Baralaba South Project

Coordinator-General's Evaluation Report on the Social Impact Assessment

January 2026

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Queensland Government

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Source number D26/2870

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1. Introduction

This report has been prepared pursuant to section 11 of the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act) and provides my evaluation, as the Coordinator-General, of the potential social impacts for the Baralaba South project (the Project). I have considered the environmental impact statement (EIS) more broadly only to the extent that it relates to key social impacts identified in the proponent's social impact assessment (SIA).

The SIA for the Baralaba South Coal Project was prepared as part of the voluntary EIS for the project under chapter 3 of the *Environmental Protection Act 1994* (EP Act). The SSRC Act requires large resource projects undergoing an EIS process under the EP Act to complete an SIA in accordance with the SIA Guideline (2018)[1]. This requires the following five key matters to be addressed:

- community and stakeholder engagement
- workforce management
- housing and accommodation
- local business and industry procurement
- health and community wellbeing.

This evaluation report does not record all the matters identified and subsequently addressed during the impact assessment. Rather, the report:

- summarises the substantive issues identified during the SIA process and submissions made on the EIS relevant to the five key matters in the SIA Guideline (2018)
- evaluates the mitigation and benefit enhancement measures proposed to address these issues
- states social conditions under which the project may proceed (Appendix 1)
- documents the proponent's social commitments (Appendix 2).

The Baralaba South project satisfies the definition of a large resource project by the SSRC Act because it is a resource project that requires an EIS under the EP Act and is anticipated to have 100 or more workers. The Nearby Regional Communities (NRC) as defined under the SSRC Act (within 125 kilometres (km) of the Project) are listed in Appendix 3.

The Coordinator-General is also required under the SSRC Act to decide whether the 100 per cent fly-in, fly-out (FIFO) prohibition and anti-discrimination provisions of the Act should apply to the project's construction workforce (in addition to the operation workforce). I have decided that the SSRC Act provisions also apply to the construction workforce (Appendix 3).

For more information on the SSRC Act, please visit **Large resource projects and nearby regional communities** on the Coordinator-General's website.

A summary of this evaluation report is included in the EIS assessment report for the project prepared by the Department of Environment, Tourism, Science and Innovation (DETSI) and issued to the proponent in accordance with section 60 of the EP Act. The EIS assessment report is located on DETSI's website: **www.qld.gov.au/environment/management/environmental/eis-process/projects/completed/baralaba-south-project.**

[1] The SIA guideline was updated in June 2025 following introduction of the social benefit framework to the *Planning Act 2016*. The SIA for this project was undertaken prior to this change under the previous (2018) version of the guideline.

2. Project details

2.1 Project description and rationale

Baralaba South Pty Ltd proposes to develop an open cut metallurgical coal mine and associated infrastructure in the lower Bowen Basin. The project is proposed within the Banana Shire local government area (LGA) and is approximately 8 km south of Baralaba and 115 km west of Rockhampton, Queensland.

For further information on the project, please refer to the description provided on the **Department of Environment, Tourism, Science and Innovation's website.**

Flood risk has been a key community concern. The mine plan has been further altered following community and government feedback in 2023 to avoid flood risk areas, with the footprint located outside the 10% Annual Exceedance Probability (AEP) flood extent and mining occurring outside the forecasted 0.1% AEP flood design extent. The project proposes to connect to established road and rail networks and co-locate infrastructure with Baralaba North facilities to minimise potential environmental impacts and maximise operational efficiency.

The project is forecast to contribute approximately $13.5 million per annum to gross regional product in the regional catchment during construction, $170.2 million per annum during operations, and $1.6 million per annum during post-mine rehabilitation. The project's capital expenditure is estimated at $157 million. In addition to direct employment and economic activity, the proponent has committed to providing ongoing support for community initiatives, local procurement, and Indigenous participation, and will maintain a dedicated Community Relations Officer and Community Consultative Committee (CCC) to facilitate engagement and address community concerns.

Construction activities are planned to commence within 24 months of the grant of all relevant approvals, including the environmental authority (EA) and mining lease tenement.

While the project description is comprehensive, I note that some of the projected benefits are based on assumptions about local employment, procurement, and community participation made by the proponent.

In undertaking my evaluation, I have considered the EIS, advice from relevant state and local government agencies, and feedback from community and stakeholder consultation. The following provides an overview of the main issues arising from my evaluation.

Figure 1 SIA study area map of communities within a 125 km radius of the Project

2.2 Project setting

2.2.1 Historical context

The existing Baralaba North Mine, a key employer in the region, went through a number of changes in the past decade, causing disruption to the sense of place for communities in the historically strong coal mining area. The original owner and operator of the mine, Cockatoo Coal, went into liquidation in 2015, resulting in the mine being placed into care and maintenance in 2016 and a loss of 75 workers. In 2018 the mine was bought by AMCI, a US based private equity firm with expertise in the resources sector and became operational again.

With the majority of stakeholder engagement occurring for the Baralaba South project between 2017 and 2023, there has been a stretch of six years during which a key regional employer stopped operations, was reinstated and ultimately sold to overseas investors. While this is context for a separate project, socially the number of disruptions might contribute to the local feelings of angst and anxiety evidenced in the consultation when confronted with a new development.

In 2023, the state government toured the community and visited offices of Baralaba South during the development of the EIS. This tour provided an opportunity, albeit only representing a single moment in time, to contextualise information provided as part of the EIS both by the proponent and individuals through submissions during the public consultation period.

2.2.2 Social context

Baralaba is a small rural community with a long history of supporting both agriculture and mining. The 2021 Census records a population of 324, higher than considered in SIA drafts, with 62.5% in the labour force and an ageing demographic. The town's identity is closely linked to mining, but it remains sensitive to changes in local mining activity, particularly if the disturbance area interferes or seems to interfere with the agricultural productivity of the land, with specialised beef cattle farming being the largest employment sector in the region.

The town features a multipurpose health centre, a private clinic, an aged care facility, sporting facilities utilised by community groups and a P-10 state school. However, like comparable towns, many of these services are at capacity and there is a lack of formal childcare facilities and limited housing options (housing availability and quality is heavily influenced by mining cycles). The community and council have strong concerns that an influx of over 500 non-resident workers would put further pressures on their system without providing the necessary growth to justify increases in housing and social service development.

The project area itself is predominantly used for cattle grazing, with some cropping along the Dawson River floodplain. The mining lease covers 2,214 hectares (ha), with the mine footprint designed to avoid flood-prone areas and minimise disturbance to productive land. The site is surrounded by rural properties, and there are 21 sensitive receptors (residences) within 7 km of the lease boundary.

Public consultation shows that the original SIA consultation prior to 2023 was considered lacking in detail Since 2023, evidence has been provided that consultation has been extended to include previously underrepresented groups and more fulsomely considered key concerns raised by local stakeholders.

Nevertheless, given the extended history of the existing mine in the region and the lengthy development process for the new project, it will be important that any impact management measure works with the most up-to-date data and provides ample opportunity for local voices to be heard, and information to be shared freely between the proponent and the local community.

2.3 Methodology

The SIA identified, analysed, and assessed both positive and negative potential impacts of the project. The scoping of the SIA included determining the regulatory context, the project activities and identifying potentially affected communities. The SIA was developed during 2017 and most recently provided as part of the EIS for public consultation in 2023. Submissions to the EIS were considered in updating the SIA. Some submissions commented on the need for updated social data to inform the SIA. In response, the SIA data has been periodically updated, most recently in 2023, with additional information provided in 2025.

The methodology adopted for the original SIA involved a combination of desktop research, analysis of demographic and economic data, and direct engagement with stakeholders and community members. An impact assessment was conducted, and mitigation measures were proposed; these were subsequently refined through additional engagement after the EIS consultation period.

