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Preliminary Social Impact Management Plan

BYLONG COAL PROJECT

PRELIMINARY SOCIAL IMPACT MANAGEMENT PLAN

Prepared by:

HANSEN BAILEY

Level 15, 215 Adelaide Street
BRISBANE QLD 4000

17 January 2018

For:

WORLEYPARSONS SERVICES PTY LTD

Level 12, 141 Walker Street
NORTH SYDNEY NSW 2060

On behalf of:

KEPCO BYLONG AUSTRALIA PTY LTD

Suite 1201, 141 Walker Street
NORTH SYDNEY NSW 2060

EXECUTIVE SUMMARY

The Bylong Coal Project (the Project) is an integrated open cut and underground coal mine located in the Bylong Valley, in the Mid-Western Regional Council (MWRC) Local Government Area (LGA) of New South Wales. The Project is owned by KEPCO Bylong Australia Pty Limited (KEPCO).

KEPCO lodged an Environmental Impact Statement (EIS) with the NSW Department of Planning and Environment (DP&E) in July 2015 in support of a State Significant Development Application for the Project. As part of the Project's EIS, a Social Impact Assessment (SIA) was completed. The SIA identified social impacts and benefits associated with the construction and operation of the Project, within the following impact categories:

- Population and demography;
- Economic vitality;
- Housing and accommodation;
- Community infrastructure;
- Labour market; and
- Community liveability.

This Preliminary Social Impact Management Plan (Preliminary SIMP) documents the potential impacts and opportunities associated with the Project and the approach to impact management. The Preliminary SIMP forms part of the Environmental Management Strategy for the Project and will form the basis for the management of the Project's social impacts. A Final SIMP would be prepared following the granting of Project development consent.

The Preliminary SIMP is informed through the findings of the Project SIA and the associated EIS and SIA consultation processes, and the issues and concerns raised by stakeholders in response to the public exhibition of the EIS in 2015 and the Planning Assessment Commission Public Hearing in 2017. It is also informed by work completed as part of the Response to Submissions (RTS) and Supplementary RTS, including the preparation of a Workforce Accommodation Study, a 'No Workforce Accommodation Facility' SIA and assessment of cumulative social impacts.

This Preliminary SIMP further is informed by a socio-economic baseline update for the Bylong Valley and neighbouring communities of Wollar, Rylstone, Kandos and Mudgee within the MWRC LGA. The socio-economic baseline update has utilised recently released Australian Bureau of Statistics (ABS) Census data, made publicly available mid to late 2017.

During the development of the SIA and the Preliminary SIMP, KEPCO and its Project team consulted extensively with stakeholders, including local government, key state government agencies and departments, and local communities. Ongoing consultation with stakeholders and partners is a critical component in the development and implementation of the Final SIMP and this is outlined in the SIMP Stakeholder Engagement Strategy.

The Preliminary SIMP identifies key management tools and five key action plans which aim at mitigating social impacts and enhancing social benefits. The Preliminary SIMP includes a monitoring program framework which seeks to monitor and measure the effectiveness of Final SIMP implementation.

As an integral part of establishing the Project, KEPCO is committed to the management of potential social impacts and to creating long-term social and economic benefits to communities within the Bylong Valley and surrounding areas. KEPCO's various concrete commitments will support the sustainability of the region over the life of the Project.

The Project is located within the MWRC LGA, which contains the regional centre of Mudgee and a number of smaller townships and villages. The LGA has a strong and diverse economic base supporting job opportunities in a range of industries including agriculture, viticulture, tourism and mining. Coal mining has been present since the early 1920s and there are currently three operations located within the MWRC LGA.

The Bylong Valley consists of a small, rural agricultural community. The towns of Kandos, Rylstone and Wollar are also in proximity to the Bylong Valley, and have been characterised by local economic contraction as a result of changes in industrial activity. Mudgee is the key population base in the MWRC LGA servicing existing industries and is in a period of population and economic expansion.

Economic modelling indicates that KEPCO's overall investment over the life of the Project - encompassing both construction and operational phases is expected to generate substantial economic benefits at the local, regional, state and national levels. The Project will also generate significant local economic benefits through the Voluntary Planning Agreement (VPA) for the Project, local government rates and taxes, and KEPCO funding for local roads and community sponsorships.

The Project will specifically contribute to the revitalisation of the Bylong Valley through additions to its resident population, investment in community infrastructure and services in the Bylong Valley, improvements to the local road network and enhancement of the attractiveness of the Bylong Village as a rest-stop along the Bylong Valley Way. Kandos and Rylstone will also undergo rejuvenation as a result of the Project, with a range of population and economic benefits also accruing to Mudgee.

KEPCO continues to work closely with MWRC to maximise local benefit from the Project. As part of this dialogue, KEPCO has recently undertaken updated workforce accommodation studies with a view to housing its workforce within existing accommodation options within MWRC LGA rather than constructing a Workforce Accommodation Facility (WAF) in the Bylong Valley. The Project's contribution to local population growth will be underpinned by KEPCO's commitment to encourage the operations phase workforce to reside as permanent residents in the local area, principally the communities of Bylong, Mudgee, Rylstone and Kandos, with flow-on employment opportunities also attracting additional households. KEPCO's commitment to employee education and training will contribute to the development of human capital in the local area by increasing the labour pool and contributing to new skills in the region.

It is anticipated that the Project will halt the current trend of population decline in the Bylong Valley and the population will stabilise and likely grow. The results of local resident perception surveys of community wellbeing indicate that the majority of Bylong Valley residents perceive that they would be happy living in the Valley into the future, quality of life will be the same or better, and that the community has a bright future. For its part, Mudgee is a thriving community with a diverse economic base whereas the smaller centres of Kandos and Rylstone are struggling to sustain population and key services and will benefit from economic enhancements afforded by the Project.

The assessment of social impact and opportunity significance has been undertaken in accordance with established best practice including the recently released NSW Social Impact Assessment Guideline (NSW SIA Guideline, 2017). Impacts have been assessed for probability and consequence, and a social risk matrix used to determine the significance of identified impacts and opportunities. Impact assessment has occurred at the Bylong Valley and regional levels.

At the Bylong Valley level, a number of potential social risks have been identified, with each capable of substantial mitigation, including:

- Stress and anxiety arising from uncertainty in relation to perceived future Project impacts, particularly impacts arising from off-site water changes, and the opportunity available to claim compensation;
- Reduced safety conditions along Bylong Valley Way for road users due to increased traffic and gradual deterioration of road surface conditions;
- Impacts to rural property values;
- Ongoing perceived concern in relation to potential off-site water impacts threatening future viability of agricultural production in the Bylong Valley post mining; and
- Reduced rural amenity in the Bylong Valley.

Key social opportunities from the Project identified by residents of the Bylong Valley include:

- Greater variety of services and facilities available in the Bylong Valley particularly through the Bylong General Store;
- Resident population growth;
- Enhanced attractiveness and general appearance of the Bylong Village;
- Improvements in local and regional road networks;
- Employment opportunities for local residents;
- Improved community capacity for resourcing local organisations e.g. Bylong Rural Fire Service; and
- Improvements to, and preservation of, items of local heritage interest e.g. Lee Homestead.

At a regional level a number of key potential social risks have been identified. In each case, substantial mitigation can be achieved:

- Increase in MWRC LGA road maintenance spend due to impacts of Project induced traffic on the regional road network;
- Visitors to the region are temporarily unable to access short-term accommodation in and around Mudgee during the peak construction period;
- Increased demand for short-term accommodation presents challenges for competing local industry and businesses;
- Further instability in local housing market conditions with localised inflation in property prices (sale and rents) due to cumulative impact of this and other projects;
- Reduced availability of private rental properties for new residents;
- Decreased housing affordability and the potential for displacement of lower socio-economic households from affordable accommodation;
- Increased demand for education, child care and youth services and reduced access to services;
- Increased demand for housing support services due to displacement of low-income households;
- Reduced patronage at regional events due to lack of short-term accommodation for visitors;
- Changing infrastructure investment decisions by MWRC due to reduced revenue owing to mine closure;
- Reduction in resident population of Kandos and Rylstone as a result of mine closure;
- Increased vehicle movements on local and regional roads impact road safety;
- Increased demand on medical and emergency services and

- Difficulty in securing and retaining employment on the Project for Indigenous Australians.

Key social impact opportunities from the Project identified at a regional level include:

- Improved local business capability;
- Improved economic sustainability for local business operators;
- Business growth;
- Opportunities for local and regional businesses to supply goods and services to the Project, including accommodation;
- Opportunity to increase labour force participation and increase local skills capacity;
- Opportunities for apprenticeships, scholarships and vocational training;
- Improved sustainability of education services and enhanced education and training opportunities in local schools;
- Creation of local and regional employment opportunities;
- Increase in local spend in Kandos and Rylstone;
- Increase in resident population of Bylong, Kandos, Rylstone and Mudgee, including families with school-aged children;
- Change in community demographics due to in migration of Project workforce;
- Economic stimulus generated by the Project (employment, procurement, royalties, rates and taxes) enables delivery of new infrastructure and services and supports improvements to existing infrastructure and services;
- Proponent social investment activities enable delivery of new infrastructure and services and supports improvements to existing infrastructure and services;
- Increased capacity at Bylong RFS improves fire management and emergency response for neighbouring localities; and
- Improvements to road networks reduce travel times to Mudgee for neighbouring communities, improving economic outcomes.

Key tools to manage the potential social impacts and enhance potential opportunities include:

- Project design and siting of mine infrastructure to reduce social impacts;
- Voluntary Planning Agreement between KEPCO and MWRC;
- Establishment of a Project Community Consultative Committee;
- Implementation of ongoing Community Investment Strategy;
- Development of a Local Content Policy and Plan;
- Adoption of a Recruitment and Training Strategy;
- Finalisation of a detailed Workforce Accommodation Strategy;

- Completion of a Labour Force Study;
- Preparation of an Indigenous Participation Plan; and
- Preparation of a Mine Closure Plan.

A number of Preliminary Action Plans have been prepared to demonstrate management of potential Project impacts and enhancement of opportunities:

- Bylong Valley Preliminary Action Plan – This Action Plan describes the approach to managing the potential social impacts of the Project on the Bylong Valley. It also presents KEPCO's commitments to supporting long-term community sustainability.
- Housing and Accommodation Preliminary Action Plan – This Action Plan presents KEPCO's commitments to managing the impacts of the Project workforce on housing and accommodation in the MWRC LGA.
- Community Liveability, Health and Wellbeing Preliminary Action Plan – This Action Plan describes the approach to managing the potential social impacts of the Project on the health and wellbeing of the regional community with a focus on Kandos, Rylstone and Mudgee communities.
- Workforce Management Preliminary Action Plan – Presents KEPCO's commitments to managing the health and wellbeing of the workforce.
- Local Content and Economic Development Preliminary Action Plan – This Action Plan presents KEPCO's commitments to local content i.e. the provision of local employment and training opportunities and local procurement and Indigenous participation.

As part of this Preliminary SIMP, a framework has been prepared for monitoring, reporting and reviewing the implementation of the SIMP for the Project.

KEPCO is committed to community involvement in the ongoing management and monitoring of potential Project impacts. An approach has been developed to describe the approach to stakeholder engagement for the development of the Final SIMP, with a focus on the Bylong Valley community. This includes a grievance management procedure.

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BYLONG COAL PROJECT PRELIMINARY SOCIAL IMPACT MANAGEMENT PLAN

**for
WorleyParsons Services Pty Ltd**

1 PREAMBLE

This Preliminary Social Impact Management Plan (SIMP) has been prepared in support of the planning approvals process for the Bylong Coal Project (the Project). This Preliminary SIMP is one of a number of draft Environmental Management Plans which have been prepared to provide further information around the proposed management of potential environmental and social issues associated with the Project.

On the 27 July 2017, the NSW Planning and Assessment Commission (PAC) issued the PAC Merit Review Report (PAC Review Report) for the Project, which identified a number of issues and concerns with the information provided to-date.

In this regard, the PAC Review Report provided the following statements:

“A range of mitigation measures are proposed, but their effectiveness is uncertain and at time qualified et al...”

“The Commission is of the view that a decision-maker would need to carefully consider the risks attached to the proposed mitigation treatments in its assessment of the overall merits of the project. The case for the project, particularly those aspects of the project responsible for the most severe impacts, is eroded when impacts and the uncertainty of the proposed measures are considered together”.

“In closing, the Commission finds that doubts persist about the potential benefits and impacts of this project, despite extensive research and peer assessment. As a result, all aspects of the project will need to be comprehensively and cautiously considered, carefully weighted, and balanced against one another at the determination stage”.

To assist the relevant authorities in the determination stage of the Project, the draft Environmental Management Plans have been prepared to detail and provide further information on the proposed environmental management and mitigation measures that will be implemented throughout the life of the Project. The early development of the draft Environmental Management Plans should provide certainty and assurance that effective controls, procedures and processes (surpassing contemporary environmental management within the NSW coal mining industry) will be adequately implemented for the Project to negate any potential risks or impacts to the environment.

Should the Project be approved, the various draft Environmental Management Plans will be reviewed and updated in accordance with any final Development Consent conditions issued for the Project. Furthermore, consultation with the relevant regulatory agencies will be undertaken during the review and this draft Plan updated to ensure that any outstanding issues or concerns are adequately addressed. The revised Plan will be submitted to the relevant regulatory agencies, as required, for approval.

PRELIMINARY

2 INTRODUCTION

2.1 BACKGROUND

The Bylong Coal Project (the Project) is a proposed integrated open cut and underground coal mine located in the Bylong Valley of NSW. The Project is proposed within Authorisations A287 and A342, which are owned by KEPCO Bylong Australia Pty Limited (KEPCO) and are located within the Mid-Western Regional Council (MWRC) Local Government Area (LGA). The closest regional centre is Mudgee, located approximately 55 km south-west of the Project Boundary. The Project is approximately 230 km by rail from the Port of Newcastle. The regional setting of the Project is shown in **Figure 1** and **Figure 2**.

KEPCO lodged an Environmental Impact Statement (EIS) with the NSW Department of Planning and Environment (DP&E) in July 2015 in support of a State Significant Development Application for the Project.

Public exhibition of the EIS took place between 23 September 2015 and 6 November 2015. A Response to Submissions (RTS) document for the Project was lodged with the DP&E in March 2016. In July 2016, the DP&E commissioned Elton Consulting to conduct a Peer Review (Elton Peer Review) of the EIS Social Impact Assessment (SIA) (and associated RTS material) prepared for the Project. The Elton Peer Review was finalised in September 2016. KEPCO provided a response to the Elton Peer Review in October 2016. In March 2017, the DP&E issued a Preliminary Assessment Report (PAR) for the Project. The PAR included Recommended Development Consent Conditions for the Project.

In January 2017, the then NSW Minister for Planning referred the Project to the NSW Planning Assessment Commission (PAC) to conduct an independent review of the Project. A Public Hearing was held by the PAC in Mudgee in May 2017, and in July 2017, the PAC Review Report for the Project was issued.

Within the Review Report, the PAC questioned the adequacy of the investigation of the Project's social impact and associated mitigation measures proposed by KEPCO.

As a consequence, WorleyParsons Services Pty Limited (WorleyParsons) on behalf of KEPCO has commissioned Hansen Bailey to develop a Preliminary Social Impact Management Plan (Preliminary SIMP) for the Project. This Preliminary SIMP documents the potential impacts and opportunities associated with the Project and will provide the basis for the management of the Project's social impacts. The Preliminary SIMP forms part of the Management Plans for the Project and is a component of KEPCO's PAC Review Response Report.

2.2 PURPOSE OF THE PRELIMINARY SIMP

The purpose of the Preliminary SIMP is to improve the determining authorities' and stakeholders' understanding of the likely impacts of the Project and set out a framework for how these impacts will be appropriately mitigated and or managed and monitored. The Preliminary SIMP is a living document and will continue to be developed in consultation with state and local government, community and other stakeholders over the life of the Project. A Final SIMP would be prepared following the granting of development consent.

The Preliminary SIMP addresses potential future social impacts specifically related to the construction and operation of the Project. Impacts associated with exploration and the pre-approvals phase of the Project are reflected in the current social baseline for the Bylong Valley presented in **Section 5** and the findings of stakeholder interviews and surveys conducted to inform the Preliminary SIMP (**Appendix C**).

The Project's social and cultural area of interest includes the Bylong Valley, the nearby communities of Wollar, Kandos, Rylstone and Mudgee and the wider MWRC LGA. The townships of Denman and Merriwa within neighbouring Muswellbrook Shire (MSC) LGA are located on the edge of the social and cultural area of interest.

Cultural heritage impacts will be captured within the Aboriginal Heritage Management Plan (AHMP) which will be prepared at a later date and in accordance with the relevant Development Consent conditions for the Project. The AHMP will consider the potential impacts to the Registered Aboriginal Parties for the Project. The Preliminary SIMP includes an assessment of Indigenous social interests with further assessment proposed as part of the Final SIMP.

2.3 STAKEHOLDER CONSULTATION

Condition 69(b) of Schedule 4 of the Recommended Development Consent conditions (SSD-6369) requires the SIMP be prepared in consultation with the MWRC, the Project Community Consultative Committee (CCC), the local community of Bylong and to the satisfaction of the Secretary of DP&E. This Preliminary SIMP is a pre-approval document and as such has been prepared in consultation with the MWRC and the local community of Bylong. The Final SIMP will be prepared following Project approval and in consultation with the Project CCC and to the satisfaction of the Secretary of the DP&E.

Section 4 and **Appendix C** describes the scope of stakeholder engagement to inform the Preliminary SIMP. **Section 11** describes the scope of future consultation to inform the Final SIMP.

2.4 PROJECT TEAM AND AUTHORSHIP

2.4.1 Authorship

This report has been prepared by suitably qualified social impact professionals. This report was prepared by Hansen Bailey Environmental Consultants Principal Social Planner Bronwyn Pressland and Advisian Social Performance Practice Manager Elena Miceski.

The DP&E PAR Recommended Development Consent conditions require that the “*SIMP be prepared by suitably qualified and experienced persons whose appointment has been endorsed by the Secretary*”. KEPCO will seek the Government’s endorsement of the persons completing the Final SIMP post-approval.

2.5 STRUCTURE OF THE SIMP

The Preliminary SIMP is structured as follows:

- Section 1 – Preamble – Describes the approval context of the Preliminary SIMP.
- Section 2 – Introduction (this section), provides an overview of the Project and describes the purpose of the report.
- Section 3 – Statutory Requirements – Describes the relevant regulatory framework for the preparation of the SIMP.
- Section 4 – Preliminary SIMP Methodology – Describes the methodology adopted for the preparation of the Preliminary SIMP.
- Section 5 – Project Context and Social Setting – Describes the geographic setting of the Project, provides a summary of the historical settlement of the Bylong Valley and presents a summary community profile for the Bylong Valley and nearby centres.
- Section 6 – Project Summary – Presents the workforce and other characteristics of the Project relevant to the consideration of social impacts.
- Section 7 – Project Benefits Statement – Describes the potential benefits of the Project for local and regional communities.
- Section 8 – Key Social Impacts and Opportunities – Provides an overview of the potential social impacts and benefits to be addressed through the SIMP and describes KEPCO’s commitment to managing potential Project impacts and engaging with stakeholders over the life of the Project.
- Section 9 – Management Action Plans - Documents in detail the approach to management and mitigation of the potential social impacts.
- Section 10 – Monitoring Reporting and Review Framework - Outlines the monitoring framework designed to track and evaluate the implementation of the strategies contained in the Preliminary SIMP.

- Section 11 – Stakeholder Engagement Strategy – Describes the stakeholder engagement approach to preparation of the Final SIMP.
- Section 12 – Complaints and Grievance Management – Describes the approach to complaints and grievance management.
- Section 13 – SIMP Governance Framework - Outlines the framework for managing the implementation of the SIMP.
- Section 14 – References.

Appendices

Appendices supporting the Preliminary SIMP include:

- Appendix A – SIA Impacts and Opportunities – Presents a list of the impacts and opportunities identified in the *Bylong Coal Project SIA* (Hansen Bailey 2015).
- Appendix B – Peer Review Findings – Presents the outcomes of the Preliminary SIMP Peer Review.
- Appendix C – Stakeholder Engagement Findings – Presents the findings of stakeholder engagement undertaken to inform the development of the Preliminary SIMP.
- Appendix D – Impacts and Opportunities – Presents the tabulated risk assessment, including management actions and residual risks for all identified potential Project impacts and opportunities.
- Appendix E – Community Investment Strategy – Provides a summary of KEPCO's Community Investment Strategy for the Project.
- Appendix F – Summary of Bylong Valley Historical Development – Presents a historical timeline for the Bylong Valley.
- Appendix G – Curriculum Vitae – Presents the expertise of the specialists involved in the preparation of the Preliminary SIMP, including the Peer Review.
- Appendix H – Social Baseline Data – Provides supporting evidence for Section 5.

2.6 SCOPE

The scope of material presented in this report is comprehensive and substantially more detailed than the level of information normally presented in SIMPs as part of standard industry practice. This is because the Preliminary SIMP seeks to respond to the comments raised by the PAC in the PAC Review Report and the community in relation to there being uncertainty and doubt over the social impacts of the Project, and how these will be able to be managed. It also seeks to provide further context to issues and concerns raised during the approvals process, specifically the RTS and also the SIA Independent Peer Review. This Preliminary SIMP aims to provide further certainty and direction in relation to how the impacts of the Project will be managed. A desire to provide further certainty and direction to stakeholders underpinned KEPCO's decision to prepare the Preliminary SIMP during Project approvals, instead of following development consent.

The scope of the stakeholder engagement strategy undertaken to inform the preparation of the Preliminary SIMP reflects the timeframe available for preparation of and lodgement of this document with DP&E as part of the Response to PAC Review Report, i.e. January 2018. Every effort has been made to engage with all current residents of the Bylong Valley as part of the development of the Preliminary SIMP. Some residents of the Bylong Valley were not interested in meeting with Hansen Bailey or were unavailable at the time of the consultation. Further opportunities will be available into the future for these residents to participate in the development of the Final SIMP for the Project.

2.7 FUTURE PROCESSES

It is the intention of KEPCO to continue to progress the development of the Preliminary SIMP to a Final SIMP in accordance with any Development Consent conditions for the Project and the methodology described in **Section 4.3**. A more extensive stakeholder engagement process is proposed for the preparation of the Final SIMP. An overview of this process is provided in **Section 11** and will be contingent on the Development Consent conditions for the Project.

A number of the management and mitigation actions identified here-in require further scoping in consultation with key stakeholders and identified partners before they can be implemented. Specifically, further consideration and stakeholder engagement is required to inform actions to manage:

- Potential short-term displacement of lower socio-economic households from private rental accommodation in Mudgee and Kandos during construction Phase 1;
- Cumulative housing impacts arising from a combination of the Project and Mudgee Hospital Upgrade, in the communities of Mudgee, Kandos and Rylstone;
- Stress and anxiety from uncertainty in relation to potential impacts of the Project, specifically off-site water impacts; and
- The social aspects of mine closure.

In addition, roles and responsibilities for Final SIMP implementation (Section 10.9) will be confirmed during development of the Final SMP. Further scoping and consultation will also be conducted to inform the preparation of the Final SIMP.

The Final SIMP will also include a comprehensive social baseline report as it is anticipated that all outstanding 2016 ABS Census data will be available early to mid-2018.

The Final SIMP will be completed and released following the receipt of Development Consent for the Project and will include consultation with the relevant regulatory stakeholders.

3 STATUTORY REQUIREMENTS

3.1 DEVELOPMENT CONSENT

Schedule 4, Condition 69 and Schedule 6, Condition 4 of the DP&E Recommended Development Consent conditions (SSD-6367) outline the requirements that are applicable to the preparation of this Preliminary SIMP. **Table 1** presents these requirements and indicates where in this report the conditions have been addressed. Where conditions have not been met a statement is included to describe future processes.

Table 1
Recommended Development Consent Conditions relevant to the SIMP

Recommended Development Consent Conditions	Report Section Where Item is addressed
Schedule 4	
69 Within 12 months of the commencement of development under this consent, unless the Secretary agrees otherwise, the Applicant must prepare a Social Impact Management Plan to the satisfaction of the Secretary. This plan must:	
(a) Be prepared by suitably qualified and experienced persons whose appointment has been endorsed by the Secretary	The SIMP has been prepared by Bronwyn Pressland of Hansen Bailey and Elena Miceski of WorleyParsons. Peer Review of the SIMP was undertaken by Dee Elliott of Elliott Whiteing. Curriculum vitae for each is included in Appendix G. Endorsement of these persons will be sought from the Secretary prior to the preparation of the Final SIMP.
(b) Be prepared in consultation with Council, the CCC and the local community of Bylong	The Preliminary SIMP has been prepared in consultation with MWRC, Bylong Valley residents and other key stakeholders from Mudgee, Rylstone and Kandos. The Project CCC would be formed following Project Approval. Preparation of the Final SIMP will involve consultation with the Project CCC. The scope of consultation to inform the Preliminary SIMP is described in Section 4. The scope of consultation to inform the Final SIMP is described in Section 11.
(c) Identify negative social impacts resulting from the project during construction, operations and following closure in both a local and regional context	Appendix A presents the list of social impacts identified in the <i>Bylong Coal Project SIA</i> (Hansen Bailey 2015). Section 8 identifies key social impacts and presents the outcomes of the impact significance assessment.

Recommended Development Consent Conditions	Report Section Where Item is addressed
(d) Include an adaptive management and mitigation program to minimise and/or mitigate negative social impacts during construction, operations and following closure	Section 9 presents detailed Action Plans to manage the potential social impacts of the Project. Further consideration and stakeholder engagement is required as part of Final SIMP Development to inform actions to manage impacts described in Section 2.7. Stated desired management outcomes will be confirmed through consultation to inform the Final SIMP. Key Performance Indicators (KPIs) will be defined through consultation to inform the Final SIMP. Section 10.5 describes the approach to SIMP Monitoring Reporting and Review (MRR). The MRR will be developed further in consultation with stakeholders as part of development of the Final SIMP
(e) Include a detailed description of the measures that would be implemented to: • Maintain and manage land and assets owned by the Applicant in Bylong Village; • Assist in maintaining services for the local community; and • Minimise the adverse social impacts associated with mine closure	Section 9, specifically Table 31, Table 36 and Table 37 describes specific actions to address these issues.
(f) Include a program to monitor, review and report on the effectiveness of these measures, including updating the plan 3 years prior to mine closure	Section 10.5 describes the approach to SIMP MRR. A comprehensive SIMP MRR program will be prepared as a component of the Final SIMP and will involve stakeholder engagement. KEPCO will commence the preparation of a Mine Closure Social Impact Assessment and Management Plan at least 5 years prior to potential Mine Closure and update the plan three years prior to mine closure.
69. The Applicant must implement the approved Social Impact Management Plan for the development	SIMP implementation is described within the Action Plans in Section 9 and the Grievance Management and Government Frameworks in Section 11, Section 12 and Section 13.
Schedule 6	
4. The Applicant must ensure that the management plans required under this consent are prepared in accordance with any relevant guidelines, and include:	

Recommended Development Consent Conditions	Report Section Where Item is addressed
(a) Detailed baseline data	Section 5 summarises the social baseline of the Bylong Valley and nearby key centres of Mudgee, Rylstone and Kandos. A comprehensive social baseline will be developed as a component of the Final SIMP and following the release of the full suite of 2016 Census data by the ABS for the communities of interest.
(b) A description of: - The relevant statutory requirements (including any relevant approval, licence or lease conditions); - Any relevant limits or performance measures/requirements; - The specific performance indicators or triggers that are proposed to be used to judge the performance of, or guide the implementation of, the development of any management measures;	Relevant statutory requirements are described in Section 1 and 3 . As a component of Final SIMP development, the MRR framework presented in Section 10 will be developed into a participatory monitoring process and will include performance indicators.
(c) A description of the measures that would be implemented to comply with the relevant statutory requirements, limits or performance measures/criteria;	Section 10
(d) A program to monitor and report on the: - Impacts and environmental performance of the development; - Effectiveness of any management measures (see c above);	Section 10
(e) A contingency plan to manage any unpredicted impacts and their consequences;	An overview is provided in Section 10 with further work committed Post Approval as part of the development of the Final SIMP.
(f) A program to investigate and implement ways to improve the environmental performance of the development over time;	An overview is provided in Section 10 with further work committed Post Approval as part of the development of the Final SIMP.
(g) A protocol for managing and reporting any: - Incidents; - Complaints; - Non-compliances with statutory requirements; and - Exceedances of the impact assessment criteria and/or performance criteria; and	Section 12
(h) A protocol for periodic review of the plan.	Section 12.6

3.2 POLICY, GUIDELINES AND REGIONAL STRATEGIES

3.2.1 Social Impact Assessment Guideline

There are no regulatory guidelines in NSW specific to the preparation of SIMPs. In September 2017, the DP&E released the *Social Impact Assessment Guideline for State Significant Mining, Petroleum Production and Extractive Industry Development* (NSW SIA Guideline) (DP&E 2017a). In a letter dated 8 November 2017, the DP&E advised that the NSW SIA Guideline will not directly apply to the Bylong Coal Project. However, the Department can request additional information about the proposal's social impacts and the assessment of those impacts if it is reasonably required to properly consider the application.

The NSW SIA Guideline does not specify the requirement for a SIMP, however:

- Section C4.1 provides guidance on the approach to management of social impacts; and
- Section C5 describes the need for a monitoring and management framework for social impacts.

These requirements have been taken into consideration in the development of the Preliminary SIMP.

3.2.2 Regional Strategies

The Central West and Orana Regional Plan 2036 (Regional Plan) (DP&E 2017b) acknowledges the diversity of industries in the region. The Regional Plan states that mining is the largest gross regional product contributor at \$2.5 billion (b) representing 5% of the region's jobs. This is followed by agriculture, forestry and fishing at \$1.3b which represent 11% of the region's jobs. The Regional Plan's *Direction 8 – Sustainably Manage Mineral Resources* states that the mineral resources sector underpins many local economies and will continue to drive growth.

The Actions nominated under Direction 8 of the Regional Plan include:

- Consult with the Division of Resources and Geosciences when assessing applications for land use changes (strategic land use planning, rezoning and planning proposals) and new development or expansions.
- Protect areas with potential mineral and energy resources extraction through local land use strategies and local environmental plans.
- Protect infrastructure that facilitates mining from development that could affect current or future extraction.
- Support communities that transition out of mining to manage change in population and demand for services, and explore new economic opportunities.

- Work with councils to scope the application and implementation of a scenario planning or impact modelling tool to be applied at a regional level to help communities plan for the impacts of mining.

The key message within the Regional Plan in relation to mining is to ensure mining can continue to grow and develop communities, whilst ensuring this temporary land use will be able to be used for future productive uses such as agriculture, forestry, conservation etc.

The Regional Plan also acknowledges the need to develop dynamic, vibrant and healthy communities. Goal 4 of the Regional Plan notes the dynamic nature of many of the smaller towns and communities in the Region and highlights that *these communities can grow and prosper by leveraging economic opportunities and jobs from an increasing number of value-adding investments* (DP&E 2017: 57).

The Regional Plan's *Direction 22 – Manage growth and change in regional cities and strategic and local centres* seeks to strengthen relationships across cities and centres across the Region to help build community resilience and capacity. *Direction 23 – Build the resilience of towns and villages* focuses on the importance of the availability and access of accurate information and reliable data for the planning of community services to build and prepare resilient communities.

Direction 23 states that there is a need to develop a standardised set of baseline data as well as improved data analysis. KEPCO has undertaken baseline profiling of the Bylong Valley and wider MWRC LGA using available quantitative and qualitative data to reflect current conditions.

The Actions nominated under Directions 22 and 23 of the Regional Plan include:

- Coordinate infrastructure delivery across residential and industrial land in regional cities and strategic centres;
- Reinforce the role, function and relationship between regional cities and strategic centres in local housing strategies;
- Improve transport in regional cities and strategic centres, and their connections with regional communities;
- Update the *Strengthening Rural Communities Resources Kit*;
- Work with councils to better understand the drivers of population change and implications for local communities;
- Work with Central NSW Councils (CENTROC) and other stakeholders to investigate the potential for standardization of baseline data collection; and
- Build drought resilience in rural communities by supporting primary producers and communities to improve preparedness and decision-making.

KEPCO's Bylong Coal Project could be interpreted to align with objectives and actions of the Regional Plan, particularly in relation to Direction 22 – which seeks to strengthen relationships across regional cities and centres to help build community resilience and capacity. The Project will beneficially contribute to the growth and connectivity of various centres across the MWRC through additions to the resident population, investment in community infrastructure and services and improvements to the local road network.

The data documented in this Preliminary SIMP and the Final SIMP, as well as other Project approvals documents align with the Plan's Direction 23 – to build the resilience of towns and villages, focusing on the importance of the availability and access of accurate information and reliable data for the planning of community services to build and prepare resilient communities.

3.2.3 Other Guidance Documents

Guidance on the development of SIMPs and participatory monitoring programs is also provided in the:

- Queensland (QLD) Draft SIA Guideline (Department of State Development 2016) (QLD Draft SIA Guideline).
- International Association for Impact Assessment (IAIA) document *Social Impact Assessment: Guidance for Assessing and Managing the Social Impacts of Projects* (Vanclay et al 2015) (IAIA Guidance Document).

The SIMP methodology documented in the following sections draws on the guidance provided in the NSW SIA Guideline, QLD Draft SIA Guideline and the IAIA guidance document, in addition to industry leading-practice.

4 PRELIMINARY SIMP METHODOLOGY

This section describes the methodology for development of the Preliminary SIMP. It describes the scope of stakeholder consultation completed to inform the Preliminary SIMP and identifies the key processes undertaken in parallel that have contributed to the identification, assessment and management of potential Project impacts and opportunities.

4.1 INTRODUCTION

The Preliminary SIMP is informed by:

- The findings of the Project SIA and associated EIS and SIA consultation processes;
- The issues and concerns raised by stakeholders in response to the public exhibition of the EIS in 2015 and the PAC Public Hearing in 2017;
- Work conducted as part of the RTS and Supplementary RTS, including the preparation of a Workforce Accommodation Study, a No WAF SIA and assessment of cumulative social impacts;
- Additional studies and management plans completed in parallel with the Preliminary SIMP to support KEPCO's response to the PAC Review Report; and
- Stakeholder engagement conducted during October and November 2017.

4.2 STAKEHOLDER ENGAGEMENT

Ongoing stakeholder engagement has been an integral component of the approvals process for the Project. A comprehensive stakeholder consultation program was undertaken by WorleyParsons and Hansen Bailey as part of the exploration, environmental monitoring and Project EIS processes. It included consultation with directly affected and neighbouring landholders, local, state and Commonwealth government, industry bodies, community groups and other interested parties. The findings of the consultation process informed the SIA and in particular the identification of community values, social impacts and opportunities.

The EIS Consultation Process is described in detail in the *Bylong Coal Project EIS* (Hansen Bailey 2015a) and in the *Bylong Coal Project Response to Submissions* (Hansen Bailey 2016). The SIA consultation process is described in Appendix AC of the *Bylong Coal Project EIS* (Hansen Bailey 2015b) with additional information provided in KEPCO's response to the Elton Peer Review. An overview of the Project Stakeholder Engagement Plan and a summary of engagement conducted to date for the Project is provided in **Section 11**.

Stakeholder engagement was integral to the preparation of the Preliminary SIMP (**Section 4.4**). Preliminary SIMP consultation verified the impacts identified in the SIA and informed the assessment of social impact significance presented in **Appendix D**.

