Shire Community Strategic Plan 2012-2022 Gunnedah Shire draft Land Use Review Strategy 2015
Approval References	<ul style="list-style-type: none"> Condition 77 of Schedule 3 of PA 10-0138. Condition 78 (d), (e) (e) (f) and (g) of Schedule 3 of PA 10-0138. 	<ul style="list-style-type: none"> SoC No 33 'Community'. Condition 6 of Schedule 5 of PA 10-0138.

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Table 4-2: Housing and Accommodation Management Actions

Objectives	Actions	Stakeholders	Timing	Performance Measures
HO1	HA1 – Implement and monitor the Maules Creek CWAP.	NSC, GSC, Civeo.	2014	Adequate room availability at in local Accommodation Villages (Boggabri and Narrabri).
HO2	HA2 – Implement a Workplace Behaviour Policy to support positive behaviour of employees and reduce potential for anti-social behaviours, including at Accommodation Villages.	NSC, Civeo, Leard Forest Mining Precinct operators.	Ongoing	Complaints received by Civeo or regulators regarding MCC employees.
	HA3 – Work with Civeo to maximise the integration of Boggabri Accommodation Village residents into the Boggabri community.			
HO3	HA4 – Work with the NSC and GSC to attract developers to progress housing subdivisions, particularly in Boggabri.	NSC, GSC.	2015	Discussions are held with the NSC and GSC regarding provision of serviced land.
	HA5 – Work with the NSC and GSC to provide a diverse range of housing types.	NSC, GSC.	2015	Discussions are held with the NSC and GSC regarding diversity of housing types.
	HA6 – Develop an Employee Accommodation Assistance Scheme (EAAS) to eligible employees to promote relocation to the Narrabri and Gunnedah LGAs.	NSC, GSC.	2014	An EAAS is developed and implemented for eligible operations employees.
HO4	HA7 – Provide non-local employees with information relating to the local area to assist with successful settlement and involvement in their respective communities for them and their families.	NSC, GSC.	2014 to 2018	Local community information is available during recruitment stages
HO5	HA8 – Monitor cumulative housing affordability and availability actions.	NSC, GSC, other Leard Forest Mining Precinct	2015 to 2019	Monitoring data provided for inclusion in cumulative impact reports as required.



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4.2 Employment, Training and Economic Development Management Strategies

MCC's key goal for managing impacts and maximising opportunities in relation to employment and economic development is to support the distribution of the MCCM's economic benefits to the local and regional area, specifically the towns of Boggabri, Narrabri and Gunnedah. The sections below and Tables 4-3 and 4-4 describe the management strategies for local employment, training and economic development that will be adopted at the MCCM.

Local Employment and Workforce Diversity

MCC seeks to maximise accessibility to employment for residents in the Narrabri and Gunnedah LGAs, and has developed a recruitment strategy with a focus on local employment and workforce diversity (refer to EA1 in Table 4-4).

MCC and Whitehaven are providing apprenticeships, traineeships and scholarships, in order to support local employment and increase local skills levels (refer to EA2, EA3, EA4, and EA5 in Table 4-4). Currently (i.e. as at March 2015) through the Whitehaven apprentice program, there are 14 apprentices, including school-based apprentice electricians and mechanics, and full-time electrical and mechanic apprentices. Whitehaven also provides opportunities for scholarships for tertiary studies and may extend future scholarships to secondary school students if suitable candidates are identified.

Whitehaven's *Workforce Diversity Policy* (refer to EA1 in Table 4-4) has supported strong representation of women, Indigenous people and young people. Of the operational MCCM employees recruited to date:

- 26 employees (approximately 16%) are Indigenous;
- 18 (approximately 11%) are women; and
- 35 (approximately 22%) are new to mining.

Maximising Local Business Opportunities

Whitehaven is committed to facilitating local and regional businesses' participation in procurement opportunities associated with the MCCM and Whitehaven's other operations in the Gunnedah basin. A Local Suppliers Database has been developed as detailed in EA6 and EA7 (refer to Table 4-4).

Whitehaven will include a local content strategy in its procurement processes as the mechanism through which MCC will facilitate the involvement of local and regional businesses in its supply chain opportunities, and will include businesses based in the Narrabri, Gunnedah, Tamworth and Liverpool Plains LGAs.