The SIA also included an assessment of cumulative impacts, recognising the potential for the project to interact with other resource developments and regional trends. Management measures, stakeholder engagement commitments and monitoring approaches were consolidated into social impact management strategies for each of the five key matters required by the SIA Guideline (2018). These strategies are presented in the associated Social Impact Management Plan (SIMP) and are intended to provide for the management of social impacts throughout the construction and operation of the project.

The SIA study area encompasses Baralaba, Banana, Moura, Biloela, Thangool, Theodore, Woorabinda and Duaringa, as well as the broader Banana and Central Highlands LGAs. The assessment also expanded to consider regional and economic impacts, including those relating to workforce, housing, and local business participation.

The SIA was informed by the most recent Australian Bureau of Statistics (ABS) Census 2021 data, Queensland Government Statistician's Office reports, other relevant data sources and shaped by continuous investigation by government agencies. This data is adequate for the final SIA, but stakeholder feedback noted best practice requires continued updates of the data.

The social baseline was developed through stakeholder engagement, including interviews, community workshops, and surveys conducted in from 2019 with additional engagement through to 2023, and minor adjustments following feedback in 2025. The aim of this further engagement process was to gather input from local residents, landholders, Traditional Owners, local government, and community organisations whose perspectives had not been fully captured and considered in earlier consultations.

Submissions made during the EIS public notification period were taken into account by the proponent when finalising the SIA. Additional consideration was given to address requests for updated social data and additional analysis concerning potential effects on population, jobs, housing, childcare, health services, and community infrastructure. The SIA acknowledges that baseline values will change over time and that further revision of the SIA findings and the SIMP will be required prior to construction.

2.3.1 Adequacy

Overall, the approach taken to developing the SIA was adequate, but would have benefitted from more in-depth consultation and regular updates to key data where available throughout the process. The SIA methodology is technically in accordance with the terms of reference and SIA Guideline (2018).

The SIA's findings are shaped by the limitations of its data and engagement process. While it identifies key risks and opportunities, the assessment of residual impacts may understate the complexity of social

change in the region. Therefore, the effectiveness of suggested management measures will depend on updates to key matters, ongoing, transparent engagement and adaptive management.

As the project has yet to reach a final investment decision and the commencement date remains uncertain, I require that Baralaba South review and update the SIMP, including all relevant social baseline data, at least three (3) months prior to the commencement of construction.

2.4 Study areas

To understand the potential social impacts associated with the Project, a description of the existing conditions and ongoing trends in the SIA study area is necessary. The SIA identifies all potentially affected communities within 125 km of the Project. The communities most likely to be directly impacted by the Project (SIA local study area) include Baralaba, Banana, Moura, Biloela, Thangool, Theodore, Woorabinda and Duaringa. Baralaba, being located approximately 8 km south of the Project site is expected to experience the most direct social impacts, including changes in population, housing demand, and service provision. The proponent, through the existing Baralaba North operations, has an established relationship with Baralaba and owns housing stock and a workforce accommodation village in town to accommodate workers.

The Banana LGA was the primary LGA for consideration in the SIA, as the Project is located within this LGA. Additional nearby regional communities within 125 km include Bluff, Dingo and Rolleston (Central Highlands Regional Council), Bouldercombe, Gracemere, Mount Morgan and Rockhampton (Rockhampton Regional Council) and Woorabinda (Woorabinda Aboriginal Shire Council). The broader regional area beyond the 125 km radius includes Livingstone Shire LGA, Gladstone LGA and Central Highlands LGA. These regions are major sources of skilled mining and construction labour and can provide goods and services required for the Project. Additional broader study areas of Gladstone and Rockhampton LGAs have been used when assessing economic components of the Project, such as labour force and business counts.

The selection of study areas is appropriate, but the depth of analysis for each community varies. Woorabinda, as a discrete First Nations community, warrants more detailed consideration and engagement given its unique social and economic context and the potential for both positive and negative impacts from the Project.

3. Key matters

This section evaluates the proponent's assessment of the potential impacts of the project on social matters, including the proposed impact mitigation strategies. I have also considered the submissions on the EIS and responses provided by the proponent in my evaluation of the project with respect to social impacts. My assessment of these matters is provided as part of this section.

I consider the SIA adequately addresses the terms of reference and responds to most of the submissions received during the EIS relating to social impacts. The proponent proposes suitable and reasonable measures for the majority of potential social impacts and potential social benefits. However, ongoing engagement with relevant stakeholders, in particular community leaders in Baralaba and members of the Gaangalu Nation People is required to achieve appropriate outcomes. I have stated conditions at Appendix 1 to address potential impacts and ensure potential benefits are realised, which complement commitments made by Baralaba South which are summarised in Appendix 2.

3.1 Community and stakeholder engagement

The SIA for the Project presents an analysis of stakeholders and describes engagement activities undertaken to inform the SIMP. However, a critical review of the submission and supporting documentation reveals several limitations in both the quality of engagement and the robustness of the supporting data. Nevertheless, there is evidence of improved engagement practices following feedback during public consultation on the EIS.

Stakeholder input was sought and incorporated to a satisfactory degree throughout the SIA process. The engagement was guided by the proponent's Community and Stakeholder Engagement Plan (CSEP), which I note requires updating to ensure alignment with the SIA Guideline (2018). The CSEP sets out a structured approach to implementing an engagement program with stakeholders throughout the project lifecycle. The proponent commits to the continuation and expansion of the existing Baralaba North CCC.

Given the length of the project development, with multiple project owners and connection to the existing Baralaba North Mine, engagement varied throughout the lifecycle of development. For this report, I am only focussing on engagement undertaken as part of, and following, the process associated with the EIS for the Project. Table 1 below summarises Project stakeholders engaged since 2017.

Table 1 Project Stakeholders

Category	Stakeholders/groups
Landholders	Underlying and adjacent property owners, agricultural producers
Local government	Banana Shire Council, Central Highlands Regional Council, Woorabinda Aboriginal Shire Council
Traditional Owners	Gaangalu Nation People, Gaangalu Endorsed Parties
Local communities	Residents of Baralaba, Moura, Biloela, Woorabinda, and surrounding areas
Health/emergency	Baralaba Hospital, Moura Community Hospital, Queensland Ambulance, Police, Fire and Emergency
Education/childcare	Baralaba State School, Moura State School, Biloela schools, Woorabinda State School, local childcare providers
Local businesses	Local and regional businesses, Indigenous businesses, industry groups, real estate agents

Community groups	Baralaba and District Progress Association, sporting clubs, Save the Dawson, other local groups
Environmental/agricultural	Environmental groups, Benleith Water Board, agricultural associations
Government agencies	Department of Environment, Tourism, Science and Innovation, Department of State Development, Infrastructure, Local Government and Planning, The Office of the Coordinator-General Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts, and others

It should be noted that the degree of engagement and the channels utilised differ among individual stakeholders, with those most directly impacted generally receiving the highest level of engagement. Nevertheless, as discussed in subsequent chapters, there is considerable variation in stakeholder satisfaction levels regarding this engagement.

Social related submissions represented the highest proportion of all EIS submissions, indicating strong community interest and potential concern regarding the project. Key matters addressed were:

- persistent concerns about flooding, water (allocation & contamination), dust, noise, property values, and impacts on agricultural land and livelihoods
- interest in employment and procurement opportunities as well as a perceived lack of genuine opportunities for local employment and business participation, housing affordability, infrastructure capacity, and community health and wellbeing
- support for local business participation and capacity building, alongside concerns about competition for resources
- emphasis on the protection of cultural heritage and ongoing engagement with Traditional Owners
- desire for improved communication, regular updates, and involvement in monitoring and management from community groups, due to frustration with the lack of transparent, two-way communication
- calls for more robust monitoring, reporting, and adaptive management
- ongoing uncertainty about the project's long-term social and economic benefits.