Engagement with stakeholders will continue to be undertaken throughout the development and implementation of the Final SIMP.

4.3 APPROACH TO SIMP DEVELOPMENT

The following staged approach is being applied for the development of the Preliminary SIMP (reflecting the status of the Project in the environmental approvals process i.e. Response to the PAC Review Report) and Final SIMP:

- Phase 1 - SIMP Planning;
- Phase 2 - Preliminary SIMP Development;
- Phase 3 - Stakeholder Feedback on Preliminary SIMP; and
- Phase 4 - Final SIMP Development, including stakeholder engagement.

Phases 1 and 2 reflect the works which have been completed for this Preliminary SIMP. Phase 3 will continue in parallel with the Government's approvals process and beyond. Stage 4 would be undertaken post approval. The methodology for SIMP development is illustrated in **Diagram 1**.

Diagram 1 Methodology for SIMP Development



4.4 PRELIMINARY SIMP CONSULTATION

This section describes the scope of consultation undertaken to inform the Preliminary SIMP. The findings of Preliminary SIMP consultation are presented in **Appendix C** and reflected in the social baseline presented in **Section 5**, the assessment of impact significance in **Section 8** and the Management Action Plans presented in **Section 9**.

4.4.1 Consultation Objectives

The objectives of the Preliminary SIMP stakeholder engagement program were to:

- Verify the relative significance of potential social impacts and opportunities identified in the SIA and RTS;
- Validate and contextualise data for the social baseline presented in **Section 5**;
- Confirm the geographical distribution of potential social impacts and opportunities;
- Seek an updated understanding of the needs, aspirations, strengths and weaknesses of the Bylong Valley community and nearby communities;
- Identify community members' self-described health status and wellbeing in the Bylong Valley, and map current resident sentiment towards the Project; and
- Explore actions and strategies to manage potential social impacts and ensure Project opportunities are realised for local communities, with a particular focus on Bylong Valley, Rylstone and Kandos.

4.4.2 Consultation Schedule

Table 2 outlines the stakeholder engagement schedule for preparation of the Preliminary SIMP.

Table 2
Preliminary SIMP Stakeholder Engagement Schedule

Stakeholder	Mechanism	Focus Area	Timing
Accommodation providers within the Local Area	Telephone survey	Accommodation Survey 2	August 2017
Real-estate agents	Telephone survey	Accommodation Survey 2	August/September 2017
Social housing providers	Face-to-face interview	Social housing provision across the MWRC LGA.	October 2017
Bylong Valley landholders and residents	Personalised letter	Introduce SIMP including purpose and methodology for development and invite participation in face-to-face interviews.	September 2017
	Face-to-face interviews	Introduce SIMP. Validate 2017 social baseline, validate impact significance assessment and discuss potential management measures.	October 2017
	Structured and common interview proforma administered during interviews	Understand perceived impacts of Project to date and explore severity and sensitivity. Understand perceived future impacts. Gather/validate baseline social data.	October 2017

Stakeholder	Mechanism	Focus Area	Timing
Bylong Hall Committee and Friends of St Stephen's Anglican Church Bylong	Face-to-face meetings	Introduce SIMP. Validate 2017 social baseline, validate impact significance assessment and discuss potential management measures.	October 2017
Service providers in Bylong, Mudgee, Rylstone, Kandos	Telephone discussions	Introduce SIMP and SIMP process and gather data to inform update to social baseline.	September/October 2017
Residents and business owners in Kandos and Rylstone	Focus groups	Introduce SIMP. Validate 2017 social baseline, validate impact significance assessment and discuss potential management measures. Understand perceived impacts of Project to date and explore severity and sensitivity. Understand perceived future impacts. Gather/validate baseline social data.	October 2017
MWRC	Telephone discussions with relevant MWRC representatives	Discuss Accommodation Study methodology. Introduce SIMP including purpose and methodology for SIMP development.	September 2017
Bylong Valley landholders/residents, MWRC, service providers and community groups in Bylong, Rylstone, Kandos and Mudgee	Newsletter	Update on SIMP process. Present priority impacts and associated management approach.	December 2017

4.4.3 Interviews with Bylong Valley Residents

Hansen Bailey conducted face-to-face interviews and a telephone interview with existing residents of the Bylong Valley. The purpose of the interviews was to gather updated information to inform the Preliminary SIMP and in particular the significance assessment of potential Project impacts, and management measures.

All residents and or landholders in the Bylong Valley were contacted via letter and invited to participate in consultation to inform the Preliminary SIMP. Interviews were offered over a two-week period at a time convenient to the participant. Residents and landholders were offered interviews at their place of residence or at the Bylong Hall in Bylong Village. The majority of interview participants attended interviews at the Bylong Hall.

All interviews with Bylong Valley residents and landholders were conducted by Hansen Bailey representatives and in the absence of WorleyParsons or KEPCO representatives. Prior to conducting the interviews all participants were informed:

- Of the purpose and scope of the interviews;
- That interview participation was purely voluntary; and
- How information gathered during the interview would be used and the confidentiality of data.

All interview participants provided written consent to participate in the interviews.

A total of 17 face-to-face interviews and one telephone interview were conducted by Hansen Bailey with 26¹ existing residents of the Bylong Valley. A summary of contact with Bylong Valley residents and landholders for Preliminary SIMP consultation is presented in **Table 3**. **Table 4** presents a summary of Bylong Valley resident and landholder participation in the Preliminary SIMP consultation. Bylong Valley landholders and residents who participated in Preliminary SIMP Consultation expressed both positive and negative views towards the Project. Landholders and residents who declined to participate in the consultation are likely to have both positive and negative views of the Project.

For confidentiality reasons it is not possible to identify the names of Bylong Valley participants in the Preliminary SIMP consultation.

Table 3
Summary of Contact with Bylong Valley Residents and Landholders

Consultation Actions	
Invitation to participate in Preliminary SIMP consultation	40 households including landholders and farm managers/hands for same properties
Number of face-to-face and telephone interviews conducted	18
Number of invited participants who declined to meet	5
Number of households who did not respond to letters or follow-up calls	17

¹ A number of interviews were conducted with couples or family groups.

Table 4
Bylong Valley Landholder and Resident Participation in Consultation

Stakeholder Category	Total Interview Participants
Landholders who are permanent residents of Bylong Valley	13
Landholders who are part-time residents of Bylong Valley	2
Absentee Landholders	2
Farm Managers who are residents of Bylong Valley	5
Farm Hands who are residents of Bylong Valley	3
Other residents of Bylong Valley	1
Total Interview Participants	26

Notes:

1. Includes one commercial operator in the Bylong Valley
2. Excludes KEPCO Farm Managers
3. Excludes KEPCO Farm Hands
4. Includes two residents who were former farm hands on private land acquired by KEPCO

Interviews were conducted using a standard interview proforma with set questions around the following themes:

- Historical population trends in the Bylong Valley, including evidence and perceptions of experienced impacts;
- Community values;
- Future vision for the Bylong Valley;
- Perceptions of Project related social impacts experienced to date since exploration activities and Project related property acquisition activities;
- Perceptions of other non-related social changes in the Bylong Valley since the commencement of Project exploration and Project related property acquisition activities;
- Significance of perceived changes;
- Significance of Project opportunities and impacts; and
- Management actions.

Table 5 describes the characteristics of Bylong Valley interview participants.

Table 5
Summary of Interview Participation for Bylong Valley

Interview Participants by Duration of Residency in the Bylong Valley	Number of Interview Participants
Long term Bylong Valley residents (>30 years)	5
Medium term Bylong Valley residents (10-30 years)	8
Short term Bylong Valley residents (5-10 years)	3
New Bylong Valley residents (<5 years)	8
Long term landholders (10-30 years) but not residents	2
Total Bylong Valley residents interviewed	26
Male: Female ratio	16:10

Data analysis

Transcripts were searched to extract comments and identify recurring themes, and quantitative analysis of responses to impact and opportunities significance assessment was undertaken. Management measures identified were collated and grouped according to thematic areas. Interview participant demographic data was also collated to enable correlation between length of residency, experienced impacts and perceptions of significance of impacts and opportunities.

A summary of the outcomes of the consultation with Bylong Valley residents is presented in **Appendix C**.

4.4.4 Community Health and Wellbeing Survey

A Community Health and Wellbeing Survey (CHW Survey) of the Bylong Valley community was completed to gain insight into the current wellbeing of Bylong Valley residents and their perceptions of community resilience. The survey informed a response to the concerns raised by the PAC in relation to the adequacy of the SIA's consideration of community health and wellbeing.

The objective of the CHW Survey was to gather social baseline information to confirm the likelihood and potential consequences of the social impacts presented in the Preliminary SIMP.

The survey design and methodology draws on the approach adopted by Commonwealth Scientific and Industrial Research Organisation's (CSIRO's) Gas Industry Social and Environmental Research Alliance (GISERA) for the *Community Functioning and Wellbeing Project* in the Western Downs, Queensland².

² Walton, A., McCrea, R., & Leonard, R. (2014). *CSIRO survey of community wellbeing and responding to change: Western Downs region in Queensland*. CSIRO Technical report: CSIRO, Australia

The Preliminary SIMP survey sought to measure:

- Community wellbeing - determined through measurement of resident satisfaction with community spirit, cohesion, community participation, social interactions, personal safety, environmental quality, services and facilities, the built environment and decision making;
- Expectations of future community wellbeing – determined through measurement of resident perceptions of living in the Bylong Valley once the Project was operational;
- Community adaptation to the Project – determined through measurement of community actions and responses to the Project; and
- Attitudes and feelings towards the Project – determined through measurement of resident acceptance of the Project and indicators of feelings.

The survey was administered face to face for all participants, with the exception of five KEPCO employees, who completed the survey in their own time and one local resident who opted to complete it over the phone. Surveys were administered at the end of the face-to-face interviews described in **Section 4.4.3**. A total of 28 Bylong Valley residents (including two part-time residents) and a further two absentee landholders with strong ties to the Bylong Valley, completed the survey. Resident participation was equal to approximately 50% of the Bylong Valley adult population.

The results were collated and analysed, and a Pearson coefficient³ was taken to measure linear correlation association between answers to different questions. The results of the survey are presented in **Appendix C**.

4.4.5 Key Stakeholder Meetings

Engagement with MWRC and key service providers was completed in September, October and November 2017. The focus of the engagement was primarily on:

- Qualifying and supplementing the quantitative data sets for the social baseline and the Community Needs Assessment (CNA) completed for the Project in 2016;
- Identifying the strengths, weaknesses, opportunities and challenges in the Mudgee, Kandos and Rylstone communities; and
- Identifying mechanisms to manage potential Project impacts and enhance delivery of Project opportunities.

³ The Pearson product-moment correlation coefficient (or Pearson correlation coefficient, for short) is a measure of the strength of a linear association between two variables (Lund Research Ltd 2013)

Table 6 summarises the key stakeholder meetings (face to face and telephone) conducted to inform the Preliminary SIMP. Councillor Peter Shelly attended a meeting in his capacity as a local business owner and not as a MWRC representative.

Meetings and discussions conducted with MWRC representatives focussed on Accommodation Survey 2 or the provision of baseline social data for the Preliminary SIMP.

Table 7 presents a summary of the key outcomes from these stakeholder meetings. Further information is presented in **Appendix C**. More comprehensive consultation will be undertaken with service providers to inform the Final SIMP.

In parallel with the Preliminary SIMP consultation, KEPCO was also engaged in ongoing discussion with the MWRC in relation to the Project Voluntary Planning Agreement (VPA), road maintenance and road subsidence. These meetings are not captured in **Table 6**, however the outcomes of the meetings have informed the management measures described in **Section 9.4**.

Table 6
Summary of Key Stakeholder Meetings

Stakeholder	Meeting Date and Location	Project Team Attendees
James Armitage - Principal Kandos High School (KHS) Todd Morley – Principal Kandos Public School (KPS)	Friday 13th October 2017 KHS	Bronwyn Pressland – Hansen Bailey Matt Frodsham – Hansen Bailey
Cr Peter Shelley – Local business owner	Tuesday 17 th October 2017 Rylstone Hotel	Bronwyn Pressland – Hansen Bailey Cassie Jones - WorleyParsons
Kate Cormie – Barnardos Mudgee	Tuesday 17 th October 2017 Barnardos Mudgee	Bronwyn Pressland – Hansen Bailey
Mark Lamond – NSW Health Infrastructure	Telephone Interview regarding Mudgee Hospital upgrade	Bronwyn Pressland – Hansen Bailey
Fiona Turner and Simon Jones MWRC	Various telephone conversations regarding baseline social data and service provision	Bronwyn Pressland – Hansen Bailey Elena Miceski
Julie Robertson-MWRC	Various telephone conversations regarding the Accommodation Study	Bronwyn Pressland – Hansen Bailey Elena Miceski
Cara George - Mudgee Regional Tourism Incorporated	Various telephone discussions regarding the Accommodation Study	Bronwyn Pressland – Hansen Bailey

Table 7
Summary of Key Stakeholder Meetings

Stakeholder	Meeting Outcomes
KHS/KPS	Valuable qualitative and quantitative data was gathered in relation to the social baseline of the Kandos community. The interview produced informative discussion regarding the current challenges in the school community and the broader community. In depth discussion was held regarding potential opportunities for KEPCO to partner with Kandos High School to increase the range of educational opportunities accessible to school students and the broader Kandos/Rylstone communities.
Cr Peter Shelley	Cr Peter Shelley participated in this meeting in his capacity as a local business owner and not as a representative of the MWRC. Valuable qualitative and quantitative data was gathered in relation to the social baseline of the Kandos/Rylstone communities, particularly in relation to historical development and the impact of local industry changes. The interview produced informative discussion regarding the current challenges in the Kandos and Rylstone communities, and in particular in relation to the business community.
Barnardos	The interview produced informative discussion regarding social housing provision in the MWRC LGA, the demographic characteristics of vulnerable groups in the MWRC LGA and the geographic distribution of these groups. Potential direct and indirect impacts of the Project on vulnerable sectors of the community were discussed with an emphasis on access to affordable housing.
NSW Health Infrastructure	The purpose of this meeting was to understand the timeframe for the Mudgee Hospital Upgrade, the size of the construction workforce and the potential for the Mudgee Hospital Upgrade and the Project construction periods to overlap. Valuable discussion was held around opportunities for NSW Health Infrastructure and KEPCO to explore partnering in the delivery of training programs and to achieve local employment targets and Indigenous employment targets.

4.4.6 Focus Groups

The following two focus groups were held with local residents and business owners in October 2017:

- Kandos and Rylstone residents focus group; and
- Kandos and Rylstone business owners focus group.

The Project's community liaison officers nominated and contacted the residents for participation in the focus groups. **Table 8** and **Table 9** provide a summary of arrangements for the focus groups and focus group outcomes. Further detail is presented in **Appendix C**.

Table 8
Resident Focus Group Kandos and Rylstone

Venue	Kandos Returned Services Community Club
Date	Tuesday 17 th October 2017
Time	5.00pm - 7.00pm
Focus Group Facilitator	Bronwyn Pressland – Hansen Bailey Cassie Jones - WorleyParsons
Participants	Four (4) residents of Kandos/Rylstone
Agenda	• Introductions • Project update (Cassie Jones) • Discussion of: – Strengths and weaknesses of Kandos and Rylstone communities, including current issues and challenges – Potential impacts and opportunities of the Project for Kandos and Rylstone – Potential actions to enhance opportunities and manage impacts
Key Outcomes	Several participants who had agreed to attend the focus group did not attend so the number of participants was smaller than expected. Despite this, participants were representative of several different household types and age cohorts in the two communities of interest. The information gathered through the focus group discussion was consistent with the information gathered in the Business Owners focus group held the following evening and also during earlier discussions with the Principals of both Kandos High School and Kandos Primary School. The focus group produced informative discussion regarding the challenges presently facing both communities, the impact of past industry downsizing and the social challenges currently presenting in the communities. The focus group also produced a list of potential Project impacts and opportunities and information around management measures.

Table 9
Business Owners/Operators Focus Group Kandos and Rylstone

Venue	Rylstone Hotel
Date	Wednesday 18 th October 2017
Time	5.00pm - 7.00pm
Focus Group Facilitator	Bronwyn Pressland – Hansen Bailey Cassie Jones - WorleyParsons
Participants	Five (5) Business owners of Kandos/Rylstone
Agenda	• Introductions • Project update (Cassie Jones) • Discussion of: – Strengths and weaknesses of Kandos and Rylstone communities/business sector – Current issues and challenges for community and for businesses – Potential impacts of the Project on Kandos and Rylstone – Potential opportunities presented by the Project for business owners and operators in Kandos and Rylstone – Potential actions and strategies to enhance opportunities and manage Project impacts
Key Outcomes	Two participants who had agreed to attend the focus group did not attend. The focus group produced informative discussion regarding the challenges facing the business sector in both Kandos and Rylstone, the impact of past industry downsizing and the social issues and challenges presenting in the communities. The discussion at the focus group validated many of the issues raised in the earlier focus group with residents of Kandos and Rylstone. The focus group also produced a list of potential Project impacts and business opportunities and information around management measures.

4.5 PARALLEL CONSULTATION PROCESSES

In parallel with the preparation of the Preliminary SIMP, KEPCO has conducted ongoing engagement with several key stakeholders to inform the development of suitable management strategies for key Project impacts. Relevant engagement includes (but is not limited to):

- Meetings and discussions with MWRC regarding:
 - Distribution of funds through the VPA;
 - Financial contributions for local and regional road upgrades and maintenance;
 - Funding of a Youth Officer position for the MWRC LGA; and
 - Subsidence management for roads within MWRC LGA;
 - Contingency workforce accommodation arrangements in the absence of a WAF.
- Discussion with Rylstone District Historical Society in relation to a proposed buildings relocation strategy for four buildings within the open cut footprint identified as having local heritage values;
- Engagement with relatives and descendants of persons buried at the former Our Lady of the Sacred Heart Catholic Church Cemetery, Upper Bylong;
- Engagement with NSW Health in relation to the Burial Management Plan;
- Meetings with Bylong Valley landholders regarding the introduction of Compensatory Water Supply Agreements;
- Ongoing negotiations with relevant landholders for property acquisitions and or management/mitigation agreements;
- Discussions with affected Bylong Valley landholders in relation to the closure of sections of the Upper Bylong and Wooleys Road;
- Participation in Mudgee Chamber of Commerce breakfasts, HunterNet, Illawarra Industry Network, Sydney Mining Club and UNSW School Student Council;
- Warrabinga Wiradjuri No. 4 Native Title Group in relation to Native Title negotiations;
- Meeting with the Muswellbrook Shire Council (MSC) in relation to the one-off road safety contribution;
- Meeting with Office of Environment and Heritage in relation to the PAC Review Report comments on management of Aboriginal heritage;
- Meeting with the Environment Protection Authority in relation to the matters raised within the PAC Review Report regarding noise, diesel emissions and water management; and
- Meeting with the Department of Primary Industries – Water in relation to water licencing and other matters.

In addition to the engagement described above, ongoing Aboriginal consultation has been undertaken to inform the investigation and assessment of Aboriginal cultural heritage. The scope of Aboriginal consultation undertaken is described in the *Aboriginal Archaeology and Cultural Heritage Impact Assessment* (ACHIA) (RPS Australia East Pty Ltd 2015).

4.6 PEER REVIEW

KEPCO engaged Dee Elliott of Elliott Whiteing to undertake a Peer Review of the SIMP methodology and the Preliminary SIMP document. A copy of the Peer Review recommendations for both the SIMP Methodology and Preliminary SIMP are provided in **Appendix B**.

4.7 ACCOMMODATION STUDIES

The Preliminary SIMP was informed through the findings of a series of Accommodation Studies and associated consultation conducted by Hansen Bailey for the Project between November 2015 and September 2017.

Workforce accommodation arrangements for the Project, particularly construction workforce arrangements have the potential to adversely impact private housing and short-term accommodation availability and affordability across the MWRC LGA. This issue was recognised by KEPCO and the MWRC early in the Project Approvals process.

The SIA prepared in support of the EIS identified the potential social impacts of the Project under three workforce accommodation scenarios:

- Scenario 1 (base case scenario) – the WAF operates from Project Year (PY) 1 to the end of underground construction in approximately PY6;
- Scenario 2 – The WAF operates for Construction Phase 1 (PYs1 and 2) only; and
- Scenario 3 – The WAF operates for the life of the Project and accommodates all no-local hires (NLHs).

Consultation during the EIS process, and throughout the public exhibition phase, revealed some stakeholder concern about the requirement for a WAF. The MWRC asserted that the local area has the capacity to fully accommodate the workforce and local business owners advocated a local housing model so that they could capitalise on opportunities associated with a local workforce.

KEPCO has spent considerable time discussing the following issues with the MWRC over the course of the Project Approvals process; accommodation provision across the MWRC LGA; the Project related demand for accommodation at different Project phases; and the inclusion of the WAF in the Project as a risk management strategy.

In 2016, in response to stakeholder concerns KEPCO revised its preferred workforce accommodation strategy as part of the RTS, committing to a reduction in the size of the WAF and the operation of the WAF only for Construction Phase 1 (PY1 and PY2), with an option to

continue operation for Construction Phase 2 (~PY6) where accommodation studies indicated a need. As part of the RTS KEPCO submitted a SIA of the No-WAF accommodation scenario.

Beyond the RTS, MWRC maintain their position and confidence that the local area has capacity to accommodate the workforce based on experience from other similar recent mining projects. In late 2017 in consultation with MWRC, KEPCO agreed to remove the WAF from the Project on the provision that the MWRC would ensure contingency accommodation measures were in place prior to the commencement of Construction Phase 1, should they be required. This was to ensure accommodation availability did not pose a risk to Project commencement and progression. This decision to not proceed with the WAF has been supported by MWRC in its correspondence provided in **Appendix I**.

The following studies were progressed to firstly inform decisions around the requirement for a WAF and secondly inform an understanding of potential Project impacts with and without the WAF:

- The Bylong Coal Project SIA (Hansen Bailey 2015) assessed housing and short-term accommodation availability and affordability across the Local Area.
- Accommodation Survey 1 completed in November 2015 informed decisions around the size and operational duration of the WAF and informed an assessment of the No-WAF accommodation scenario as part of the RTS.
- SIA of a No-WAF Accommodation Scenario prepared in March 2016 based on the finding of Accommodation Survey 1 and submitted as part of the *Bylong Coal Project EIS RTS* (Hansen Bailey 2016).
- Interviews with real-estate agents (January 2017) servicing the townships of Mudgee, Rylstone, Kandos, Merriwa, Sandy Hollow and Denman to reconfirm housing baseline presented in RTS and updated analysis of private housing market trends including vacancy rates across the Local Area.
- Further consultation (January 2017) with social housing providers (Barnardos and Housing Plus) and also with local land development organisations e.g. Caerleon.
- Accommodation Survey 2 undertaken in September 2017 to inform final decisions in relation to the need for the Project WAF or alternative contingency accommodation measures.
- Telephone discussions with Mudgee Regional Tourism Incorporated (MRTI) in September 2017.
- Discussion with NSW Health Infrastructure in October 2017 to understand the potential for cumulative housing impacts associated with the Mudgee Hospital Redevelopment Project.

The comprehensive identification and analysis of accommodation supply and demand within the Local Area has informed the assessment of potential Project impacts presented in **Section 8**, including consideration of cumulative housing impacts under a No-WAF scenario

PRELIMINARY

5 PROJECT SOCIAL SETTING

This section: describes the characteristics of the Bylong Valley and neighbouring communities of Kandos, Rylstone and Mudgee; presents a description of the historical development of the Bylong Valley, and includes a social baseline summary for the key communities of interest. **Section 5** provides context to the later discussion of Project impacts and management responses.

5.1 GEOGRAPHIC SETTING

The Project is located in the Bylong Valley within the MWRC LGA in NSW (**Figure 4**). The small village of Bylong is located immediately adjacent and to the west of the Project Boundary (**Figure 5**).

The Project is situated in a geographical area that is relatively remote from major towns. The nearest centres to the Project are Rylstone and Kandos located approximately 45 minutes away in driving distance. Mudgee is located over an hour away (**Figure 2**) based on current road conditions. The distance and commuting time from the settlement of Bylong to nearby key communities within the Local Area (**Figure 8**) are detailed in **Table 10**.

Table 10
Distance and Commuting Time to Locations within Local Area

Location	Current Commute Time ¹	Estimated Commute Time with Wollar Road Upgrade ¹	Route
Mudgee	1hr 05 mins - 1hr 15 mins depending on time of travel	55 mins	Wollar Road and Bylong Valley Way
Wollar	32 mins	27 mins	Wollar Road and Bylong Valley Way
Ulan	53 mins	50 mins	Ulan Road, Ulan-Wollar Road, Wollar Road and Bylong Valley Way
Rylstone	38 mins	38 mins	Bylong Valley Way
Kandos	45 mins	45 mins	Bylong Valley Way
Lue	56 mins	56 mins	Bylong Valley Way and Lue Road
Ilford	1 hr	1 hr	Bylong Valley Way and Castlereagh Highway
Denman	58 mins	58 mins	Bylong Valley Way and Golden Highway
Sandy Hollow	47 mins	47 mins	Bylong Valley Way
Merriwa	1hr 02 mins	1hr	Bylong Valley Way, Wollar Road, Ringwood Road and Golden Highway

Source: Google Maps, accessed December 2017, distances taken from Bylong General Store

5.2 REGIONAL CONTEXT - MID-WESTERN REGIONAL COUNCIL LGA

The MWRC LGA covers an area of approximately 9,000 km² and includes the regional service centre of Mudgee, the smaller settlements of Gulgong, Kandos and Rylstone and 14 villages and other localities including Bylong, Wollar, Ulan and Lue (**Figure 2** and **Figure 4**). The estimated resident population (ERP⁴) of the MWRC LGA was 24,076 at the time of the 2016 Census (ABS, 2017a).

The MWRC LGA is a popular tourist destination and attracts more than 496,000 visitors each year to experience the local wine, food, sporting and cultural events (MWRC, 2014a). The MWRC LGA is large enough to provide for the full range of lifestyle conveniences such as shopping, sports, schools and medical facilities.

The MWRC LGA has a strong and diverse economic base supporting job opportunities in a range of industries including agriculture, viticulture, tourism and mining. Gold mining was reported in the region as early as 1870. Coal mining has occurred in the MWRC LGA since the early 1920s. Leases for the Charbon Coal Mine near Kandos were granted in 1925 around the same time as the opening of Ulan Mine and the establishment of Ulan No1 Colliery Holding (Glencore 2017). Since this period there have been numerous exploration licences (ELs), mining lease applications (MLAs) and mining leases (MLs) granted across the MWRC LGA.

There are currently three mining operations located within the MWRC LGA (**Table 11** and **Figure 2**): Moolarben Coal Mine (Yancoal); Ulan Coal Mine (Glencore); and Wilpinjong Mine (Peabody Energy Australia). Charbon Mine (Centennial Coal) near Kandos closed in 2015. Moolarben and Ulan Mines are located nearby the village of Ulan and Wilpinjong Mine is located nearby the village of Wollar.

The most recent mine development in the MWRC LGA is Moolarben Coal Mine which was approved in 2007 and commenced operations in 2010. Moolarben Stage 2 received NSW Government approval in January 2015 and construction commenced the same year. Construction continued in 2016 for the Open Cut Expansion Project and future work includes the commencement of the Underground 1 Project in late 2017. Peabody Energy Australia received approval for the Wilpinjong Extension Project in 2017 to continue its mining operations for a further 16 years. The existing mining operations within the MWRC LGA and their proximity to the Project are presented in **Table 11**.

⁴ The ERP is considered more accurate than a Census count because it includes adjustments for Census undercount, Australian residents who were temporarily overseas on Census night, and adds in an estimate of any people missed by the Census.

Table 11
Existing Mining Operations in the MWRC LGA

Mine	Development Type	Nearest Residential Area	Distance From Project Site	Peak Operations Workforce
Ulan Mine Complex	Existing open cut and underground coal mine	Ulan	53 km	965 ¹
Moolarben	Existing open cut and underground coal mine	Ulan	53 km	740 ²
Wilpinjong	Existing open cut coal mine	Wollar	38 km	623 ³

Notes:

1. Glencore (2014)
2. Yancoal (2017)
3. Elliott Whiteing (2015)

Table 12 details the major projects proposed in the MWRC LGA including the anticipated timing and personnel requirements. The Preliminary SIMP considers the cumulative impacts of the Project with the Mudgee Hospital Upgrade and to a lesser extent the Beryl Solar Farm Project. The location of the Beryl Solar Farm in proximity to Gulgong means there are unlikely to be cumulative impacts to housing and accommodation in Mudgee. The current status of the Bowdens Silver Mine suggests that Construction Phase 1 of the Project will be well advanced before the construction phase of the Bowdens Silver Mine commences.

Table 12
Proposed Timing of Construction Projects in the MWRC LGA

Mine	Development Type	Status	Estimated Start Date	Nearest Centre	Distance from Project	Peak Workforce
Mudgee Hospital Upgrade ¹	Additional health infrastructure	Planning and design	2018	Mudgee	75 km	100 ³
Beryl Solar Farm ²	Solar farm	DP&E Assessment report issued	2018	Gulgong	90 km	150 ³
Liverpool Range Wind Farm ⁴	Wind farm	DP&E assessment	2018	Cassilis	87 km	47 ⁵
Bowdens Silver Mine ⁶	New silver mine	EIS under preparation	2019	Lue	67 km	170 ⁵
Moolarben Coal Mine ⁷	Open Cut Optimisation Modification	Public Exhibition	Unknown	Ulan	53 km	250 ⁵
Uungula Wind Farm ⁸	Wind farm	EIS under preparation	2019	Mudgee	75 km	480 ³

Source and Notes:

1. NSW Health Infrastructure representatives 2017 pers comms October
2. NGH Environmental (2017)
3. Construction Workforce
4. EPURON (2017)
5. Operations workforce
6. Bowdens Silver (ud)
7. Yancoal (2017)
8. CWP Renewables Pty Ltd (2017)

5.3 BYLONG VALLEY

At the time of this Preliminary SIMP, the Bylong Valley consists of a small, rural agricultural community of approximately 60-70 residents and an estimated 35 property holdings. **Figure 5** and **Figure 6** illustrates the area referred to herein as the Bylong Valley. **Figure 7** illustrates the landholdings in the Bylong Valley as at November 2017. **Figure 9** illustrates the Bylong Valley landholdings prior to KEPCO commencing exploration activities in 2011. The geographical boundaries of the Bylong Valley have been defined by the findings of SIA consultation conducted with residents of the Bylong Valley in 2014. It is noted that this area covers a slightly different area to the Bylong River catchment.

The village of Bylong is the focus of community activity in the Bylong Valley and has a small general store (Bylong General Store), a community hall (Bylong Hall) and community sporting grounds, St Stephen's Anglican Church and cemetery and the Bylong Rural Fire Service (RFS) (**Figure 6**). There are three houses located in Bylong Village. The former Bylong Upper Public School (PS) (permanently closed in 2015) and the deconsecrated Our Lady of the Sacred Heart Catholic Church and cemetery are located on Upper Bylong Road approximately 5 km from Bylong Village (**Figure 6**).

The Bylong Valley Way runs through the Bylong Valley. The Bylong Valley Way is a key tourist route, connecting the Golden Highway near Sandy Hollow to the Castlereagh Highway near Ilford (**Figure 2**), passing through the village of Rylstone. Wollar Road intersects with Bylong Valley Way to the north-east of Bylong Village connecting through to Ulan Road approximately 10 km north-east of Mudgee.

Whilst the Bylong Valley community identifies strongly with agriculture, it has a history of accommodating land use change (**Section 8**). Based on a historical review of the Bylong Valley it appears residents have enjoyed the opportunities these changes have presented, particularly the associated population growth.

The following section provides a detailed description of the Bylong Valley including historical settlement, population growth and decline, community values, health and wellbeing.

5.3.1 Historical Development

The history of development across the Bylong Valley is documented in a number of Project reports⁵. The following discussion is an abridged version of the historical development of the Bylong Valley. It illustrates the historical waxing and waning of the population and changes in landownership throughout the settlement and then further development of the Bylong Valley.

The historical analysis highlights the significant natural (climatic), economic (development) and social processes that have influenced land use and population change over time, and demonstrates the resilience of the community to change. The discussion also illustrates the connection between local population fluctuation and industry growth and contraction in the Bylong Valley.

The resilience of the Bylong Valley community and its adaptation to change has been previously demonstrated through the:

- Closure of the cheese factory in 1926;
- Collapse of the beef industry in the 1973-74;
- Multiple drought and bushfire events;
- Construction of the Sandy Hollow-Ulan railway line in the 1980s;
- Sealing of Bylong Valley Way in 2007;
- Significant property amalgamations and mechanisation of the agricultural industry since the late 1970s; and
- Exploration and mine planning activities and now the proposed development of the Project.

Historical analysis and resident consultations validate that the Bylong Valley thrived and was at its most vibrant when it was stimulated by industrial construction projects, such as the Maryvale to Sandy Hollow railway line and later the Ulan to Sandy Hollow railway line.

A detailed timeline charting the history of change across the Bylong Valley is presented in **Appendix F**.

Historic records suggest that the general area of Bylong is within Wiradjuri country, but is also closely aligned with Wanaruah country. A summary of traditional practices of both these groups of Traditional Owners is provided in the *Bylong Coal Project Aboriginal Archaeology and Cultural Heritage Assessment* (RPS Australia East Pty Ltd 2015).

⁵ AECOM (2015). *Bylong Coal Project EIS Appendix T - Historic Heritage Impact Assessment*; AECOM (2017a). *Tarwyn Park and Iron Tank Conservation Management Plan*; and Centenary Booklet Committee (c1984). *Bylong Valley Centenary of Education 1884-1984*.

Land within the Bylong Valley in the mid to late 1800s was protected from rapid settlement due to its relative isolation and was only occupied by a handful of pioneering families. In the 1880s, the population of Bylong increased, with a number of community facilities established including a provisional school, post office and a church (St Stephen's Anglican Church).

There was a significant influx of settlers to the Bylong Valley in the early 1900s, with the provision of Crown Land and subdivision of a larger land holding. In 1915, the estimated population in Upper Bylong was 82 people⁶. During the early 1900s, community facilities grew, including the establishment of:

- A cheese factory in 1910, followed soon after by the butter factory;
- The Upper Bylong School, which opened in 1912 and was later relocated to its current location in 1927 and was known as the Bylong Upper Public School with enrolments estimated to be 29 children⁷;
- An official post office, which opened in 1915 and included a small store;
- Our Lady of Sacred Heart Catholic Church Bylong constructed in 1915; and
- Bylong Upper Hall, which was built in the 1920s.

In 1936, construction work on the Maryvale to Sandy Hollow railway line commenced (which was later abandoned). During this period, the communities of Bylong and nearby Wollar flourished with the increased number of workers in the district. The community supported three additional railway camp schools between 1939 and 1949. The average enrolment at Upper Bylong Public School was approximately 20 pupils between 1933 and 1942.

Following the cessation of railway works the itinerant population decreased. By 1950, the Bylong Upper Public School was the only school remaining within the Bylong Valley.

In the 1950s, the Bylong General Store was opened in its present location which contained the telephone exchange and the post office.

Between 1965 and 1968 drought developed across NSW affecting the Bylong Valley, with low supply and demand for livestock. This was followed by the collapse in the beef industry in the Bylong Valley in the 1970s.

In 1976, the proposal for finishing the rail line to transport coal from the Ulan Coal Mine to the Port of Newcastle was revived. Construction work commenced in the early 1980s with the railway line opening in 1982. Consultation with Bylong Valley residents highlights that the population of Bylong peaked during the construction period with a vibrant community.