Cumulative Economic Development Issues

The MCCM is one of a number of resource projects in the area that together will have an impact on the availability of labour for other (non-resource) industry sectors. This is potentially a significant cumulative issue, best dealt within a cooperative and cumulative framework. Significant cumulative impacts include

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employment opportunities for residents in the Narrabri and Gunnedah LGAs, labour supply and training demands resulting from resource developments in the area, and labour draw on local industry sectors.

As outlined in Section 2.3, the SRLUP actions relating to cumulative economic impacts in the local and regional area include development of a Regional Workforce Plan for the New England North West to address workforce and skills issues. Whitehaven will provide advice on the MCCM workforce size and training requirements in support of SRLUP actions if required.

Management actions described below include cooperation with government authorities and other operators in the Leard Forest Mining Precinct to monitor cumulative labour supply and training needs (refer to EA8 in Table 4-4), and building partnerships with government and community organisations to enhance local capacity to develop skills and secure jobs in a diverse range of employment sectors.

A summary of impacts and opportunities, management objectives and the policy and approval context in relation to employment, training and economic development is provided in Table 4-3, along with management actions, stakeholders for each action, timing and performance measures in Table 4-4.

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Table 4-3: Employment, Training and Economic Development Impact Management Framework

MCCM Phase	Construction and Operations Phases	
Potential Impacts and Opportunities	Potential impacts: <ul style="list-style-type: none"> Increased competition for skilled labour at a local and regional level (short term). 	Potential opportunities: <ul style="list-style-type: none"> Increased locally skilled labour force; Creation of direct and indirect employment opportunities for local and regional labour pool; Creation of employment opportunities for local indigenous people, women and youth; Creation of supply chain opportunities for local businesses; and Increased economic growth through local expenditure.
Objectives (O) (E – Employment, Training and Economic Development)	<ul style="list-style-type: none"> EO1 – maximise accessibility to MCCM employment opportunities for residents in the Narrabri and Gunnedah LGAs. EO2 – minimise the impacts of MCCM related labour draw on local industry sectors. EO3 – secure a skilled workforce for the MCCM. EO4 – enable local businesses to participate in Project procurement opportunities. EO5 – assist NSC and GSC and the state government in responding to cumulative labour supply and training demands. 	
Relevant Company Policies	<ul style="list-style-type: none"> PA 10-0138 and SoC. Aboriginal Archaeology and Cultural Heritage Management Plan. Whitehaven Diversity Policy. 	<ul style="list-style-type: none"> Local Hire Strategy. Local Content Strategy.
Key Government Policies	<ul style="list-style-type: none"> SRLUP. Narrabri Shire Community Strategic Plan Towards 2023, Economic Development Strategy 2011 and Social Plan 2010-2015. 	<ul style="list-style-type: none"> Gunnedah Shire Community Strategic Plan 2012-2022 and Operational Plan 2013-14. Gunnedah Shire ‘Business Partner Program’. Gunnedah Economic Development Strategy 2014

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Approval References	<ul style="list-style-type: none"> • SoC No 33 'Community'. • Condition 78 (c), (d) (f) and (g) of Schedule 3 of PA 10-0138. • Condition 6 of Schedule 5 of PA 10-0138. • Condition 78 (d) of Schedule 3 of PA 10-0138.
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Table 4-4: Employment, Training and Economic Development Impact Management Actions

Objectives	Actions	Stakeholders	Timing	Performance Measures
EO1	EA1 – Implement Whitehaven’s Workforce Diversity Policy and implement a recruitment strategy that includes: <ul style="list-style-type: none"> • Local advertising of employment opportunities; • A focus on hiring local people; • Access to MCCM employment for local indigenous people, local young people and local women; and • Wider labour force recruitment strategies with a focus on skilled positions as needed. 	NSC, GSC. TAFE, Local high schools, Other local education providers. Indigenous organisations.	2014 - 2018	Workforce Diversity Policy implemented for MCCM.
EO2	EA2 – Implement training opportunities for skills required at MCCM.	NSC, GSC. TAFE, Local high schools, Other local education providers. Indigenous organisations.	2014 to 2019	Number of employees in training.
	EA3 - Within the Narrabri and Gunnedah LGAs, support the provision of: <ul style="list-style-type: none"> • School-based traineeships; • Scholarships and awards; • Apprenticeships; and • Graduate programs. 		2014 to 2023	