Additionally, the use of ABS data in the baseline analysis contains inaccuracies and outdated figures. Stakeholder submissions noted the need to update data when new ABS data becomes available, as well as stronger integration of local knowledge.

3.1.1 Response to community and stakeholder feedback

While the SIA and CSEP outline a range of engagement activities (interviews, workshops, surveys, CCC meetings), stakeholder feedback has identified strong dissatisfaction within parts of the community in both quality and quantity of engagement opportunities. While the CCC meetings are consistently well regarded, some stakeholders have indicated that certain feedback could have been responded to more comprehensively.

However, I note parts of this feedback could be associated with the varied history of the associated Baralaba North Mine. Engagement under previous project ownership was inconsistent and, at times, lacking in depth and transparency. Several key stakeholder groups, including Traditional Owners and local community organisations, reported limited or transactional engagement, particularly during periods of project transition.

To address this discrepancy, perceived or real, I have conditioned that as part of every second reporting phase (i.e. every second Social Impact Management Report (SIMR)), the proponent must provide

evidence of an independent review of the quality and effectiveness of engagement and engage with suggested improvements. I trust that this would allow for improvements in the relationship between the project and the local community, allowing for the benefits of the project to be realised locally as much as possible.

3.1.2 Ongoing stakeholder engagement

The CSEP sets out a framework for ongoing engagement, including the continuation of the CCC, appointment of a Community Relations Officer, and use of various communication tools. The CCC will remain a key resource for community input and influence on the project and requires continued efforts by all parties to ensure benefits are realised. I have conditioned that minutes, in a de-identified form, and action lists are submitted as part of each SIMR, to provide further transparency to the community regarding the role, membership and influence of the group.

Baralaba South has also set up a complaints management process that aligns with industry standards. It is my expectation that its operation is continued throughout the life of the project and that appropriate feedback loops to the community are established.

The role of the CCC is expected to grow, particularly during phases of large levels of activity, such as construction and the overlap between operations of Baralaba North and the project. Baralaba South has committed to ongoing and adaptive engagement with all relevant stakeholders. The following should be considered in planning future engagement activities:

- stakeholder feedback revealed that some vulnerable populations (First Nations people, local businesses and people living with a disability) felt that targeted engagement with their representatives was done insufficiently
- community feedback revealed a strong level of engagement fatigue, noting that communication should focus on new and updated information and should be given at the appropriate time. In addition, stakeholder-initiated engagement (e.g. through a formal complaint) should be prioritised
- key concerns raised by community were related to environmental matters within a social context, in particular flooding concerns with the new void. While these matters are addressed through environmental conditioning by the relevant agency, to ensure community confidence is retained, emergency community communication protocols should be introduced.

3.1.3 Conclusion – community and stakeholder engagement

I am confident that, through updates to the CSEP and adaptive engagement management, that the quality and effectiveness of stakeholder engagement can be aligned to community expectations. Current levels of community dissatisfaction should be able to be addressed through this process, in addition to the introduction of an independent review and dedicated communication protocols for emergency management.

I have stated conditions in Appendix 1 requiring the proponent revise and update the CSEP as part of the updated SIMP, to be submitted for approval at least three (3) months before construction commences. I require that the updated plan addresses the community concerns identified and include mechanisms for regular review, transparent reporting, adaption, and meaningful community participation throughout the life of the project.

3.2 Workforce management

The SIA notes that workforce arrangements will mostly transition from Baralaba South's current operation in the existing Baralaba North Mine to the new operations for the Baralaba South project, with workforce numbers not 'significantly exceeding' existing operations. This is positive in that existing employment will be maintained for a further 23 years with opportunities for new local employment. There would likely be increased short term impacts when operations at the Baralaba North and Baralaba South projects are scheduled to overlap for a two-year period (2029-2030), with a combined peak workforce of 710 workers.

The workforce engagement objectives, as outlined in the Workforce Management Plan, are:

- prioritise recruitment of workers from local and regional communities and workers who will relocate to live in regional communities
- reduce the proportion of workers engaged in FIFO arrangements, where operationally feasible
- support the health and wellbeing of the Project's workforce.

Non-local workforce will be accommodated in the existing workforce accommodation camp, while local workforce will be supported to live in towns within a safe driving distance. Baralaba South is committed to a recruitment hierarchy, where preference will be given to recruiting employees from local and regional communities and those who choose to relocate to local communities. This also extends to principal and major contractors, who are required ensure their actions are consistent with the Workforce Management Plan throughout the procurement and contracting process. As part of the SIA, Baralaba South also provided draft policies to manage workforce behaviour in community, employment diversity and employee safety. These have been included within the EIS, each comprising one page, while it is laudable to aim for short, easy to understand and accessible policy development, the proposed policies are written so broadly that implementation on the ground for the individual worker is near to impossible. I note that a Diversity Policy is proposed to be developed prior to construction and that all Baralaba South employees will complete an onboarding process that incorporates the Projects Diversity Policy and Code of Conduct. Therefore, I expect that these policies include further detail for practical implementation prior to the start of project construction.

3.2.1 Workforce profile

Baralaba South would own and operate the project and engage contractors during both construction and operation for various matters.

3.2.1.1 Construction

Project construction will be undertaken over a two-year period and have maximum peak of 268 workers. The majority of construction workforce is anticipated to be recruited from Rockhampton and Gladstone (95%) due to temporary nature of the work. The remaining 5% will be sourced from local communities. Some construction will be on 21 days on, 7 days off roster, 12 hour shifts on a 24 hours, 7 days per week basis.

Construction activities will require workers with the following skills:

- earthmoving plant operators
- structural steel and welding trades workers
- professionals including geologists, managers, safety officers, engineers and environmental scientists

- painting, plumbing and electrical trades workers
- concreters
- construction and mining labourers.

The SIA notes that these skills are prevalent in Rockhampton and Gladstone, which are known to provide these skills and numbers for mining developments. The local workforce in Banana Shire also has significant relevant skills given the number of mining developments in the area, including the existing Baralaba North Mine. All three local government areas are likely to benefit from the construction opportunity. However, given the level of development in the region, the SIA notes potential concerns with skill shortages. Baralaba South aims to address this with local, youth and First Nations training and employment targets.

There is a high level of non-resident workforce proposed for the construction period. The Council preference was for these workers be located in the existing Workforce Accommodation Village so as to not impact the town. The SIA also indicates that members of the community expressed concerns that the non-resident workforce might bring a range of problems, such as drug and alcohol use, increased disruption to community culture and way of life. I expect the implementation of the SIMP measures around community integration, workforce codes of conduct and employee assistance programs will ensure that these concerns are appropriately addressed.

3.2.1.2 Operation

Project operations would occur over 23 years and requires a workforce of 521 full time equivalent (FTE), at the peak. During ramping up of operations, 315 FTE are required, with 'fewer' workers required towards end of operations. The SIA makes the following assumptions that the operational workforce will comprise:

- machinery operators
- truck drivers
- tradespeople, including diesel fitters, boiler makers, electricians, plumbers, gasfitters and painters
- engineers, surveyors and geologists
- health, safety, environmental, human-resources and mine-management professionals
- administrative staff.

The SIA assumes that 25% of the operational workforce will be living locally, combining both existing workforce currently employed at the Baralaba North Mine and new recruits moving to the region. The local workforce would drive-in and out (DIDO) from the mine on a daily basis, approximately 60% anticipated to travel to and from the mine site from the south (e.g. Banana and Moura) and 40% anticipated to travel to and from the mine from the north (e.g. Baralaba). The non-resident 75% of the workforce will DIDO (5% of this being FIFO) to the Baralaba South provided Workforce Accommodation Village (WAV) accommodation for the rostered period (7 days on/7 days off). Whilst the SIA is not explicit on travel arrangements it is assumed that a shuttle bus service will be provided to transport non-resident workers to site and FIFO workers from the airport to WAV accommodation. A Road Use Management Plan will be prepared for the Project that will include management measures to address interactions with school buses, interactions with stock movements, driver awareness and training, fatigue management, and workforce shuttle bus management.