⁶ Edward Higginbotham & Associates (2015) *Archaeological Assessment for Historical Burials*

⁷ Centenary Booklet Committee. (c 1984) *Bylong Valley Centenary of Education 1884-1984*. Centenary Booklet Committee.

It was during this same period (1982-1984) that Austin and Butta was granted exploration authorisations (A) 287 and A342 and residents were first introduced to the possibility of a coal mine in the Bylong Valley.

In the absence of the mine's development, the completion of the railway line in 1982 signified the start of a slow decline in Bylong's population (AECOM 2015). Anecdotal evidence suggests, the decrease in population also resulted in a decline in enrolments at Bylong Upper Public School. Despite the population decline it appears the community remained vibrant and strong into the 1990s. The inaugural Mouse Races event was held in 1989 and continued to be held on an annual basis until 2014, growing in popularity each year. Anglo American and later KEPCO provided both financial and in-kind assistance for the Mouse Races.

A number of significant property amalgamations have occurred in the Bylong Valley. This occurred particularly between 2000 and 2005 when the Wallings Pastoral Company acquired multiple properties (Oakdale, Almerda, Torrie Lodge, Sunnyside, Valley View and Homeleigh) and amalgamated them into one significant landholding. The consolidated holding was principally managed by a single family with a small number of additional farm employees. At the same time Accomac Holdings Pty Ltd acquired and amalgamated Taworri, Brigalow and Sylvania Park (later renamed Bylong Park) into a single holding. The findings of consultation with Bylong Residents indicate both amalgamations resulted in a significant outmigration of Bylong Valley residents and a corresponding reduction in resident population.

There is evidence that recent property ownership changes (separate to Project related property acquisition) also impacted population in the Bylong Valley. The Murrumbo property located at the northern end of Bylong Valley has changed ownership several times in the last 12 years, with each ownership change impacting population and demography across the Bylong Valley. Until 1990, Murrumbo was operated by the Graham family who supported more than 10 families on the property. With the sale of Murrumbo in 1990 and changes to property operations, the majority of these families moved out of the Bylong Valley. Today Murrumbo is operated by a pastoral company and a resident Farm Manager and the family runs the property with limited assistance.

From 2006 to 2015, a number of properties in the Bylong Valley and wider parts of the MWRC LGA were acquired by mining companies, including the purchase of properties for the Mount Penny Coal Project by Cascade Coal. Peabody Energy Australia also acquired private properties for the Wilpinjong Coal Mine. This coincided with the commencement of mining operations including Wilpinjong Coal Mine in 2006 and Moolarben Coal Mine in 2007.

In 2010 KEPCO acquired the Authorisations A287 and A342 from Anglo Coal Pty Ltd and following an extensive consultation process commenced exploration activities. In 2011, KEPCO acquired Bylong Station followed by Bylong Park in 2012. In 2014, Tarwyn Park, Byleigh Ridge and the Wallings Aggregation were also acquired by KEPCO. At this time, a

Farm Manager was appointed to continue to manage the agricultural land acquired by KEPSCO. Further acquisitions were undertaken by KEPSCO in 2016 and 2017, including Lee Creek, Carrawatha, Hillview and Tinka Tong, Gumbirra, Oakdale and Little Rock properties as well as the former Bylong Upper Public School site and buildings. An agreement for the purchase of Arabanoo has also been reached with the landowner. These land acquisitions were made in the early stages of Project planning to provide certainty to local landholders. Landowners were offered property acquisition by KEPSCO in accordance with the New South Wales Voluntary Land Acquisition and Mitigation Policy (December 2014).

These properties have been and will continue to be incorporated into the 10,113 ha of land managed as part of an agricultural enterprise run by the Farm Manager. Further, all of the serviceable residences acquired were either inhabited by farm workers or other interested parties.

Historical Population Changes

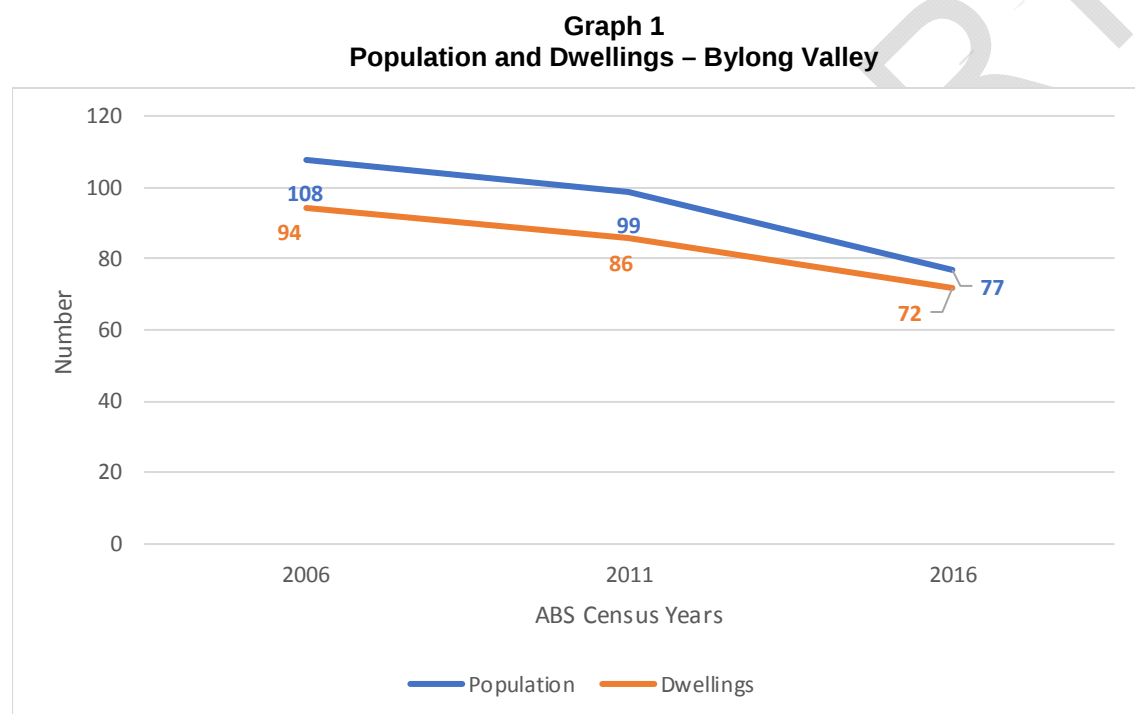
Population statistics and qualitative research suggest a declining rural population across the Bylong Valley for at least the last 20 years. Stakeholders who participated in SIA and Preliminary SIMP consultation attributed this population decline to a combination of the following factors:

- Aging rural population;
- Consolidation of small landholdings into single large landholdings with a Property Manager resulting in the loss of families (landholders) and farm hands;
- Challenging economic conditions particularly in the agricultural industry;
- Increased mechanization of the agricultural industry with resulting changes to property management dynamics and a decrease in demand for farm labour;
- Changing family dynamics and associated lifestyle needs e.g. families with teenagers departing Bylong Valley in search of secondary schooling options;
- The completion of the construction phase of Sandy Hollow to Gulgong railway line; and
- A general trend of rural population decline across Australia.

Social research (Morton 2017; Baxendale 2013a, Salt 2016, Argent et al 2010, ABS 2004) suggests that this trend of population decline in the Bylong Valley is consistent with broader rural population decline across NSW, as residents gravitate towards larger centres. Since the end of World War II (WWII), residents of rural areas have become increasingly drawn to urban centres in search of improved amenity i.e. employment, education and lifestyle opportunities (Argent et al, 2010; Morton 2017, Salt 2013a). Demographer Bernard Salt describes these regional centres as “sponge cities” which soak up populations from nearby small towns with the lure of increased health, education and transport services (Salt 2013a):

“Retiring farmers move into town; farm amalgamation results in one farmer selling out and moving to the nearest big town; and then there is the fact that there is simply less opportunity for labouring work in rural communities today as (than?) there was a generation ago.” (Salt 2013a)

Population change in the Bylong Valley between the 2006 and 2016, as per ABS Census period data is illustrated in **Graph 1**⁸. **Graph 1** shows a steady decline in rural population that predates the commencement of KEPCO exploration activities in the Bylong Valley however it is notable that the greatest population decline across the 10 year period has occurred between 2011 and 2016 (22.2%) in parallel with KEPCO’s property acquisition activities.



Source: ABS 2008a, 2012a, 2017e

⁸ The ABS Census data indicates that the population in the Bylong Valley in 2017 was 77. However, Census data for the local area has limitations and it is assumed that the qualitative data obtained from resident interviews which states that the population is 66, is more accurate.

Participants in SIA and Preliminary SIMP consultation identified the following as evidence of population decline in the Bylong Valley over the past twenty years.

- Small number of families with children in the Bylong Valley;
- Reduced enrolments at the Bylong Upper Public School;
- Reduction in the number of small landholdings and replacement with large property amalgamations;
- General lack of landholder activity around the Bylong General Store;
- Reduced attendance at social events e.g. Friday night drinks at Bylong Village;
- Reduction in number of informal social events;
- Reduced attendance at church (St Stephen's Anglican Church Bylong); and
- Difficulties finding volunteers to assist local services and organisations e.g. Bylong RFS and Bylong Hall Committee.

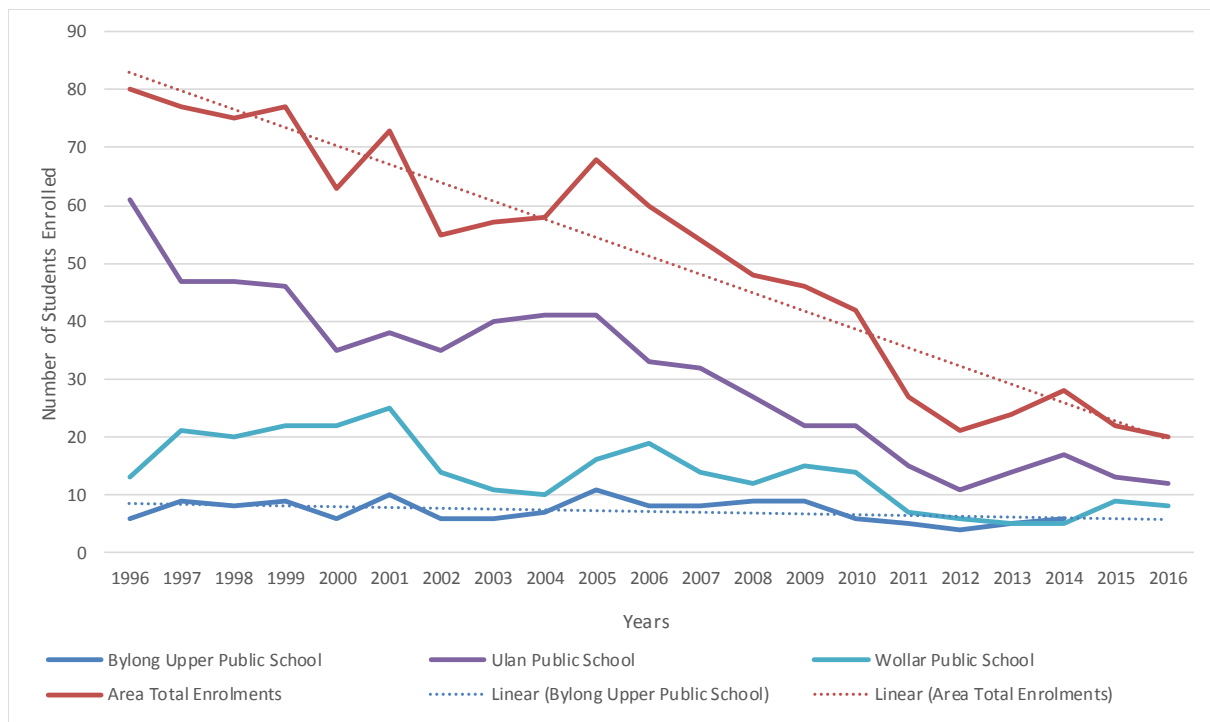
Based on the findings of consultation conducted with residents of the Bylong Valley to inform the Preliminary SIMP, the estimated population of the Bylong Valley at October 2017 was 66 people suggesting population decline has continued. The current rate of population decline is anticipated to reverse as KEPCO's property acquisition activities cease and KEPCO attracts more people to the area to either work in or support the Project and KEPCO's agricultural enterprise. There remains only one private property that will be directly affected by the Project that is under current negotiations for acquisition.

Graph 2 shows school enrolment data for Bylong Upper Public School and neighbouring village schools between 1996 and 2014. **Graph 2** shows a trend of declining enrolments across the Local Area and fluctuating, but consistently low, enrolments at Bylong Upper Public School in parallel with the population decline illustrated in **Graph 1**.

Between 1996 and 2014, enrolment numbers at the Bylong Upper Public School fluctuated from a low of six pupils to a high of eleven pupils and an average annual enrolment of seven pupils. In 2010 immediately prior to KEPCO commencing activities in the Bylong Valley, there were six pupils enrolled at Bylong Upper Public School. Between 2010 and 2014 enrolments dropped to a low of four pupils in 2012 before increasing again to six pupils in 2014. At the end of 2014 there were no pupils enrolled for the 2015 school year and the NSW Department of Education (DE) placed the school in recess and approved school closure at the end of Term 3 2015 (Legislative Council 2015). In 2015 the DE identified its intention to dispose of the Bylong Upper Public School site (Legislative Council 2015)⁹.

⁹ In the years prior to the school's closure, KEPCO liaised with DE regarding future options for the school, including support for the design, planning and reasonable funding for the relocation or reconstruction of school facilities at an alternative site. The relocation of the school was KEPCO's preferred option.

Graph 2
School Enrolments 1996-2011 – Selected Schools



Source: Department of Education 2017

Since 2011 KEPCO's property acquisition activities have resulted in additional outmigration from the Bylong Valley. However, this outmigration has been matched in part by the immigration of residents taking up employment on KEPCO's farming enterprise. The population of the Bylong Valley is currently estimated at 66 people based on engagement to inform the Preliminary SIMP. **Table 13** presents estimated population change in the Bylong Valley since the commencement of KEPCO exploration activities in 2011. **Table 13** shows a net decrease in Bylong Valley resident population of 30 people between 2011 and 2017.

Table 13
Estimated Population Change – Bylong Valley 2011 – 2017

	Resident Landholders	Other (Residents, Farm-hands, Farm Managers)
Outgoing Population		
Private property sales	6	17
KEPCO property acquisitions	26	10
Total outgoing population	32	27
Incoming Population		
Private property sales	5	0
Change in private farm management	0	10
KEPCO farm operations	0	14
Total incoming population	8	25
Population Change attributed to KEPCO 2011-2017	-26	4
Population Change 2011-2017	-27	-3

The Project will reverse the current trend of population decline in the Bylong Valley and underpin long term sustainability of the Bylong Valley community. KEPCO is committed to encouraging employees and their families to take up permanent residence in the Bylong Valley. The Preliminary SIMP documents the range of actions KEPCO will take to encourage workers to locate permanently to the Bylong Valley (**Section 9.4**).

Historical Changes to Social Connectedness

The strength of social connections within the Bylong Valley is strongly influenced by the geographical distribution of the population. It is evident from engagement with Bylong Valley residents¹⁰ that the Bylong Valley consists of discreet communities. In the early 1900s Upper Bylong operated as a distinct community separate to the greater Bylong Valley with activity focussed on the Cheese Factory and associated activities. The location of multiple schools throughout the Bylong Valley during the early 1900s highlights the presence of discreet communities and reflects the spatial distribution of the Bylong Valley population.

In the absence of bitumen roads, Budden, Growee and Ginghi were located considerable distance (in travel time) from Upper Bylong and the Bylong Village. Until the Bylong Valley Way was sealed residents of the lower Bylong Valley i.e. Growee, Ginghi and Budden remained relatively isolated from Upper Bylong and Bylong Village. To this day residents at the lower end of Bylong Valley reportedly keep largely to themselves, with social connections extending primarily to near neighbours. During Preliminary SIMP consultation residents at the southern end of the Bylong Valley towards Growee and Ginghi noted that whilst they visited the Bylong General Store for goods, they rarely participated in evening activities at the Bylong Hall, sports ground or Store, primarily due to distance and driving times.

¹⁰ SIMP Consultation conducted in October 2017

Consultation outcomes suggest that the Bylong Valley community has always experienced some degree of social divide, predating KEPCO's presence. Community conflicts have reportedly previously been related to religious differences and conflicting approaches to land use and farm management.

Feedback from stakeholders who participated in SIA consultation in 2015 indicated a more recent social divide between those that supported the Project and those that opposed the Project. Participants perceived that some residents became jealous of others who benefited from land access or agreed to property acquisition and those that did not. Qualitative information gathered through SIA consultation indicates that this social divide also led to changes in community connectedness with residents citing a loss of participation at Friday night drinks in Bylong Village and changes in patronage at the Bylong General Store.

The outcomes of a Bylong Valley resident survey (October 2017) to inform the Preliminary SIMP suggests an improvement in social capital and connectedness since the conduct of SIA consultation in 2015. To support the long-term sustainability and facilitate community connectedness of the Bylong Valley community, KEPCO has:

- Established an interim Community Investment Fund, which to date has supported Bylong Christmas Celebrations, Bylong Hall, Bylong Anglican Church, Kandos High School and Rylstone Public School Parents and Citizens Association where children from Bylong Valley attend school;
- Established a highly productive and intensive agricultural enterprise on its landholdings, employing eight full time staff, all of whom reside locally;
- Purchased and will ensure the continuity of the Bylong Store through the private leasing of the Store, throughout the life of the Project;
- Completed landscaping in the Bylong Village Park;
- Provided funding to upgrade the Bylong Hall;
- Assisted with the maintenance of the Bylong Sporting Grounds and gardens in Bylong Village; and
- Assisted with the staffing and management of the Bylong RFS and the Bylong Hall Committee.

The Preliminary Action Plans presented in **Section 9** documents a range of actions to be taken by KEPCO to support the Bylong Valley community in its efforts to improve vitality and vibrancy and enhance social connectedness.

5.3.2 Social Baseline Summary – Bylong Valley

This section presents a summary of the current socio-economic baseline for the Bylong Valley community.

Population and Demography

In October 2017 the Bylong Valley had an estimated permanent resident population of approximately 66 people¹¹, including one resident who visits weekly for three or more nights. There are twelve children under 13 years and one teenager currently residing in the Bylong Valley. Of the children under 13 years, five attend primary school in Rylstone/Kandos with the remaining children being too young to attend school. These population figures are derived from consultation undertaken to inform the Preliminary SIMP.

Based on demographic data collected during interviews with Bylong Valley residents, the median age of residents is greater than 50 years. This is consistent with available 2016 ABS Census demographic data for the Bylong Valley¹² which indicates an estimated median age of 50.5¹³ years. The median age of the Bylong Valley population is significantly higher than MWRC LGA (42 years) and NSW (38 years) (ABS 2017a). However, the median age is consistent with that of Mudgee Region East SA2 which is a predominantly rural area. These trends are generally consistent with the findings of social research on small rural communities (Smailes et al., 2002; Hogan and Young 2012).

Households, Occupied and Unoccupied Private Property

The findings of SIMP consultation¹⁴ suggest there are approximately 30 resident households in the Bylong Valley consisting of:

- 16 family households; and
- 14 single person households.

¹¹ Based on SIMP consultation conducted October 2017

¹² Population and demographic data for the Bylong Valley is drawn from a combination of ABS Census data (2006, 2011 and 2016) and data obtained during interviews with residents to inform the Preliminary SIMP. In ABS geographic terminology, the Bylong Valley consists of eight State Suburbs (SSC)¹². Due to the size of the SSCs, limited ABS 2016 Census data is available¹². The Bylong Valley is located within the Breakfast Creek SA1 and the larger Mudgee Region East SA2.

¹³ Calculated by taking the median of the 2016 ABS Census data for the eight SSCs that make up Bylong Valley.

¹⁴ Statistically valid household data for the Bylong Valley is not available through the 2016 ABS Census due to data confidentiality issues

The Bylong Valley supports a combination of absentee and resident landholders. It also attracts a number of part-time residents who visit their properties on weekends or for extended periods whilst on holidays.

In October 2017 there were an estimated 32 private landholdings in the Bylong Valley, excluding KEPCO¹⁵, with an almost even split between owner occupied properties and absentee landholders.

Many of the properties in the Bylong Valley that have absentee landholders are not permanently occupied or do not have residences located on them. An estimated 55% (18) of the 32 landholdings in the Bylong Valley are permanently occupied, with a small number of these occupied on a part-time basis by landholders and the remainder unoccupied. Unoccupied properties in the Bylong Valley are generally used for cattle grazing and are frequently managed by residents in the Bylong Valley or adjoining areas.

Community Values

Hansen Bailey conducted interviews with a total of 24 residents of the Bylong Valley to inform the Preliminary SIMP. The outcomes of this consultation validate the community values described in Section 5.2 of the SIA and highlight that local residents continue to value:

- The Bylong Valley as a small farming based community with a rural lifestyle;
- Good water supply and quality agricultural land;
- Scenic views and presence of flora and fauna;
- The Bylong General Store; and
- Having a school bus nearby.

Community Health and Wellbeing

Health and wellbeing of the Bylong Valley community was measured through the community health and wellbeing survey conducted in October 2017 (**Section 4.4.4**). The findings of the survey indicate that the 30 participants were satisfied with the:

- General appearance of Bylong Village and the services and facilities available;
- General environment in the Bylong Valley with regards to pollution (air and noise); and
- Current management of the natural environment for the future.

Residents' perceptions of safety in the Bylong Valley were positive with over 90% of survey respondents indicating that they felt safe living in the Bylong Valley.

15 Excludes land owned by KEPCO, State Forests, Australian Rail Track Corporation (ARTC), Endeavour Energy, Crown Land, Bylong Hall Committee Inc and the Anglican Church Property Trust Diocese of Bathurst.

Participants' perceptions of connectedness and resilience were also measured through the survey. The majority of participants indicated that they regularly visit others' homes (57%), visit the Bylong General Store (83%), and talk to others in the Bylong Valley (75%). Participants' perceptions of community cohesion were positive with 87% and 90% of respondents respectively agreeing or strongly agreeing that people can rely on each other for help and work together.

Participants' attachment to the Bylong Valley was strong, with 83% of survey participants reporting that they agreed or strongly agreed that they were very attached to the Bylong Valley.

Perceptions of life in the Bylong Valley were very positive with 73% percent of participants agreeing or strongly agreeing that the Bylong Valley is a great place to live. Of the 20% that disagreed or strongly disagreed, only 7% indicated little attachment to the Bylong Valley, indicating that some participants were attached to the area despite its perceived shortcomings.

The survey also measured resident perceptions of community adaptation to the Project, finding that 38% (N=11) of participants agreed that the community was working together to respond to the Project (no one strongly agreed) and 35% (N=10) disagreed or strongly disagreed. The majority (55%, N=16) of participants felt that the community was committed to the future of the Bylong Valley and 20% (N=6) disagreed or strongly disagreed. This suggests ongoing division in the community with regards to the Project.

More than 60% (N=19) of participants felt that the community was adapting to the changes of the Project and 24% (N=7) of participants felt the community was resisting or not coping with the Project. The majority of participants (62%, N=18) agreed or strongly agreed that they are coping with the Project while 17% (N=5) disagreed or strongly disagreed.

Perceptions of future community wellbeing were measured by first asking participants to think about the Bylong Valley in three years' time, with the Project. Over half of participants agreed or strongly agreed that:

- They would be happy living in the Bylong community (57%);
- The Bylong Valley community has a bright future (57%).

Fifty percent of participants agreed or strongly agreed that the Bylong Valley will offer the same or better quality of life in three years' time with the Project. This suggests some residents think quality of life will decline. These negative perceptions may be attributed to perceptions of uncertainty around Project impacts, particularly amenity impacts arising from changes in views, land use, noise and air quality. The Bylong Valley Preliminary Action Plan presented in **Section 9** is designed to address uncertainty around Project impacts as well as potential cumulative impacts to rural amenity.

Bylong Valley landholders reported experiences of stress and anxiety as a result of Project uncertainty. However, this stress and anxiety has been significantly exacerbated by the protracted Project approvals process. The findings of Preliminary SIMP consultation suggest the residents of the Bylong Valley are seeking closure to the Project approvals process.

KEPCO commenced a voluntary property acquisition process early in the Project specifically to alleviate the potential for landholder stress and anxiety and to give landholders some certainty with regards to their future. Residents who reported that they continue to experience stress and anxiety are located outside of the voluntary acquisition zone and their concerns relate primarily to uncertainties around the potential for off-site water impacts.

KEPCO is continuing to address the concerns of landholders in relation to off-site water impacts. KEPCO has prepared a Compensatory Water Supply Agreement (Agreement) and intends to enter into Agreements with relevant landholders neighbouring the Project. The Agreement is designed to ensure that bore owners are not disadvantaged in the unlikely event that their bores are impacted as a result of the Project. KEPCO is pursuing Agreement's with relevant landholders to provide certainty to landholders regarding water supply. Under the Agreement, KEPCO acknowledges that, if the existing water supply on the relevant property is adversely impacted as a direct result of the Project, KEPCO will provide temporary water supply for domestic water and livestock purposes (under interim water supply measures), implement compensatory water supply measures and/or make a compensation payment.

Infrastructure, Services and Community Organisations

The Bylong General Store, Bylong Hall, sporting grounds, the Bylong RFS and St Stephen's Anglican Church represent the key public infrastructure and services located in the Bylong Valley. The Bylong General Store provides services for the local resident population and through traffic on Bylong Valley Way. The store provides fuel, fresh food and general groceries, and is an agent for Australia Post.

The nearest schools to the Bylong Valley are located in Rylstone, Kandos and Wollar. A school bus service operates between Bylong Valley and the public schools in Rylstone and Kandos. The majority of families in the Bylong Valley send their children to the schools in Rylstone and Kandos. There are no local childcare services in the Bylong Valley. Families rely on neighbours and extended family for child care.

Community networks are the primary social infrastructure ensuring residents in the Bylong Valley are supported and interact together. Bylong Village has always been a small centre supporting very few residents and the majority of the Bylong Valley population is dispersed across the Valley. The size of the community in the Bylong Valley, the geographical distribution and aging population makes sustaining community, cultural and sporting facilities difficult. Notwithstanding, the Bylong Valley community supports three key community organisations: the Bylong RFS, Bylong Hall Committee and Friends of St Stephen's Anglican Church. The significant role of community groups in the development of vibrant communities is discussed in GISERA (2013):

Community groups are an important layer within a thriving community and play an integral role in addressing complex issues involving multiple stakeholders (GISERA 2013).

The Bylong RFS is an important community asset and provides RFS support to communities located beyond the Bylong Valley e.g. Wollar, Kains Flat and Cooyal. The findings of SIA consultation (validated through SIMP consultation) indicate a combination of population decline, aging population, an absence of a sizeable population of young people in the Bylong Valley and a lack of willingness of residents to complete the required organisational training have resulted in a reduced pool of volunteers for the Bylong RFS. A review of Bylong RFS subscription fee intakes for the last 30 years shows consistent membership of around 35 landholders between 1980 and mid 2000s and annual subscription fees of between \$800-\$1000. From the mid-2000s onwards annual subscription fees dropped to between \$200-\$350 suggesting a substantial reduction in membership. This has affected service operations.

The Bylong Hall Committee is responsible for the management of the Bylong Village sporting grounds and the associated overnight rest stop. Both facilities are valued community assets and the overnight rest stop is popular with tourists. The Hall Committee was previously associated with the hosting of the Bylong Mouse Races. The conclusion of the Bylong Mouse Races in 2014 can be attributed to a combination of natural attrition in volunteerism and the event simply becoming too big for the community to manage (Bylong Valley resident, pers coms, October 2017).

The Friends of St Stephen's Anglican Church seeks to protect the existing church assets and secure ongoing service provision at St Stephen's Anglican Church in Bylong Village. However, a dwindling congregation (a combination of declining population and declining interest in religion) (Bylong resident 2017 pers comm 17 October) means the organisation is operated with minimal membership.

The ongoing operation of the Bylong RFS and the Bylong Hall Committee is a testament to the resilience and adaptation of the Bylong Valley community to population change. However, as is common in many small communities, these organisations remain because a small handful of community members are committed to their ongoing operation. KEPCO acknowledges that property acquisition activities, particularly activities conducted during 2014 and 2015 resulted in the outmigration of a handful of residents, some of whom were active members of the Bylong Valley community and who participated in key organisations e.g. Bylong Rural Fire Service and Bylong Hall Committee.

All three organisations have received financial support from KEPCO in recent years. The Bylong RFS and the Bylong Hall Committee have both benefited from volunteer services provided by KEPCO employees. There are currently four trained project employees who volunteer for Bylong RFS, one of whom is the RFS secretary and training officer. Two KEPCO employees volunteer on the Bylong Hall Committee.

KEPCO Community and Landholder Liaison Officers (CLOs) have actively encouraged new residents in the Bylong Valley to fill key roles on both the Bylong RFS and the Bylong Hall Committee. KEPCO has also funded critical equipment for the Bylong RFS to improve emergency response. Upgrades to Wollar Road between Bylong Valley Way and Wollar will also significantly improve emergency service response times and enable better coordination of RFS activities. KEPCO will investigate programs to reduce barriers to existing Bylong Valley residents participating in the Bylong RFS. KEPCO will also formalise policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform crucial volunteer actions. Further, resident population growth anticipated in the Bylong Valley as a result of the Project will inject critically needed human resources into the community to support the ongoing operation of key services.

The Bylong General Store was acquired by KEPCO in 2017 and remains open under new management by a local resident. The Bylong General Store continues to be a valued asset in the community and the focus of the Bylong Village. A number of residents interviewed for the Preliminary SIMP perceived an increase in patronage at the Bylong General Store following the recent change in management.

5.4 WOLLAR

Wollar is a small rural village near the boundary of the Goulburn River National Park, approximately 27 km from Bylong Village and 45km north east of Mudgee.

The settlement history of the Wollar district is similar to the Bylong Valley in that agricultural activity was a driving force for its settlement. Wollar Village developed to service the needs of the surrounding agricultural community. Unlike Bylong Village, Wollar Village grew to a larger rural centre with a sizeable resident population and a range of services.

At the height of local activity during the 1950s and 1960s, Wollar had two butchers, a bakery, a butter factory (short-term), the Community Hall, a hotel, two churches, a memorial hall, a police station, a rural fire brigade, and a general store. During these decades, residents estimated that the Wollar Public School had a peak of up to 40 enrolments, with an average of 25-30 (Elliott Whiteing, 2015 pp8-9).

In 2015 the Wollar community comprised approximately seven households and a business owned on a private property in Wollar Village, approximately seven households in the Mogo Road area to the north-east of Wollar Village and approximately eight households in the Barigan Road area to the south (Elliott Whiteing 2015). The 2016 ABS census recorded 60 persons within the Wollar area and an estimated 25 people within Wollar Village (ABS 2017e). It is likely that many of the people recorded within Wollar Village are mine employees staying in the mine owned housing.

Analysis of population change between 2006 and 2016 for the Wollar area suggests the population has declined by more than 60% (ABS 2008 a, 2012a and 2017e). Longer term population decline in Wollar is also reflected in enrolment trends at Wollar Public School. Between 1997 and 2016 enrolments at Wollar Public School declined from 21 pupils to eight pupils. The most significant decline in enrolments occurred between 2001 and 2002 with a drop from 25 to 14 pupils (DE 2017).

Facilities within the Wollar community include the Wollar General Store (owned by Peabody Energy Australia), Wollar Public School and Harry Harvey Memorial Park. Two historic churches are located within Wollar however neither church has operated since 2006 (Elliott Whiteing, 2015). In 2016 the Wollar Public School had eight enrolments and one teacher (myschool 2017). In 2013, due to servicing issues, the Wollar RFS and Cooks Gap RFS merged extending the Cooks Gap RFS's operation area east. The Cooks Gap RFS is the first port of call for Ulan, Moolarben and Wilpinjong coal mines (Snyder 2013).

The Wilpinjong Coal Mine is located adjacent to the town of Wollar. The approval of the Wilpinjong Coal Mine in 2005 has resulted in some material changes to the Wollar communities' social environment. Peabody Energy Australia owns the majority of houses in the Wollar Village and the surrounding area.

Until recently Wollar Road between Wollar and the Bylong Valley was a dirt road, however a program of road upgrades is currently underway to seal Wollar Road and KEPCO has committed funding to the MWRC for upgrades to Munghorn Gap. These road upgrades will significantly improve connectivity between Wollar and Mudgee and Wollar and the Bylong Valley supporting improved economic outcomes for Wollar and enabling better coordination of emergency services between Wollar, Cooyal and the Bylong Valley.

There is a historical connection between the Wollar Village and the Bylong Valley, primarily through familial ties (Bylong Valley resident 2017, pers comm 10 October). With changing landownership, the demise of small agricultural farms, the expansion of mining activities in proximity to Wollar and the outmigration of population, the strength of these ties has diminished. However, there is evidence to suggest the links between the two communities continue to this day. The assistance provided by the Bylong community and in particular Bylong RFS volunteers, to the nearby Wollar and Cooyal communities during the January 2017 bushfire clearly illustrates the presence of connection between the two communities.

5.5 MUDGEES

Mudgee is located 80 km south-west of Bylong Village and is the closest regional centre to the Project. The town of Mudgee is a key population base in the MWRC LGA servicing the existing agricultural, viticulture and tourism industry, and a strong mining industry. The town's role as a regional centre and the broad range of amenities and social infrastructure located in the town has resulted in Mudgee attracting most of the LGA's new residents (HillPDA Consulting 2014). In 2017, the ERP of Mudgee¹⁶ was 11,728 persons (ABS 2017d). The town centre retains the feeling of a traditional regional rural township.

Over the past seven years Mudgee has experienced strong population growth and significant demand for housing as a result of growth in the mining sector. This has in turn impacted housing availability and affordability in Mudgee, and service capacity. The development of a number of new housing estates is underway (e.g. Caerleon Estate) in Mudgee to address future population housing needs.

Mudgee is a focal point for sub-regional and regionally significant concentrations of employment and urban development. The economy is robust and diverse, although it fluctuates with changes in the mining sector. Mudgee is growing in popularity as a short-break holiday destination with tourism visits significantly increasing.

Many government departments are based in Mudgee including Australian Taxation Office (ATO), Centrelink, Department of Ageing Disability and Homecare and the Department of Education and Training. Several resource development companies coordinate their regional operation in Mudgee and banking and financial services are delivered from this centre. The Glen-Willow Sporting Complex is a significant regional facility attracting multiple sporting events each year. A range of quality tourist accommodation is provided in Mudgee to support the growing tourism industry. There is a daily passenger air service to and from Sydney.

The Mudgee Health Service includes the Mudgee District Hospital. The Mudgee Hospital Upgrade Project is currently underway to improve service delivery and integrate and co-locate health services. Project delivery for the hospital upgrade is due to commence in late 2018

¹⁶ Mudgee SA2 103031072

(NSW Health Infrastructure, pers comms October 2017). There is one large medical centre (Mudgee Health Clinic) in Mudgee and an additional doctors' surgery in South Mudgee. There are three main referral medical and health facilities located outside of the MWRC LGA that service communities within the MWRC LGA:

- Dubbo Hospital;
- Orange Hospital; and
- Bathurst Hospital.