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Objectives	Actions	Stakeholders	Timing	Performance Measures
EO3	EA4 – Prepare and implement an apprenticeship/traineeship program to employ and train people residing in the Narrabri or and Gunnedah LGAs, including indigenous people.	Potential employees from Narrabri and Gunnedah LGAs.	2014 to 2023	Four onsite apprenticeships are made available per year in the first ten years of operation, of which at least one will be for Indigenous applicants. Apprenticeship/traineeship positions are made available to local residents.
	EA5 – Prepare and implement a Scholarship Program that provides scholarship(s) to people residing in the Narrabri or Gunnedah LGAs.		2014 to 2019	Scholarship placement(s) are offered to local eligible persons each year.
EO4	EA6 – Include a local content strategy in procurement processes to facilitate the involvement of local and regional businesses based in the Narrabri, Gunnedah, Tamworth and Liverpool Plains LGAs in MCCM supply chain opportunities.	NSC, GSC. NSC, GSC, TRC, LPSC LGA business communities.	2015 for Life of Mine	Local content strategy is included in procurement process.
	EA7 – Continue to develop a Local Suppliers Database for the MCCM, to include businesses located in Narrabri, Gunnedah, Tamworth Regional and Liverpool Plains LGAs.	NSC, GSC, TRC, LPSC LGA Chambers of Commerce.		Local Suppliers Database established.
EO5	EA8 – Cooperate with relevant government authorities and other operators in the Leard Forest Mining Precinct to monitor cumulative labour supply and training needs.	NSC, GSC, DP&E, other Leard Forest Mining Precinct Operators, TAFE and other training providers.	2013 to 2019	Labour force and training data and forecasts requested by relevant local or regional monitoring bodies is/are provided on request.



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4.3 Community Infrastructure and Wellbeing Management Strategies

The SIA (Hansen Bailey, 2011) identified impacts on social infrastructure as a result of population growth due to the MCCM and other projects in the region.

Whitehaven's key goals in relation to community infrastructure and wellbeing are to enable service providers to plan for population increases and support increases in the capacity of community infrastructure. The sections below and Tables 4-5 and 4-6 describe the management strategies for community infrastructure and wellbeing that will be adopted at the MCCM.

Assistance for Local Community Infrastructure

Whitehaven is committed to assisting local community infrastructure providers with maintaining and enhancing the community facilities and services in the local area, particularly in the Narrabri LGA. Whitehaven has entered a VPA with NSC, as described in Section 2.2, to assist NSC in providing a range of community infrastructure enhancements (see also CA3 in Table 4-6). Whitehaven has also committed to the provision of financial support for capital equipment purchases for local community services (CA7) and support to retain general practitioners in the Narrabri LGA (CA9).

Management Action CA4 refers to a one-off VPA commitment of \$100,000, to be held in trust and used on 'Environment' projects. The MCCM fund is aligned with similar funds required by VPAs for other Leard Forest Mining Precinct operators, and a joint process with the CCCs of each of the projects in the Leard Forest Mining Precinct has commenced to ensure the best use of these funds.

Management action CA5 (refer to Table-4-6) refers to ongoing payments proportionate to the cents per saleable tonne produced to be used on infrastructure projects (including community and environmental projects).

Cumulative community infrastructure issues

The MCCM will contribute to cumulative population growth, especially when non-local employees with families move to the local area. The Management Actions described in Table 4-6 (i.e. CA1 and CA2) commit to provision of workforce data to the NSC and other relevant Government agencies to allow appropriate planning for community infrastructure. This could be co-ordinated through the actions arising from the SRLUP (Section 2.3).

Whitehaven is committed to working with other stakeholders to provide a co-ordinated response to cumulative community infrastructure impacts (refer to Management Action CA10). As described in Section 2.3, Action 4.1 of the SRLUP is to '*prepare a fully costed Infrastructure Plan for the New England North West region, in liaison with state and federal governments, business and the community to address key regional and sub-regional infrastructure needs*'. It is expected that Whitehaven will be involved in the development of this Plan, and that the contributions for community infrastructure provided under the VPA with NSC should be recognised as part of the contributions to infrastructure development in the region.

A summary of impacts and opportunities, stakeholders, objectives and the policy context in relation to community infrastructure and wellbeing are provided in Table 4-5, with management actions, stakeholders for each action, timing and performance measures outlined in Table 4-6.