3.2.2 Local employment and training opportunities

The project is dedicated to creating local jobs and aims to be an employer that helps sustain and improve the quality of life in nearby communities, especially in Baralaba township, where a local first employment hierarchy will be implemented. Furthermore, it provides an opportunity, through financial support, to increase local population by supporting new recruits to move to the town. Local community saw the ability for new workforce to live locally and be trained locally as the key metric to ensure legacy benefits from the project. This extended to the nearby First Nations community of Woorabinda, which identified employment opportunities for their population as a key driver for success.

The SIA identified that outside of Woorabinda, local unemployment rates are relatively low, leading to the potential of skill shortages, with those seeking employment in the new project potentially lacking the appropriate skills. To encourage local residents to pursue a career in the mining industry, an Entry Level Recruitment Program will be developed. Entry level training may include pre-vocational training and job-ready education programs for local and First Nations candidates. Business as usual will include traineeships, apprenticeships and graduate programs, as well as participation in local school to work initiatives, as appropriate. Training and ongoing upskilling, with a focus on local employment opportunities remain a key aspect of the project's social licence framework.

The Project will maintain a Workforce Employment and Training Register, this will assist an understanding of employee place of origin, residential address during their employment, mechanism of recruitment (e.g. employment agency, entry level recruitment, disability employment service etc) and whether the employee identifies as Aboriginal or Torres Strait Islander. The Workforce Training Register will record the type of training conducted (e.g. traineeships, job-ready education programs). I expect this information will be in included in the annual SIMRs for the Project.

3.2.2.1 Participation

The project presents an opportunity to increase workforce participation of people from traditionally underrepresented groups in the mining industry, including First Nations individuals, women, youth and people with a disability. In the SIA and the draft Workforce Management Plan, Baralaba South acknowledges the challenges faced by First Nations individuals and people living with a disability in finding employment in the mining industry. They are silent about employment of women, which was a requirement in the project's EIS's terms of reference.

Baralaba South committed to working with First Nations stakeholders, including Gaangalu Nation People, Woorabinda Aboriginal Shire Council and the Queensland Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (under a previous name) to develop and implement appropriate resourcing strategies for the encouragement, training and inclusion of First Nations individuals in the project's workforce. Regarding inclusion of people living with a disability, Baralaba Coal expressed interest in working with disability employment support services like MAC Employment and APM Disability Services and Support.

With the limited information and commitment provided by Baralaba South, I am unable to fully assess the efficacy of these participation efforts. To ensure appropriate actions, I have conditioned that in the update to the Workforce Management Plan prior to the start of construction, goals for First Nations peoples, women and people living with a disability employment goals must be set within the plan. Given the significant opportunity the mine provides to Woorabinda community, I expect an appropriate goal for First Nations participation to be set in consultation with Woorabinda Aboriginal Shire Council and Gaangalu Nation People representatives.

3.2.2.2 Workforce transition

The project is intended as a continuation of mining, at first in tandem with current operations at Baralaba North mine, towards the end of operational life and closure, transitioning of existing workforce to the new project. As a key regional employer, Baralaba South has a responsibility to ensure every worker within their operations has the opportunity to obtain a clear understanding of timelines and opportunities for them going forward. The development of a Workforce Transition Plan would address these concerns (see Section 3.3.3).

3.2.2.3 Mine closure

The operational lifespan of the Baralaba South project is expected to be 23 years; however, various external factors may potentially reduce mining intensity or extend the life-of-mine. Upon completion of mining activities, first at Baralaba North, followed by the new site, there may be a reduction in employment opportunities and an increase in redundancies. The workforce would decrease from a peak of 521 employees to an undisclosed lower number towards the end of operations. After Year 23, the project's workforce is expected to decrease to a number in the low 20s to manage decommissioning and rehabilitation for the following years. The SIA provides limited consideration of social factors as part of the mine closure and mainly focuses on the communities' perceptions regarding the post mining land use of the area. While these views are important and should inform the development of the proposed progressive rehabilitation and closure plan (PRCP), it is also essential to consider the potential social impacts of mine closure.

To ensure that the social impacts of closure are adequately managed I have conditioned a SIMP to be developed two (2) years prior to the conclusion of operations to manage the impacts of mine closure. This includes situations where the mine is put into care and maintenance or there is a material reduction in workforce, in which case a SIMP has to be developed at least six (6) months prior to this occurring.

3.2.3 Conclusion – workforce management

I am satisfied that the proponent's recruitment strategy and workforce management practices, in combination with fulfillment of my conditions, would minimise the proportion of workers engaged in FIFO arrangements. However, this will need to be monitored to ensure that the local workforce is maximised, adjusting the 'live local' strategies in SIMP revisions where further action may be required. The SIMP revisions will be informed by the annual SIMRs provided to the Coordinator-General.

To ensure that the proponent commitments described in the Workforce Management Plan are undertaken and inform proactive management and monitoring of the workforce's potential social impacts, I have stated conditions in Appendix 1 of this report requiring the proponent to update the Workforce Management Plan as part of the updated SIMP, to be submitted to the Coordinator-General for approval at least three (3) months before construction commences. I require targets for First Nations individuals, women and people living with a disability be included in the updated Workforce Management Plan.

3.3 Housing and accommodation

In line with the SIA guideline (2018), the EIS includes an assessment of the potential impacts of the project on the local housing market, including the housing requirements of FIFO workers. The SIA states that the development of the Housing and Accommodation Plan aims to ensure housing and accommodation for project workforce:

1. does not significantly impact affordability and availability of housing and accommodation in local and regional communities

2. are well planned, enhance worker wellbeing and do not place an excessive burden on existing infrastructure, facilities and services used by local and regional communities.

The Baralaba South Economic Impact Assessment estimates that at peak operation, some 130 workers will reside locally and between 5% and 20% of these will be people new to the area – requiring 5 to 25 dwellings. The SIA aims for a target of ten new workers and their families, to relocate to Baralaba. This would represent a manageable migration of new people into the small town of Baralaba. Baralaba South also has committed to maintain the eight company owned houses in the region at an appropriate level, investing $100,000 for renovations and up to $25,000 annually for ongoing maintenance. All eight (8) houses are currently occupied by Baralaba South employees, which are intended to be transitioned to employment at the project following the closure of the Baralaba North Mine.

3.3.1 Housing affordability and availability

At time of writing of the SIA in 2023, the housing market in the region was particularly restricted, with no rentals available in Baralaba and significant overcrowding evident in Woorabinda. The towns of Moura and Biloela have been identified as having greater capacity to accommodate employees wishing to relocate to local communities. Baralaba South has assured that, given the availability of space in the existing workforce accommodation camp and the company housing stock, the additional workforce needed to construct and operate the new project would be able to reside in the existing WAV, therefore limiting impacts on local rental availability.

At the same time however, while the company focusses on limiting impacts on housing availability, a commitment has been made to assist new employees to move to the region if they choose to do so. No new houses are being constructed to accommodate this potential new influx, neither are existing company houses available. It is noted that as part of the recruitment process, housing requirements for relocating personal will be identified, as well as number of the desired dwelling type and location. Housing requirements (rental or purchase) will be assessed against housing availability and suitability.

The SIA includes that the Project will monitor the availability and cost of housing in local towns during the operation, and the housing and accommodation strategy will be adapted as required. Given the information provided in the Housing and Accommodation Plan and the EIS, it is unclear how these two commitments are to be achieved, particularly how impacts on local housing and accommodation availability are to be managed in cases where workers choose to live locally.

To ensure effective management of this matter, I have conditioned that the Housing and Accommodation Plan be updated as part of the updated SIMP, with mitigation measures agreed in collaboration with Banana Shire Council, and reporting requirements on how the project is affecting the local housing market and how potential impacts are addressed.