In Mudgee, there are three public schools (two primary and one secondary), and one Catholic school offering both primary and secondary education. The Mudgee College of TAFE Western is the primary provider of technical and further education in the MWRC LGA. There are no universities in the MWRC LGA. A campus of Charles Sturt University is located in Bathurst and Dubbo.

There are six childcare services in Mudgee and one dedicated early years education service operating two campuses. Mudgee childcare centres and early years education services service both local and district catchments, as many working parents travel to Mudgee for work and access childcare there. Out of school hours care (OSHC) and vacation care in Mudgee is provided by the Mudgee Police Citizens Youth Club (PCYC).

5.6 KANDOS AND RYLSTONE

The town of Rylstone is located approximately 52 km south-west of Bylong Village and 55 km south-east of Mudgee. Kandos is located approximately 8 km south of Rylstone on Bylong Valley Way and 60 km south of Bylong Village. The current ERP of Rylstone and Kandos are 644¹⁷ (ABS 2017b) and 1,261¹⁸ (ABS 2017c) respectively.

The two communities share a range of services, with the distribution of services and facilities linked to the historical development of the two communities. The communities of Kandos and Rylstone have small centres and provide essential services such as grocery shopping and postal services. The social environment of Rylstone and Kandos has been strongly influenced by industrial sector changes in Kandos from 2010 onwards. Industry closure and associated employment contraction in Kandos, together with changing population and demography has had both direct and indirect effects on the Rylstone community.

¹⁷ Rylstone Urban Centre Locality

¹⁸ Kandos Urban Centre Locality

5.6.1 Kandos

Kandos was purpose built in 1913-1915 to support the Cement Australia Kandos Cement Plant which commenced operations in 1916 and to take advantage of local supplies of limestone. Soon after the establishment of the Kandos Cement Plant, Charbon Lime Works and the Blue Circle Southern Cement Charbon Cement Works also commenced operation. Charbon Coal Mine, located 5 km south of Kandos, opened in the 1920s to supply coal for the Charbon Cement Works and later the Kandos Cement Plant and the Charbon Lime Works. These industries were instrumental in the development and population growth across Rylstone and Kandos. At this time, Kandos supported a vibrant community, strong economy with diverse range of services and facilities, and provided employment for local residents and residents in the nearby community of Rylstone.

In 1977, the Charbon Cement Works closed and in 2011 after 97 years of production the Kandos Cement Plant closed. The closure of Kandos Cement Plant resulted in significant impacts to the socio-economic structure of the Kandos community. The Kandos community is now struggling to retain key services including teachers at the Kandos High School (KHS) and Kandos Primary School (PS) and provide employment opportunities for residents. The socio-economic impacts of the closure of Kandos Cement Plant were further exacerbated in 2014 with the gradual closure of Charbon Coal Mine. The last employees left Charbon Coal Mine in 2015. Sibelco has continued to operate the Charbon Lime Works, however it is understood Sibelco plans to cease lime production in Kandos in 2018 (Sibelco employee 2017, pers comm, 7 December).

Industry contraction in Kandos has resulted in significantly reduced local economic spend and a corresponding loss in services and facilities (Kandos residents 2017, pers comm 18 October). Today the main street of Kandos supports a small range of services including a Post Office, IGA Supermarket, bakery, a pharmacy and tourist accommodation facilities, a considerably smaller and less vibrant centre to that which existed in the late 1990s and early 2000s. Reliance Credit Union operates in Kandos. A general practitioner surgery is also located in Kandos, with other health and support services available in nearby Rylstone. The town hosts the Kandos Rylstone Men's Shed, Kandos Museum and Kandos Harley Davidson Motorcycle Museum. Services and organisations available in Kandos include the Rylstone Kandos District Meals on Wheels (operated from Rylstone), Rotary Club of Rylstone-Kandos, Kandos High School (KHS) and Kandos Primary School (KPS) Parents and Friends Associations, Kandos Loft (a youth service operated by Barnardos), Kandos Scouts and Kids and Carers Support Group of Kandos and Rylstone.

Whilst the resident population of Kandos has declined since industry closures, the availability and affordability of housing in Kandos has made the location attractive to lower-socio economic households, many of whom are unemployed and/or on low income welfare payments. The once working-class population of Kandos is slowly being replaced with a low-income welfare dependent population who require employment and access to services and

facilities, neither of which are readily available in Kandos or nearby Rylstone. Resident access to employment and services is severely hampered by a lack of public transport. There is no daily return public transport service between Kandos, Rylstone and Mudgee. MWRC's community transport service does not operate in Rylstone and Kandos. Rylstone District Care and Transport provides limited service. During discussions with social housing providers to inform the Preliminary SIMP, it was noted that the lack of transport means service providers often take it upon themselves to transport residents to key services.

Kandos continues to provide secondary education facilities for Kandos and Rylstone communities and neighbouring rural areas through the KHS. Kandos Primary School and Kandos/Rylstone Preschool are also located in the township and services neighbouring communities including Rylstone. Kandos/Rylstone Preschool principally services the communities of Rylstone, Kandos, Charbon and Clandulla. Both schools have experienced an ongoing decline in enrolment numbers. Child care services are limited, with only one Family Day Care (FDC) operator in the town. According to the MWRC the Kandos FDC service has a considerable waitlist, further exacerbated by the recent closure of the Rylstone service. There is no after school hours care provided in Kandos and Rylstone however it is understood that the MWRC has recently sought feedback from communities in the MWRC LGA in relation to the provision of OSHC.

The Cementa Festival is held on an annual basis in Kandos and celebrates contemporary Australian art. In October 2017 festival organisers Cementa Inc were the recipients of a \$100,000 grant from the NSW Government's Arts and Cultural Development Program (Elliott 2017).

5.6.2 Rylstone

Rylstone is the closest urban settlement to the Bylong Valley and provides a small range of services and facilities for the surrounding rural communities and passing tourists.

Rylstone was settled in the 1830s and has a high quality heritage streetscape with historic public houses, churches and private residences. Until 2004 Rylstone was the centre for the former Rylstone Shire Council. The population of Rylstone has remained relatively stable since 2001. Rylstone is growing in popularity as a tourist destination with a number of accommodation establishments, pubs and cafes. Rylstone is home to the MWRC 'StreetFeast' event held in November each year a festival of food, produce, wine, art and craftwork.

Commonwealth Bank run a limited branch service in Rylstone and Westpac Bank operated in Rylstone until 2015, when the service closed. A limited supply of short-term tourist accommodation services is available in Rylstone. Key services available in Rylstone include Rylstone Public School, Rylstone Court House, two operating service stations, cafés, hardware shop, the Rylstone Club, churches and Rylstone Ag Supplies (CRT Local Blokes). Rylstone also has a showground and MWRC-owned tourist camp ground.

Rylstone Multi-Purpose Health Service is located in Rylstone and provides a range of health services for neighbouring communities including Bylong Valley, Kandos and Lue. There is one doctors surgery located in Rylstone. As of November 2017, there were no formal child care services available in Rylstone with the nearest service (Family Day Care) available in Kandos. The Kandos/Rylstone Preschool, located in Kandos, services both communities.

Services and organisations available in Rylstone include the Rylstone Kandos District Meals on Wheels, Rotary Club of Rylstone-Kandos, Rylstone Hospital Auxiliary, RPS Parents and Friends Associations and Rylstone District Historical Society. The business community of Rylstone and Kandos are also currently seeking to formalise a local business group, potentially as a Chamber of Commerce¹⁹.

Kandos Rylstone Community Radio produces Community Capers, a community newsletter distributed by mail to residents of Bylong, Capertree, Charbon, Clandulla, Kandos, Lue, Running Stream, Rylstone and district.

5.7 SOCIAL BASELINE SUMMARY – KANDOS, RYLSTONE AND MUDGEES

This section presents a summary of the current socio-economic baseline for the communities of Kandos, Rylstone and Mudgee. The social infrastructure and services baseline has changed little from that presented in the SIA for the Project. Key service changes have been previously noted.

Population and demographic data is drawn from 2016 ABS Census Data and small area labour market (SALM) data available from the NSW Department of Employment. In ABS geographic terminology the data is presented for Kandos Urban Centre Locality (UCL), Rylstone UCL, Mudgee Region East SA2 (which includes Bylong Valley, Kandos and Rylstone) Mudgee SA1 (which incorporates the greater Mudgee urban area) and the MWRC LGA.

5.7.1 Socio-Demographic Trends

Analysis of 2016 population, demographic and economic indicators for the MWRC LGA and component communities reveals the following distinctive features of the communities of interest as at 9 August 2016:

- Mudgee Region East and the component settlements of Rylstone and Kandos have a significantly older population than Mudgee and the broader MWRC LGA, with a correspondingly smaller proportion of children aged 0-14 years;
- The majority (81.2%) of residents in the MWRC LGA are Australian born;

¹⁹ Rylstone Focus Group 2017, 18 October

- Almost 50% of the MWRC LGA population resides in the regional centre of Mudgee with less than 8% of the population in the centres of Rylstone and Kandos combined;
- Indigenous representation across the communities of interest is similar at between 5% and 6%, with the exception of Rylstone which has a lower representation (3.6%);
- Weekly rents in Rylstone and Kandos are lower than Mudgee which is consistent with the findings of the Accommodation Study;
- The proportion of occupied and unoccupied dwellings in Rylstone, Kandos and Mudgee are similar and consistent with the wider MWRC LGA;
- Family composition is different between the three centres, with Rylstone and Kandos having a significantly higher proportion of one parent families (30.1% and 30.2% respectively) when compared with Mudgee and the broader MWRC LGA (17.1% and 15.5% respectively), reflecting consultation findings that affordable housing has attracted new low-income households;
- Kandos has a substantially higher proportion of single person households (44.2%) and a correspondingly smaller proportion of family households (52.2%) compared with Rylstone (33.1% and 64.7%) and Mudgee (28.2% and 68.6%);
- Median weekly household income in both Rylstone and Kandos (\$852 and \$692 respectively) is significantly lower than Mudgee and the MWRC LGA (\$1,295 and \$1,131). Median weekly household income in Kandos is almost 50% less than Mudgee;
- Mudgee has the highest median weekly rent of the communities of interest and Kandos has median weekly rent lower than all areas of interest including the MWRC LGA;
- Mudgee provides more than 70% of the MWRC LGAs labour force, whilst Rylstone and Kandos combined provide approximately 5%;
- Unemployment in Kandos is significantly higher (16.2% or 56 people) when compared to Rylstone (7% or 6 people), Mudgee (5.6% or 297 people) and the MWRC LGA (6.5% or 678 people); and
- March 2017 SALM data at SA2 and MWRC LGA level shows an unemployment rate of 7% for Mudgee Region East SA2 compared to 5.5% for Mudgee and 7.0% for the MWRC LGA.

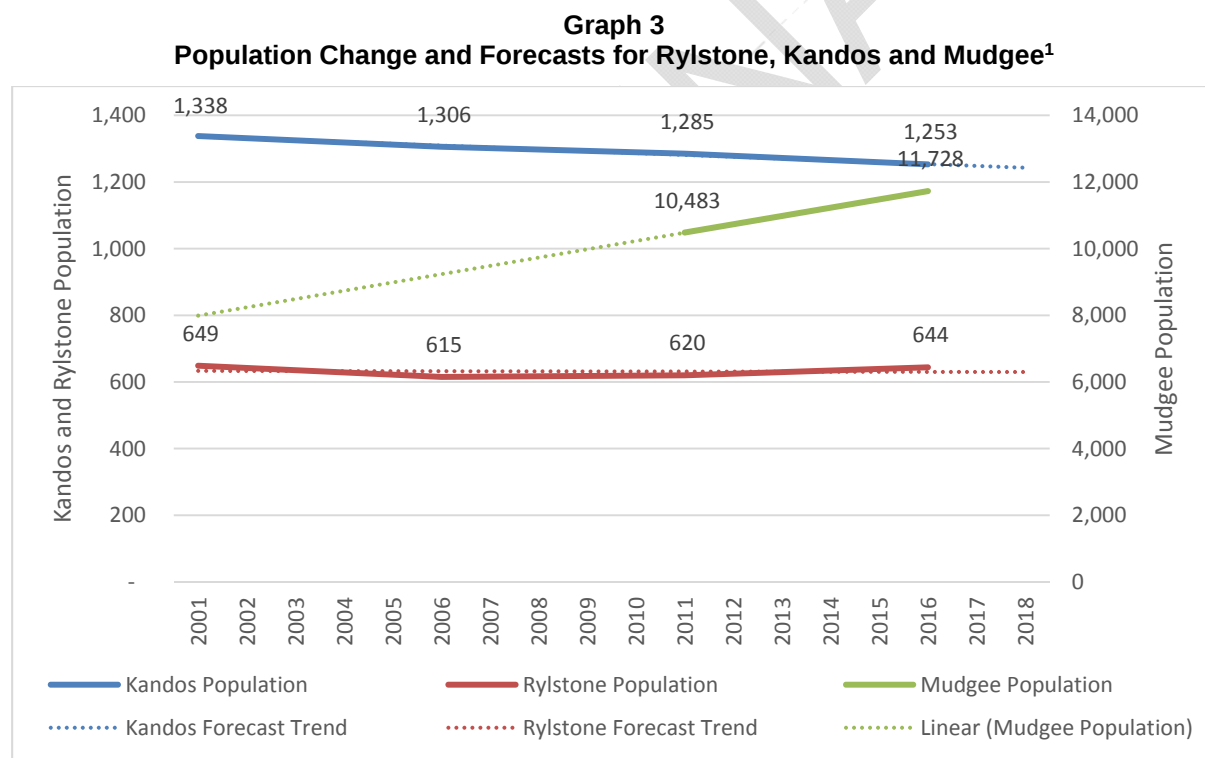
Table 1 of Appendix H presents a suite of demographic indicators for the communities of Kandos, Rylstone and Mudgee, the region of Mudgee East (within which Kandos and Rylstone are located) and the MWRC LGA for the year 2016.

5.7.2 Population and Population Change

Graph 3 presents the population forecasts for Rylstone, Kandos and Mudgee. Data is unavailable for Mudgee prior to 2006 due to changes in ABS geographic boundaries.

Graph 3 shows:

- A continuing trend of population decline in Kandos driven by the closure of the Kandos Cement Works in 2011 and the closure of Charbon Mine in 2015;
- Relative stability in Rylstone's population despite the industry closures in nearby Kandos; and
- Significant growth in the Mudgee population driven by a rapidly expanding mining industry from 2006 to 2010, followed by a number of mine expansion projects and more recently the rise in popularity of the location as a tree-change destination for city dwellers.

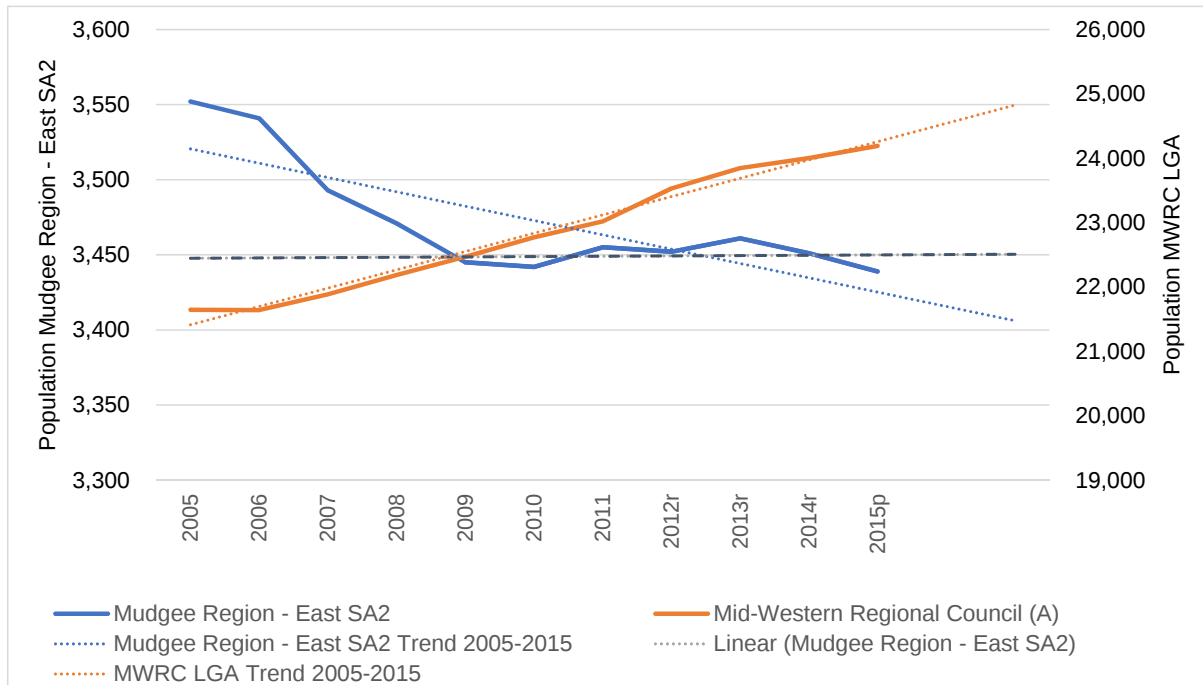


Notes: 1. Mudgee SA2 ABS data is only available for the 2016 and 2011 census years

Source: Kandos ABS 2006a-c, 2017g-l, 2013d-j, 2017 j-o, Rylstone 2006a, 2007a, 2013 k-l, 2017 p-q, Mudgee SA2 2013a 2017d

Graph 4 presents the population forecasts for the MWRC LGA and Mudgee Region East - SA2. The Bylong Valley and communities of Rylstone and Kandos are located within Mudgee Region East SA2. **Graph 4** shows a steady increase in the population of the MWRC LGA and a declining population in Mudgee Region East SA2.

Graph 4
Population Change and Forecasts 2005-2015



Source: ABS 2016a

5.7.3 Emergency Services

There are four police stations in the MWRC LGA, located in Gulgong, Mudgee, Rylstone and Kandos. A new service model for NSW Police was announced in November 2017. The Mudgee Local Area Command (LAC) will merge with the Orana LAC to form the Orana Mid-Western Police District. Mudgee will no longer operate as a LAC Centre. As part of these changes, 34 current LACs will become 26 police districts. The implications of the service changes for the Project will be discussed with NSW Police as part of the development of the Final SIMP.

The MWRC LGA is located within the NSW Ambulance Service's Regional Division in the Central West Zone (Zone 1 of 2 for Central West). Major response stations are located in Rylstone, Gulgong and Mudgee.

The Project Site is located in the Cudgegong Rural Fire District in the MWRC LGA. RFS services are located across the MWRC LGA. The Rylstone Rural Fire Bridge and the Kandos-Rylstone Rescue Squad operate out of Rylstone.

5.7.4 Housing Market Characteristics

Housing Availability

Table 14 shows trends in rental property availability across the communities of Mudgee, Kandos and Rylstone between 2015 and 2017. **Table 14** shows limited rental property availability in 2017 across the Local Area compared to the previous two years, and highlights the potential for adverse impacts to local housing availability and affordability during Construction Phase 1, when workforce accommodation demand peaks.

Housing availability is particularly tight in Kandos. Discussions with real estate agents in Kandos suggest much of the existing rental stock is in poor condition and substantially smaller dwellings than that required to meet the needs of the construction workforce. Low rental returns mean there is little incentive for property owners to invest in renovations. In Kandos, low rental rates has made the town attractive to lower socio-economic households, particularly households pushed out of Sydney due to accommodation prices.

Table 14
Rental Property Availability 2015-2017 Comparison

Property Type	No. Properties Available			Highest Rent (\$p/w)			Lowest Rent (\$p/w)		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Mudgee (Post Code 2850)									
All properties	69	115	47	900	900	750	150	150	185
1 bedroom unit/house	7	8	1	430	350	275	150	175	220
2 bedroom unit/house	11	34	11	500	500	350	170	180	185
3 bedroom house	26	50	18	750	795	750	225	240	270
4+ bedroom house	18	23	10	900	900	550	300	150	250
Furnished Properties	7	19	7	900	900	750	160	175	275
Rylstone and Kandos (Postcodes 2849/2848)									
All properties	26 ²	9	12	300	250	310	120	110	120
1 bedroom unit/house	2	2	2	170	110 ³	160	120	110 ³	120
2 bedroom unit/house	8	0	3	250	N/A	240	220	N/A	200
3 bedroom house	11	7	4	275	250	260	180	170	200
4+ bedroom house	5	0	3	300	N/A	310	200	N/A	260
Furnished Properties	0	0	0	N/A	N/A	0	N/A	N/A	0

Source: www.realestate.com accessed Friday, 27 November 2015 at 11:00am and Friday, 18 November 2016 at 11:00am and 13 September 2017.

Table 15 presents rental vacancy rates for key locations (by postcode) for the period October 2015 to October 2017. This information is drawn from SQM Research. **Table 15** shows very low rental vacancy rates in Kandos and Mudgee, and a high vacancy rate in Rylstone, however this is off a small supply of rental properties. The low vacancy rates currently being experienced in Mudgee can be attributed to the accommodation demand generated by the construction phase of Moolarben Stage 2 and the transition to operations.

It is likely that Construction Phase 1 of the Project will occur concurrently with the ramp-up of construction for the Mudgee Hospital Upgrade, consequently there is some potential for cumulative impacts to the local housing market. KEPCO has committed to engaging closely with NSW Health Infrastructure around workforce accommodation (and workforce training) to manage potential impacts on the housing market. KEPCO is also in discussion with MWRC around potential contingency measures in the event that Construction Phase 1 coincides with a tight housing market and strong demand from tourists for short-term accommodation.

Table 15
Rental Vacancy Rates – 2015 and 2017 Comparison

Location and Postcode	Vacancy Rate (%)			Number of Vacant Properties		
	2015	2016	2017	2015	2016	2017
Mudgee 2850	4.2	6.4	1.7	81	122	33
Rylstone 2849	1.2	1.8	7.8	2	3	13
Kandos 2848	5.0	4.0	2.2	14	11	6

Source: SQM Research 2017 a-c

Rental Costs

Table 16 presents trends in median weekly rent for the month of December for houses in the Local Area (based on non-ABS suburb areas). Of the three communities of interest, Mudgee has the highest median weekly house rents, with rents in Kandos fluctuating considerably (probably reflecting its fairly small rental pool). Since 2010, median weekly house rents in Rylstone have decreased from a high of \$300 to \$280 in 2017.

Table 16
Trends in Median Weekly House Rent – December 2006-2017

Year	Median Weekly Rent – House (\$)		
	Mudgee	Rylstone	Kandos
2006	250	230	210
2007	220	210	180
2008	260	230	190
2009	300	250	210
2010	350	300	220
2011	380	290	240
2012	470	250	230

Year	Median Weekly Rent – House (\$)		
	Mudgee	Rylstone	Kandos
2013	380	250	190
2014	360	250	210
2015	370	290	240
2016*	370	280	210
2017	380	280	230

Source: RESIDEX (2017a,b,c)

* Rent values for 2016 and 2017 are for the month of September

Housing Costs

Table 17 presents trends in median house prices for the month of October for houses in the Local Area (based on non-ABS suburb areas). **Table 17** shows increasing median house prices across all three communities, however the median house price in Kandos has changed little in the last three years.

Table 17
Trends in Median Weekly House Price – December 2008-2017

Year	Median House Price (\$)		
	Mudgee	Rylstone	Kandos
2008	293,000	207,000	120,000
2009	288,000	230,000	121,000
2010	310,000	246,000	137,000
2011	319,000	262,000	155,000
2012	345,000	273,000	166,000
2013	381,000	277,000	157,000
2014	358,000	249,000	166,000
2015	342,000	248,000	170,000
2016*	361,000	275,000	171,000
2017	378,000	276,000	171,000

Source: RESIDEX (2017a, b, c)

* Rent values for 2016 and 2017 are for the month of September

5.7.5 Short-Term Accommodation

Short-term accommodation relates to those types of accommodation that are typically provided to visitors or tenants for a short period of time; for example, motels, serviced apartments, bed and breakfast, self-contained homes, caravan and camping, although the length of tenancy in these forms of accommodation can often extend to lengthy stays, depending on accommodation availability, price and the personal circumstances of visitors.

Tourists and business visitors are the predominant users of short-term accommodation across the MWRC. However major projects also draw on the supply of short-term accommodation, predominantly during the construction phase projects.

Discussions with MRTI to inform the Accommodation Surveys and the Preliminary SIMP highlighted the growing popularity of Mudgee and the broader MWRC as a 'destination' for weekend and mid-week short breaks. The proliferation of regional events e.g. Small Farm Field Days, Day on the Green, Mudgee Wine and Food Festival makes the location an attractive tourist destination.

KEPCO conducted a survey of short-term accommodation providers within the Local Area in December 2015 and August 2017 (**Section 4.7**). **Table 18** presents short-term accommodation supply across the Local Area based on the findings of Accommodation Surveys 1 and 2.

The Construction Phase 1 workforce will require accommodation for short-stays i.e. less than three months and accommodation for longer stays i.e. more than three months. The following assumptions have been made about the type of accommodation required for the Construction Phase 1 workforce:

- Any worker employed for less than three months would be accommodated within hotel, motel, or guesthouse accommodation; and
- Any worker employed for more than three months would be accommodated in shared and long-term accommodation (self-contained) such as rental houses, holiday homes, cabins in caravan parks or the private rental market.

Table 18 shows a considerable supply of accommodation for short stays i.e. less than three months but a much smaller supply of long-stay accommodation. The supply of short-term accommodation across the Local Area is also heavily affected by regional events. Participants in Accommodation Survey 1 and 2 cited high occupancy rates. i.e. 100% during key regional events such as the Mudgee Wine and Food Festival.

Table 18
Short-Term Accommodation Provision (Rooms) in the Local Area

Location	Number of Rooms	Motel/Hotel/Guesthouse	Caravan Park	Holiday House	Apartments
Mudgee	758	439	99	172	48
Kandos	41	26	10	0	5
Rylstone	65	26	19	20	0
Lue	28	13	0	15	0
Ulan	10	6	0	4	0
Cooyal	9	9	0	0	0
Denman	83	45	33	0	5
Sandy Hollow	28	3	25	0	0
Merriwa	3	2	0	0	1
Total Rooms	1025	569	186	211	59

Source: 2015 and 2017 Accommodation Survey Data for the Bylong Coal Project

The MWRC asserts that the local area has capacity to fully accommodate the workforce and local business owners advocated a local housing model so that they could capitalise on opportunities associated with a local workforce.

5.7.6 Summary

The findings of the baseline update show that the regional centre of Mudgee is a thriving community with a diverse economic base of which mining is a key foundation stone. Service and infrastructure provision across the MWRC LGA is focussed principally in Mudgee with the smaller centres of Kandos and Rylstone struggling to sustain population and key services. The rural areas of the MWRC LGA display similar demographic patterns to other rural areas in NSW i.e. an aging and declining population and a reduction in service provision. Whilst the labour market is strong in Mudgee, in comparison the Mudgee Region East and component settlements experience high unemployment and low participation rates. Wealth is unevenly distributed across the MWRC LGA with median household income significantly higher in Mudgee than Kandos and Rylstone.

The Project has the potential to deliver employment and economic opportunities to the communities of Rylstone and Kandos, in addition to Mudgee. Rylstone and Kandos stakeholders view the Project as an opportunity to revitalise their communities through local procurement, employment, attraction of new residents and retention of existing residents. The Preliminary Action Plans presented in **Section 9.4** include specific actions aimed at ensuring the communities of Kandos and Rylstone benefit from the Project.

6 PROJECT SUMMARY

This section describes the Project schedule, workforce profile and workforce accommodation arrangements for the Project.

6.1 PROJECT DESCRIPTION

The Project is to be developed on land within the Project Boundary as illustrated on **Figure 3**. The Project Boundary covers an area of approximately 6,958 ha. Within the Project Boundary, the various Project features cover an area of approximately 2,875 ha. The Project life is anticipated to be approximately 25 years.

The key features and components of the Project are shown on **Figure 3** and include:

- Two open cut mining areas, overburden emplacement areas (OEAs) and associated haul roads. Open cut mining is proposed to be undertaken 24 hours a day, 7 days a week over an approximate 10-year period;
- An administration, workshop, bathhouse, explosives magazine and other open cut mining related facilities;
- An underground coal mine operating 24 hours a day;
- 7 days a week for an approximate 20 year period, commencing within 7 years from the commencement of construction of the mine;
- Primary access to the underground mine via drifts constructed adjacent to the rail loop and coal handling and preparation plant (CHPP);
- Facilities to support underground mining operations including access roads, ventilation shafts, workshop, offices and employee amenities, fuel and gas management facilities;
- A CHPP with a designed throughput of approximately 6 Million tonnes per annum of ROM, equipped with technology to facilitate the dewatering of fine rejects material;
- Co-disposal of dewatered fine and coarse reject materials within OEAs and final open cut voids (avoiding the need for a tailings dam);
- A rail loop and associated rail load out facility and connection to the Sandy Hollow to Gulgong Railway Line to facilitate the transport of product coal;
- Surface and groundwater management and water reticulation infrastructure including diversion drains, dams (clean, dirty and raw water), borefield, pipelines, pumping stations and other required infrastructure;
- Communications and electricity reticulation infrastructure; and
- A mine access road to provide access to the site facilities.

6.2 PROJECT SCHEDULE

An indicative schedule for the construction, operations and decommissioning phases of the Project is presented in **Table 19** and described in **Table 20**. The schedule refers to Project Years (PYs), rather than calendar years, with PY1 being the first year of construction. The overall schedule is subject to the necessary regulatory approvals being obtained in 2018.

Table 19
Indicative Project Schedule

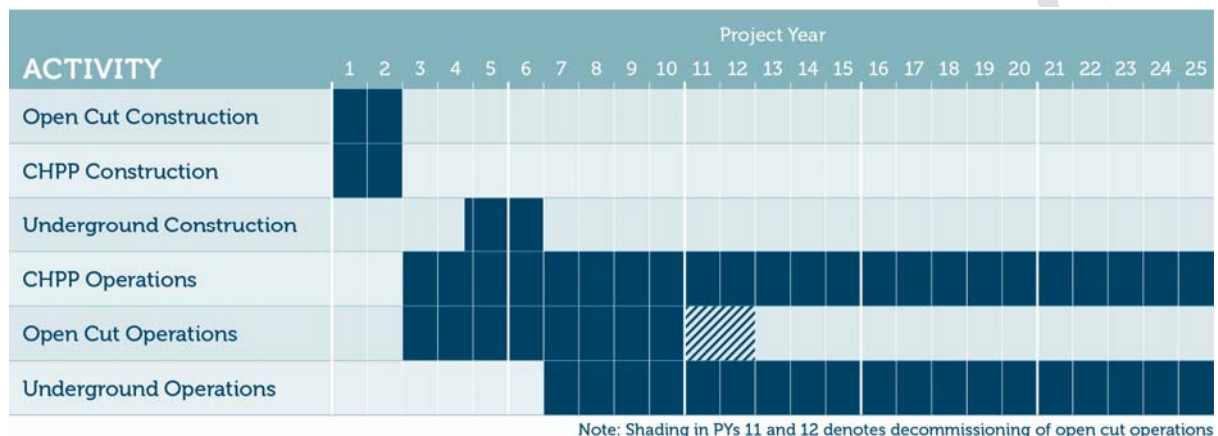


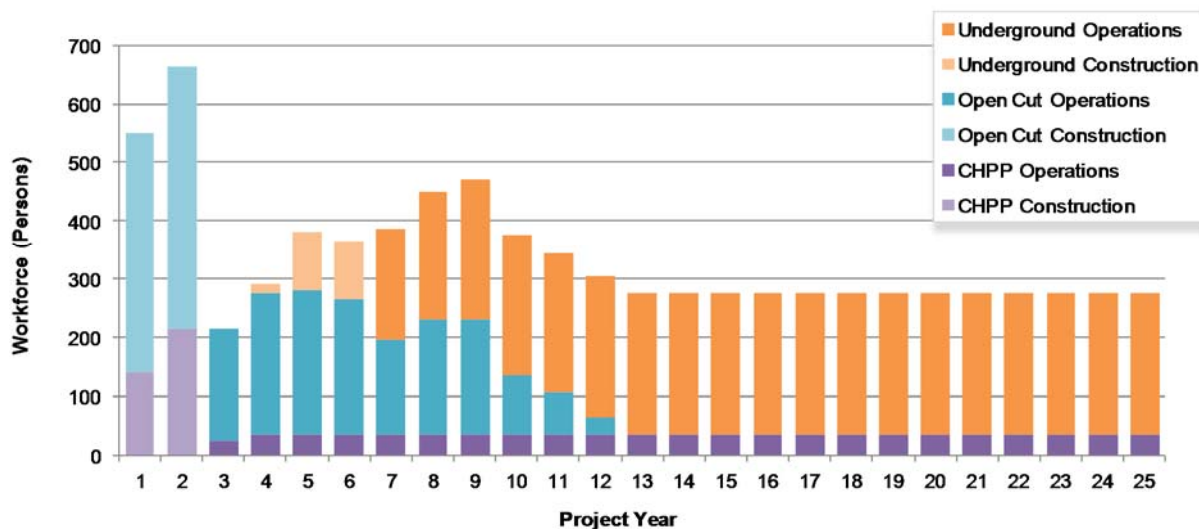
Table 20
Description of Project Phases

Project Phase	Summary Description
Construction Phase 1	Consisting of construction of surface facilities including the CHPP, rail loop and open cut mining areas. Construction Phase 1 is scheduled to commence in PY1 and continue through to the end of PY2 for a total duration of approximately 24 months.
Construction Phase 2	A second and smaller construction phase involving the construction of the underground mine. Construction Phase 2 will commence at the end of PY4 and continue until PY6 for a total duration of approximately 24 months.
Operations Phase	Includes initial short-term open cut operations followed by a longer-term underground operation. The proposed phasing is described below: - Open cut operations will commence in PY3 and continue until PY12 and will include decommissioning activities during PY11 and PY12, inclusive; and - Underground operations will commence in PY7 and continue until PY25, inclusive. From PY7 to PY10, both open cut and underground mining operations will be undertaken concurrently. This is referred to as the dual Operations Phase.
Decommissioning	Progressive rehabilitation will be undertaken throughout the life of the open cut operations. A final phase of open cut decommissioning will occur in PY11 and PY12. Decommissioning of underground operations will occur from PY25 and beyond following the cessation of underground mining activities.

6.3 PROJECT WORKFORCE PROFILE

Graph 5 illustrates the anticipated workforce by Project phase.

Graph 5
Indicative Peak Workforce, by Project Phase^{1,2}

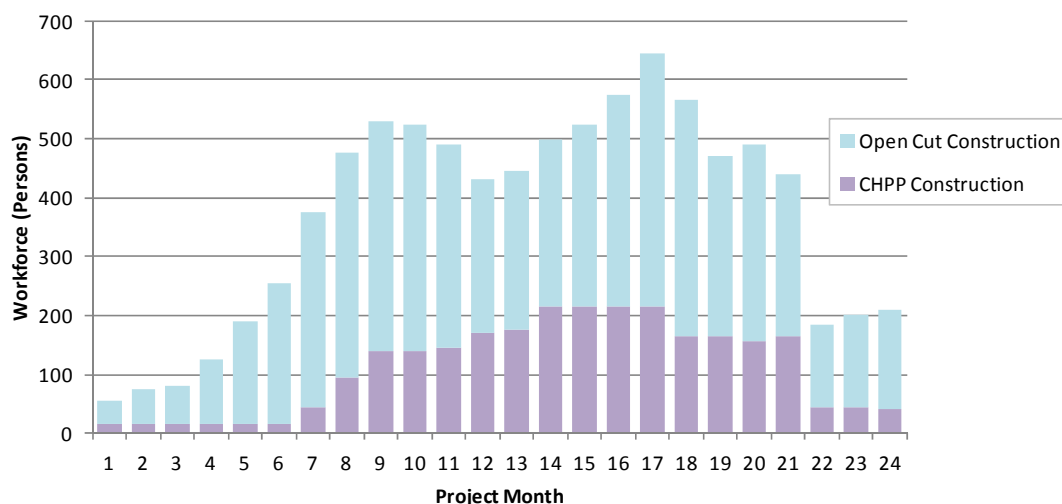


Notes:
Annual underground operations workforce data was compiled and averaged PY9-PY25.