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Table 4-5: Community Infrastructure and Wellbeing Impact Management Framework

MCC Phase	Operations Phase	
Potential Impacts and Opportunities	Potential impacts: <ul style="list-style-type: none"> Increased pressure on general community services and facilities; Increased demand for education services; and Increased demand for health services. 	Potential opportunities: <ul style="list-style-type: none"> Stimulation of growth of community services and facilities.
Objectives (O) (C – Community Infrastructure and well-being)	<ul style="list-style-type: none"> CO1 – assist government and other relevant bodies with population forecasts and service delivery by ensuring timely provision of MCCM workforce data; CO2 – manage the impact of the MCCM workforce and associated population growth on demand for local services and facilities; and CO3 – participate in monitoring community infrastructure impacts in the Narrabri and Gunnedah LGAs arising from cumulative resource developments in the area. 	
Relevant Company Policies	<ul style="list-style-type: none"> PA 10-0138 Conditions and SoCs. VPA with NSC. 	<ul style="list-style-type: none"> New MCCM-specific policies and procedures. Mechanisms for allocating funds for community infrastructure.
Key Government Policies	<ul style="list-style-type: none"> SRLUP. Guidelines for Establishing and Operating Community Consultative Committees for Mining Projects. Narrabri Shire Community Strategic Plan Towards 2023. Narrabri Shire Council Management Plan 2011-2015. Narrabri Shire Economic Social Plan 2010-2015. 	<ul style="list-style-type: none"> Gunnedah Shire Community Strategic Plan 2012-2022. Gunnedah Shire Operational Plan 2013-14. Narrabri s94A Development Contributions Plan 2011.
Approval References	<ul style="list-style-type: none"> SoC No 33 'Community'. 	<ul style="list-style-type: none"> VPA (Condition 17 of Schedule 2).

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	<ul style="list-style-type: none"> Condition 78 (c), (f) and (g) of Schedule 3 and Condition 6 of Schedule 5 of PA 10-0138.
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Table 4-6: Community Infrastructure and Wellbeing Impact Management Actions

Objectives	Actions	Stakeholders	Timing	Performance Measures
CO1	CA1 – Provision of MCCM construction non-local hire resident workforce data.	NSC, GSC, DP&E.	2014 to 2015	Data available on request.
	CA2 – Provision of MCCM operational non-local hire workforce data.	NSC, GSC, DP&E.	2015 to 2019	Data available on request.
CO2	CA3 – VPA Commitments as specified in Section 2.2.	NSC, CCC.	2014 to 2016	VPA commitments are progressed according to the agreement.
CO3	CA4 – Funds to be committed and held in trust and used on ‘Environment’ projects as per the VPA.	NSC, CCC, Other Leard Forest Mining operators.	Ongoing	VPA commitments are progressed for Environment projects as per the VPA.
	CA5 – Funds proportionate to the cents per saleable tonne produced to be provided to NSC and used on infrastructure projects (including environmental) as per the VPA.	NSC.	2015 for Life of Mine	VPA commitments are progressed as per the VPA.
	CA6 – Assist the long-term viability of Fairfax Public School at Maules Creek, by encouraging children of the workforce to attend the school and to continue to consult and provide assistance where practical.	Fairfax Public School.	2013 for Life of Mine	Inclusion of school information in employee induction information.
	CA7 – Allocate \$100,000 per year for capital equipment purchases for local infrastructure providers such as the bushfire brigade, ambulance, Westpac Helicopter and other valued community services.	Local community infrastructure or service providers, NSC.	2015 for Life of Mine	Allocation of funds for local community infrastructure and funds annually

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Objectives	Actions	Stakeholders	Timing	Performance Measures
	CA8 – Provision of an annual scholarship or traineeship to a suitable applicant residing in the Narrabri LGA to study a childcare or community service related course. The need for ongoing support will be reviewed in 2019 in relation to need at this time.	Local childcare providers, NSC.	2015 to 2019	Annual scholarship or traineeship granted where there are eligible applicants.
CO3 (Cont.)	CA9 – Provide up to \$20,000 per year to encourage retainment of medical staff in Boggabri, to be reviewed in 2019 to determine ongoing need for support.	Ochre Health, other local health providers as relevant, NSC.	2015 to 2019	Funds are allocated annually
	CA10 – Work with NSC, GSC, DP&E and operators in the Leard Forest Mining Precinct to monitor and respond to community infrastructure impacts.	NSC, GSC, DP&E, other Leard Forest Mining Precinct Operators.	2015 to 2019	Evidence of engagement and collaboration with relevant parties for monitoring and responding to cumulative impacts on community services and infrastructure.