3.3.2 Workforce accommodation village

Baralaba South owns and operates a WAV in Baralaba, 8 km north of the Project. A WAV currently accommodates the Baralaba North workforce and would continue to be used to support the Project. The location of the WAV in Baralaba is positive in the linkages it provides with Baralaba (adjoining town that supports workforce interaction). The town is also a short 10 minute travel time to site from the WAV (thereby reducing travel fatigue). The WAV has 156 single accommodation units with recreation and dining facilities. Additionally, there is a caravan park adjoining the WAV that is available for workers who wish to travel and live in their caravan. It has been clarified that this use is and always has been exclusive for the Mine, however other caravan parks are available in the region for the use for tourist purposes.

The WAV currently operates motel-style accommodation, with one room providing private, single accommodation for two people on alternating rosters. Workers are not required to share their room during their stay. Baralaba South has a development approval from Banana Shire Council to construct an additional 32 rooms at the WAV. Consultation with Council identified the expansion of the WAV in Baralaba as the preferred strategy to accommodate the Project's non-resident workforce.

3.3.3 Workforce Transition Plan

Baralaba South noted that it is expected that a peak combined Baralaba North operation/Baralaba South construction workforce will occur in 2029 (nominated 2nd year of the Project), reaching some 710 employees. Haulage and train load out contractors will reside in Moura, leaving 667 employees that will require temporary accommodation. The WAV currently has 32 rooms under construction which will accommodate future Baralaba South operational staff, factoring in shift cycles. To cover the peak at transition it is estimated that up to 255 units of temporary accommodation will be required (currently 156 rooms plus 32 rooms under-construction).

The Project will require further development approvals to expand the existing WAV to ensure that there is sufficient short-term accommodation. Even so (with 255 existing units), there may be a shortage of accommodation that will still need to be managed during the transition period. The SIA indicates that any overflow will be managed through temporary accommodation, local short-term accommodation providers or through coordinating rosters to reduce the onsite workforce.

The EIS indicates that engagement with the community identified the importance of stability in the region. Sequenced operations (i.e. Baralaba North ends and transition to Baralaba South) was preferred as opposed to Baralaba South operating two mines in parallel for a period of time. There were also those in the community that objected to the continuation of mining. Impacts of concern to communities with parallel operations centred on the increased pressure on services, small business and accommodation during the peak period. The social impacts of the project (albeit more short term) are likely to be more visible during the transition of workers and their accommodation requirements during the overlap period between the wind down of the existing Baralaba North Mine and the ramping up of the Baralaba South project.

Therefore, I have conditioned that a Workforce Transition Plan be prepared (as a standalone Plan within the SIMP) and be submitted at least three (3) months prior to commencement of construction. The Workforce Transition Plan would describe the proposed management measures for the overlap period between the two mines, including: predicted and expected overlap periods, workforce expected to transition and new workers, likely short-term impacts on local housing and accommodation (including WAV development approvals), outcomes of consultation of transition arrangements and mitigation and management strategies, closure planning arrangements for the Baralaba North Mine, and community information strategies.

3.3.4 Conclusion – housing and accommodation

I am satisfied that the proponent's workforce housing strategy described in the Housing and Accommodation Plan would minimise the project's impact. I have stated a condition (Appendix 1) requiring the proponent to prepare an updated Housing and Accommodation Plan for the construction and operational phases of the project to be submitted to me for approval at least 3 months before construction commences. The Housing and Accommodation Plan will need to include an updated assessment of the Baralaba and Woorabinda housing markets and likely worker accommodation preference, as well as mitigation measures to ensure workers choosing to live locally do not negatively impact the local housing market.

3.4 Local business and industry procurement

The SIA assessed the skills required for the project against those available locally, regionally, and across Queensland. It analysed supplier capabilities, prioritising procurement opportunities for First Nations owned businesses, especially in Woorabinda Aboriginal Shire.

The evaluation of businesses throughout the wider region indicated that, although many registered enterprises are engaged in agriculture and do not employ staff, there exists a diverse array of firms within manufacturing, mining supply, transport, and construction sectors that are well-positioned to deliver pertinent services for the Project.

Baralaba South has developed a Local Business and Industry Procurement Plan that gives preference to contractors optimising local content when comparing commercially and technically similar bids. In addition, they committed to achieving a 25% local and First Nations procurement goal. While this is commendable, local procurement and First Nations procurement are two distinct, sometimes connected but crucially different concepts and need to be considered separately.

Therefore, I have conditioned that at least three (3) months prior to the start of construction within the updated SIMP, the Local Business and Industry Procurement Plan be updated, including detailed considerations of the current economic capability of the region and realistic, separate procurement goals for local procurement and First Nations procurement.

3.4.1 Benefits for and impacts on local and regional business

Noting that current operations at Baralaba North Mine do not have a structured approach to local business engagement, Baralaba South has committed to developing a Local and Regional Business Register. This will include qualifications and competencies of local and regional businesses with capability to support the project and inform procurement and tendering decisions throughout the life of the project.

To facilitate this initiative and prepare local businesses for participation, the proponent will organise industry briefings prior to the commencement of construction. Additionally, tender readiness training will be developed and provided at least three (3) months before the start of operations procurement. This preparation will enable businesses to pre-qualify for project supply contracts.

Additionally, Baralaba South has committed to developing work packages suitable for tender by local and regional businesses, where this can be achieved without negatively affecting project performance. While not mentioned within the EIS or SIA, this could include separating larger contracts into smaller tenders to ensure smaller, local suppliers are able to tender.

The SIA notes that the due to the size of the project and relatively low current industry engagement in the community, through employment opportunities and tendering processes, it might stretch local businesses' resources. Baralaba South is committed to monitoring these impacts and addressing them through consultation with the local community.

Regarding opportunities for First Nations owned businesses, Baralaba South is committed to maximise opportunities, both through direct procurement and through contractors and suppliers who include First Nations owned businesses in their supply chains.

3.4.2 Conclusion – local business and industry procurement

I am satisfied that the proponent's local business and industry procurement strategy is appropriate to ensure benefits can be realised and that potential impacts on other industries, such as agriculture or local construction, are appropriately managed.

I have set a condition (Appendix 1) requiring the proponent to submit an updated Local Business and Industry Procurement Plan as part of the revised SIMP for both construction and operation phases at least three (3) months before construction begins. The plan must review local businesses, assess potential labour draw and competition with key regional industries, and outline management measures to keep mitigation strategies current.

3.5 Health and community wellbeing

The SIA identifies the potential positive and negative impacts of the Baralaba South project on local and regional community health and wellbeing. Accordingly, I require that the Health and Community Wellbeing Plan be updated, in consultation with the CCC and relevant agencies, three (3) months prior to construction to ensure that mitigation and management strategies remain appropriate for promoting community wellbeing throughout all phases of the Project.

3.5.1 Changes to cultural identity

The Project is located in a region with a strong agricultural and mining heritage, as well as significant First Nations cultural values. The transition between the Baralaba North Mine to commencement of the Baralaba South project may reinforce the town's mining identity, however risks further marginalising traditional land uses and cultural practices.

I note that Traditional Owners and local groups have expressed concern about the adequacy of cultural heritage management and the need for ongoing, respectful engagement. To ensure that cultural identity is protected and celebrated, I have conditioned that the proponent maintain ongoing consultation with First Nations stakeholders that would subsequently support strengthening the cultural heritage management plan.

3.5.2 Changes to social and other infrastructure

The SIA indicates that an influx of workers and heightened activity will likely increase demands on local infrastructure and services. It outlines potential impacts on emergency and health services, childcare, and road networks. This is expected to be especially significant during the peak workforce period and throughout the transition of the Baralaba North Mine, as detailed in section 3.2. Accordingly, I require that the transition plan address these concerns with particular attention.