6.3.1 Construction Phase 1 Workforce Profile

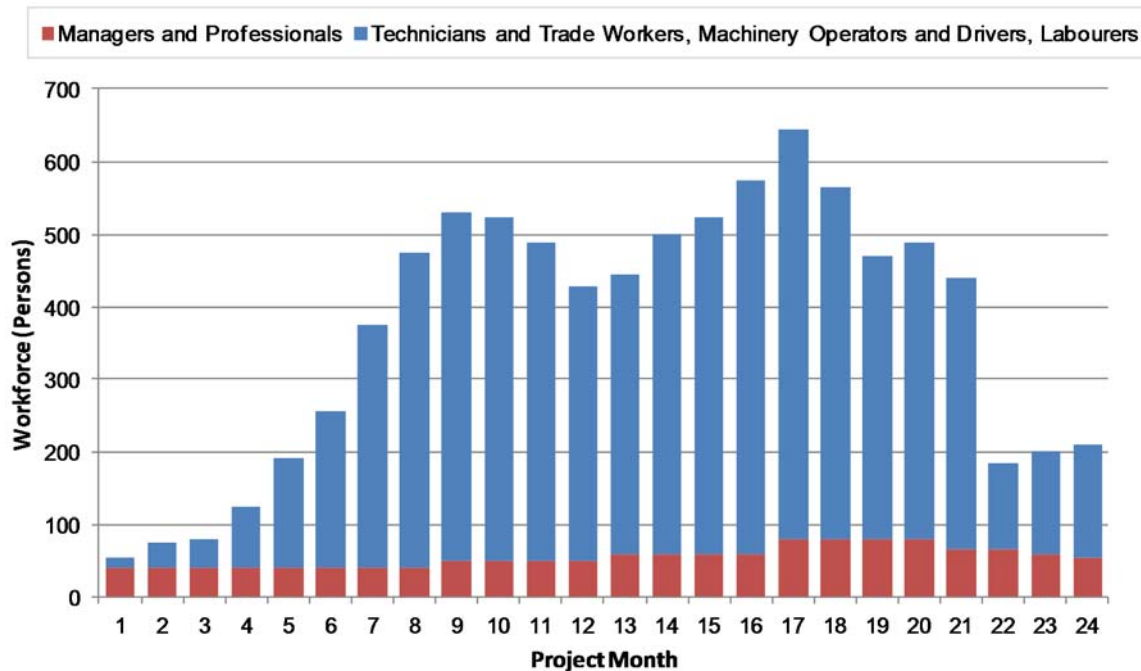
Graph 6 presents the indicative Construction Phase 1 workforce by Project month.

Graph 6
Indicative Peak Workforce - Construction Phase 1



The vocational characteristics of the indicative Construction Phase 1 workforce are presented in **Graph 7**.

Graph 7
Indicative Workforce Vocational Characteristics - Construction Phase 1



6.3.2 Construction Phase 2

During Construction Phase 2, the construction workforce is estimated at 100 full-time estimated (FTE) persons in PY5 and PY6. The majority of the construction workforce will be contractors, due to the specialist nature of the construction work to be undertaken. The source of the construction workforce will largely depend on the construction companies selected to complete the work.

6.3.3 Operations Phase

The Project will generate significant employment opportunities both directly and indirectly. The operations workforce is anticipated to ramp up in parallel with the completion of Construction Phase 1. The peak operations workforce of 470 FTE persons will occur in PY9 and is associated with the dual Operations Phase. The SIA (Hansen Bailey, 2015b) assessed the socio-economic impacts of the peak operations workforce associated with the dual operations phase. These impacts are presented in **Appendix A**.

Following the completion of open cut operations (including decommissioning activities) in approximately PY12, underground-only operations will continue until PY25. During this underground-only phase, the average annual operations workforce will be approximately 275 FTE persons, consisting of 35 CHPP operators and 240 underground operation workers.

The underground workforce of 275 persons would be stable for approximately 17 years (PY9-PY25). This figure of 275 FTE persons was used as the basis for predicting the impacts of the underground-only operations throughout the SIA.

The Operations Phase workforce will consist almost entirely of direct employees, supplemented by short-term contract personnel as required.

6.4 WORKFORCE HIRING

Table 21 describes the workforce hiring scenario for each Project phase.

Table 21
Workforce Hiring Scenario²⁰

Project Phase	Proportion of Workforce (%)	
	Local Hires (LHs)	Non Local Hires (NLHs)
Construction Phase 1	10%	90%
Construction Phase 2	0%	100%
Operations Phase	15%	85%

The lead time available in the period prior to underground operations commencing, coupled with a commitment from KEPCO to support key stakeholders in the provision of local education, training and skill development opportunities will potentially increase the number of local hires over time as underground mining progresses.

Table 22 and **Table 23** show the total number of LHs and NLHs for key Project years.

Table 22
Total Local Hires and NLHs by Project Year – Construction Phases

	PY1	PY2	PY5	PY6
Local Hire	55	67	0	0
NLH	490	598	100	100
Total Workforce	545	665	100	100

Table 23
Total Local Hires and NLHs by Project Year – Operations Phases

	PY3	PY9	PY13
Local Hire	32	70	41
NLH	183	400	234
Total Workforce	215	470	275

²⁰ A local hire is defined as any person who resides within a one hour commute of the Project, which is herein defined as the 'Local Area' (**Figure 8**).

6.5 WORKFORCE ACCOMMODATION

6.5.1 Construction Phase 1

The Construction Phase 1 workforce will be accommodated in a combination of:

- Existing KEPCO owned housing in the Bylong Valley. KEPCO has determined there are 18 KEPCO owned properties (total occupancy of 45 people) suitable for accommodating the workforce in the Bylong Valley;
- Private housing in the Local Area (i.e. within a one hour commute of the Project); and
- Short-term accommodation options in the Local Area as necessary.

Following detailed analysis of regional accommodation options and further discussions with MWRC, KEPCO no longer proposes the construction and use of the WAF to accommodate the construction workforce as part of the Project. The car parking, first aid and administration facilities will continue to be required at the site where the WAF was to be located, throughout the life of the Project.

6.5.2 Construction Phase 2

Construction Phase 2 is scheduled to commence in PY4. For planning purposes, it is assumed that 100% of the Construction Phase 2 workforce will be NLHs and all will be accommodated in the same manner as the Construction Phase 1 workforce. Housing availability across the Local Area will be monitored during both Project construction phases and early operations to inform management responses.

6.5.3 Operations Phase

The Project Operations Phase commences in PY3 and extends for 23 years until PY25. KEPCO is seeking to encourage all NLHs for Project operations (85% of the workforce) to relocate permanently into the Local Area. The Project Operations Phase workforce will be accommodated within the private housing market in the Local Area, principally in the communities of the Bylong Valley, Mudgee, Rylstone and Kandos. The Local Area also includes Denman, Sandy Hollow and Merriwa which are also likely to accommodate a small proportion of the Project workforce. The apportioning of workforce in these areas is unlikely to be significant in the context of the size of each community and their housing availability.

7 PROJECT BENEFITS STATEMENT

This section summarises the potential benefits and opportunities presented by the Project for the local communities of the MWRC LGA.

7.1 REGIONAL AND STATE ECONOMIC BENEFITS

KEPCO's overall Project investment over the life of the Project is expected to generate economic benefits at the local, regional, state and national levels. The total annual impact of the peak year of construction (Project Year 2) on the economy of the MWRC LGA is estimated at up to:

- \$297 M in annual direct and indirect regional output or business turnover;
- \$104 M in annual direct and indirect regional value added;
- \$55 M in annual direct and indirect household income; and
- 863 direct and indirect jobs.

The total annual impact of an average year of operations on the economy of the MWRC LGA is estimated at up to:

- \$624 M in annual direct and indirect regional output or business turnover;
- \$378 M in annual direct and indirect regional value added;
- \$72 M in annual direct and indirect household income; and
- 830 direct and indirect jobs.

The Project is estimated to make up to the following total average annual contribution to the NSW economy for 23 years:

- \$855 M in average annual direct and indirect regional output or business turnover;
- \$492 M in average annual direct and indirect regional value added;
- \$135 M in average annual direct and indirect household income; and
- 1,496 direct and indirect jobs.

The Project will also generate economic benefits to the State and the MWRC LGA through:

- The VPA for the Project;
- Contribution to the local economy via local government rates and taxes;
- Significant contribution of \$3,635,802 to MWRC for road upgrades including upgrades to sections of Wollar Road travelling through the Munghorn Gap Nature Reserve and some pertinent sections of the Bylong Valley Way; and
- Contributions of more than \$330,000 to date through the Project Community Investment Strategy including a Corporate Sponsorships and Donations Fund.

7.2 BYLONG VALLEY OPPORTUNITIES

The Project will contribute to the revitalisation of the Bylong Valley through the addition of an estimated 45-50 residents during Construction Phase 1 and Operations Phase, investment in community infrastructure and services in the Bylong Valley, improvements to the local road network and enhancement of the attractiveness of the Bylong Village as a rest-stop along the Bylong Valley Way. The existing and important role of the Bylong Village in supporting social connectedness in the Bylong Valley community and in defining community identity will be maintained.

The Project-induced population influx in the Bylong Valley would support improvements in social capital across the Bylong Valley. KEPCO is seeking to encourage mine employees to relocate to the Bylong Valley and take up residence in a number of houses already owned by KEPCO and not required for the Project. This will assist in restoring lost social capital and offset the population loss caused by KEPCO's property acquisitions.

The Preliminary SIMP identifies a range of actions to encourage new residents to the Bylong Valley and to support enhanced local social capital. KEPCO is committed to supporting the participation of its workforce in volunteer roles across Bylong and the broader MWRC LGA²¹. The Project's contribution to social investment programs including community infrastructure and service improvements will further contribute to improvements in social capital in the Bylong Valley, reversing decline experienced to date.

The provision of flexible employment arrangements will present local residents with opportunities to supplement their rural income and/or enable family members to remain in the Bylong Valley.

²¹ For example, KEPCO will develop employee policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform crucial volunteer actions.

7.3 OPPORTUNITIES FOR KANDOS AND RYLSTONE

The Project will make a significant contribution to the economic revitalisation of the centres of Rylstone and Kandos within the MWRC LGA through:

- Resident population growth;
- Provision of opportunities that improve local employment outcomes e.g. direct employment opportunities, apprenticeships, scholarships and a vocational training program;
- Local procurement; and
- Community investment contributions that support improvements in service delivery across the communities.

7.4 OPPORTUNITIES FOR MUDGEES

The Project will make a significant contribution to local and regional development in Mudgees through:

- Resident population growth:
 - At the commencement of the Operations Phase PY3 the Project has the potential to attract more than 400 new residents and 156 households (i.e. workers and their families) to Mudgees; and
 - In PY9, the Project has the potential to attract a total of 900 residents to Mudgees including up to 290 families to Mudgees and a total of 380 households to the MWRC LGA.
- Increased gross regional income by around \$5,281 million present value (using a 7% discount rate).²²
- Growth in range, number and size of local businesses - Project related procurement opportunities are predicted to increase the viability, profitability and capability of local and regional businesses.
- Indirect economic benefits - Flow-on spending by the construction and operational workforce in the MWRC LGA is predicted to produce significant indirect economic benefits. Significant flow-on spending by employees is likely to be directed toward accommodation, food, leisure and recreation and personal services (Gillespie Economics, 2015).

²² Cadence Economics December (2017). *Economic Impact Assessment of The Bylong Coal Project State Significant Development Application*.

7.5 OPPORTUNITIES FOR MWRC LGA

KEPCO is continually listening and working with MWRC's expectation to maximise local economic stimulus flowing from the Project to the MWRC LGA. This is demonstrated by KEPCO's decision to remove the WAF from the Project and undertaking comprehensive Workforce Accommodation Studies (**Section 4.7**) to gain a better understanding of the available capacity of accommodation within the MWRC LGA, with a view to accommodating the workforce within existing accommodation options. KEPCO maintains its commitment to working constructively with local and regional stakeholders to maximise the long-term benefits of the Project and contribute significantly to the sustainability of the MWRC LGA.

The Project's contribution to local population growth will be underpinned by KEPCO's commitment to encourage the Operations Phase workforce to reside as permanent residents in the local area, principally the communities of Bylong, Mudgee, Rylstone and Kandos. Flow-on employment opportunities generated by the Project have the potential to attract additional households to these locations, contributing to the restoration of business, service and infrastructure sustainability in the Rylstone and Kandos townships.

KEPCO's commitment to employee education and training will contribute to the development of human capital in the local area by increasing the labour pool²³ and contributing to new skills in the region. The labour force of the MWRC LGA will benefit from the addition of a sizeable population aged between 15 and 65 years through NLHs relocating permanently to Mudgee and the broader MWRC LGA with their families. An increase in the size of the local labour force in the MWRC LGA will assist in meeting skilled and unskilled labour demand.

²³ The Project EIS (Hansen Bailey, 2015) predicts a Project-induced increase in the size of the labour force in the MWRC LGA of approximately 2%.

8 KEY SOCIAL IMPACTS AND OPPORTUNITIES

A comprehensive review of the impacts and opportunities presented in the SIA (**Appendix A**) was undertaken against the issues and concerns raised by stakeholders during the RTS and PAC process. This review also reflected changes in the social baseline of key communities since the original SIA was completed in 2015.

The Preliminary SIMP consultation process has sought to confirm with key stakeholders (principally Bylong Valley residents) the scope of impacts and opportunities identified in the SIA (**Appendix A**), and the significance of the impacts against the 2016 social baseline. Stakeholder feedback received during the Preliminary SIMP consultation process has informed the risk assessment and management measures presented in the following sections. As a result of Preliminary SIMP consultation the list of issues and opportunities has been refined. These refinements reflect an increased awareness and understanding of Project characteristics and potential impacts by stakeholders since the original SIA consultation was undertaken in 2014.

8.1 METHODOLOGY

The assessment of social impact and opportunity significance has been undertaken in accordance with established best practice including the recently released NSW SIA Guideline (2017). Impacts and their significance were tested with stakeholders during consultation to inform the Preliminary SIMP. Stakeholders were asked to confirm the perceived significance of specific impacts. Results are presented in **Appendix D**. Key management measures were discussed with consultation participants and an opportunity provided for participants to identify new or alternative management measures.

8.1.1 Evaluating Negative Impacts

The impact analysis presented in **Section 8.2** uses the following three stage process in accordance with best practice:

- Stage 1 – Description of the potential impact demonstrating whether the impact is negative or positive (a social impact or a social opportunity), direct or indirect, long-term or short-term, local or regional.
- Stage 2 – Evaluation of the social risk posed by the social impact with reference to:
 - Stakeholder perceptions of the potential level of social risk posed by the negative social impact;
 - The likelihood of the potential negative social impact occurring; and
 - The consequence of the potential social impact, that is minimal minor, moderate, major or catastrophic (or reasonable worst-case).

- Stage 3 – Quantification of the social risk using a social risk matrix (likelihood and consequence), before and after mitigations are applied.

Table 24 and **Table 25** describe the measures for impact probability and consequence respectively.

Table 24
Probability of Occurrence

Rating	Description
Almost Certain	Very likely to occur or be an opportunity at either a specific stage of the project lifecycle or more broadly.
Likely	Likely to occur or be an opportunity at either a specific stage of the project lifecycle or more broadly.
Possible	Possible to occur or be an opportunity at either a specific stage of the project lifecycle or more broadly.
Unlikely	Unlikely to occur or be an opportunity at either a specific stage of the project lifecycle or more broadly.
Rare	Very unlikely to occur or be an opportunity at either a specific stage of the project lifecycle or more broadly.

Table 25
Consequence of the Potential Social Impact

Rating	Description
Minimal	Local, small-scale, easily reversible change on social characteristics or values of the communities of interest
Minor	Isolated issues or complaint that can be resolved via routine site procedures Short-term recoverable changes to social characteristics and values of the communities of interest Minor social harm
Moderate	Medium-term recoverable changes to social characteristics and values of the communities of interest
Major	Repeated incidents or community complaints that require significant adjustment to overall site level and business level procedures Long-term recoverable changes to social characteristics and values of the communities of interest
Catastrophic	Significant, widespread and enduring community issue or dissent Irreversible changes to social characteristics and values of the communities of interest

Table 26 presents the social risk matrix used to determine the significance of identified impacts and opportunities.

Table 26
Social Risk Matrix

			Consequence Level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Catastrophic
Likelihood Level	A	Almost Certain	A1	A2	A3	A4	A5
	B	Likely	B1	B2	B3	B4	B5
	C	Possible	C1	C2	C3	C4	C5
	D	Unlikely	D1	D2	D3	D4	D5
	E	Rare	E1	E2	E3	E4	E5
Social Risk Rating							
	Low		Moderate		High		Significant

Source: DP&E 2017a

8.1.2 Evaluating Positive Impacts

The evaluation approach outlined in **Section 8.1.1** has been used to evaluate the significance of the potential positive social impacts of the Project by adjusting the approach taken and replacing:

- Level of stakeholder concern with level of stakeholder interest; and
- Social risk with an assessment of likelihood and the scale of improvement or benefit.

8.2 ASSESSMENT OUTCOMES

Table 27 and **Table 28** present the revised list of potential social impacts and opportunities of the Project for the Bylong Valley and the Region. Unmitigated and mitigated risk rankings are provided for each impact. **Table 27** and **Table 28** only show impacts where the residual risk or opportunity has been assessed as moderate, high or significant. A full suite of impacts (including the risk assessment and management actions) is provided in **Appendix D**.

The potential impacts and opportunities presented have been validated and their significance confirmed with residents of the Bylong Valley and other Project stakeholders during SIMP consultation, specifically interviews with Bylong Valley residents (**Section 4.4** and **Appendix D**). The level of stakeholder concern noted for each impact in **Table 27**, **Table 28** and **Appendix C** reflects the level of significance attributed to an issue during consultation.

The following characteristics are identified for each potential impact and opportunity presented in **Table 27** and **Table 28**:

- Project Phase (Pre-Approval (PA), Post Approval (A), Construction (C), Construction Phase 1 (C1), Construction Phase 2 (C2), Operation (O), Mine Closure (MC), Life of Mine (LOM);
- Stakeholder concern – rated as low (L), moderate (M) or high (H) based on the outcomes of consultation to inform the EIS, RTS and Preliminary SIMP;
- Stakeholders impacted – the stakeholder groups potentially impacted or benefited including (but not limited to):
 - Residents located within the blast management zone (BMZ). This includes KEPCO tenants;
 - Residents located within the noise impact (acquisition) zone. There is currently one private landholder remaining within the acquisition zone;
 - Residents located within the noise management zone. There are currently two private landholders located within the management zone. KEPCO has reached agreement for the purchase of one of these properties following Development Consent approval;
 - Residents located within the visual impact mitigation zone (VMZ) which is defined by a 5km buffer from the Project Disturbance Boundary;
 - Bylong Valley (BV) community – defined as the community of the broader Bylong Valley i.e. from Growee Gulph to Coxs Gap; and
 - Bylong Valley landholders – defined as owners of land within the Bylong Valley as distinct from farm managers and farm hands.
- Unmitigated Risk – The outcome of the risk assessment assuming no mitigation is in place measured as either significant (red), high (orange), moderate (blue), low (green); and
- Residual risk – the risk remaining once the effect of all management actions are taken into consideration.

Table 27
Preliminary SIMP Impact Analysis

Ref	Impact Category	Phase ¹	Geographical Extent of Impact	Stakeholder Concern ²	Stakeholders Impacted	Risk ³ (Unmitigated)	Risk (Residual)
Bylong Valley Impact Analysis							
BV1.	At decommissioning, the withdrawal of economic and community benefits experienced during mine operations e.g. reduced employment, decline in community participation	MC	Bylong Valley	L	BV Community, MWRC	A4	A2
BV2.	Change to local land management and governance in the Bylong Valley e.g. interruptions to long-term land use and ownership patterns, the influence of non-local environmental advocacy organisations, the influence of non-local consultants, designers and environmental scientists in land management and water use decisions	LOM	Bylong Valley	M	BV community	A3	A2
BV3.	Potential impacts on heritage views from Tarwyn Park and Iron Tank	LOM	Bylong Valley	M	BV community, regulators, broader community	A4	B3
BV4.	Stress and anxiety arising from uncertainty in relation to perceived future Project impacts, particularly impacts arising from off-site water impacts, and opportunity available to claim compensation for these impacts	LOM	Bylong Valley	H	BV community, including irrigators	A3	B2
BV5.	Ongoing stakeholder concern regarding the potential for off-site water impacts to impact the future viability of agricultural production in the Bylong Valley post mining	LOM	Bylong Valley	H	BV community, including irrigators	A3	B3
BV6.	Reduced amenity from blasting vibrations	C-O	Bylong Valley	H	Residents located within the BMZ	B3	B2
BV7.	Social impacts of decommissioning (technical assessments, the dismantling and removal of plant, waste management and site rehabilitation). The impacts of decommissioning will be primarily concentrated on and around the mine lease but are distributed through	LOM	Bylong Valley	L	BV community	A2	B1

Ref	Impact Category	Phase ¹	Geographical Extent of Impact	Stakeholder Concern ²	Stakeholders Impacted	Risk ³ (Unmitigated)	Risk (Residual)
	the BV via the arrival of technical workforces and heavy transport activity						
BV8.	Further population decline due to future Project related property acquisitions and associated relocation of landholders out of the Bylong Valley	PA/LOM	Bylong Valley	M	BV community	A1	B1
BV9.	Further reduction in service provision in the Bylong Valley e.g. school bus service due to population decline and/or changing population demographics	LOM	Bylong Valley	H	Three current families New families	C3	C2
BV10.	Reduction in resident population of the Bylong Valley as a result of mine closure	MC	Bylong Valley	L	BV community	C3	C2
BV11.	Reduced amenity from dust emissions. No receivers were predicted to experience significant air quality impacts.	O	Bylong Valley	H	Near neighbours	B3	C2
BV12.	Change to the rural character and amenity of the Bylong Valley (noise, blasting, traffic)	C1-O	Bylong Valley	H	Near neighbours	B3	C2
BV13.	Ongoing adverse changes to social cohesion within the Bylong Valley community	A	Bylong Valley	H	BV community	C3	C2
BV14.	Dust deposition causes distress to landholders due to nuisance factor	C-O	Bylong Valley	L	Near neighbours	C3	C2
BV15.	Perceived reduction in community liveability due to Project induced changes across the natural, physical and social environment	C-O	Bylong Valley	H	BV community	B3	C2
BV16.	Change in the historic landscape of the Bylong Valley due to removal or relocation of identified buildings of local heritage value e.g. former Bylong Upper Public School, Cheese Factory Remains, former Our Lady of the Sacred Heart Catholic Church, and Bylong Upper Hall	C1	Bylong Valley	L	Medium to long-term residents of BV	B3	C2
BV17.	Adverse changes in social capital due to outmigration of resident population	MC	Bylong Valley	L	BV community	C3	C2
BV18.	Reduction in service provision and changes in organisations due to outmigration of resident population	MC	Bylong Valley	L	BV community	C3	C2

Ref	Impact Category	Phase ¹	Geographical Extent of Impact	Stakeholder Concern ²	Stakeholders Impacted	Risk ³ (Unmitigated)	Risk (Residual)
BV19.	Social divide due to diverse community attitudes about optimal land divestment strategies for KEPSCO land at mine closure	MC	Bylong Valley	L	BV community	C3	C2
Regional Impact Analysis							
R1.	Increased demand for child care services and reduced access to services	O	Mudgee Rylstone Kandos	L	Child care providers, MWRC, Project workforce, Mudgee, Kandos and Rylstone residents	A4	A1
R2.	At decommissioning, the withdrawal of economic and community benefits experienced during mine operations e.g. reduced employment, decline in community participation. The social impacts of closure require a need for fundamental adjustments to business, social infrastructure and local governance arrangements	MC	Mudgee Rylstone Kandos	M	MWRC, communities within MWRC LGA, business operators, service and facility providers	A4	A2
R3.	Potential for housing market inflation in Kandos and Rylstone leading to decreased housing affordability and displacement of lower socio-economic households	C	Kandos, Rylstone	H	Vulnerable households	B4	B3
R4.	Reduced availability of private rental properties for incoming non-mining residents. Current rental vacancy rate in Mudgee is 1.7%	C-O	Mudgee, Rylstone, Kandos	M	New non-mining residents	A3	B3
R5.	Adverse changes in social capital due to outmigration of resident population	MC	Rylstone, Kandos	H	Existing resident population, local business owners, service organisations	C4	C3
R6.	Change in service provision and organisations due to outmigration of resident population	MC	Rylstone, Kandos	H	Service and facility operators and community organisations	C4	C3
R7.	Increased demand for policing resources due to increased traffic volumes on the road network	C-O	MWRC LGA	L	Emergency services	B3	B2

Ref	Impact Category	Phase ¹	Geographical Extent of Impact	Stakeholder Concern ²	Stakeholders Impacted	Risk ³ (Unmitigated)	Risk (Residual)
R8.	Increased demand for medical, and allied health and emergency health services	C-O	Mudgee Rylstone	L	Health service providers	B3	B2
R9.	Cumulative impact of the Project and Mudgee Hospital Upgrade on demand for medical, allied health and emergency health services	C	Mudgee	L	Health service providers	B3	B2
R10.	Community concern in relation to the management of Project related environmental, social or economic issues	C-O	MWRC LGA	L	Communities with MWRC LGA	B3	B2
R11.	Increased demand for housing support services due to displacement of low-income households	O	Kandos Rylstone	M	Housing support services	A3	C3
R12.	Reduction in resident population of Kandos and Rylstone as a result of mine closure	MC	Rylstone Kandos	H	Service providers, businesses, residents	C4	C3
R13.	Increased enrolments at education facilities in the order of 110 places at secondary school and 144 places at primary school in PY9, necessitating additional service provision in the form of staffing and infrastructure	O	Mudgee	L	NSW Department of Education	B2	B1
R14.	Potential for housing market inflation in Mudgee leading to decreased housing affordability and displacement of lower socio-economic households.	C	Mudgee	H	Vulnerable households	C4	C2
R15.	Cumulative impact of the Project and Mudgee Hospital Upgrade on housing affordability	C	Mudgee	H	Vulnerable households	A4	C2
R16.	Displacement of Indigenous households resulting from housing market inflation	C	Mudgee	M	Indigenous households and social housing providers	B3	D3
R17.	Changing infrastructure investment decisions by MWRC due to reduced revenue due to mine closure	MC	MWRC LGA	L	Local Community	A3	B1
R18.	Reduction in resident population of Mudgee as a result of mine closure	MC	Mudgee	L	MWRC, service providers, residents	C3	C2
R19.	Increase in cost of living due to inflationary pressure from higher average weekly incomes	C	Rylstone Kandos	M	Vulnerable households	C3	C2

Ref	Impact Category	Phase ¹	Geographical Extent of Impact	Stakeholder Concern ²	Stakeholders Impacted	Risk ³ (Unmitigated)	Risk (Residual)
R20.	Shift work employment decreases the time workers spend with their families and participating in community activities (including volunteering)	LOM	NSW	L	Workforce and families, Local community	B3	C2
R21.	Difficulty in securing and retaining employment on the Project for Indigenous Australians	C-O	MWRC LGA	L	Local Indigenous population, Proponent	A3	C2

Table 28
Preliminary SIMP Opportunities Analysis

Ref	Impact Category	Phase ¹	Geographical Extent of Benefit	Stakeholder Interest	Significance of Opportunity	Enhanced Significance
Bylong Valley Opportunities Analysis						
BV01.	Greater variety of services and facilities available in the Bylong Valley particularly through the Bylong General Store	C-O	Bylong Valley	M	C3	B3
BV02.	Population growth potentially in the order of 50 people by PY9 and 29 people from PY13-PY23	C-O	Bylong Valley	H	C2	B4
BV03.	Attractiveness and general appearance of the Bylong Village is enhanced, and its longer-term sustainability enhanced	LOM	Bylong Valley	M	C2	A3
BV04.	Improvements in local and regional road networks	LOM	Bylong Valley	H	A4	A4
BV05.	Employment opportunities for local residents	LOM	Bylong Valley	M	B3	A4
BV06.	Improved community capacity for resourcing local organisations e.g. Rural Fire Service	LOM	Bylong Valley	M	B3	A4
BV07.	Improved community capacity for resourcing events	LOM	Bylong Valley	M	B3	A4
BV08.	Long-term operation of the Bylong General Store	LOM	Bylong Valley	H	C3	A4
BV09.	Improvements to, and preservation of items of local heritage interest e.g. Lee Homestead, Tarwyn Park Homestead and Iron Tank, St Stephen's Anglican Church	LOM	Bylong Valley	H	C2	A4

Ref	Impact Category	Phase ¹	Geographical Extent of Benefit	Stakeholder Interest	Significance of Opportunity	Enhanced Significance
BV010.	Enhanced social capital through increased resident population and opportunities for social interactions	LOM	Bylong Valley	M	C2	B3
BV011.	New families with children settle in the Bylong Valley during Project Operations Phase	O	Bylong Valley	H	C2	C3
BV012.	Procurement opportunities for local residents	LOM	Bylong Valley	L	D2	C2
Regional Opportunities Analysis						
RO1.	Improved local business capability	C - O	Mudgee, Kandos, Rylstone	H	D3	C4
RO2.	Improved economic sustainability for local business operators	C-O	MWRC LGA communities	H	C2	B4
RO3.	Opportunities for local and regional businesses to supply goods and services to the Project	LOM	MWRC LGA communities	H	B3	A4
RO4.	Opportunity to increase labour force participation and increase local skills capacity	C-O	MWRC LGA communities	M	B2	A3
RO5.	Opportunities for apprenticeships, scholarships and vocational training	C-O	MWRC LGA communities	H	A3	A3
RO6.	Enhanced education and training opportunities in local schools	C-O	Mudgee, Kandos	H	C2	A4
RO7.	Economic stimulus generated by the Project (employment, procurement, royalties, rates and taxes) enables delivery of new infrastructure and services and supports improvements to existing infrastructure and services	C-O	MWRC LGA communities	M	A4	A4
RO8.	Proponent social investment activities enable delivery of new infrastructure and services and supports improvements to existing infrastructure and services	C-O	MWRC LGA communities	H	C3	B4
RO9.	Creation of employment opportunities	C-O	MWRC LGA	H	A3	A4
RO10.	Creation of local employment opportunities	C-O	Kandos, Rylstone	H	A3	A4

Ref	Impact Category	Phase ¹	Geographical Extent of Benefit	Stakeholder Interest	Significance of Opportunity	Enhanced Significance
RO11.	Regional labour force growth	C-O	MWRC LGA	H	A3	A4
RO12.	Increase in local spend in Kandos and Rylstone	C-O	Kandos, Rylstone	H	C2	A3
RO13.	Increase in resident population of Mudgee in the order of 400 people in PY3, 900 people in PY9 and 500 people in PY13-23	C-O	Mudgee	M	A4	A4
RO14.	Change in community demographics due to in-migration of Project workforce	C-O	Kandos, Rylstone	H	B3	A3
RO15.	Increased capacity at Bylong RFS improves fire management and emergency response for neighbouring localities	PA LOM	Wollar, Cooyal	H	C2	A4
RO16.	Improvements to road networks reduce travel times to Mudgee for neighbouring communities, improving economic outcomes	PA LOM	Wollar	H	B3	A4
RO17.	Increase in resident population of Kandos and Rylstone in the order of 50 people in PY9 and 30 people from PY13	C-O	Kandos, Rylstone	H	C2	B3
RO18.	Improved sustainability of education services	O	Rylstone, Kandos	H	C3	B3
RO19.	Opportunity to support work readiness programs and pre-trade training concepts	C-O	Mudgee, Rylstone, Kandos	M	C2	B3
RO20.	Business growth	C-O	MWRC LGA communities	H	C2	B2
RO21.	Increase in the number of families with school aged children	O	Mudgee, Rylstone, Kandos	H	C2	C3

9 MANAGEMENT ACTION PLANS

This section presents the key actions to manage the potential socio-economic impacts of the Project and enhance potential opportunities. The management actions described in this section are a combination of actions identified through Preliminary SIMP consultation, industry best-practice and actions proposed by KEPCO.

9.1 CORPORATE COMMITMENTS

KEPCO is strongly committed to being a good neighbour and acting in a socially responsible manner in the communities in which it operates.

KEPCO aspires to apply leading sustainable environmental and social practices that:

- Respect the rights, interests and history of its local communities;
- Foster health, wellbeing and positive outcomes for its local communities and the Project workforce;
- Promote ongoing transparent, genuine, inclusive, timely and relevant engagement with communities and stakeholders affected by Project activities, considering their views in its decision-making;
- Establish ongoing opportunities to cooperatively work with communities, governments and other stakeholders to achieve positive social and environmental outcomes, seeking partnership approaches where appropriate; and
- Exemplify ethical behaviour in all aspects of its business.

KEPCO aims to deliver an approach to stakeholder engagement which meets regulatory and international industry good practice guidelines including the:

- *Draft Environmental Impact Assessment Guidance Series June 2017: Community and Stakeholder Engagement Guidelines* (DP&E 2017b); and
- *International Association of Public Participation (IAP2) Public Participation Spectrum* (IAP2 International Federation 2014).

A comprehensive stakeholder and community engagement strategy is in place to guide the implementation of Project consultation and communications. A specific SIMP community engagement strategy has been prepared for the Project to provide an opportunity for stakeholders to engage in development of the Preliminary SIMP, and post approval, the development, implementation and monitoring of the Final SIMP. Further details regarding the SIMP community engagement strategy are provided in **Section 13**.

KEPCO is committed to the management of potential social impacts associated with the Project and to creating long-term social and economic benefits to communities within the Bylong Valley and surrounding areas. KEPCO's commitment will support the sustainability of the region over the life of the Project. KEPCO will contribute funds to the local region through a variety of mechanisms, including its VPA with the MWRC and the Project Community Investment Fund. Further information is provided in **Appendix E**.

9.2 APPROACH TO MANAGEMENT

Actions to avoid, mitigate and manage potential social impacts and enhance potential Project opportunities have been identified primarily through:

- Consultation with stakeholders to inform the SIA, the RTS and the Preliminary SIMP;
- Analysis of management actions and strategies incorporated into technical studies or developed for inclusion in the PAC Response Report e.g. Draft Blast Management Plan, Farm Management Plan for KEPCO owned properties;
- DP&E Draft Recommended Conditions of Consent; and
- Industry leading practice.

Bylong Valley residents identified potential management measures during consultation to inform the SIA and later the Preliminary SIMP. Following further consideration, a number of these management measures have been incorporated into the Preliminary Action Plans presented in **Section 9.4**.

9.3 KEY MANAGEMENT TOOLS

Table 29 outlines the key tools to manage the potential social impacts of the Project and enhance potential opportunities. Additional actions described in **Section 9.4** will support the implementation of these management tools.