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4.4 Transport Infrastructure Management Strategies

The sections below and Tables 4-7 and 4-8 describe the management strategies for transport infrastructure that will be adopted at the MCCM.

The MCCM Traffic Management Plan has been prepared and is being implemented as required by Condition 64 of Schedule 3 of PA 10-0138. The Traffic Management Plan documents how various other traffic-related conditions in Schedule 3 of PA 10-0138 have been addressed (i.e. the rail bridge over Kamilaroi Highway [Condition 59], Road intersection upgrades [Condition 60], Upgrading and sealing of Manilla Road [Condition 61] and limitations to heavy vehicle access to Manilla Road prior to upgrading under Condition 61, and the shuttle bus system [Condition 63]).

The Traffic Management Plan also addresses Commitment No 29 in the SoC (i.e. minimising Project-related traffic on certain roads) and Commitment No 30 (i.e. managing safety issues on the road network). Responsibilities for implementation and monitoring of these PA 10-0138 conditions and commitments in the SoC are provided within the Traffic Management Plan, therefore no further discussion of these conditions is provided here.

The VPA requires \$6,000,000 to be provided to NSC to be used on the upgrade of infrastructure and roads, including Therribri Road and Tarrioro Bridge, as detailed in Management Action TA1 (refer to Table 4-8). Whitehaven has provided \$3,000,000 to date, with a further \$3,000,000 due by 2016.

The VPA requires \$5,000,000 to be provided to NSC to be used on the upgrade of the Narrabri Airport (refer to Table 2-3). This contribution acknowledges the likely increase in passenger numbers that will move through the Airport as a result of MCCM-related movements, and is identified as Management Action TA4 in Table 4-8.

Air Transport

Cumulative Transport Issues

Cumulative impacts identified in the SIA (Hansen Bailey, 2011) include increased demands on the rail network and potential for impacts of coal transportation by rail on road safety and congestion in the Gunnedah LGA due to closure of rail level crossings. As stated in Section 2.3, Action 4.1 of the SRLUP is to '*prepare a fully costed Infrastructure Plan for the New England North West region, in liaison with state and federal governments, business and the community to address key regional and sub-regional infrastructure needs*'. MCC will contribute to the development of this Plan. Contributions for road infrastructure given under the VPA to NSC should be recognised as part of the contributions to infrastructure development in the region.

MCC is also committed to working with NSC, GSC, DP&E and operators in the Gunnedah Basin to monitor cumulative transport infrastructure actions, including safety issues on the road network (refer to Management Action TA4 in Table 4-8).

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Table 4-7: Transport Infrastructure Impact Management Framework

Impact Phases	Construction and Operations Phases.	
Potential Impacts and Opportunities	Potential impacts: <ul style="list-style-type: none"> Increased demand for flights from the Narrabri Airport; Conflict between MCCM-related traffic and other road users; and Additional level crossing impacts from increased rail movements. 	Potential opportunities: Opportunities to improve local transport infrastructure.
Objectives (O) (T – Transport Infrastructure)	<ul style="list-style-type: none"> TO1 – manage the impact of the MCCM construction and operation phases on the local road network and road safety conditions. TO2 – work with other rail users to ensure that the rail network can continue to handle the forecast additional rail movements. TO3 – ensure the Narrabri Airport can accommodate an increase as a result of Project related passenger numbers without adversely affecting public accessibility to the Narrabri airport. TO4 – participate in monitoring the transport infrastructure impacts in the Narrabri and Gunnedah LGAs arising from cumulative resource developments in the area. 	
Relevant Company Policies	<ul style="list-style-type: none"> PA 10-0138 Conditions and the SoC. Maules Creek Traffic Management Plan. 	VPA with NSC.
Key Government Policies	<ul style="list-style-type: none"> SRLUP. 	<ul style="list-style-type: none"> Narrabri Shire Airport Master Plan, 2011.
Approval References	<ul style="list-style-type: none"> VPA (Condition 17 of Schedule 2). 	<ul style="list-style-type: none"> SoC No 31 Condition 66 'Rail', VPA (Condition 17 of Schedule 2) and Condition 78 (c), (f) and (g) of Schedule 3 and Condition 6 of Schedule 5 of PA 10-0138.