3.5.2.1 Emergency services

The SIA identifies Baralaba and nearby towns have limited emergency services and rely on regional centres for major incidents. Increased workforce and project activity may strain ambulance, police, and fire services, especially during construction peaks. The proponent must work with local and regional emergency services to finalise response plans and supply extra resources as needed.

3.5.2.2 Childcare services

Baralaba currently lacks formal childcare facilities, and regional services remain limited. Increasing demand from families and workers relocating to the area as identified in Section 3.2 may exacerbate existing shortages and deter prospective residents. The proponent, in partnership with the CCC, is required to evaluate childcare requirements as part of the SIMP update and pursue collaborations to broaden local service offerings and address these impacts. I consider this a critical matter that must be appropriately addressed.

3.5.2.3 Health services

The town is served by a multipurpose health centre and a private clinic, however their capacity remains limited and access to specialist care necessitates travel. Given projected increases in population and workforce, there is concern that health services may experience strain, especially during peak construction and operational periods. I require, as committed to in the SIMP, that the proponent actively monitor health service demand, provide support for local health providers, and facilitate access to regional health resources to appropriately mitigate project impacts.

3.5.2.4 Local and regional road networks

The project will involve realigning the Baralaba–Moura Road and increased heavy vehicle traffic. I recognise there may be road safety risks, infrastructure wear and tear, and disruption to local travel. Therefore, I require the proponent to put traffic management plans in place, invest in road maintenance, and keep residents informed of any changes.

3.5.2.5 Labour draw and infrastructure

The SIA analysis recognises that the region is vulnerable to skill shortages, and increased demand for labour could impact sectors including agriculture and local services. I require, as outlined in SIMP, that the proponent monitor labour market effects, proactively support local training and employment programs, and cooperate with other major employers to address and minimise potential negative impacts.

3.5.2.6 Benleith Water Scheme

A concern raised by stakeholders includes the impact of blasting operations on the nearby Benleith water scheme, both through increased noise levels and damage through vibrations leading to water contamination. The EIS notes that the blasting assessment predicted that ground vibrations and air blast levels would are not anticipated to have an impact on surrounding infrastructure. Regardless, the proponent has committed, as noted in Appendix 2, to monitor these impacts and committed $100,000 to support the continued operation of the Scheme and appropriate make-good measures in the event of project impacts. I expect that these mitigations are done in good faith and through adequate consultation between the proponent and the Benleith Water Board.

3.5.3 Changes to social cohesion

The SIA states the projects presence has the potential to impact social cohesion of Baralaba and other NRCs, both positively and negatively. Stakeholders have expressed concerns regarding potential social division, reduced community identity, and the importance of inclusive engagement. Accordingly, and in line with the SIMP, I require the proponent implement initiatives to foster inclusivity within the community, support the integration of new residents, and regularly monitor and mitigate indicators related to social cohesion.

3.5.4 Changes to community initiatives and programs

The SIA states Baralaba South is dedicated to supporting local initiatives through both sponsorships and donations. To ensure these programs are effective, it is crucial to engage authentically with the community and respond to their needs. Accordingly, I require the proponent to work collaboratively with local stakeholders in designing community programs, maintain transparent reporting of outcomes, and adjust initiatives based on received feedback. Baralaba Southl's commitments regarding this matter is further detailed in Appendix 2.

3.5.5 Conclusion – health and community wellbeing

I am satisfied that the proponent has considered the potential impacts of the project on the health and wellbeing of Baralaba and neighbouring communities. Nevertheless, it is important to acknowledge that the success of mitigation measures will rely on transparent, adaptive management and authentic engagement with those affected. I require that the Health and Community Wellbeing Plan be updated, in consultation with the CCC and relevant agencies, three (3) months prior to construction commencing to ensure that mitigation and management strategies remain appropriate for promoting community wellbeing throughout all phases of the project. Additionally, to promote positive health and wellbeing outcomes, I have stipulated conditions in Appendix 1 mandating regular review and reporting of relevant indicators, along with structured mechanisms for community input and feedback, including collaboration with the CCC and delivery of the proponent commitments in Appendix 2.

4. Conclusion

I am satisfied that the SIA was prepared generally in accordance with the SIA Guideline (2018) and that the strategies and mitigation measures prepared as part of the SIA demonstrate that the proponent is committed to ensuring that the project does not significantly impact on and enhances opportunities for Baralaba and other regional community and First Nations peoples.

I have considered the scale and duration of the project's construction phase and the capacity of the local communities to provide workers for the project's construction phase and determined that the project presents an opportunity for local employment during construction. While the project's workforce needs exceed the current capacity of local communities to provide workers, it is likely that there would be workers living locally with relevant skills or capacity to undertake the relevant training. Therefore, I have decided to nominate the project as a large resource project for which the 100 per cent FIFO prohibition and anti-discrimination provisions of the SSRC Act apply to the project's construction workforce (Appendix 3).

Overall, I consider that the project presents opportunities for social benefits for the local community in the Banana LGA through local employment, training, and business opportunities. I note that ongoing consultation with Traditional Owners, Banana Shire Council, service providers and other relevant stakeholders will be critical to ensure all opportunities for local communities are realised.

To ensure that potentially significant impacts are avoided, minimised or mitigated, I have stated a condition (Appendix 1) requiring the proponent to prepare an updated SIMP for the construction and operational phases of the project. The SIMP must include:

- CSEP
- Workforce Management Plan
- Housing and Accommodation Plan
- Local Business and Industry Procurement Plan
- Health and Community Wellbeing Plan.

The proponent SIMP implementation includes that a comprehensive review of the SIMP will be undertaken as the construction phase nears completion, during transition of workforce from the existing Baralaba North Mine to the Project and consistent reviews during operations as part of annual reporting on the SIMP implementation.

I have also conditioned a SIMP to manage the social impacts due to planned mine closure, a transition of the project into care and maintenance, or a material reduction in workforce. The closure, or care and maintenance SIMP is expected to be prepared in consultation with Banana Shire Council and include any legacy agreements.

I have stated a condition (Appendix 1) requiring the proponent to report to me on the implementation and effectiveness of the SIMP annually during construction and for the first five (5) years of operation. Thereafter, reporting every three (3) years during operations on the SIMP with a final SIMP submitted for approval to manage project closure. In addition, I expect that the proponent's commitments (Appendix 2) will be implemented.

I am satisfied that the potential social impacts of the project can be adequately managed and minimised. I have finalised my evaluation of the EIS and the potential social impacts of the project. Accordingly, I approve the project's SIA.

A copy of this report will be provided to DETSI, the proponent and will be made publicly available at **Social impact assessments for large resource projects** on the Coordinator-General's website.

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Gerard Coggan
Coordinator-General

23 January 2026

Appendix 1. Conditions stated under the *Strong and Sustainable Resource Communities Act 2017*

This appendix includes conditions stated by the Coordinator-General under section 11(2) of the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act).

In accordance with section 11(3)(a) of the SSRC Act, these conditions are enforceable conditions under the *State Development and Public Works Organisation Act 1971* (SDPWO Act). The entity with jurisdiction for the conditions in this appendix is the Coordinator-General.

All the conditions stated in this appendix take effect from the date the Department of Environment, Tourism, Science and Innovation completes the EIS assessment report for the Baralaba South project.

Condition 1. General conditions

(a) The proponent must advise the Coordinator-General in writing that construction of the project has commenced within five (5) business days of construction commencing.

(b) The proponent must advise the Coordinator-General in writing that the operation of the project has commenced within five (5) business days of operations commencing.

Condition 2. Social Impact Management Plan

(a) The proponent must develop and implement a detailed Social Impact Management Plan (SIMP) to manage the potential social impacts of the project identified in the social impact assessment (SIA) through ongoing community and stakeholder engagement.