Table 29
Key Management Tools

Management Commitment	Description
Project Design	Design elements incorporated into the Project to reduce the potential social impacts include: • The siting of the mine infrastructure area between existing topographic features to achieve screening from many sensitive external view locations, especially the main valley along the Growee River; • Timely construction and implementation of progressive OEA rehabilitation during mining operations to reduce visual effect levels; • Seeking to limit pre-rehabilitated OEA areas to less than 2.5% of potential primary view zones of sensitive receptors for as short a time as possible, limiting times that high visual effects are experienced;

Management Commitment	Description
	- Limit maximum height of North-Western OEA to maximum height of RL 320 to ensure it remains below height of adjacent ridgeline; - Design the form of OEAs consistent with storage and noise abatement requirements to achieve a more natural fit with surrounding hills and avoid extensive 'flat top' development within the landscape; - Designing drainage structures to fit in with more natural landforms; - Retention of iconic high points, including cliff lines in local landscape setting; and - Progressive rehabilitation.
Voluntary Planning Agreement	KEPCO has finalised a VPA with the MWRC. The development contributions under the VPA are described in Section 5 of Appendix 8 of the Recommended Development Consent conditions for the Project, which states: <i>5.(a) Subject to this Agreement, the Developer is to make the following Development Contributions in respect of the Development:</i> <i>(i) Payment of \$1.5 million to the Council on the granting of the development consent by the Consent Authority for the Development on the Land and the Other Land which is payable on the date that the Development is physically commenced;</i> <i>(ii) Payment of \$1.25 million to Council on the Mine Commencement Date; and</i> <i>(iii) Payment of \$0.05 per tonne of Product Coal to the Council towards the Community Investment Fund, which is payable within three months of the end of each Financial Year for the Term</i> <i>5.(b) The Parties acknowledge and agree that the amount of Development Contributions in:</i> <i>(i) Clause 5(a)(i) and 5(a)(ii) will increase annually from 1 July 2017 in accordance with CPI; and</i> <i>(ii) Clause 5(a)(iii) will increase annually at the start of each Financial Year following the initial payment following the end of the first Financial Year in accordance with CPI.</i> Furthermore, as outlined in Schedule 4, Condition 54 of the Recommended Development Consent, KEPCO will provide a contribution of \$177,000 per annum to MWRC for road maintenance during the life of the Project.
Project Community Consultative Committee (CCC)	KEPCO will establish a Project CCC prior to the commencement of Construction Phase 1. The DP&E PAR Recommended Development Consent Conditions for the Project require the formation of a CCC following Project approval. The Project CCC's key role will be to foster dialogue between KEPCO, the community and key stakeholders regarding the Project. The CCC will aim to provide community members with a voice, and will give KEPCO a structured process for addressing community interests and concerns.
Community Investment Strategy	The objective of KEPCO's Community Investment Strategy is to target initiatives which are focused on identified and verified community needs and/or developed in response to direct stakeholder requests. The strategy is based on the outcomes of the initial Community Needs Assessment (CNA) undertaken in early 2016, and informed by social research and engagement conducted as part of the Project EIS. Appendix E provides further detail in relation to the Community Investment Strategy.

Management Commitment	Description
Local Content Policy and Plan	A Local Content Policy has been developed to align with the Australian Government's Australian Industry Participation Plan and to encourage local business participation. KEPCO is working with the Industry Capability Network (ICN) and maintaining a register of local businesses interested in Project procurement opportunities, and has participated in industry events to engage industry stakeholders and local businesses and facilitate capacity building²⁴. KEPCO has commenced the preparation of a Local Content Plan for Project construction and operation. The Local Content Plan will include an assessment of local contractor capabilities and a detailed analysis of existing local enterprise and the skills / education base of local residents. Wherever possible, Project supply and workforce requirements will be matched with existing capabilities in the local community. The Local Content Plan will also identify strategies to build local capacity where it is lacking through workforce recruitment and training models focused on local and regional communities.
Recruitment and Training Strategy	KEPCO's Recruitment and Training Strategy will consider a range of employment options to encourage a higher rate of local labour force participation. The strategy will target disadvantaged groups through initiatives such as part-time and/or flexible employment and mature aged placement programs. These initiatives will provide an opportunity to increase labour force participation rates and, combined with employment training and economic investment initiatives, will lead to an increase in the local skill capacity and potentially increase the number of local hires over time as underground mining progresses. KEPCO is committed to maximising the creation of employment opportunities for young people in the MWRC LGA. This will include engagement with key training providers in the aim of further defining and improving available training resources and capacity in the provision of apprenticeships, training programs and skill development opportunities.
Workforce Accommodation Strategy	A detailed workforce accommodation strategy will be developed post approval. The strategy will be prepared in consultation with MWRC and MRTI and will: • Demonstrate how the Construction Phase 1 workforce will be accommodated across the Local Area; • Demonstrate how workforce accommodation requirements will be managed during periods of high demand e.g. during key regional events; • Document the approach to informing regional accommodation providers of Project workforce accommodation demands including anticipated timing; • Enable the coordinated placement of the workforce in tourism accommodation throughout the Local Area; and • Keep key stakeholders informed of predicted Project accommodation demands across Construction Phase 1.
Labour Force Study	A Labour Force Study will be completed post approval to inform decisions around Project recruitment and training initiatives for both the Construction Phase and the Operations Phase. The Labour Force Study will present the latest labour force data for the local and regional area and enable the development of Key Performance Indicators (KPIs) for future monitoring through the SIMP.
Indigenous Participation Plan (IPP)	An IPP is currently under preparation for the Project. The IPP will map details of existing Indigenous businesses and identify regional 'pockets' of potential Indigenous labour supply (e.g. those areas with high levels of Indigenous

²⁴ This has included presentations to Mudgee Chamber of Commerce, regional industry groups and mining conferences.

Management Commitment	Description
	unemployment). This will build off the findings of the Labour Force Study to be completed post approval. The IPP will aim to identify particular job positions and supply work packages that will be targeted for Indigenous inclusion, and appropriate training and development programs will be outlined to support this objective.
Mine Closure Plan	KEPCO will commence the preparation of a Mine Closure Social Impact Assessment and Management Plan at least 5 years prior to potential Mine Closure and update the plan three years prior to mine closure consistent with the DP&E Recommended Draft Conditions of Consent.

In addition to the tools described in **Table 29** and the Preliminary SIMP, a number of draft Environmental Management Plans (draft EMPs) have also been prepared to detail and provide certainty over the proposed environmental management and mitigation measures that will be implemented throughout the Project lifespan, should the Project be approved. In the usual course, such plans are generally only prepared after the grant of development consent for mining projects and, therefore, KEPCO has gone beyond what is usually expected or provided by proponents of mining projects.

EMPs that are prepared and approved in accordance with a Development Consent become part of a statutory document (i.e. the Development Consent). As such, any mitigation measures identified in the final Environmental Management Plans will become a binding commitment on KEPCO for the operation of the Project. Further, compliance with EMPs are enforceable under the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The early development of the draft EMPs should therefore provide certainty and assurance that effective controls, procedures and processes (surpassing contemporary environmental management within the NSW coal mining industry) will be implemented for the Project to negate any potential or perceived risks or impacts to the environment. The following draft Environmental Management Plans have been prepared and are in addition to the Preliminary SIMP:

- Historic Heritage Management Plan (draft HHMP), including:
 - Significance Assessments of items of assessed heritage value;
 - Bylong Landscape Conservation Area (BLCA) Assessment of Significance; and
 - Horse Burials Management Plan (BMP).
- Draft Conservation Management Plan (CMP) for Tarwyn Park and Iron Tank, including:
 - Landscape Visual Analysis of Tarwyn Park; and
 - Draft Blast Management Strategy for Tarwyn Park Farm Complex.
- Draft Water Management Plan (WMP);
- Draft Rehabilitation Management Plan (RMP); and
- Draft Farm Management Plan (FMP).

Future management plans include:

- Blast Management Plan (BMP);
- Air Quality Management Plan (AQMP);
- Traffic Management Plan;
- Aboriginal Heritage Management Plan;
- Burials Management Plan;
- Biodiversity Management Plan; and
- Bushfire Management Plan (BMP)

9.4 PRELIMINARY ACTION PLANS

The Preliminary Action Plans described in **Table 30** and presented in the follow sections demonstrate how potential social impacts will be managed and opportunities enhanced.

Table 30
Preliminary Action Plans

Preliminary Action Plans	Reference	Purpose
Bylong Valley	Table 31	This Action Plan describes the approach to managing the potential social impacts of the Project on the Bylong Valley. It also presents KEPCO's commitments to supporting long-term community sustainability.
Housing and Accommodation	Table 32	This Action Plan presents KEPCO's commitments to managing the impacts of the Project workforce on housing and accommodation in the MWRC LGA.
Community Liveability, Health and Wellbeing	Table 33	This Action Plan describes the approach to managing the potential social impacts of the Project on the health and wellbeing of the regional community with a focus on Kandos, Rylstone and Mudgee communities.
Workforce Management	Table 34	Presents KEPCO's commitments to managing the health and wellbeing of the workforce.
Local Content and Economic Development Plan	Table 35	This Action Plan presents KEPCO's commitments to local content i.e. the provision of local employment and training opportunities and local procurement and Indigenous participation.
Mine Closure	Table 36	Describes the overarching strategy to ensure social impacts associated with mine closure are identified early in the LOM.
Social Investment	Table 37	Outlines the approach to the development and implementation of the Community Investment Strategy for Project commencement.

KEPCO is committed to the implementation of the management actions contained in the Preliminary Action Plans. Many of the actions identified require further engagement with specific stakeholders to confirm timing, roles and responsibilities and a suitable delivery program. This consultation will be undertaken post approval. A stakeholder engagement strategy for preparation of the Final SIMP is provided in **Section 11**.

Action plans are presented in the following sections. KPIs are considered preliminary and will be refined further as part of the development of the Final SIMP. Timing of action implementation is described as follows: Construction Phase 1 (CP1); Construction Phase 2 (CP2); Construction (C); Operations (OP); Life of Mine (LOM); and Mine Closure (MC).

PRELIMINARY

Table 31
Bylong Valley Preliminary Action Plan

Rationale	The Bylong Valley consists of a small and dispersed rural community. Bylong Village at the upper end of the Bylong Valley provides a focus for community activity. KEPCO acknowledges the impact exploration activities have had on social cohesion, social capital and connectedness within the Bylong Valley community and on the operation of the Bylong RFS. This action plan provides a framework for KEPCO to enhance community, heritage and environmental values within the Bylong Valley, whilst supporting the creation of economic and employment opportunities for the wider region. This action plan seeks to ensure that the Project contributes to the revitalisation of the Bylong Valley through additions to its resident population, investment in community infrastructure and services in the Bylong Valley, improvements to the local road network and enhancement of the attractiveness of the Bylong Village as a rest-stop along the Bylong Valley Way.
Desired Management Outcomes	- Land and assets owned by KEPCO in the Bylong Village are managed and maintained - The Project enhances existing service availability and accessibility for the local community - Mine closure is planned and managed to minimise adverse social impacts on the Bylong Valley community - The important role of the Bylong Village in the Bylong Valley community is not affected by the Project - The identity of the Bylong Valley as a productive agricultural location is retained - Bylong Valley Way continues to be regarded as a top tourist drive - The history of the Bylong Valley and component historical elements are preserved for future generations - The Project is a catalyst for improvements in social capital and social connectivity in the Bylong Valley - Agricultural operations on private landholdings in the Bylong Valley are not adversely impacted by the Project - The Project's legacy is the continuing opportunity for a strong agricultural industry and stable rural community in the Bylong Valley post mining
Project Component	Summary Description

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
1.	Attraction and retainment of Bylong Valley residents		
	Lobby Telstra for the construction of an additional mobile phone tower in the Bylong Valley to improve connectivity between landholders and with regional emergency service providers; and to enable improvements in the delivery of local RFS services.	2018-2019	MWRC, Telstra

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Offer Operations Phase workers and families who choose to reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley. Incentives may include discounted rental fees for workers residing within KEPCO owned houses and relocation payments.	OP	Workforce, Mine Operations Contractor
	Advocate on behalf of existing families residing in the Bylong Valley and any new families to secure ongoing access to safe, efficient and reliable school bus transport between the Bylong Valley and schools in Rylstone and Kandos. If required, on behalf of Bylong Valley residents advocate for changes to the local school bus service to improve services.	Post Approval, ongoing	Existing residents, NSW Transport and local bus service providers
	Continue the existing refurbishment program for KEPCO owned residences to ensure they are suitable for and attractive to employees and their families, and or other interested potential tenants.	2017-2018	EPC Contractor, Mine Operations Contractor
2.	Enhancing Bylong Village		
	Seek to retain the small rural village appeal of Bylong Village.	LOM	Bylong Hall Committee, Bylong General Store Licensee, MWRC
	Advocate on behalf of the Bylong Hall Committee for funding through the Project VPA for upgrades to the amenities and facilities at the Bylong Sporting Grounds.	2018	Bylong Hall Committee
	Allocation of funds to the conduct of beautification and enhancement works at Bylong Village to enhance the attractiveness of the location as a tourist stopping point along the Bylong Valley Way.	Ongoing	Project CCC, Bylong Hall Committee
	Maintain licensee at Bylong General Store for LOM to ensure long-term operation of the Bylong General Store for the community.	Ongoing	Bylong General Store Licensee
	Provide new signage at the Bylong Village Sporting Grounds advertising the toilets, showers, overnight stays and BBQ opportunities.	2018	Project CCC, Bylong Hall Committee
	Implement all reasonable and feasible measures to minimise the visual and off-site lighting impacts of the Project including ensuring that all external lighting associated with the Project complies with <i>Australian Standard AS4282 (INT) 1997 – Control of Obtrusive Effects of Outdoor Lighting</i> , or its latest version.	C	EPC Contractor
	Consider the potential for the Project to be developed as a local and regional tourist attraction and where required progress appropriate marketing material e.g. signage at Bylong Village.	2018 ongoing	Bylong Valley community, MWRC.
3	Sense of Place		

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Implementation of specific screening strategies to be employed for the Bylong Valley Way in areas that are visually exposed to views of the Project. This is to ensure that the journey experience is not reduced as a result of mine vistas.	2018	Local NRM Groups
	Ensure all Project related signage along Bylong Valley Way (e.g. private property and access signage) is sensitive to the rural setting and does not detract from the journey experience along Bylong Valley Way.	Post Approval, ongoing	Project CCC, MWRC
	Provide signage at the eastern and western entrance to the Bylong Village that acknowledges the importance of the Bylong Village to the community and encourages motorists to slow-down e.g. <i>This is our little Village and we hope you enjoy it by slowing down.</i>	2018	Project CCC, Licensee of Bylong General Store, Bylong Hall Committee
	Provide signage near Wollar Road to direct tourists to Bylong Village.	2018	Project CCC, Licensee of Bylong General Store, Bylong Hall Committee
	Undertake progressive rehabilitation. Retain agricultural productivity, , within the Project area and return appropriate areas within the Project Disturbance Boundary to agricultural land use practices (including equine) as soon as possible following achievement of rehabilitation goals.	Ongoing	KEPCO Farm Manager
	Inclusion of the visual landscape objectives in the Rehabilitation Strategy prepared for the Project, including measures to establish an ecological forest, woodland and scattered tree planting patterns.	PA	Rehabilitation subconsultants such as AECOM, SLR
	Continue to use buffer land within and around the active mining area for grazing.	LOM	KEPCO Farm Manager
	Complete an assessment of Significance of the Bylong Landscape Conservation Area.	Completed	AECOM
	Establish and maintain roadside vegetative screens along the upgraded Upper Bylong Road, the realigned Upper Bylong Road (East Link) and North Link Road (if constructed) in accordance with a tree screening plan to integrate infrastructure areas and further reduce diffuse light spillage potential.	Prior to commissioning or relocation of Upper Bylong Road	MWRC, DP&E Secretary, EPC Contractor
	Design of Project layout to use the existing ranges, mountains and woodland vegetation to shield the majority of open views from the Bylong Valley Way and other public locations. Specific design elements have been incorporated into the Project to minimise and mitigate visual impacts for heritage in the Project Boundary.	Completed	EPC Contractor, Mine Operations Contractor

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Prepare 3D interactive models and key videos to demonstrate the limited to rare glimpse of the Project components from the Bylong Valley Way. This video to provide context and reiterate that the Project will not significantly affect the aesthetics and significance of the Bylong Landscape Conservation Area.	Completed	Local residents, regulators
	Management of the Tarwyn Park homestead garden and installation of temporary screen planting in accordance with recommendations contained in Tarwyn Park and Iron Tank CMP and HHMP.	LOM	EPC Contractor, Mine Operations Contractor
	In partnership with Bylong Valley residents, MWRC and other identified key stakeholders continue to investigate the practical relocation and/or adaptive reuse of the former Catholic church building and Bylong Upper Public School. If possible salvage the back wall of the former Upper Bylong Hall to preserve the historic graffiti.	First half 2018	Local residents, Rylstone District Historical Society, MWRC
	Complete an Interpretation Plan for the broader Bylong Valley locality, including the conduct of a detailed oral history prepared in consultation with the Bylong Valley community.	Post Approval	Local residents, previous residents of Bylong Valley
	Undertake archival recordings of the local historic heritage items to be disturbed by the Project, including the former Bylong Upper Public School buildings.	Post Approval	Appointed historian, local residents
	Document the history of the Bylong Valley in a format suitable for permanent presentation at an agreed location in the Bylong Valley e.g. Bylong Village for visitors and residents to the Bylong Valley. Conduct further engagement with Bylong Valley residents to confirm a suitable presentation location.	Post Approval	Local residents, Rylstone District Historical Society, Bylong Hall Committee, MWRC
	Prepare a HHMP and associated conservation management regime for all historic heritage items affected by the Project including Tarwyn Park Farm Complex, Bylong Station Farm Complex and c 1848 Homestation. The HHMP will document the proposed management and protection measures to be implemented by KEPCO for mitigating impacts and preserving heritage values and specific heritage items located in proximity to the Project.	Framework Completed	AECOM
	Conduct condition surveys of identified historic heritage items to provide information as to the in-situ condition of the features identified in the HHMP.	Initial completed, LOM	KEPCO/Project Manager
	Infrastructure for Natural Sequence Farming (NSF) on Tarwyn Park, namely the "leaky weirs" are to remain in place, with necessary licensing requirements for continued use to be discussed with DPI-Water.	LOM	DPI-Water, KEPCO Farm Manager
	Pastures on Tarwyn Park will continue to be managed under NSF principles, and have been incorporated into the rotational grazing schedule under the Farm Management Plan.	LOM	KEPCO Farm Manager

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Prepare a Burial Management Plan (BMP) for the grave exhumations from the former Upper Bylong Catholic Church grounds. The BMP will include the protocols for liaison with descendants and investigation of requirements for exhumation and relocation of the remains of those buried in the cemetery adjacent to the former Catholic Church building. KEPCO is committed to full and inclusive engagement with all known descendants and relatives of those buried in the Upper Bylong Catholic cemetery. Concerted efforts have been made to-date and will continue to engage with descendants to keep them abreast of Project progress. Arrangements for reburial and re-erection of the grave markers will be agreed with key stakeholders: KEPCO, relatives and descendants, other community members, the Roman Catholic Church or other denominations and relevant consent authorities. Monumental masonry and other grave markers will be dismantled under the supervision of a monumental mason. Monumental masonry and grave markers will be securely stored and reassembled over the burials at the chosen location, as described in the BMP.	Completed	Edward Higginbotham and Associates, Descendants and relatives, Roman Catholic Church and other relevant denominations, Consent Authorities
	Prepare a Horse Burial Management Plan for the excavation and relocation of Rain Lover, Eloisa and significant other horses known to be buried at Tarwyn Park.	Draft Completed	Edward Higginbotham and Associates, Victorian Racing Association
	Prepare a Blast Management Strategy for Tarwyn Park Farm Complex.	Draft Completed	Terrock Consulting
	Establish a trial area within the Project site to investigate the benefits of the soil hydrology techniques established on Tarwyn Park, in mine site rehabilitation.	PY4	University of New England (UNE)
	Continue consultation with academic and educational institutions in relation to the establishment of a Research and Education Centre at Tarwyn Park Homestead to support further investigations into the benefits of soil hydrology techniques in mine site rehabilitation and other areas of study. This follows expert advice that Tarwyn Park would be best protected by it having an ongoing use.	2018-2019	UNE and other scientific and educational facilities
4	Social Cohesion		
	Assist new residents and families to integrate by: - Holding community BBQs or similar events to encourage existing residents and new residents to socialise and build social networks; - Encouraging new residents to participate in local volunteer roles such as the Bylong RFS by providing information relating to these services promoting the need for volunteers in the workforce and identifying key contacts in volunteer services;	CP1 ongoing	Workforce, local residents, Bylong Hall Committee, Bylong RFS

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	- Encouraging new residents to participate in community groups and organisations such as the Bylong Hall Committee by promoting the existence of such groups and organisations and identifying key contacts; - Holding annual Bylong Coal Mine Open Day to encourage existing residents to learn about the working environment of new residents; - Requesting a local community member be responsible for welcoming new residents to Bylong and familiarising them with the local area; and - Ensuring the Project Community Liaison or HSE officer is accountable for meeting new residents.		
5	Community Health and Wellbeing		
	Afford acquisition and/or mitigation rights to landholders in accordance with the DP&Es <i>Voluntary Land Acquisition and Mitigation Policy (VLAMP)</i> for State Significant Mining, Petroleum and Extractive Industry Development (NSW Government 2014).	Complete with exception of 1 landowner	Landowners within Project Acquisition Zone
	Establish a process for regular communication between KEPCO and local landholders in relation to KEPCOs agricultural activities, particularly irrigation activities.	PA	KEPCO Farm Manager, BV Landholders
	KEPCO is committed to working constructively and respectfully with local landholders to help ensure the sustainability of its operations in the Bylong Valley.	2017 ongoing	BV landholders
	To address landholder stress and anxiety in relation to uncertainty around off-site water impacts KEPCO will: - Have commenced negotiating Compensatory Water Supply Agreements (CWSA) with relevant Bylong Valley landholders in relation to water related impacts from the Project. The CWSA will become a legally binding agreement whereby KEPCO will: - Undertake a Baseline Assessment of existing groundwater bores in accordance with the procedures outlined in the Baseline Assessment Guideline in the PAC Response Report. KEPCO will provide the bore owner a notice of the outcome of the bore impact assessment, including all supporting information; - Carry out periodic monitoring of privately owned groundwater bores in accordance with the Water Management Plan; and	2017-2018	KEPCO Farm Manager, BV Landholders

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	– Upon notification from a landholder that the existing water supply is adversely impacted, undertake an investigation to determine the cause of the impact in accordance with the Bore Impact Assessment Guidelines. • Compensatory measures may be instigated in response to landholder notification or KEPCO notification, as follows: – If the landholder considers, on reasonable grounds, that the existing water supply for the property is adversely impacted as a direct result of the Project, the landholder may give written notice to KEPCO together with reasonable evidence and a reasonable estimate of the shortfall. – If monitoring undertaken by KEPCO indicates that the existing water supply is being adversely impacted as a direct result of the Project, KEPCO must provide notice to the landholder about the potential impact that has been identified. • An interim water supply must be provided by KEPCO within 24 hours of the parties agreeing that the existing water supply is being adversely impacted as a direct result of the Project. KEPCO must continue to provide the interim water supply to the landholder until the implementation of the Compensatory Water Supply Measures is completed.		
	Continue to provide Bylong Valley residents with up to date groundwater monitoring information to assist in their understanding of the water monitoring program and the hydrological regime within the Bylong Valley.	2017 ongoing	BV landholders
	Continue to work with Bylong Valley residents and Orana Mid-Western Police District to monitor property security in Bylong Valley.	2018 ongoing	BV landholders, Orana Mid-Western Police District
	Operate a comprehensive air quality management system that uses a combination of predictive meteorological forecasting and real-time air quality monitoring data to guide the day to day planning of mining operations and the implementation of both proactive and reactive air quality mitigation measures to ensure compliance with the relevant conditions of consent.	LOM	EPC Contractor, Mine Operations Contractor
	Minimise the air quality impacts of the development during adverse meteorological conditions and extraordinary events. This will include: • The modification of working practices to limit excavation during periods of high winds, as required; and	LOM	EPC Contractor, Mine Operations Contractor

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Use of water carts on exposed surfaces and haulage routes, particularly during unfavourable weather conditions.		
	Prepare an Air Quality Management Plan (AQMP) that: - Describes the measures which would be implemented to ensure compliance with the air quality criteria and operating conditions of the Development Consent conditions, including the preparation of an annual energy efficiency program; - Describe the air quality management system in detail; - Includes a protocol for notifying NSW Health and any affected residents of any exceedance of the air quality criteria; - Includes an air quality monitoring program that: - Uses monitors to evaluate the performance of the development against the air quality criteria in the consent; - Adequately supports the air quality management system; - Evaluates and reports on: - The effectiveness of the air quality management system; and compliance with the air quality criteria and operating conditions; and - Defines what constitutes an air quality incident, and includes a protocol for identifying and notifying the DP&E and relevant stakeholders of any air quality incidents; and - Includes a Spontaneous Combustion Management Plan.	PA and prior to C	DP&E Secretary, Project CCC, EPA
	Ensure that there is a meteorological station in the vicinity of the Project site to facilitate determining air quality management actions during adverse meteorological conditions.	Prior to C	EPC Contractor, Mine Operations Contractor
	KEPCO will ensure that all reasonable and feasible avoidance and mitigation measures are employed so that particulate matter emissions generated by the Project do not cause exceedances of relevant criteria at any occupied residence on mine-owned land (including land owned by another mining company).	LOM	Local residents and KEPCO tenants
6	Rural Amenity		
	On request from the owner of any residence on privately-owned land within the VMZ who has, or would have, significant direct views of the mining operations from this residence and/or its associated facilities	LOM	Landowners within the VMZ

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	(such as pool or barbeque area) during the development, implement additional visual impact mitigation measures on the land in consultation with the landowner.		
	Offer at-site mitigation to any residence identified in the Development Consent within the management and mitigation zone.	Ongoing	Near neighbours in Bylong Valley
	Preparation of a Noise Management Plan that: - Describes the measures that would be implemented to ensure compliance with the relevant noise criteria and operating conditions of consent; - Describes the proposed noise management system in detail; and - Includes a monitoring program.	Prior to construction	EPA, Project CCC, DP&E Secretary
	Optimisation of the equipment fleet required for the Project incorporated into EPC contracts, thereby significantly reducing air quality and noise impacts for the Project on adjacent residences.	2017-2018	EPC, Mine Operation Contractor and subcontractors
	Confine blasting activities on site to between the hours of 9am and 5pm Monday to Saturday inclusive.	C-O	EPC, Mine Operation Contractor and subcontractors
	Operate a comprehensive noise management system on site that uses a combination of predictive meteorological forecasting and real-time noise monitoring data to guide the day to day planning of mining operations and the implementation of both proactive and reactive noise mitigation measures to ensure compliance with the relevant conditions of consent. A real-time monitoring network will be developed to be representative of the closest private receivers, and will include: - A TARP (Trigger Action Response Plan), developed and implemented as part of the noise monitoring program to allow the proactive management of noise impacts and guide any actions required to minimise Project noise; and - Annual reporting of real-time noise monitoring and quarterly noise surveys in the Annual Review.	CP1 ongoing	Mine Operation Contractor and subcontractors, Project CCC, EPA
7	Infrastructure and Services		
	Support the Bylong RFS to be adequately resourced (human resources) and equipped for fire-fighting.	Completed and ongoing	Bylong RFS and Cudgegong District RFS
	Investigate programs to reduce the barriers to existing Bylong Valley residents participating in the Bylong RFS.	2018	Bylong RFS and Cudgegong District RFS

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Establish employee policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform crucial volunteer actions.	2018 and ongoing	Workforce, EPC and Mine Operations Contractor, emergency services
	Make contributions to the Westpac Rescue Helicopter Service consistent with industry practice.	Ongoing	Westpac Rescue Helicopter Service
8	Road Safety		
	Allocation of \$3,635,802 to MWRC for road upgrades including upgrades to sections of Wollar Road travelling through the Munghorn Gap Nature Reserve and some pertinent sections of the Bylong Valley Way including intersection upgrades of the Bylong Valley Way and Wollar Road intersection.	PA	MWRC
	Restrict all Project related heavy-vehicle movements (excluding light rigid heavy vehicles and medium rigid heavy vehicles up to a GVM of 10 tonnes) from utilising: - Bylong Valley Way between the Golden Highway intersection and the entry into the Bylong Quarry; - Bylong Valley Way between the Castlereagh Highway and Upper Bylong Road; or - Ulan-Wollar Road.	CP1 and CP2	EPC Contractor and subcontractors
	Continue to engage with the MSC in relation to a once-off road safety contribution to assist in remediating the existing road safety issues on Bylong Valley Way to the east of the Project.	PA	MSC, Project CCC
	Provide an annual road maintenance contribution of \$177,000 to the MWRC to address any impacts associated with Project-related traffic on the road network including Bylong Valley Way.	LOM	MWRC, Project CCC
	Preparation of a Traffic Management Plan (TMP) to the satisfaction of the DP&E Secretary including: - Detailed plans and implementation schedules for road closures, road re-alignments and road and safety upgrades; - Nominated heavy vehicle access routes for construction and operational stages, including details on volumes and nature of heavy, over size and/or over mass vehicles; - A code of conduct for drivers of heavy vehicles; - Performance measures and criteria for transport and fatigue management of employees and contractors; - A description of the measures that would be implemented to:	Prior to construction	RMS, MWRC, MSC

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	- Minimise the construction and operational traffic impacts of the development, including on school bus routes; - Manage fatigue and improve road safety for the construction and operational workforce, including driver education training programmes; - Maintain the pavement of the realigned Upper Bylong Road (East Link) and "right of way" for access to eastern landholdings; and - Use buses and car-pooling to transport the construction and operational workforce to the site as far as reasonably practicable. - A monitoring program for: - Heavy vehicle traffic movements, including monitoring heavy vehicle access restrictions; - Vehicle numbers and traffic routes against predictions in the EIS; and - Utilisation rates of shuttle buses and car-pooling during construction and operations.		
	Conduct logistics scheduling in a manner that ensures Project related vehicle movements on the road network during both construction and operation are undertaken to occur outside school drop off and pick up periods.	CP1, CP2	NSW Transport, school bus service providers
	Preparation of an Extraction Plan including a Bylong Valley Way Management Plan, to manage the potential subsidence impacts of the proposed underground working on Bylong Valley Way.	C	MWRC, Subsidence Advisory, DP&E Secretary
	Preparation and implementation of Subsidence Monitoring Program as a component of the Extraction Plan.	C	OEH, Forests NSW
	Provide a bus service between Mudgee and the Bylong Valley for the Construction Phase and Operations Phase workforces, where demand indicates a need.	LOM	MWRC, workforce, EPC Contractor and subcontractors
	Identify and implement a program to encourage the Operations Phase workforce residing in Mudgee, Rylstone and Kandos to car pool for commuting to the Project.	OP	Workers
9	Local Content		
	Invite applications and offer suitably skilled local residents employment on the Project.	LOM	Bylong Valley Community, EPC Contractor and subcontractors

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Investigate the provision of suitable and affordable child care in the Bylong Valley specifically for Bylong Valley residents to reduce barriers to Project employment for local women.	2018 ongoing	MWRC (FDC), workforce, local residents
	Identify key Project roles where 'parent shift hours' or job sharing could be provided to support increased participation of women/parents in the Operations Phase.	2018 ongoing	Workforce, local residents
	Prepare a Local Content Plan for KEPCO agricultural operations that demonstrates KEPCO's commitment to local employment, training and local buy.	Post Approval	Local residents and business operators
10	Land Use		
	Work with Bylong Valley landholders, MWRC and Mudgee Local Land Services to manage potential Project impacts on roadside stock grazing and routine stock movement activities.	2018-2019	Local landholders, NSW Local Land Services
	Continue to work with landholders and Mudgee Local Land Service to continue current pest and feral management control across the Bylong Valley.	2017 ongoing	KEPCO Farm Manager, Local Landholders, NSW Local Land Services
	Retain an experienced and qualified Farm Manager to ensure sustainable agricultural practices are being developed and implemented on KEPCO-owned land in consultation with the relevant regulatory authorities and seeking professional advice as is required.	Ongoing	KEPCO Farm Manager
	Develop a comprehensive Farm Management Plan to guide the use of all KEPCO owned land in the Bylong Valley. An objective of the agricultural operations established by KEPCO is to run a profitable business whilst sustainably maintaining the agricultural productivity of the land. The Farm Management Plan will include (at least) the following measures: - Continued appointment of a dedicated Farm Manager to ensure the long-term productivity of KEPCO owned agricultural lands; - Expand the existing environmental monitoring network within the Project Boundary and in the locality to facilitate the prevention of unforeseen environmental impacts that may deleteriously affect agricultural activities adjacent to the Project Boundary; and - Minimise the time that disturbed areas are removed from agricultural productivity by progressive rehabilitating disturbed areas as soon as practical.	Completed	KEPCO Farm Manager, SLR

	Bylong Valley Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Monitor measure and report on the performance of KEPCO agricultural enterprise to confirm that the agricultural productivity and production of non-operational land related to the Project is maintained or enhanced consistent with current agricultural land.	LOM	KEPCO Farm Manager, SLR
	Development of a participatory MRRP to monitor change and success of management mechanisms.	A	MWRC, Regulators, Bylong Valley residents and broader community
	Establish Project CCC to ensure Bylong Valley residents have a voice on the Project and are kept informed of Project activities, monitoring and management outcomes.	A	KEPCO, Project CCC
11	Aboriginal Cultural Heritage		
	Preparation and implementation of an Aboriginal Heritage Management Plan (AHMP) including a description of the measures that would be implemented for managing Aboriginal sites and for the protection, monitoring and management of sites outside the disturbance area, subsidence area and blast affectation area.	Prior to C	OEH, Registered Aboriginal Parties, DP&E Secretary
12	Personal and Property Rights		
	Provide Bylong Valley residents with updates in relation to the timing of the closure of Upper Bylong Road, the proposed alternative access route and plans to construct the East Link Road for public access south of the Bylong Valley Way.	2017-ongoing	Bylong Valley residents, MWRC
	Maintain suitable property access for the private landholder located in Upper Bylong.	2017 ongoing	Affected Bylong Valley landholders
	Ensure noise and amenity impacts are appropriately managed in accordance with relevant management plans.	C - O	Project CCC
	Ensure that private property access in the Bylong Valley is maintained and that adequate roadway is provided for servicing properties.	Ongoing in mine design	MWRC, Bylong Valley near neighbours
	On request from any private landholder located within the BMZ, undertake a property inspection to establish the baseline condition of any buildings and/or structures on the landowner's property, or update a previous property inspection, and identify measures that should be implemented to minimise the potential basting impacts of the development on these buildings and/or structures.	LOM	Landholders within the BMZ, EPC, Mine Operation Contractor and subcontractors
13	Planning for the Future		

Bylong Valley Preliminary Action Plan - Management Commitments		Timing	Potential Partners
	Preparation of Rehabilitation Management Plan (RMP) to provide detail and certainty over methods to be employed for rehabilitating the land to an equivalent or higher state of agricultural productivity. The RMP provides further management and mitigation measures as well as contingency measures in order to achieve the highest quality of mine rehabilitation possible.	Draft completed, ongoing	SLR
	Undertake mine closure planning including the preparation of a mine closure social impact assessment and management plan five years prior to the envisaged closure date.	MC	Local residents, Project CCC, MWRC
	Develop an extensive mine closure plan, designed to mitigate decommissioning impacts (compliant with Development Consent Conditions). The physical impacts of decommissioning are likely to be equivalent to, or less significant than, operational phase impacts.	Prior to MC	Bylong Valley Landholders, Project CCC, MWRC
	Investigate, develop and incorporate social closure goals and impact management strategies into the Bylong Coal Project Mine Closure Plan. This will include the preparation of a SIMP for mine closure. Formal social closure planning will include: – Internal monitoring and review of social closure goals and strategies. – Regular external engagement and communication with responsible parties e.g. MWRC LGA, elected representatives, communities of interest. Mine Closure planning will be undertaken at least five years prior to the envisaged closure date with revision three years prior to mine closure.	Prior to MC	Bylong Valley Landholders and residents of communities of interest, Project CCC, MWRC, elected representatives, state and federal government agencies.
Example Draft KPI	• ERP of Bylong Valley • Number of KEPCO employees residing in the Bylong Valley • Number of Bylong Valley residents employed during Operations Phase at the Bylong Coal Mine • Area of land under agricultural commodity production in the Bylong Valley • Community wellbeing and resilience measures (measured through annual survey) • Participation in community organisations e.g. Bylong Hall Committee • Number of community events held each year and community participation/attendance		

Table 32
Regional Housing and Accommodation Preliminary Action Plan

Rationale	Rental vacancy rates are currently very low in Mudgee and neighbouring Kandos. Short-term accommodation providers across the Local Area experience high occupancy rates during Autumn, Winter and Spring due to the proliferation of regional events during this period and popularity of the locality as a short-break location. Kandos is a popular residential location for lower income households due to housing affordability. All NLHs associated with the construction phases of the Project will be accommodated within a combination of existing KEPCO owned housing, private rental accommodation and short-term accommodation within the Local Area. All NLHs associated with the Operations Phase will be encouraged to relocate permanently to the Local Area principally in the communities of Bylong Valley, Kandos, Rylstone and Mudgee. The Construction Phase 1 workforce will generate demand for up to 600 beds in PY2. Based on the predicted population increases presented in the SIA the Project will generate demand for up to 156 dwellings in Mudgee in PY3 and up to a further 186 dwellings in PY9. KEPCO's primary goal for managing housing and accommodation impacts is to avoid placing additional pressure on the housing market in Mudgee, Kandos and Rylstone. This Action Plan has been developed to monitor and manage potential impacts on housing and short-term accommodation.
Desired Management Outcomes	• Project workforce accommodation arrangements avoid placing upward pressure on housing prices, rental costs and housing demand in the communities of Mudgee, Rylstone and Kandos. • Project workforce accommodation arrangements avoid reducing access to tourism accommodation for visitors to the region. • KEPCO houses in the Bylong Valley are occupied by the Project workforce during the Project Construction and Operations Phases. • The Project Construction Phase workforce (Phase 1 and Phase 2) is accommodated in existing accommodation within the Local Area. • Project Operations Phase NLHs relocated permanently to the Local Area over the long-term • Project workforce accommodation arrangements benefit local accommodation providers.