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Table 4-8: Transport Infrastructure Impact Management Actions

Objectives	Actions	Stakeholders	Timing	Performance Measures
TO1	TA1 – \$6,000,000 to be provided to NSC for the upgrade of infrastructure and roads, including Therribri Road and Tarrioro Bridge, as per the VPA.	NSC, RMS.	2014 to 2016	Funds are provided for the upgrade of infrastructure and road as per the VPA.
TO2	TA2 – Work with other Gunnedah Basin coal mining companies and the ARTC to encourage strategies to ensure that the forecast additional rail movements are within the rail network's capacity.	NSC, GSC, Coal Mining Companies ARTC, DP&E.	2014 to 2019	Required capacity is available
TO4	TA3 – \$5,000,000 to be to be provided to NSC to be used on the upgrade of the Narrabri Airport, as per the VPA.	NSC.	2013 to 2017.	Funds to upgrade Narrabri Airport upgrade are provided.
TO5	TA4 – Work with NSC, GSC, DP&E and operators in the Gunnedah Basin to monitor cumulative transport infrastructure actions, including safety issues on the road network.	NSC, GSC, DP&E, Gunnedah Basin operators.	2013 to long term.	Traffic monitoring data provided as required



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4.5 Community Engagement and Complaints Management

Whitehaven uses a variety of community engagement and consultation methods, and will continue to develop these over the life of the MCCM. They include the Maules Creek Coal Mine CCC, Whitehaven website, MCCM phone hotline, local media updates, local school visits, sponsorship of local community events and groups, and meetings as required with neighbours and a range of stakeholders including government and non-government agencies.

The Maules Creek Coal Mine CCC is required under Condition 7 of Schedule 5 of PA 10-0138 and must be operated for the duration of the MCCM. It will be operated in general accordance with the Guidelines for Establishing and Operating Community Consultative Committees for Mining Projects (Department of Planning, 2007) or its most recent version.

Briefings to the Maules Creek Coal Mine CCC will be provided as necessary in regard to social impact and opportunity issues arising from MCCM. The Maules Creek Coal Mine CCC meeting minutes are published on the Whitehaven website (currently at http://www.whitehavencoal.com.au/community/maulescreek_ccc.cfm).

Whitehaven provides a 24 hour phone line for the MCCM (1800 MAULES [1800 628 537]) to which complaints regarding social issues can be reported. A direct email address 1800Maules@whitehavencoal.com.au is also available.

The MCCM website (http://www.whitehavencoal.com.au/operations/maules_creek.cfm) will also be developed to allow on-line complaints.

Any complaint received from the general community relating to any social impact issues will be managed in accordance with the MCCM Coal Complaint Handling and Response processes as outlined in the MCCM Environmental Management Strategy. As a minimum, records of the complaint will include:

- date and time the complaint was logged;
- personal details provided by the complainant;
- nature of the complaint;
- action taken regarding the complaint, or if no action was taken, the reason why; and
- follow-up contact with the complainant.

Whitehaven also liaises regularly with the NSC and GSC and will continue this engagement during operations. Engagement with the councils will encompass issues including:

- workforce ramp up and numbers of workers and families likely to live in the LGAs;
- the availability of housing in relation to workforce needs;
- Council plans for residential and industrial land development, economic development and community development; and

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- cumulative issues relating to air quality monitoring, traffic management and rail movements.

Issues of concern raised by NSC, GSC or any of the stakeholders identified in Section 3 will be discussed directly with those organisations.

4.6 Mine Closure and Decommissioning

The closure of large mining operations in rural communities can result in material changes in:

- the local population, for example if people leave to seek other employment after the mine closes;
- demand for housing, for example if people leave or other people move to the LGA as a result of future long-term use of the site after mining; and
- demand for social infrastructure and local business trade, if there is a change in the population or demand for consumable goods and services as a result of mine closure

In the case of the MCCM, the presence of other existing and potential mining operations and social trends over the life of the mine are likely to influence the social impacts of the closure of the MCCM.

The MCCM is at the start of its 21 year mine life and as a result, plans and strategies to manage social impacts during mine closure are at an early stage. The SIMP will be periodically reviewed and updated as necessary to be consistent with the mine closure and to provide details of the social impact management strategies that will be implemented during this phase of the MCCM mine life.



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5 ROLES, RESPONSIBILITIES AND REPORTING

This section outlines internal accountabilities for SIMP implementation, the framework for monitoring the delivery and effectiveness of the SIMP; and the procedures for reviewing the SIMP and auditing compliance with the MCCM approval conditions.