(b) The proponent must submit the detailed SIMP, to the Coordinator-General for approval at least 3 months prior to the commencement of construction.

(c) The SIMP must include an updated social baseline and indicators for Nearby Regional Communities.

(d) The SIMP must include the following:

- (i) Community and Stakeholder Engagement Plan in accordance with Condition 3
- (ii) Workforce Management Plan in accordance with Condition 4
- (iii) Housing and Accommodation Plan in accordance with Condition 5
- (iv) Local Business and Industry Procurement Plan in accordance with Condition 6
- (v) Health and Community Wellbeing Plan in accordance with Condition 7.

(e) The SIMP must include a Transition Plan, that manages the cessation of operations from the Baralaba North and transition of the workforce to the construction and/or operation of Baralaba South, prepared in collaboration with Banana Shire Council, addressing worker information, pathways and community impact management. The Transition plan must include:

- (i) predicted and expected overlap periods
- (ii) workforce expected to transition and new workers
- (iii) likely short-term impacts on local housing and accommodation
- (iv) approvals for expanded Workforce Accommodation Village
- (v) outcomes of consultation of transition arrangements and mitigation and management strategies,
- (vi) closure planning arrangements
- (vii) community information strategies.

(f) A SIMP for the closure of the mine must be prepared in consultation with Banana Shire Council and submitted to the Coordinator-General for approval at least 24 months prior to the conclusion of operations.

(g) If during the operation of the mine and prior to the planned closure of the mine, the mine is anticipated to transition into a care and maintenance phase or undergo a material reduction in workforce, a SIMP addressing the impact must be developed in consultation with Banana Shire Council and submitted to the Coordinator-General for approval three (3) months prior to the commencement of care and maintenance or material reduction in workforce.

(h) Should the mine transition into a care and maintenance phase or undergo material reduction in workforce that is not anticipated, the Proponent must consult with the Coordinator-General and Banana Shire Council regarding proposed immediate and longer term actions, and develop a SIMP addressing the impact in to be submitted to the Coordinator-General for approval within three (3) months of the commencement of care and maintenance or material reduction in workforce.

(i) The SIMP for closure must be prepared in consultation with the Office of the Coordinator-General and include the details of any legacy infrastructure and workforce related to the project.

(j) The proponent must publish each SIMP on their website within one month of the Coordinator-General's approval of the plan. The proponent must notify the Coordinator-General within five (5) business days of the SIMP being made publicly available on the proponent's website.

Condition 3. Community and Stakeholder Engagement Plan

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

(b) The proponent must prepare an update to the Community and Stakeholder Engagement Plan that is to be submitted as part of each SIMP to the Coordinator-General for approval, in accordance with Condition 2.

(c) The Community and Stakeholder Engagement Plan must address the construction and operational phases of the project, and include:

  (i) objectives and key performance indicators

  (ii) an analysis of key stakeholders and stakeholder issues

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

  (iv) processes for incorporating stakeholder feedback into project-specific management measures

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

  (vi) a complaints management process

  (vii) community communication protocols specific to flood incidents

  (viii) monitoring and reporting protocols.

Condition 4. Workforce Management Plan

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

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

(c) The proponent must prepare a Workforce Management Plan that is to be submitted as part of the SIMP to the Coordinator-General for approval.

(d) The Workforce Management Plan must address the construction and operational phases of the project and include:

  (i) objectives and key performance indicators

(ii) summary workforce profile, including the estimated proportions of local, drive-in, drive-out (DIDO) and FIFO workers

(iii) roster arrangements for local, DIDO and FIFO workers, including transport arrangements between workforce accommodation and site to manage fatigue and road safety

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

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

(vi) programs to support the physical and mental health and wellbeing of workers and the level of on-site health services to be provided

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

(viii) targeted measurable and realistic participation targets for First Nations peoples, women and people living with disability, developed in consultation with Banana Shire Council and representatives of the Gaangalu Nation People

(ix) processes, should targets set out under (viii) not be met, how these are updated and impacts addressed.

Condition 5. Housing and Accommodation Plan

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

(b) The proponent must prepare a Housing and Accommodation Plan that is to be submitted as part of the SIMP to the Coordinator-General for approval.

(c) The Housing and Accommodation Plan must be developed in consultation with relevant stakeholders and address the construction and operational phases of the project and include:

(i) objectives and key performance indicators

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

(iii) measures to mitigate potential negative social impacts

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

(v) an updated assessment of local housing availability and demand, including for Baralaba and Woorabinda

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

(vii) a housing register or equivalent mechanism to assist construction workers and families who wish to reside in local communities

(viii) mitigation measures to manage potential impacts where workers choose to live locally, and reporting requirements on how the project is affecting the local housing market

(ix) monitoring and reporting protocols.

Condition 6. Local Business and Industry Procurement Plan

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

(b) The proponent must prepare a Local Business and Industry Procurement Plan that is to be submitted as part of each SIMP to the Coordinator-General for approval.

(c) The Local Business and Industry Procurement Plan must address the construction and operational phases of the project and include:

(i) objectives and key performance indicators

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

(iii) proposed policies and programs to build local and regional capacity and capability, and reduce barriers to entry (including industry briefings and tender-readiness training)

(iv) processes that embed local business and First Nations procurement strategies into contracting, including where appropriate the breaking down of larger packages to enable local participation

(v) measures to mitigate potential negative social impacts on local industries, including monitoring labour draw and competition with essential services and agriculture

(vi) separate, measurable procurement targets for local suppliers and First Nations suppliers, and associated monitoring and reporting protocols.

Condition 7. Health and Community Wellbeing Plan

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

(a) The project must not result in adverse impacts on the level of service currently provided to local communities.

(b) The proponent must prepare a Health and Community Wellbeing Plan that is to be submitted as part of the SIMP to the Coordinator-General for approval.

(c) The Health and Community Wellbeing Plan must address the construction and operational phases of the project and include:

(i) objectives and key performance indicators

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

(iii) emergency response arrangements and management measures agreed with emergency service providers (e.g. Queensland Police Service, Queensland Fire Department, Queensland Ambulance Service)

(iv) details of community development programs to be implemented, co-designed with stakeholders, and the outcomes to be achieved

(v) details of measures, developed in consultation with Banana Shire Council, Queensland Government agencies and service providers, that demonstrate the project would not adversely impact childcare service levels, primary healthcare service levels, or social housing service levels

(vi) risk communication protocols for community health and safety during major events, including flooding, affecting access or services

(vii) monitoring and reporting protocols, including regular review and reporting on health and wellbeing indicators and clear mechanisms for community input and feedback.

Condition 8. Reporting on the implementation and effectiveness of social impact management measures

(a) The proponent must report on the implementation and effectiveness of measures, including implementation of all proponent commitments listed in Appendix 2 of the Coordinator-Generals Evaluation Report for the project, to manage the project's social impact during construction and the first (5) years of operation.

(b) The proponent must prepare an Annual Social Impact Management Report (SIMR) covering the implementation and effectiveness of social impact management measures.

(c) Each SIMR must be submitted to the Coordinator-General for approval within thirty (30) business days after the end of each twelve (12) month reporting period.

(d) Each SIMR is to be made publicly available on the proponent's website within one (1) month of the Coordinator-General's approval. The proponent must notify the Coordinator-General when the SIMRs are made publicly available on the proponent's website.

(e) After the first five (5) years of operation, SIMR reporting must occur at least every five (5) years during operations, until submission of the closure SIMP.

(f) Each SIMR must, at a minimum, report on:

  (i) community and stakeholder engagement during the reporting period

  (ii) workforce sourcing (local/DIDO/FIFO) and labour draw impacts on other local industries

  (iii) housing market indicators and the effectiveness of mitigation measures

  (iv) health and community wellbeing indicators and outcomes

  (v) local and First Nations procurement performance against targets

  (vi) complaints and grievances (de-identified) and evidence of meetings of the Community Consultative Committee (CCC), including meeting frequency, minutes of each meeting, and action tracking.