	Regional Housing and Accommodation Preliminary Action Plan - Management Commitments	Timing	Potential Partners
1.	Workforce Accommodation Planning		
	Strong focus on employing local people during all phases of the Project.	LOM	Labour hire agencies, education and training institutions, EPC contractor

	Regional Housing and Accommodation Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Prepare a detailed Project Workforce Accommodation Strategy, premised on deleting the earlier WAF proposal, and that: • Demonstrates how the Construction Phase 1 workforce will be accommodated across the Local Area; • Demonstrates how accommodation demand will be managed during periods of high demand e.g. during key regional events; • Documents the approach to informing regional accommodation providers of Project workforce accommodation demands including anticipated timing; • Enables the coordinated placement of the workforce in tourism accommodation throughout the Local Area; • Keeps key stakeholders informed of predicted Project accommodation demands across Construction Phase 1; and • Contains a monitoring framework incorporating 'triggers' for decisions about additional accommodation options.	Project Approval	MWRC, MRTI, Accommodation providers in the Local Area, EPC contractor
	Memorandum of Understanding (MOU) with MRTI and MWRC in relation to ongoing co-operation and support to implement the Project Workforce Accommodation Strategy.	2017-2018	MWRC, MRTI, Accommodation providers in the Local Area
	Appoint an accommodation coordinator to act as a single point of contact for real-estate agents and accommodation providers and to coordinate workforce access to accommodation during Construction Phase 1.	2018	MRTI, EPC contractor
	Investigate the feasibility of establishing an accommodation database that can be used by all accommodation providers within the MWRC LGA and neighbouring centres within the Local Area (Denman, Sandy Hollow and Merriwa) to regularly upload accommodation availability data to inform workforce accommodation planning.	2018	MRTI, EPC contractor
2.	Housing Affordability and Accessibility for Non-Mining Sector		
	During preparation of the Final SIMP work with MWRC to identify suitable contingency accommodation measures for Construction Phase 1 workforce if required to minimise potential for displacement of lower socio-economic households from private rental accommodation.	2017-2018	MWRC
	Undertake further engagement with MWRC and housing support services e.g. Barnardos Australia and Housing Plus as part of Final SIMP development to identify suitable actions to offset potential short-term impacts on low to medium income households in the Local Area, particularly in Kandos. Potential actions may include: • Supporting the provision of crisis or short-term accommodation facility and referral service; and • Supporting the delivery of key programs to address needs of lower-socio economic households.	2018	Barnardos, Housing Plus, MWRC, NSW Housing and other relevant housing providers

	Regional Housing and Accommodation Preliminary Action Plan - Management Commitments	Timing	Potential Partners
3.	Cumulative Impacts Management		
	Establish joint meetings with other major projects such as NSW Health Infrastructure and Bowdens Silver Mine Project regarding management and monitoring the cumulative impacts of the additional construction phase workforces on housing affordability and availability in MWRC LGA.	2018 ongoing	Bowdens Silver, NSW Health Infrastructure, EPC contractor
	KEPCO will proactively engage with the MWRC both prior to the commencement of the Construction Phase and throughout the Construction and Operations Phases to enable the MWRC to make informed decisions regarding land and housing availability to meet Project generated demand.	2018 ongoing	MWRC and local developers
	Monitor the housing market activity to determine the efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management.	CP1 ongoing	MWRC, Social Housing Providers
Example Draft KPIs	• Occupancy rates in KEPCO owned housing • Number of new rental dwellings coming to the market as a result of Project communication/economic stimulation • Percentage of private rental accommodation taken-up by the Construction Phase 1 workforce • Percentage of private rental accommodation taken-up by the operations workforce (Years 1-2, and Year 8-9?) • Community attitudes towards consultation and management of housing and accommodation issues • Demand for social housing services during Construction Phase and early years of Operations Phase 1		

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Table 33
Regional Community Liveability, Health and Wellbeing Preliminary Action Plan

Rationale	The focus of this action plan is on strengthening the social resources which support quality of life over time including: • Quality education and training; • Employment choice, and adequate incomes; • Community, recreational and health facilities which support personal and family health; • Community cohesion, including shared values and positive community relations; and • A healthy environment and good public amenity. Project induced population growth across Bylong Valley, Mudgee, Rylstone and Kandos will increase demand for some services and facilities including children's services and health services. This action plan seeks to support these services to meet anticipated demand generated by the Project.
Desired Management Outcomes	• Mudgee, Rylstone and Kandos are beneficiaries of Project opportunities • Bylong Valley Way retains its status as a safe and popular tourist route • Enhanced social capital in Mudgee, Rylstone and Kandos • Maintenance and enhancement of quality of life in the MWRC LGA

	Community Liveability, Health and Wellbeing Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Population and Demography		
	KEPCO will keep the MWRC informed of the Project schedule, any changes to the size of the Project workforce and anticipated recruitment periods.	2018 ongoing	MWRC
	KEPCO will seek to promote workforce residency in the communities of Kandos and Rylstone across all phases of the Project to support population growth in these communities.	2018 ongoing	Recruitment agencies, Rylstone-Kandos Industry Group
	Promoting Local Residency		
	Provide practical assistance to workers who are relocating to the Local Area to take up a permanent position on the Project. Assistance may involve:	OP ongoing	Workforce, recruitment agencies

Community Liveability, Health and Wellbeing Preliminary Action Plan - Management Commitments		Timing	Potential Partners
	- Providing assistance for the transport of the worker and family for the relocation; and - Supporting the employee to find appropriate permanent accommodation in the Local Area suitable to his or her needs.		
	Offer workers who are relocating permanently to the Local Area or living in the Local Area financial incentives as part of their total remuneration. Incentives may include rent subsidy for a period of time.	OP ongoing	Workforce, EPC contractor
	Assist key stakeholders to develop suitable marketing material to promote the Kandos/Rylstone area as a potential residential location for the Project workforce.	2018	Rylstone/Kandos Industry Group, Rylstone/Kandos Rotary Club
	Actively promote to the Project workforce the attractiveness of Rylstone/Kandos as a residential location.	CP1 ongoing	MRTI, Rylstone/Kandos Industry Group
Road Infrastructure and Safety			
	Prepare a Traffic Management Plan in accordance with the Recommended Development Consent conditions to ensure that the traffic network can be safely and efficiently managed through the Construction Phases of the Project.	2018	MWRC, emergency service providers
	Engage with the NSW Police and NSW Ambulance in relation to the timing of Project induced road closures and advise of the location of any new roads to ensure minimal impact on emergency service response times.	2018	Emergency service providers
	Continue to engage with the MSC in relation to a once-off road safety contribution to assist in remediating the existing road safety issues on Bylong Valley Way to the east of the Project.	PA	MSC, Project CCC
	Annual payment of the \$177,000 road maintenance agreement with MWRC for the maintenance of roads which will potentially be affected by the Project.	LOM	MWRC
	Provide a bus service between Mudgee and the Project for the Construction Phase and Operations Phase of the Project, where demand indicates a need.	CP1, CP2 and OP	MWRC, EPC, Subcontractors and workforce
	Provide specific site orientation training to emergency services personnel and advise of on-site emergency response strategy.	CP1, O	Emergency services personnel, EPC
	Ensure emergency services providers remain fully informed of the Project schedule and workforce ramp-up.	CP1,O	Emergency services personnel, EPC

Community Liveability, Health and Wellbeing Preliminary Action Plan - Management Commitments		Timing	Potential Partners
Community Liveability			
KEPCO will encourage its employees, through company policy, to remove their high-visibility mining work wear if they intend to visit public places in the towns and villages of the MWRC LGA before and after work.		CP1 – OP and ongoing	EPC, subcontractors and workforce
Provision of employment opportunities for existing residents who are either unemployed or underemployed, particularly residents of Kandos and Rylstone. This will have flow-on effects to local community liveability and economic sustainability.		Post Approval	Employment agencies, training and education providers, EPC contractor
Assist new residents and families to integrate into their host community by collaborating with the MWRC LGA and industry in the region to source or produce the following information, projects and policies: • Provision of information for incoming residents, regarding their new community, region, facilities and services; • Welcoming events or programs for new residents; • Information for existing residents regarding the Project, its likely workforce characteristics and their needs; and • Holding 'family fun days' to help new families who have relocated to meet other families in the area and on the Project.		CP1 ongoing	MWRC, Kandos/Rylstone Rotary Club, KHS, MRTI
Support social investment initiatives that target voluntary social groups (e.g. Rylstone Men's Shed).		Ongoing	Community organisations and services in the MWRC LGA
Continue to undertake social investment in accordance with the Interim Project Community Investment Strategy and following project approval - the Project Community Investment Strategy (Appendix E)		Project Approval	Community organisations and services in the MWRC LGA
Monitor housing market activity to determine the efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management.		LOM	Real estate agents, social housing providers, MWRC
Engage in regular dialogue with MWRC, Mudgee and Rylstone and local social service providers to monitor increase in number of people/families seeking assistance due to hardship.		LOM	MWRC, social service providers in the MWRC
Infrastructure and Service Provision			
Undertake a CNA to define key priorities for investment in community infrastructure and services.		Completed	Range of community groups and organisations

	Community Liveability, Health and Wellbeing Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Cooperate in monitoring and planning between resource companies in the Study Area (existing coal mining companies and Bowdens Silver), MWRC, relevant State government agencies and other stakeholders to ensure that services are enabled to plan for future growth.	Post Approval	MWRC, State Government Agencies, existing mining operations in the MWRC and Bowdens Silver
	Engage in regular communication with education providers in Mudgee/Rylstone/Kandos to remain informed of changes in service demand as the Project Operations Phase progresses.	OP onwards	St Matthews Catholic School Mudgee, Mudgee High School, Kandos High School and primary schools in these localities.
	Engage in regular social and community service dialogue with MWRC, Mudgee and Rylstone Health Districts and other relevant local service providers regarding social and community service provision. This should include regular updates about changes in workforce numbers and demographics.	2018 ongoing	MWRC, Mudgee and Rylstone Health Districts
	Provide information to new employees about the available health services in Mudgee, Rylstone and local area.	CP1 ongoing	Workforce, Mudgee Health District
	In consultation with key stakeholders, explore opportunities to support the attraction and retention of medical staff in the MWRC LGA.	CP1 ongoing	Mudgee Heath District
	Partner with health agencies in promoting healthy lifestyles and disease prevention to the Project workforce.	CP1 ongoing	Community and health service providers
	Remain informed of key issues in local health service delivery and potential issues directly attributed to the Project.	Ongoing	Mudgee and Rylstone Health Councils, Mudgee Health Service, NSW Health Infrastructure
	Where practicable, encourage the construction workforce to undertake mine safety health checks and general medical appointments in their home base locations and not at private health clinics in Mudgee, to reduce demand for GP services in the MWRC LGA.	CP1 and CP2	Workforce, EPC contractor
	Identify and investigate strategies for attracting and retaining new Family Day Care services to Kandos or Rylstone.	2018 ongoing	MWRC, Local Family Day Care Providers

Community Liveability, Health and Wellbeing Preliminary Action Plan - Management Commitments		Timing	Potential Partners
	Monitor demand for child care services in Mudgee and where necessary provide assistance to key stakeholders to improve the supply of child care services in Mudgee.	OP ongoing	Child care providers in Mudgee
	Fund a Youth Officer Position at MWRC for three years from 2018. The Youth Officer will work across the communities of Mudgee, Gulgong, Rylstone and Kandos. KEPCO has committed to \$120,000 annually for three years.	Committed	MWRC
	Engage further with KHS and key stakeholders to understand the need for school bus resources, proposed approach to management of the bus and potential opportunities for use of the bus as a community transport service.	2018	KHS, service providers in MWRC, Kandos/Rylstone Community
	Establish employee policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform crucial volunteer actions.	Ongoing	Workforce, emergency services
	Cooperate in monitoring and planning between resource companies in the Study Area (existing coal mining companies and Bowdens Silver), MWRC and relevant State government agencies and other stakeholders to ensure that services are adequately able to plan for future growth.	Ongoing	Existing coal mining companies and Bowdens Silver, MWRC and relevant State government agencies and stakeholders
Example Draft KPI	- Annual number of Project workforce and families relocating from outside the MWRC LGA to communities within the LGA - Annual VPA spending across the MWRC LGA - Annual VPA spend in Bylong Valley, Kandos and Rylstone - Feedback from social service providers as to demand for youth services - Child care waiting lists across Kandos, Rylstone and Mudgee		

Table 34
Workforce Management Preliminary Action Plan

Rationale	KEPCO's Workforce Management Action Plan seeks to ensure that the behaviour of the workforce off-site does not adversely impact community values and perceptions of safety.		
Desired Management Outcomes	- Enhance workforce retention rates - Promote a healthy work-life balance for the workforce - Workforce integrated with local communities		
	Workforce Management Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Develop and implement a Project Fatigue Management Policy including an education program in consultation with emergency service providers.	CP1 and ongoing	Emergency service providers, workforce
	Provide detailed information to employees and their families about managing sleep cycles and the impact of fatigue on lifestyle and relationships.	CP1 and ongoing	Relevant industry organisation
	Identify and implement a program to encourage the Operations Phase workforce residing in Mudgee, Rylstone and Kandos to car pool or to use a Project related bus service for commuting to the Project.	OP1 ongoing	Workforce
	Implement a workforce code of conduct to ensure that workers' behaviour off-site does not adversely impact local values or detract from perceptions of safety.	CP1 ongoing	Workforce
	Provide a bus service between Mudgee and the Project workforce, where demand indicates a need.	CP1 onwards	Workforce, MWRC
Example Draft KPI	- Fatigue related incidents in the workforce - Number of workers car pooling - Provision of workforce bus service to Project site		

Table 35
Local Content and Economic Development Preliminary Action Plan

Rationale	The Local Content and Economic Development Preliminary Action Plan provides a framework for supporting the delivery of local employment and economic development opportunities to communities of the MWRC LGA. This plan demonstrates KEPCO's commitment to: local employment; buying local; and building local supply chain value. The strategies presented here-in seek to ensure that local industry receives a full, fair and reasonable opportunity to participate in the Project supply chain. The communities of Kandos and Rylstone are experiencing significant population and economic decline due to the impact of industry closures. The Project presents an opportunity to support economic revitalisation of these communities through population growth and increased local spend. The Project also presents an opportunity to enhance mining and non-mining related education and training opportunities across the MWRC, particular opportunities in the communities of Kandos and Rylstone.
Desired Management Outcomes	• Project economic benefits are equitably distributed to the key communities of Mudgee, Rylstone and Kandos • The Project contributes to economic stability in the Kandos and Rylstone communities • Kandos and Rylstone communities have improved access to education and training opportunities • Partnerships with KHS deliver long-term education and training opportunities for KHS students and the broader community • Opportunities are provided for Indigenous participation on the Project • Project investment strategies support improved economic outcomes for neighbouring communities e.g. Wollar

	Local Content and Economic Development Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Local Content		
	Prepare a Local Content Plan for all Project Phases.	Commenced - 2018	EPC Contractor, Mudgee Chamber of Commerce, Rylstone/Kandos Industry Group
	Require all Construction Phase contractors to prepare a SIMP and demonstrate compliance with Project Local Content Plan.	Post Approval	Project contractors
	Establish local and regional participation targets and objectives for Project Construction Phases.	Prior to construction	EPC Contractor

	Local Content and Economic Development Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Prior to the release of a work package, the EPC procurement team will assess the requirements of the package against the local supply database to identify potentially suitable local suppliers to invite to tender.	Post Approval	EPC Procurement Team
	All relevant Construction Phase tenders received will be assessed against local content evaluation criteria.	Post Approval	EPC Procurement Team
	Establish local and regional business participation targets and objectives for Project Construction Phase 1 and Phase 2.	Post Approval	EPC Procurement Team, Kandos/Rylstone Industry Group, Mudgee Chamber of Commerce
	Requirement for contractors and sub-contractors to identify how they will support achievement of the local and regional participation targets and objectives (business and employment), and leverage the local content strategies into processes and delivery.	Post Approval	Contractors and sub-contractors
	Investigate Project-specific strategies to improve participation from Rylstone/Kandos businesses.	2018	Kandos/Rylstone Industry Group,
	Report on the delivery of the commitments described in the Project Local Content Plan on a six-monthly basis throughout Construction Phase 1 and on an annual basis for Project Operations.	LOM	Kandos/Rylstone Industry Group, Mudgee Chamber of Commerce
	Conduct a business capability audit of Rylstone/Kandos businesses to understand range of potential services, business willingness and readiness to participate in Project procurement opportunities and to identify potential initiatives to support capacity building across local businesses.	Post Approval	Mudgee Chamber of Commerce, Kandos and Rylstone Industry Group, Kandos and Rylstone Businesses
	Partner with government and non-government agencies to reduce barriers to local participation in the Project supply chain, particularly barriers for participation of Rylstone and Kandos businesses.	2018	NSW Department of Industry, Mudgee Chamber of Commerce, Rylstone/Kandos Industry Group
	Partner with government and non-government agencies to reduce barriers to Indigenous participation in the Project supply chain.	2018	NSW Department of Industry, Mudgee LALC, Supply Nation

	Local Content and Economic Development Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Local Employment		
	Undertake a Labour Supply Study to understand the availability of locally based labour, skill-sets and labour force participation in order to inform the Local Content Plan.	Post Approval	Labour hire companies, Mudgee Chamber of Commerce
	Seek to provide part-time and/or flexible employment opportunities to encourage a higher rate of labour force participation, particularly among disadvantaged groups. This will be done wherever possible based on an assessment of each position and its association with achieving 24/7 production.	2018	Kandos/Rylstone/Bylong Valley communities
	Continue to maintain the Project employment portal for individuals to express interest and be accessed by approved Contractors and Project staff. Encourage suppliers to also express interest on the ICN Gateway.	2017 ongoing	Industry Capability Network
	Monitor local labour supply over LOM, particularly Construction Phase 1 and Operations Phase 1 and adjust local labour recruitment practices and rates accordingly.	LOM	EPC Contractor, Mine Operations contractor, Local labour hire companies
	Prepare an Indigenous Participation Plan which address employment and business participation.	Commenced	Relevant Indigenous organisations and government agencies
	Education and Training		
	Engage with relevant stakeholders to define available training resources and capacity and to understand education and training opportunities in Mudgee, Rylstone and Kandos.	Commenced	Mudgee TAFE, Mudgee Skills Centre and Cudgong Trade Training Centre, Mudgee and Kandos High Schools and St Mathew's Catholic School.

	Local Content and Economic Development Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Prepare a targeted Recruitment and Training Plan for the Project which will include a range of employment and training options for MWRC LGA residents.	Post Approval	EPC Contractor, Mine Operations contractor, local labour hire companies, Mudgee and Kandos High Schools and local training providers
	Advocate on behalf of Kandos and Rylstone communities for MWRC to consider the delivery of education and training initiatives in the non-mining sector through the provisions of the VPA.	2018 ongoing	MWRC, Kandos and Rylstone communities
	Advocate on behalf of Mudgee and Kandos High Schools for MWRC to establish an annual scholarship program offering financial support to local students seeking to study a university degree in a primary industry related course.	2018 ongoing	KHS, Mudgee High School
	Seek partnerships to support the establishment of Graham (Polly) Farmer Foundation activities (Follow the Dream/Partnerships for Success program, Learning Clubs and Maths and Science Centres of Excellence) at KHS and Kandos Public School (initially) to support improved education outcomes for Indigenous residents.	Post Approval	Graham Farmer Foundation, KHS and Kandos Public School
	Collaborate with NSW Health Infrastructure to maximise and coordinate training opportunities associated with the Project and Mudgee Hospital Redevelopment. Opportunities exist to coordinate Aboriginal employment participation and training, and local resident skill development across the two Projects. An opportunity also exists for natural enhancement of training and skill development programs through a partnership with NSW Health Infrastructure.	2018	NSW Health Infrastructure
	Assist KHS to establish learning, friendship and cultural partnerships with secondary colleges in South Korea.	OP ongoing	Australian Korean Business Council (AKBC), KHS, South Korean secondary schools
	In partnership with KHS, NSW Department of Education and the Australia-Korea Business Council explore a potential feasibility study of the proposal to establish an annual Youth Futures Forum through KHS. The purpose of the Youth Futures Forum is to support and promote "Futures Thinking " particularly around alternative energy across Science, Technology, Engineering and Mathematics (STEM) learning areas for secondary students in partnership with educational institutions in Australia and South Korea. Where feasibility is determined, assist with coordination and explore opportunities to fund a pilot project.	OP ongoing	AKBC, KHS

Local Content and Economic Development Preliminary Action Plan - Management Commitments		Timing	Potential Partners
	Engage with KHS Principal in relation to the need for and potential establishment of a Link Program at KHS similar to other industry who fund a program at Mudgee High School.	OP ongoing	KHS
	Investigate the feasibility of establishing a School Based Traineeship program in Primary Production at KHS with a view to partnering with the KEPCO Agricultural operations and private landholdings in the Bylong Valley as a training resource.	Post Approval	KHS, KEPCO Farm Manager, interested landholders in the Bylong Valley
	Work with KHS to understand feasibility of providing the mine site as a tool for use in the delivery of school based traineeships and apprenticeships. - Potentially suitable traineeships may include: - Conservation and land management - Engineering - Civil Construction - School based apprenticeships may include: - Electrotechnology - Metal and engineering - Automotive	2018 ongoing	KHS
	Initiate a program of KEPCO funded further education scholarships and Indigenous Further Education Scholarships through KHS.	Post Approval	KHS
	Encourage suitably qualified employees to participate as mentors in the MAX Potential Personal Leadership Program offered through KHS.	Post Approval	Workforce, KHS
	Conduct a community education needs assessment study for the communities of Rylstone and Kandos. In partnership with Mudgee TAFE, KHS and other training providers identify opportunities for the delivery of suitable community education programs in Kandos/Rylstone.	Post Approval	Mudgee TAFE, KHS, Local Training Providers
Example Draft KPI	- Community attitudes towards consultation process and local content issues - Volume of recruitment and procurement facilitated through relevant partnerships - Number and percentage of local (MWRC) people employed		

	Local Content and Economic Development Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	• Number and type of local business capability building activities per year • Dollar value of locally procured contracts per year • Number and type of programs/ activities in place to support local non-mining businesses • Number of applications received via Job Referral Centre • Total funding provided to local and regional programs per year		

PRELIMINARY

Table 36
Mine Closure Action Plan

Rationale	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, this in turn can impact social capital and community cohesion; • 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 Project, 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 Project. The Project is in the project approvals stage and as a result, plans and strategies to manage social impacts during mine closure are at an early stage. This action plan documents KEPCO's commitments to planning for and managing the social impacts of mine closure.
Desired Management Outcomes	• Long-term protection of public health and safety • Land is returned to suitable post-mining land use • Mine closure planning reflects the aspirations issues and concerns of the Bylong Valley community and key stakeholders • Minimal disruption to community cohesion and social capital • Impacts associated with the withdrawal of economic benefits from the MWRC and communities of interest are minimised

	Mine Closure Action Plan - Management Commitments	Timing	Potential Partners
	Undertake mine closure planning at least five years prior to the envisaged closure date with revision three years prior to mine closure. Investigate, develop and incorporate social closure goals and impact management strategies into the Bylong Coal Project Mine Closure Plan, including the preparation of a SIMP for mine closure.	At least 5 years prior to mine closure	MWRC, regulators, local communities
	Formal social closure planning will include: • Internal monitoring and review of social closure goals and strategies; and	At least 5 years prior to mine closure	MWRC, regulators, local communities

Mine Closure Action Plan - Management Commitments		Timing	Potential Partners
	Regular external engagement and communication with responsible parties e.g. MWRC, elected representatives, communities of interest.		
	Engage with MWRC in relation to planning and preparation for mine closure including leadership and coordination and encourage MWRC to avoid financial reliance on the mine.	During Operations	MWRC
	At least 5 years prior to mine closure encourage the MWRC to develop a Community Engagement Strategy that supports a strong framework by which local residents might be engaged in a conversation about post-closure local governance.	At least 5 years prior to mine closure	MWRC
Example Draft KPI	- Area of rehabilitated land that is transferred by KEPCO to other parties (ha) - Demonstrated alignment of mine closure plan with mine closure feedback from key stakeholders - Outcomes of mine closure consultation - Population change in the Bylong Valley		

Table 37
Social Investment Action Plan

Rationale	To support the implementation of the action plans outlined in this Preliminary SIMP, KEPCO has committed to a social investment strategy for the Project. To date the Project Interim Community Investment Fund (Appendix E) has delivered significant economic benefits to communities of the MWRC. This Social Investment Action Plan provides an outline of the social investment framework to be implemented Post Approval.
Desired Management Outcomes	• Support community capacity building across the Bylong Valley, Rylstone, Kandos and Mudgee through contributing to community wellbeing, community health and education and childcare, and those programs focussing on the immediate and neighbouring areas of the Project. • Target programs in the Bylong Valley that enhance the attractiveness of the location. • Support the continued development of safer and healthier communities (including efforts by emergency services and public welfare activities). • Support programs which improve the capacity of key social infrastructure services and facilities impacted by the Project. • Seek avenues to partner with government, industry and community to deliver mitigation measures which result in long-term lasting benefits to the MWRC LGA and in particular the Bylong Valley and communities of Rylstone and Kandos. • Support community events/activities that foster community connectedness.

	Social Investment Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Establishment of a Project CCC following Project Approval.	Post Approval	Communities of interest, MWRC, DP&E
	Develop the Community Investment Strategy for construction commencement based on the findings of consultation undertaken to date by KEPCO, the findings of the CNA and local and regional plans.	2017-2018	EPC contractor, Project CCC, community and not-for-profit organisations, MWRC
	Through the Management Monitoring and Reporting Plan (Section 10) incorporate a review process for the Community Investment Strategy including evaluation of programs delivered.	2018	Community and not-for-profit organisations, MWRC
	Ensure alignment of Project related social infrastructure mitigation projects with community needs through community input into decision making.	2017 ongoing	Project CCC, community groups

	Social Investment Preliminary Action Plan - Management Commitments	Timing	Potential Partners
	Identify partnership opportunities that build community capacity especially in the areas of: • Social infrastructure (networks, services and facilities) • Skills development and education • Safe and healthy communities • Community resilience and cohesion	2018 ongoing	Project Team, community and not-for-profit organisations, State and Federal Government agencies, registered training organisations (RTOs) and education providers, existing and proposed mining operations
	Develop criteria for assessing and approving sponsorships and donations	Completed	
Example Draft KPI	• Community attitudes towards consultation, development and management of community investment programs • Number of employees and contractors participating in community organisations events and activities • Total financial investment each year in relevant areas • Measured outcomes of funded programs and partnerships		

10 MONITORING AND REPORTING FRAMEWORK

This section describes the framework for the development of a Monitoring, Reporting and Review Program (MRRP) for the Final SIMP. The MRRP will monitor success of management mechanisms and help ensure that the Final SIMP responds appropriately to internal and external changes for the life of the mine.

10.1 INTRODUCTION

KEPCO is committed to the development and implementation of a MRRP for the Project to measure success of the SIMP in addressing potential social impacts and measure the long-term contribution of the Project to the sustainability of the Bylong Valley community and neighbouring centres. KEPCO is seeking to adopt a participatory approach to the development and implementation of the MRRP. The development of the MRRP will be a key focus during the preparation of the Final SIMP for the Project.

10.2 REGULATORY REQUIREMENTS AND GUIDELINES

The MRRP will incorporate the requirements of Section C5 of the NSW SIA Guideline (DP&E, 2017).

The MRRP will be designed to align with the IAIA document *Social Impact Assessment: Guidance for Assessing and Managing the Social Impacts of Projects* (Vanclay et al 2015) and will also be informed by other leading-practice guidelines, such as the Queensland government's *Draft Social Impact Assessment Guideline* (DS 2016).

The MRRP framework described here-in responds to the relevant DP&E Recommended Development Consent Conditions (**Table 1**) which specifies that the SIMP must (among other things):

include a program to monitor, review and report on the effectiveness of measures implemented to:

- *Maintain and manage land and assets owned by the Applicant in Bylong Village;*
- *Assist in maintaining services for the local community; and*
- *Minimise the adverse social impacts associated with mine closure.*

The MRRP will be updated to respond to the Project's final development consent conditions relevant to monitoring and reporting on the SIMP.

10.3 MRRP PURPOSE AND OBJECTIVES

The purpose of the SIMP MRRP is to determine:

- Whether actions, strategies and related targets to be documented in the Final SIMP have been met or, where they are not being met or not on track to being achieved, the reasons why;
- The effects of implementing specific actions and strategies in the SIMP on the social values of the Bylong Valley and neighbouring communities and whether these effects are consistent with the vision for the local and regional area;
- Whether the actions and strategies should be adjusted or replaced because they are not working as intended; and
- Whether the actions and strategies should be changed to reflect changes in community values and economic conditions and local, regional or state policy.

The objectives of the MRRP are to:

- Track progress towards achieving the desired outcomes and related targets defined within the Final SIMP;
- Enable the contribution of the Project to local and regional sustainability to be tracked and assessed;
- Provide a systematic and consistent information base to assist KEPCO to report internally and externally on its social performance; and
- Promote efficiencies in the management and monitoring of social sustainability in the local and regional area.

10.4 MRRP KEY PRINCIPLES

The following principles underpin the design of the SIMP MRRP:

- Community input is integral to the development of the MRRP;
- Efficient and effective monitoring of the social impacts of the Project requires a partnership with the MWRC and other key stakeholders;
- The MRRP is objective focused, that is, it seeks to monitor progress towards the achievement of the identified desired objectives;
- Objectives, targets and indicators must be SMART – Specific, Measurable, Achievable, Realistic and Time-bound. Objectives defined in the Preliminary SIMP will be revised to align with the suite of KPIs included in the Final SIMP;

- Where possible, the selection of indicators and targets is to draw on existing indicators and targets, such as those already developed by regulatory agencies and peak groups. Specific KPIs will be defined within the individual actions plans as part of the Final SIMP; and
- The framework for MRRP must be flexible to allow KEPCO to update components of the SIMP to reflect changing circumstances.

10.5 MRRP WORK COMPLETED TO DATE

Specific actions completed to date by KEPCO to progress the development of the MRRP for the Final SIMP include:

- Defining the objectives and purpose of the SIMP monitoring framework (**Section 10.3**);
- Developing a monitoring framework for the SIMP (**Section 10.5**); and
- Identifying the key actions required to progress the development of the SIMP monitoring plan (**Section 10.11**).

10.6 SIMP MONITORING FRAMEWORK

The monitoring component of the MRRP will detail desired outcomes, indicators and targets for monitoring specific SIMP action areas e.g. workforce housing and accommodation. In addition to these components and through stakeholder engagement, responsibilities will be assigned for the monitoring of each indicator. Monitoring frequency and potential data sources will also be defined for each indicator.

Table 38 provides an example of the structure of the monitoring component of the framework incorporating the elements discussed above.

Table 38
Example of SIMP Monitoring Framework

SIMP Action Area	Desired Outcome	Indicator	Target	Frequency	Responsibility
Employment and economic development	Kandos and Rylstone businesses realise the business opportunities arising from the Project.	Dollar value of the procurement contracts awarded to local businesses in these locations	Proportion of procurement value increasing over time.	Annual	The Proponent
Community cohesion and vitality	The permanent resident population of Bylong Valley has	Growth in population size over time.	Target to be set based on accommodation availability	Annual	The Proponent

SIMP Action Area	Desired Outcome	Indicator	Target	Frequency	Responsibility
	stabilised and has experienced growth Social connections have developed between existing and new residents	Proportion of Project workforce residing permanently in the Bylong Valley.	Target set in Project Workforce Accommodation Strategy.	Annual	The Proponent
		Participation in community events and initiatives	Number of permanent residents participating in community events/initiatives increases over time.	Annual	The Proponent

The individual components of the framework are discussed in **Table 39**.