5.1 Roles and Responsibilities

Roles and responsibilities for the implementation of the SIMP are presented in Table 5-1.

Table 5-1 Roles and Responsibilities

Role	Responsibilities
General Manager	<ul style="list-style-type: none"> ▪ Provide required resources and support to implement these procedures. ▪ Ensure that strategies, plans or programs required by the SIMP are implemented.
Environment Manager	<ul style="list-style-type: none"> ▪ Authorise the SIMP and future amendments. ▪ Ensure that the annual SIMP review is incorporated into the Annual Review. ▪ Ensure induction and training relevant to the SIMP is implemented. ▪ Ensure all relevant monitoring information and data required by the SIMP is available for timely incorporation into the SIMP annual and 3 yearly reviews. ▪ Facilitate (with the Community Engagement Manager) meetings required by the SIMP. ▪ Respond to any unplanned events that may potentially result in negative social impacts.
Environment Officer	<ul style="list-style-type: none"> ▪ Arrange for the SIMP to be reviewed yearly as part of the Annual Review. ▪ Arrange for the SIMP to be rewritten every 3 years. ▪ Gather relevant data and information required by the SIMP and ensure that it is available for incorporation into the SIMP annual and 3 yearly reviews.
Commercial Manager	<ul style="list-style-type: none"> ▪ Ensure that any payments required by the VPA are paid to NSC under the terms of the VPA.
Human Resources Division/Payroll	<ul style="list-style-type: none"> ▪ Ensure that relevant workforce data required by the SIMP is available for timely incorporation into the SIMP annual and 3 yearly reviews.
All personnel	<ul style="list-style-type: none"> ▪ Adhere to the requirements of the SIMP. ▪ Report any events that may potentially result in negative social impacts immediately to their Supervisor or Manager.

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5.2 Monitoring

Tables 4-2, 4-4, 4-6 and 4-8 include performance measures for each of the SIMP Management Actions, to enable Whitehaven/MCC to track delivery of the SIMP.

The monitoring framework presented in Table 5-2 provides performance indicators for each of the objectives detailed in the four management strategies (i.e. Sections 4.1 to 4.4), to monitor the effectiveness of the SIMP, and allow for corrective actions as required.

Data for the performance measures detailed in Sections 4.1 to 4.4 and for indicators identified in Table 5-2 will be collected annually or as identified in Table 5-2, and reported in the Annual Review by the end of March in each year. Monitoring results will also be used to inform annual review of the SIMP and MCCM audits.

Performance indicators in Table 5-2 have been numbered following a similar code to that used for management objectives and actions, e.g. HI1 is Housing Indicator 1.

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Table 5-2: SIMP Monitoring Plan

Objective	Indicators	Data Source
Housing		
HO1 – ensure that the non-resident workforce during construction has available accommodation in suitable third party provided accommodation.	HI1 – Sufficient units available for MCCM employees at the Accommodation Villages at Boggabri and Narrabri.	MCCM HR records.
HO2 - Ensure housing solutions and associated transport for the non-resident employees do not impact on local communities.	HI2 – Quarterly trend in vacancy rates and asking rents for houses and units in the towns of Boggabri, Narrabri and Gunnedah.	SQM Research Rental Data. Consultation with Real Estate Agents.
HO3 - Promote the availability of housing and accommodation options that avoid placing additional pressure on the local housing market.	HI3 – Number of operational employees by residential location and family status, monitored quarterly.	MCCM HR records.
HO4 - Assist non-local employees and their families to settle into the Narrabri and Gunnedah LGAs.	HI4 – Positive workforce feedback about MCCM's <i>Employee Accommodation Assistance Scheme</i> .	MCCM Workforce Survey.
HO5 - Participate in monitoring the housing affordability and availability impacts in Narrabri and Gunnedah LGAs.	HI5 – Whitehaven/MCC participation in forums considering cumulative social impacts.	Industry and government forum records.