(g) Every second SIMR must include an independent review of engagement effectiveness and stakeholder satisfaction. At a minimum, this must include:

  (i) details of the independent review agent, including potential or perceived conflicts of interest regarding any relevant stakeholder

  (ii) outcomes of targeted consultation regarding engagement effectiveness and stakeholder satisfaction

  (iii) where relevant, comparison to previous independent reviews including trends, and where necessary, suggested mitigation measures

  (iv) where relevant, a statement by Baralaba South responding to the suggested mitigation measures including actions to change existing mitigation measures or introduce new ones.

Definitions

'commencement of construction' for the Baralaba South Project is the commencement of construction of mine facilities as described in Section 2.4 of Chapter 2 – Project Description.

'commencement of operation' is mining and processing of coal.

'FIFO worker' is a worker who does not live in one of the local communities and must commute to work (could be DIDO, bus-in bus-out BIBO or FIFO) and stay at the workforce accommodation village while on shift.

'local community/ies' is any one of the eight communities assessed in the evaluation report.

'local worker' is a worker who lives in one of the local communities.

'the Project' the Baralaba South project.

Appendix 2. Proponent commitments (social and economic)

The recruitment of workers from local and regional communities will be prioritised, and employees will be encouraged to live within local towns. The fly-in, fly-out (FIFO) workforce will be minimised.
The following management plans will be finalised and implemented for the Baralaba South project (the Project). • **Community and Stakeholder Engagement Plan** to facilitate engagement, consultation and collaboration with stakeholders. • **Workforce Management Plan** to prioritise recruitment of workers from local and regional communities and workers who will live in regional communities, reduce the proportion of workers engaged in FIFO arrangements and support the health and wellbeing of the Project workforce. • **Housing and Accommodation Plan** to provide strategies to meet the accommodation requirements of the Project and to monitor the impact that workforce influx has on the real estate market. • **Local Business and Industry Procurement Plan** to maximise opportunities for local businesses to provide goods and services to the Project. • **Health and Community Wellbeing Plan** to provide processes and strategies to avoid or mitigate adverse social impacts and capitalise on opportunities to improve the health and wellbeing of local and regional communities.
A healthy workplace will be promoted, and a Healthy Workforce Policy will be developed for the Project. The Healthy Workforce Policy will be prepared by the Project's health and safety professionals and/or with guidance/assistance from external professionals prior to the commencement of construction.
The Project will provide on-site medical and first-aid facilities in accordance with the requirements of health and safety regulations. The Project will reduce additional demands on local health services by employing trained paramedics to manage minor health issues on site.
An Emergency Response Plan will be further developed in consultation with emergency service providers. First response capabilities will be established from the commencement of construction. Local and district police and emergency services will be made aware of the Project's development in advance of construction and operation and will be provided with the final Emergency Response Procedure developed in consultation with them. Emergency training and familiarisation of the mine site will be conducted in consultation with police and emergency services.
A Workforce Code of Conduct will be developed prior to Project commencement and implemented to inform personnel of the behaviour expected at work, when travelling to and from work, in public places (e.g. town centres, parks and hotels), and within the accommodation camp. Compliance with the Code of Conduct will be required for all Project personnel (both construction and operation). Workers staying in the Baralaba accommodation camp will be bound by the facilities' Code of Conduct.
The Proponent will facilitate annual Project emergency simulation training for local health and emergency services.
The Proponent will continue to maintain the public haul road impacted by the Project from the Baralaba North mine site to the train load out and then the Baralaba South mine site to the train load out once fully transitioned.
The Proponent will continue to implement the Community Sponsorship and Donations Program.

The Proponent will contribute to the Benleith Water Scheme up to $100,000 (subject to a detailed assessment/discussions with the scheme manager).
The Proponent will incentivise Baralaba South employees to reside locally if there is available accommodation: • develop 'welcome packs' to help relocating employees integrate into local communities • subsidise employee local housing purchase • subsidise employee local rental payments • assist with relocation costs. Additionally, the Proponent will continue to renovate company houses and add them to the Baralaba rental pool and once renovated, provide ongoing maintenance.
The Proponent will provide long-term local training and employment opportunities for local and regional communities, including under-represented groups. The Proponent will also provide procurement opportunities for local, regional and indigenous businesses. To this end, the Proponent will hold business briefings in local towns to communicate Project procurement opportunities.
As Baralaba South project is proposed as a continuation of mining, as the Baralaba North Mine nears its operational life, a Workforce Transition Plan will be developed for workers transitioning to the new Project. All workers undergo training as part of their induction that includes the requirement to adhere to the following policies aimed at avoiding direct and indirect social impacts: • Baralaba South Community Policy • Baralaba South Diversity Policy • Baralaba South Environmental Policy • Baralaba South Health and Safety Policy.
Development and implementation of an Emergency Response Plan (ERP) for the Project, which will include the following: • provide contact details relevant to emergency management • detail the roles and responsibilities of site personnel • include participation of Queensland Ambulance staff • include the potential emergency situations that could occur as identified by the risk assessment • detail the equipment available to emergency responders • provide for emergency response training • provide for regular testing of the site's emergency response capability • outline the emergency response procedure to be followed, including raising the alarm and summoning of emergency assistance, and the termination of emergency response • identify emergency communications protocols, including requests for assistance from external emergency services (e.g. Queensland Mines Rescue Service, Queensland Fire and Emergency Service, Queensland Police) • outline fire response procedures • detail evacuation procedures and muster points • include maps and relevant Global Positioning System information • include duty cards detailing the roles and responsibilities of the Incident Commander, Incident Controller, Emergency Response Team, supervisors and mine workers. Development of the ERP will include consultation with key external bodies potentially involved in emergency response relating to site activities.

Evacuation muster points will be established specific to each work area on-site and site evacuation levels established. Flooding impacts will be considered during ERP development, as will potential accommodation village evacuation requirements.

Appendix 3. Decision under the *Strong and Sustainable Resource Communities Act 2017*

In relation to the Baralaba South project (the Project), eight (8) towns meet the definition of a nearby regional community (NRC) for the project under Schedule 1 of the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act). These are:

- Baralaba
- Banana
- Moura
- Biloela
- Thangool
- Theodore
- Woorabinda
- Duaringa.

As Coordinator-General, I have decided to nominate the project as a large resource project for which the 100 per cent fly-in, fly-out (FIFO) prohibition and anti-discrimination provisions of the SSRC Act apply to the Project's construction workforce.

In making the above decision, I have assessed the capacity of local communities to provide workers for the project's construction phase. I have considered:

- the scale and duration of construction is significant with 268 workers at peak construction being required over a two-year main construction period
- the project Workforce Management Plan indicates the ability to source up to 5% of required construction workforce from the local community
- commuting distance (noting the Social Impact Assessment (SIA) set a safe commuting distance as being within a one hour drive time from the project site). Of the eight NRC communities Baralaba, Banana, Moura and Woorabinda are within a safe commuting distance from the project's main access. This would not preclude people from the other towns with 125 kilometre radius from seeking and obtaining project employment, however these would be required to utilise workforce accommodation provided by the Project
- inclusion of the eight (8) towns as NRCs supports these local communities by promoting local employment and supply of goods and services from local businesses in the construction period. While small, Baralaba township has an existing relationship with Baralaba South and relevant capabilities required for the development of new mining operations
- Baralaba South, within their SIA and Workforce Management Plan, indicated the intent to provide training programs to improve opportunities for Woorabinda Aboriginal Shire, which has a high unemployment rate, as well as training programs tailored to youth in the local area
- the capacity for opportunities from the Project to offset the potential negative associated impacts, particularly in Baralaba which is most affected by the Project as identified in the SIA.

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