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Objective	Indicators	Data Source
Employment, training and Economic Development		
EO1 - Maximise accessibility to MCCM employment opportunities for residents in the Narrabri and Gunnedah LGAs.	E11 – Number of MCCM employees resident in Narrabri or Gunnedah LGAs before recruitment.	MCCM Employment records.
	E12 – Number of MCCM employees moving to Narrabri or Gunnedah LGAs.	
	E13 – Number of Indigenous people employed at MCCM.	
	E14 – Number of employees under 25 years at MCCM, including trainees and apprentices.	
	E15 – Number of women employed at MCCM.	
	E16 – Number of MCCM employees new to the mining industry.	
EO2 - To minimise the impacts of MCCM-related labour draw on local industry sectors.	E17 – Feedback from local businesses on difficulty of retaining and attracting labour.	MCCM Local Business Survey.
EO3 - To secure a skilled workforce for the MCCM.	E1 8 – Number of traineeships, apprenticeships and scholarships offered on an annual basis to local residents.	MCCM HR records.
EO4 - To enable local businesses to participate in MCCM procurement opportunities.	E1 9 – Number of local and regional businesses supplying the Project.	MCCM Procurement records.
EO5 -To assist NSC and GSC and the state government in responding to the labour supply and training demands resulting from cumulative resource developments in the area.	E110 – Evidence of collaborative discussions and provision of data and survey results regarding cumulative labour issues (especially provision of details of EA1 to EA8 above).	MCCM Stakeholder engagement records.

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Objective	Indicators	Data Source
Community Infrastructure and Well-being		
CO1 - To assist government and other relevant bodies with population forecasts and service delivery by ensuring timely provision of MCCM workforce data.	CI1 – As per HI3 - Operational employees' residential location and family status monitored quarterly.	MCCM HR records.
CO2 - To manage the impact of the MCCM workforce and associated population growth on demand for local services and facilities.	CI2 – Funds provided to NSC as per VPA.	MCCM Accounts.
	CI3– Annual enrolments at Fairfax School.	Department of Education and Communities.
	CI4 – Demand for childcare, GP services, and school enrolments attributable to MCCM employees.	Consultation with local service providers.
CO3 - To participate in monitoring community infrastructure impacts in the Narrabri and Gunnedah LGAs arising from cumulative resource developments in the area.	CI5 - Evidence of collaborative discussions and provision of data and survey results regarding cumulative community infrastructure provision.	MCCM consultation records.
Transport		
TO1 - To minimise the impact of MCCM related traffic on the local road network and road safety conditions.	TI1 – Funds provided to NSC as per VPA under Management Action TA1.	MCCM Accounts.
TO2 - To work with other rail users to ensure that the rail network can continue to handle the forecast additional rail movements.	TI2 – Results of discussions with relevant bodies regarding capacity of rail network.	Consultation records with ARTC, other rail freight users.

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Objective	Indicators	Data Source
TO3 - To ensure the Narrabri Airport can accommodate MCCM related passenger numbers without adversely affecting public accessibility to the Narrabri Airport.	TI3 – Funds provided to NSC as per VPA under Management Action TA3.	MCCM Accounts.
TO4 - To participate in monitoring the transport infrastructure impacts in the Narrabri and Gunnedah LGAs arising from cumulative resource developments in the area.	TI4 - Evidence of collaborative discussions and provision of data and regarding cumulative transport infrastructure provision.	Consultation records with NSC and GSC stakeholders regarding cumulative transport infrastructure planning.

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5.3 Review and Reporting

In accordance with Condition 4 of Schedule 5 of PA 10_0138, MCC will submit by the end of March each year (or other such timing as agreed by the Secretary of the DP&E) a MCCM Annual Review for the previous calendar year, which will fulfil the reporting requirements listed in that condition. The review will include a review of the social impact monitoring data and complaints records over the past year. Social impact management objectives, indicators and data sources are provided in Table 5-2.

The SIMP will be reviewed in accordance with Condition 5 of Schedule 5 of PA 10_0138, and if required will be updated. This will include review of any ongoing need for actions and commitments which are currently planned for completion in 2018/2019.

The SIMP and future updates will be available, once approved by the Secretary, on the MCCM website as required by Project Approval Schedule 5 Condition 12. Monitoring results will also be available on the MCCM website as soon as practicable after the Secretary's annual acceptance of the Annual Review.

5.4 Auditing

Condition 10 of Schedule 5 of PA 10_0138 requires an Independent Environmental Audit of MCCM to be commissioned by the end of June 2015 and three years thereafter. Condition 11 requires the Audit to be submitted to the Secretary within three months of its commissioning, together with a response to any recommendations contained in the Audit report. All information required to be audited relating to socio-economic issues will be included in each Annual Review.



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