Table 39
SIMP Monitoring Framework Components

Monitoring Component	Description
SIMP action areas	Preliminary Action Plans presented in Section 9 have been developed for key thematic areas e.g. housing and accommodation.
Desired management outcomes	Desired management outcomes have been identified for each SIMP action areas. These desired outcomes are articulated in the Preliminary Action Plans described in Section 9 . Desired management outcomes will be revised as part of the preparation of the Final SIMP, to reflect indicators (see below).
Indicators	The indicators for inclusion in the SIMP monitoring plan are currently being developed. Initial indicators are presented in the action plans (Section 9). Further identification and refinement of these indicators will be undertaken in consultation with key stakeholders as project planning progresses. In the identification of indicators, consideration will be given to indicators already developed by other regulatory agencies and key stakeholders.
Targets	Targets will be developed for SIMP monitoring following the identification of the full set of indicators. The performance of the SIMP will be measured against the outcomes and the identified targets. Targets will be SMART and will be drawn where possible from existing policy documents and other local and regional level documents.
Frequency of monitoring	The progress of the SIMP towards its stated outcomes will be measured on an annual basis (Section 0). Once the monitoring plan is established and the Operations Phase of the Project has commenced, a systematic cycle of indicator monitoring will be undertaken for the SIMP. The frequency with which indicators are monitored will depend on the targets set and the extent of potential change
Responsibilities	Responsibilities will be assigned for monitoring of specific indicators.
Data sources and availability	A fully functioning responsive monitoring framework is reliant on well-defined indicators, up- to-date data and robust data collection methods. Potential data sources for measuring indicators and data collection protocols will be developed as part of further refinement of the SIMP monitoring framework. Depending on the indicators identified it may be necessary to collect data as frequently as weekly e.g. incident reporting or alternatively on a six-monthly to an annual basis e.g. local spend. Credible data is required for the proponent to demonstrate progress towards objectives and to support discussion regarding the socio-economic impacts of the Project. Effective monitoring requires a comprehensive scoping of the baseline environment. This task will be completed as part of the Final SIMP.

10.7 SIMP REPORTING

The MRRP will incorporate both internal and external reporting requirements. Internal reporting will capture and present the monitoring data for the relevant KPIs and be coordinated by KEPCO's Community and Stakeholder Engagement Team, with input from other internal teams and subcontractors. The Community and Stakeholder Engagement Team will provide regular feedback to internal stakeholders via frequent management meetings.

The Project CCC meetings and presentations will be used as the primary reporting mechanism for external stakeholders. These periodic meetings will be used to inform the Project CCC on SIMP implementation progress and to seek feedback. In addition to this, KEPCO will report to government stakeholders regarding compliance with Project development consent conditions. Reporting to government will include updates on SIMP implementation progress and will be used to seek approval for any adjustments made to the SIMP.

10.8 SIMP REVIEW

10.8.1 Internal Review

KEPCO will ensure appropriate arrangements and resources are in place for the regular review of the SIMP implementation. KEPCO's Community and Stakeholder Engagement Team will coordinate a tiered review process that ensures input from internal and external stakeholders. The proposed review tiers are as follows:

- Internal review, including:
 - Establishment and maintenance of internal audit practices to oversee the SIMP monitoring and reporting systems; and
 - Establishment and implementation of a compliance program to facilitate obligations listed in the SIMP and action plans being met.
- Periodic Project CCC updates and feedback on SIMP implementation.

The review functions of the MRRP are designed to be an internal quality assurance measure, ensure compliance with the SIMP implementation commitments and enable adaptive management. The outcomes of the review process inform any necessary updates to the SIMP action plans and/or the MRRP framework. The adaptive management approach will allow for continuous improvement and implementation of leading-practice approaches that enhance outcomes for the community and other stakeholders.

10.8.2 Annual Review

In accordance with Condition 11, Schedule 6 of the Recommended Development Consent Conditions (SSD-6367), an Annual Review of the environmental performance of the Mine will be completed by the end of March each year. The Annual Review will include:

- An overview of the effectiveness of SIMP implementation;
- An assessment of progress against identified indicators;
- An explanation for any non-conformances/departures from the SIMP implementation plan; and
- If required, recommendations for changes to the SIMP or ways to improve future performance.

10.8.3 SIMP Review

In accordance with Condition 5, Schedule 6 of the Recommended Development Consent conditions (SSD-6367), the SIMP will be reviewed within three months of the submission of an Annual Review, Incident Report or independent environmental audit.

Additional review of this Plan will be conducted following changes in statutory requirements, operational or management procedures or when triggered by an event, complaint or finding(s) that identify improvements in the controls that effectively manage the identified hazard.

10.9 ROLES AND RESPONSIBILITIES FOR MRRP IMPLEMENTATION

KEPCO will ensure responsibilities for achieving the performance objectives described herein are assigned and clearly communicated. General roles and responsibilities for the implementation of the SIMP are presented in **Table 40**. These roles and responsibilities will be further defined as part of the Final SIMP to align with other relevant management plans and the Action Plans, and will define management accountabilities for SIMP delivery.

Table 40
Roles and Responsibilities

Task	Responsibilities
Stakeholder liaison and response to stakeholder complaints and grievances	Community and Landholder Liaison officers
Coordination of data collation, data analysis and compliance monitoring	KEPCO's Community and Stakeholder Engagement Team in collaboration with major contractors and external stakeholders, such as recruitment professionals
Reporting	KEPCO's Community and Stakeholder Engagement Team

10.10 STAKEHOLDER PARTICIPATION

The participatory monitoring, reporting and review process will include ongoing consultation with the Project CCC, residents of the Bylong Valley, and representatives from MWRC, relevant government and non-government agencies, service providers and community groups. The participatory monitoring, reporting and review process will aim to empower key stakeholders to provide ideas and opinions regarding solutions to potential issues. Through this process, key stakeholders will assist with the identification and refinement of actions and strategies to address monitoring results that do not achieve set targets and to enhance Project benefits.

Further details on the participatory approach to MRR will be presented as part of the Final SIMP, and will include provisions for regular independent monitoring and review to facilitate the development of a transparent and accountable process.

10.11 NEXT STEPS IN DEVELOPMENT OF MRRP

The MRRP processes will be further developed as part of the Final SIMP. This will include confirmation of the relevant KPIs, development of reporting schedules, establishment of monitoring and reporting roles and responsibilities, and confirmation of consultation actions to ensure stakeholder engagement in SIMP implementation and monitoring. Updates to the MRRP in the Final SIMP will ensure that the proposed framework is consistent with the relevant development consent conditions and in accordance with leading-practice approaches.

11 STAKEHOLDER ENGAGEMENT STRATEGY

This section of the SIMP provides an overview of the stakeholder engagement activities completed to date for the Project and describes the approach to stakeholder engagement for the preparation of the Final SIMP.

11.1 STAKEHOLDER ENGAGEMENT OVERVIEW

A comprehensive Stakeholder Engagement Plan (SEP) was prepared for the Project in 2011. This document has guided consultation and communications during the exploration and approvals phases of the Project. The SEP has been updated as the Project approvals process has progressed.

The SEP aims to provide clear direction for Project personnel when engaging with internal and external stakeholders, and ensure that the implementation of engagement activities is coordinated and appropriately resourced. The SEP provides:

- A detailed analysis of the local and regional community context of the Project, primary and secondary Project stakeholders, analysis of stakeholder interests / issues, and an assessment of priority stakeholder risks.
- A breakdown of appropriate communication protocols and allocation of specific communication responsibilities, including:
 - Media relations and management;
 - Government engagement, including identification of the relevant agencies and key representatives across the different tiers of government;
 - Grievance/complaints management; and
 - Landholder liaison protocols to guide all Project personnel on appropriate landholder interactions.
- Allocation of consultation tools and materials, including:
 - Project messaging and frequently asked questions, and communication materials (newsletters and fact sheets);
 - A range of communication channels and stakeholder feedback mechanisms (Project hotline, email and website) for community members to have direct access to Project personnel; and
 - Establishment of a stakeholder contact database (Consultation Manager) as the primary tool for the formal recording of all stakeholder correspondence.
- An initial monitoring, review and reporting framework for evaluating engagement completed.

Under the SEP, the key everyday Project point of contact for external stakeholders is KEPCO's Community and Landholder Liaison officers (CLLOs). External communications, where practicable, are primarily managed by the CLLOs who refer stakeholder enquiries and issues on to other Project team members as required. KEPCO has also engaged a Farm Manager, who resides in the Bylong Valley and facilitates to day-to-day communication with the local community.

Since the SEP was established in 2011, KEPCO have continued to engage with near neighbours and the surrounding community, and other key stakeholders including local service providers, Aboriginal stakeholders, government regulators and representatives, neighbouring industry, infrastructure providers, environmental groups and academic institutions. KEPCO's engagement efforts have focused on keeping stakeholders informed of progress with the Project exploration program and approvals process. Targeted consultation programs have been implemented to coincide with key Project milestones, including the issue of the Project Secretaries Environmental Assessment Requirements (SEARs), EIS preparation and public exhibition, lodgement of the Project EIS, the PAC review and preparation of this Preliminary SIMP.

The local and wider community has been engaged through various channels, including:

- CLLO's in the Bylong area, available to local residents and community groups;
- Face-to-face briefings and interviews with Bylong Valley residents to capture concerns/issues and provide further information related to specific impacts;
- Direct engagement and site visits with special interest groups;
- Issue scoping consultation with the wider community and key service and facility providers to inform the Project SIA and Preliminary SIMP;
- Community information sessions, which included the presence of senior Project staff members and technical specialists;
- Development and distribution of Project newsletters and factsheets addressing specific community concerns or issues;
- Website updates to provide information on key Project and EIS milestones;
- Maintenance of Project communication channels and tools including hotline, letters, emails and stakeholder database; and
- Other statutory and non-statutory consultation activities associated with the public exhibition of the EIS.

Consultation has also been carried out with Federal, State and Local government agencies and regulatory bodies associated with the planning approvals process. It is intended that consultation with these various stakeholders will be continued throughout the Project approvals phase and beyond.

The analysis of consultation outcomes has informed decisions in relation to Project impact significance and the development of suitable management strategies for key Project impacts. For example, feedback received from relatives and descendants of persons buried at the former Our Lady of the Sacred Heart Catholic Church cemetery has informed the development of the Burial Management Plan. Similarly, face-to-face briefings with neighbouring landholders, which identified groundwater impacts as a key concern, have informed KEPCO's approach to groundwater monitoring and management.

Stakeholder database analysis has informed updates to the SEP to respond to emerging stakeholder issues as the Project approvals process has progressed. Each phase of a Project's lifecycle presents distinct stakeholder issues that must be managed, and significant Project milestones, such as commencement of construction and operations will require a review of the SEP and key engagement and communication activities. Ongoing stakeholder engagement activities will focus on the timely and targeted dissemination of Project information to improve and maintain relationships that have been established through previous activities.

The analysis of the outcomes of the consultation activities undertaken as part of the SEP shows that stakeholders are primarily interested in the following topics:

- General project updates;
- Procurement and employment opportunities;
- Approvals and approvals process;
- Sponsorship opportunities; and
- European heritage.

Further details on primary stakeholder interests and KEPCO's response actions are detailed in **Table 41**.

Table 41
Primary Stakeholder Interests and Project Response Actions

Primary Stakeholder Interest	Response Actions
General project updates	KEPCO provides ongoing general project and approvals updates to stakeholders through various communication methods, such as the Community Newsletter and Project website.
Procurement and employment opportunities	• KEPCO is currently working to define the supply chain requirements of the Project. As these become known, they will be advertised through existing local networks and chambers of commerce, as well as on the Industry Capability Network (ICN) website and with other relevant organisations. • KEPCO has a Local Content Policy and is preparing a Local Content Strategy to facilitate the engagement of local employees and suppliers. KEPCO has engaged various local stakeholders to facilitate preparation of the Local Content Strategy, including local

Primary Stakeholder Interest	Response Actions
	training providers, chambers of commerce and business representative groups. • KEPCO has prepared an Indigenous Participation Policy and has continued engaging with Indigenous community groups, services and business representative groups to facilitate preparation of its Indigenous Participation Strategy. To support its involvement with Australian industry, KEPCO has also developed an Australian Industry Participation Plan for the purposes of fulfilling its requirements under both the Australian Jobs Act 2013. • KEPCO has participated in various supplier related presentations and events and maintains a supplier website. • KEPCO has a dedicated supplier webpage (http://www.bylongproject.com.au/index.cfm/employment-suppliers/suppliers-contractors/) and fact sheets (http://www.bylongproject.com.au/index.cfm/information-centre/fact-sheets/).
Sponsorship opportunities	• KEPCO established a Community Investment Fund to proactively support local community initiatives through event sponsorships and local group grants. • KEPCO conducts three rounds of funding each year with \$30,000 of funding available at each round. • KEPCO has completed detailed research and stakeholder engagement to prepare a Community Needs Assessment to inform the Project funding initiatives. The Community Needs Assessment identified that the local communities of Mudgee, Kandos and Rylstone prioritised the need of further facilitation of regional education and employment opportunities, and the building of healthy resilient communities.
European heritage	• KEPCO has undertaken extensive consultation to address stakeholder interests regarding heritage. This has included ongoing liaison and meetings with relevant government departments, including the Office of Environment and Heritage. Site visits to the Tarwyn Park Farm Complex have been undertaken with government and members of the Rylstone District Historical Society. • The Project also engaged with stakeholders regarding a proposed buildings relocation strategy for four buildings within the open cut footprint identified as having local heritage values. Liaison occurred with the Rylstone District Heritage Society and local landholders, with broader consultation planned. • To educate and engage stakeholders and the community regarding key heritage matters, KEPCO has distributed a series of fact sheets, information releases and media. A factsheet and FAQs regarding the Tarwyn Park Farm Complex are available on the Project website. • KEPCO also provides regular heritage conservation updates in the Project community newsletters. Outcomes of heritage consultation and how inputs have been incorporated into Project planning have been comprehensively documented within the project Environmental Impact Statement and Response to Submission documents.

11.2 STAKEHOLDER ENGAGEMENT FOR FINAL SIMP PREPARATION

Following lodgement of the Preliminary SIMP, targeted consultation with key stakeholders and potential partner agencies will be conducted to further the development of the Final SIMP and the associated MRRP. KEPCO's approach to stakeholder engagement in the development of the Final SIMP is based on an iterative consultation process building on the foundations established through preparation of the EIS and Preliminary SIMP. A SIMP Stakeholder Engagement Plan (SIMP SEP) will be prepared prior to the commencement of the Final SIMP process. The SIMP SEP will document the suite of communication and engagement tools to be implemented for SIMP development and will include a consultation schedule. KEPCO proposes to continue with the current program of one-on-one and small group consultation with key stakeholders to progress the development of the Final SIMP.

Consultation with stakeholders will be undertaken to:

- Inform and validate key aspects of the current social baseline based on data yet to be released by the ABS Census for the 2016 Census period;
- Identify potential partnerships for the delivery of key management actions; and
- Confirm desired management outcomes, KPIs and targets for the MRRP.

Table 42 presents an overview of the approach to stakeholder engagement for the development of the Final SIMP.

Table 42
Draft Stakeholder Engagement Schedule Final SIMP

Group	Stakeholder	Mechanisms	Focus Area
Project Community Consultative Committee (CCC)	Representatives from government, community and industry	Regular meetings and presentations	Social baseline validation Collaboration on Action Plans and development of participatory monitoring plan Review of Draft Final SIMP
Government	State government elected representatives. State and Federal government agencies and service providers	Face-to-face, Project briefings	SIMP Governance Framework Collaboration on Action Plans and development of participatory monitoring plan Review of Draft Final SIMP
	MWRC	Council meetings, Project briefings	Project CCC SIMP Governance Framework Collaboration on Action Plans and development of participatory monitoring plan Review of Draft Final SIMP

Group	Stakeholder	Mechanisms	Focus Area
Non-government organisations and local community groups	Rylstone, Kandos and Mudgee Schools, local health and housing services, Rotary and Lions Clubs, Rural Fire Services, Men's Sheds, local environment groups, local historical societies.	Face-to-face, Project updates, open days and focus groups	Project CCC Collaboration on Action Plans and development of participatory monitoring plan
Service Providers	Emergency services, education, health, community, business service providers across Mudgee, Rylstone and Kandos	Focus groups	Social baseline updates Collaboration on Action Plans and development of participatory monitoring plan
Industry, local business	Mudgee Chamber of Commerce, Rylstone, Kandos and Mudgee local businesses	Face-to-face, Project updates, open days and focus groups	Project CCC Collaboration on Action Plans and development of participatory monitoring plan
Traditional Owners	Registered Aboriginal Parties, Mudgee Local Aboriginal Land Council, Registered Native Title Holder	Face-to-face engagement	Collaboration of relevant components of Action Plans E.g. Local Content
Bylong Valley	Bylong Hall Committee, landholders and tenants	Face-to-face engagement	Project CCC Social baseline validation Collaboration on Action Plans and development of participatory monitoring plan
Nearby Communities	Residents of Kandos, Rylstone, Mudgee and Wollar	Open days, community information sessions, newsletters	Input on emerging issues Review of Action Plans and monitoring plan

11.2.1 Project Community Consultative Committee

A key addition to the ongoing community engagement process will be the establishment and operation of a CCC. Schedule 6, Condition 8 of the DP&E Recommended Development Consent Conditions (SSD-6367) stipulates the formation of a Project CCC. The CCC will be made up of an independent chairperson, up to seven community representatives²⁵, a representative of the MWRC and up to three representatives of the proponent, including the person responsible for environmental management of the Project.

The CCC's key mechanism will be to foster dialogue between KEPCO, the community and key stakeholders. The CCC will act as another way for community members to voice their potential interests and concerns, and will give KEPCO a structured process for addressing these matters. The formation and function of the CCC will be guided by NSW Department of Planning and Environment's *Community Consultative Committee Guidelines, State Significant Projects* (2016).

²⁵ Community representatives must be a current resident or landowner in the local government area. The CCC is an advisory body only, and does not have decision-making powers.

12 GRIEVANCE MANAGEMENT

This section describes KEPCO's approach to grievance management for the Project.

12.1 OVERVIEW

KEPCO values open, transparent and genuine engagement with the community. KEPCO's primary aim is to proactively respond to stakeholders' concerns and issues in a holistic and comprehensive manner. The Project's grievance management mechanism is designed to help ensure that the implementation of engagement with external stakeholders is coordinated and appropriately resourced. The following outlines the key mechanism to ensure the prompt and effective response to potential community concerns about Project related issues. It is designed to act as a practical plan for community engagement to help in building and sustaining positive external stakeholder relationships.

12.2 INCIDENTS AND NON-CONFORMANCE

Non-conformances are identified through a variety of processes including audits, complaints and incidents. All non-conformances are recorded, assessed for significance, investigated based on its significance, corrective actions established and tracked through to completion. Non-conformances include incidents that do not meet statutory requirements, procedure breaches, and exceedances of the impact assessment criteria and/or performance criteria, deficiencies or other items. It is the significance or the potential risk of the non-compliance that drives the processes.

In the event that an incident and non-conformances should occur they will be reported to the appropriate regulatory agency, as required. In the event of an incident, an incident report form will be completed. An incident register will be maintained in accordance with recording control procedures.

12.3 COMPLAINTS AND GRIEVANCE MANAGEMENT PROCEDURE

KEPCO has developed a Complaints and Grievance Management Procedure, which provides guidance on how to manage community and external stakeholder complaints and grievances related to the Project. To date, grievance management for the Project has been guided by the NSW Department of Industry's *Guideline for community consultation requirements for exploration* (2016). The purpose of the existing Complaints and Grievance Management Procedure is to:

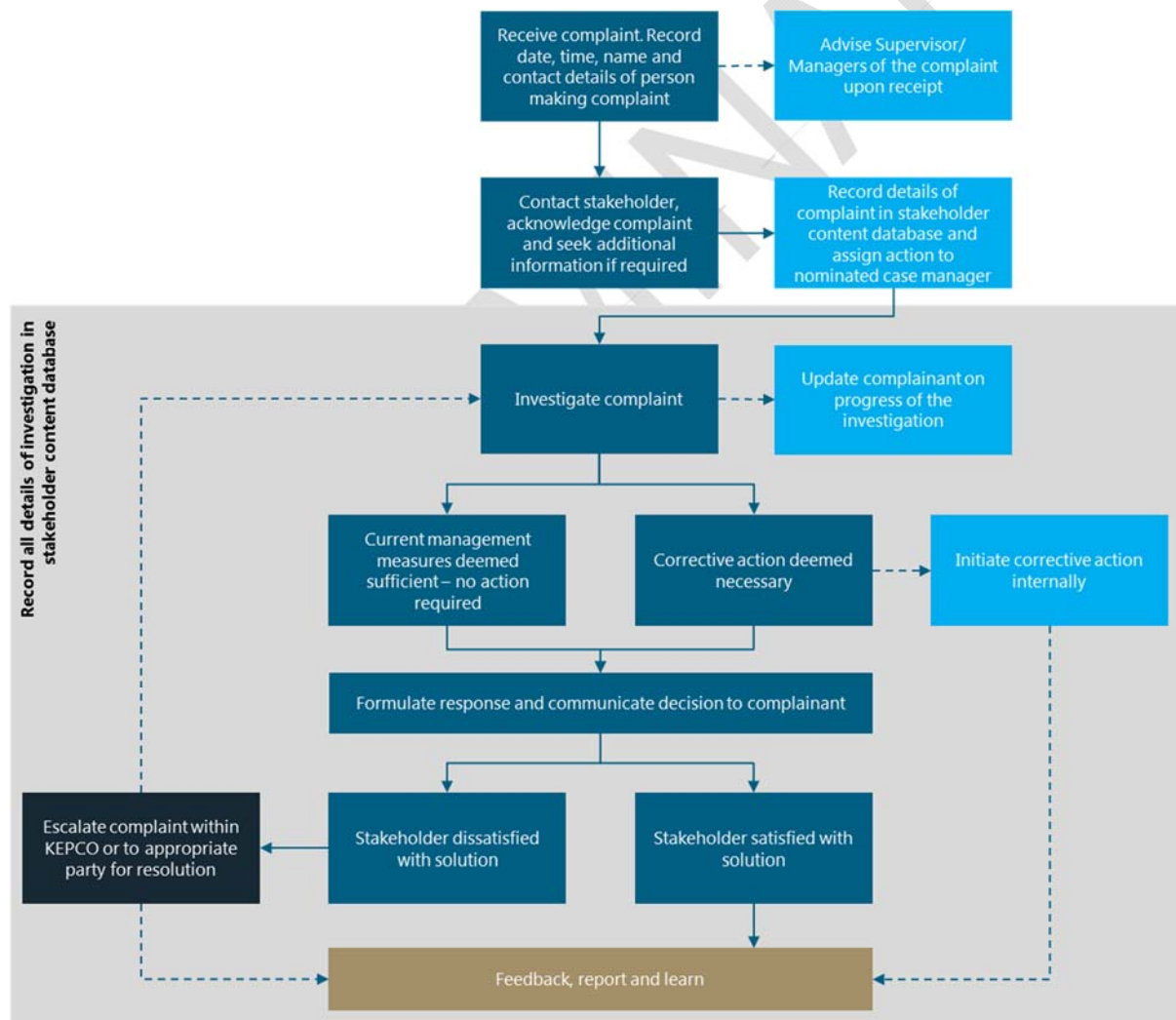
- Demonstrate KEPCO's commitment to community members and their issues, interests and concerns;
- Mitigate or prevent potential adverse Project impacts to the community; and

- Establish and maintain trusted, productive and respectful stakeholder relationships.

The Community and Stakeholder Team is responsible for managing grievances and complaints on behalf of KEPCO. The team understand that transparent management of grievances fosters trust and facilitates the establishment and maintenance of good stakeholder relationships. The team is committed to meeting its community and stakeholder responsibilities and recognises that a clear grievance process is an important tool to assess the Project's overall social performance as well as day-to-day activities.

The Community and Stakeholder Team has implemented a multi-step grievance management process as shown in **Diagram 2**.

Diagram 2
Complaints and grievance management process



All external complaints, where practicable, will be managed by the Community and Stakeholder Team and the team will refer to other Project team members and specialists as required to formulate appropriate final responses. The key steps in the grievance management process are described in **Table 43**.

Table 43
Grievances Management Process

Action Item	Procedures
1. Complaint received:	- Employee/contractor will obtain details of the complaint and the name and contact details of complainant, unless the complainant wishes to remain anonymous. - Employee/contractor will inform the Community and Stakeholder Team upon receipt of the complaint. - The Community and Stakeholder Team will advise the relevant supervisor / managers of the complaint upon receipt, but otherwise treat grievances confidentially. - If the complaint involves a reportable incident, the team will notify the relevant Supervisor and notify the NSW Department of Environment and Planning, Division of Resources and Geoscience.
2. Contact stakeholder, acknowledge complaint and seek additional information if required	The Community and Stakeholder Team will acknowledge all complaints by a telephone call, if possible, within 8 hours of receipt of the complaint on business days. If it is not possible to telephone the complainant, a letter / email of acknowledgment will be sent upon receipt of the complaint.
3. Investigate complaint	- The Community and Stakeholder Team will allocate the complaint to the relevant person (Case Manager) for investigation and response, as soon as possible. Complaints relating to public health nuisance (i.e. noise, dust) will be escalated as a priority and investigated as soon as practicable. - Once the complaint is allocated, the Case Manager will notify the complainant that they are investigating the complaint and provide an estimated timeframe for resolution. - The complaint will aim to be resolved within five (5) business days from receipt of the complaint. - Where an investigation is likely to take an extended period of time, the complainant will be kept informed of the progress of the investigation.
4. Propose action, being either	- The complaint requires corrective action (agreed by all internal parties); or - Complaint does not require corrective action and the current management measures are considered sufficient.

Action Item	Procedures
5. Communicate decision	- The Case Manager will communicate to the Community and Stakeholder Team the outcome of investigations and what management measures are being put in place - The Community and Stakeholder Team will then be responsible for formally responding to the complainant which is to be reviewed by the case manager and relevant supervisor for sign off. The response should include, where possible, the outcome of the investigation and an explanation of the corrective actions implemented.
6. Feedback, report and learn	- A summary of all grievances and the outcome of the investigations will be provided via internal monthly management information reports. Performance in resolving complaints will also be reported on an annual basis. - Should the complainant not be satisfied with the decision or the handling of the complaint, an independent case manager will be engaged to undertake an impartial complaint management review.

Recording Mechanisms

All grievances will be tracked and monitored in the Project stakeholder database, Consultation Manager, by the Community and Stakeholder Team. The team will record complainant details in the consultation database including date, time, how the complaint was received, allocated actions, investigation result, grievance outcome, response provided to complainant, and complainant's satisfaction with the resolution. If written, a copy of the written complaint will be attached.

Only authorised company officers have access to the database to ensure the privacy of the complainant is protected. A publicly available version of complaints will be maintained at an appropriate level of disclosure for review by public authorities and other parties under KEPCO's authorisation.

Reporting

Evidence of all community consultation will be retained and made available to the regulatory authorities upon request. In accordance with legislative requirements under its Authorisations, KEPCO submits an annual report on Community Consultation to the NSW Government. The annual reports include a summary of:

- Consultation with relevant government agencies (including local councils);
- Consultation with impacted landholders and community groups;
- Issues identified, and actions taken in response;
- Outcomes of the consultation;
- Commitments for further consultation; and
- A summary of complaints and actions taken to address these complaints.

13 SIMP GOVERNANCE FRAMEWORK

13.1 INTRODUCTION

KEPCO is committed to the principles and practice of good governance through strong stakeholder and community participation. This section outlines the high level processes and activities to ensure KEPCO performs in achieving its intended social impact management objectives, conforms to regulatory requirements and meets community expectation of accountability and transparency. The governance framework focuses on the two key aspects of performance and accountability and includes internal and external governance.

13.1.1 Internal governance

KEPCO's Community and Stakeholder Engagement Team for the Project will be the central organising body, tasked with the responsibility for delivery and coordination of the overall SIMP. The repository of key leadership and strategic direction for social impact management, this team will have the responsibility for collaborating with technical specialists and integrating social impact management actions throughout the Project for overall delivery. Maintaining focus on the consistent delivery of the SIMP's objectives, achieving the anticipated outcomes and benefits and the appropriate allocation of key project resources are key requirements of this team. Key team members will include:

- A SIMP Implementation Manager who will be responsible for the direct leadership of the community and stakeholder engagement functions and ensuring the integrity of the SIMP and associated action plans. The SIMP Implementation Manager will be responsible for managing the monitoring and reporting of SIMP delivery; and
- A SIMP Coordinator who will manage interfaces over the Project to ensure consistency in approach across functions, timeliness of delivery and sharing of information.

13.1.2 External Governance

KEPCO will establish a Project CCC to engage with community and stakeholder groups in the development and delivery of the SIMP and associated action plans and to ensure participation in social performance. The Project CCC is described in **Section 11.2.1**.

The specific purpose of the CCC as outlined in DP&E, 2016 is to:

- Establish good working relationships and promote information sharing between the proponent, local community, stakeholder groups and councils on individual State significant projects;
- Allow the proponent to keep the community informed about projects, seek community views in projects, and respond to matters raised by the community; and

- Allow community members and local councils to seek information from the proponent and give the proponents feedback on the development and implementation of projects to assist with the delivery of balanced social, environmental and economic outcomes for the community, including:
 - the development of new projects or proposed changes to approved projects;
 - the implementation of any conditions of approval and management plans;
 - the results of any monitoring, annual reviews or independent audits;
 - community concerns about the project;
 - the resolution of community complaints; and
 - any community initiatives.

The Project CCC will operate for the life of the Project. The meetings will be facilitated by an independent Chairperson and attended by informed representatives of the community as well as KEPCO and local Council representatives.

KEPCO will encourage community representatives and representatives of organisations from the Bylong Valley, Kandos, Rylstone, Mudgee and surrounding local areas to participate on the Project CCC.

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for
HANSEN BAILEY



Bronwyn Pressland
Principal Social Planner



James Bailey
Director

14 ABBREVIATIONS

ABS	Australian Bureau of Statistics
AHMP	Aboriginal Heritage Management Plan
AQMP	Air Quality Management Plan
B	Billion
BMP	Burial Management Plan
BMZ	Blast Management Zone
CCC	Community Consultative Committee
CHPP	Coal Handling and Preparation Plant
CIF	Community Investment Fund
CMP	Conservation Management Plan
CNA	Community Needs Assessment
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DE	Department of Education
DEC	Department of Education and Communities
DP&E	NSW Department of Planning and Environment
EIS	Environmental Impact Statement
EL	Exploration Licence
EMP	Environmental Management Plan
EP&A	<i>Environmental Planning and Assessment Act 1979</i>
ERP	Estimated Resident Population
FDC	Family Day Care
FTE	Full-Time Equivalent
HHMP	Historic Heritage Management Plan
GISERA	CSIRO Gas Industry Social and Environmental Research Alliance
IAIA	International Association for Impact Assessment
ICN	Industry Capability Network
IPP	Indigenous Participation Plan
KEPCO	KEPCO Bylong Australia Pty Ltd
KHS	Kandos High School
KPI	Key Performance Indicator
LAC	Local Area Command
LGA	Local Government Area
LOM	Life of Mine
M	Million
ML	Mining Lease
MLA	Mining Lease Application
MOU	Memorandum of Understanding
MRRP	Monitoring Reporting and Review Program
MRTI	Mudgee Regional Tourism Incorporated
MSC	Muswellbrook Shire Council
MWRC	Mid-Western Regional Council

MWRC LGA	Mid-Western Regional Council Local Government Area
NLHs	Non-Local Hires
NMP	Noise Management Plan
NRM	Natural Resource Management
NSW	New South Wales
OEA	Overburden emplacement area
OSHC	Out of hours school care
PAC	Planning Assessment Commission
PAR	Preliminary Assessment Report
PCYC	Police and Citizens Youth Club
PS	Public School
PY	Project Year
QLD	Queensland
RFS	Rural Fire Service
RTS	Response to Submissions
SA2	Statistical Area Level 2
SA3	Statistical Area Level 3
SA4	Statistical Area Level 4
SEARs	Secretary's Environmental Assessment Requirements
SEP	Stakeholder Engagement Plan
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
The Project	Bylong Coal Project
TMP	Traffic Management Plan
UCL	Urban Centre / Locality
UNE	University of New England
VPA	Voluntary Planning Agreement
WAF	Workforce Accommodation Facility
WMP	Water Management Plan
WorleyParsons	WorleyParsons Services Pty Ltd

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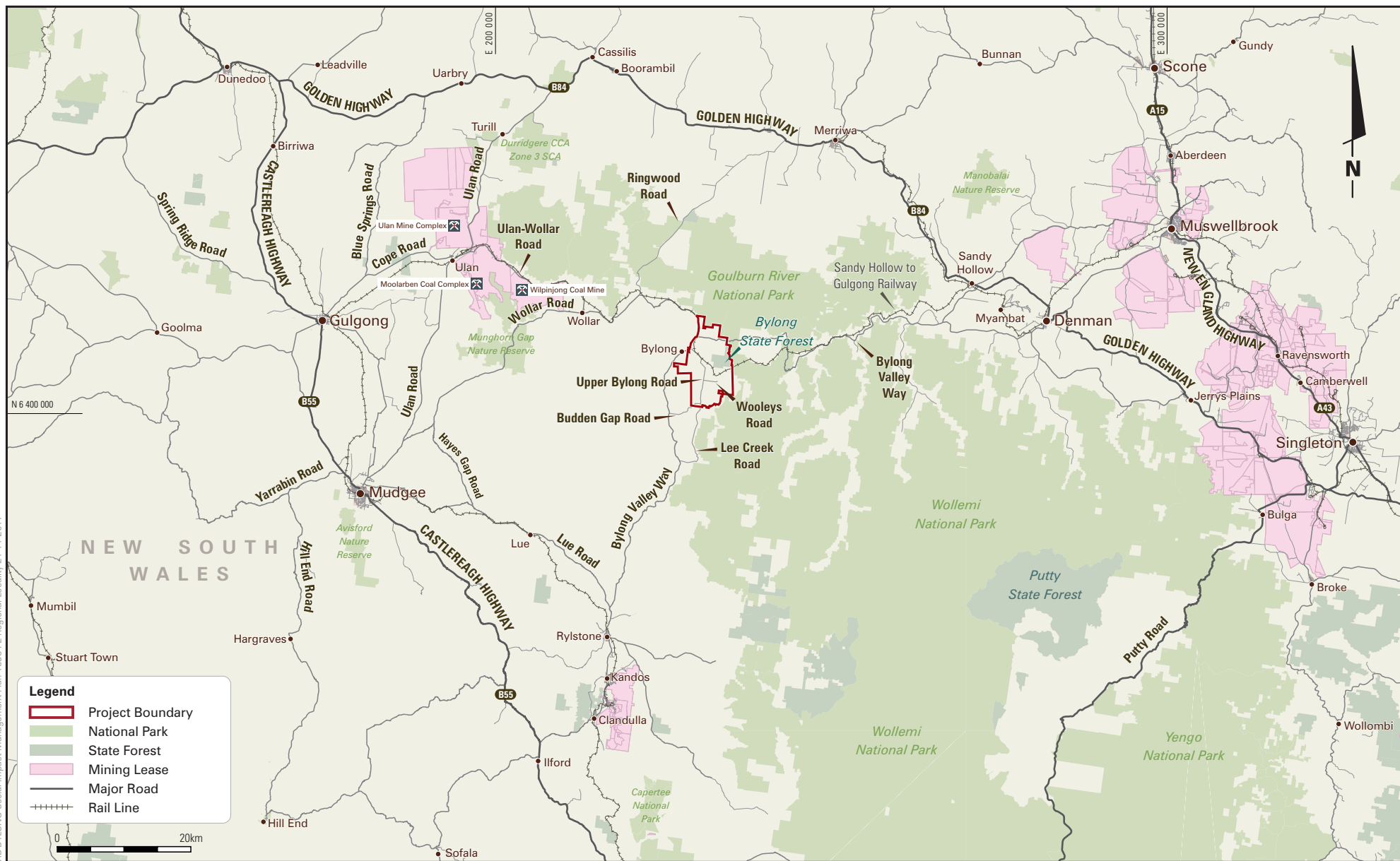
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FIGURES



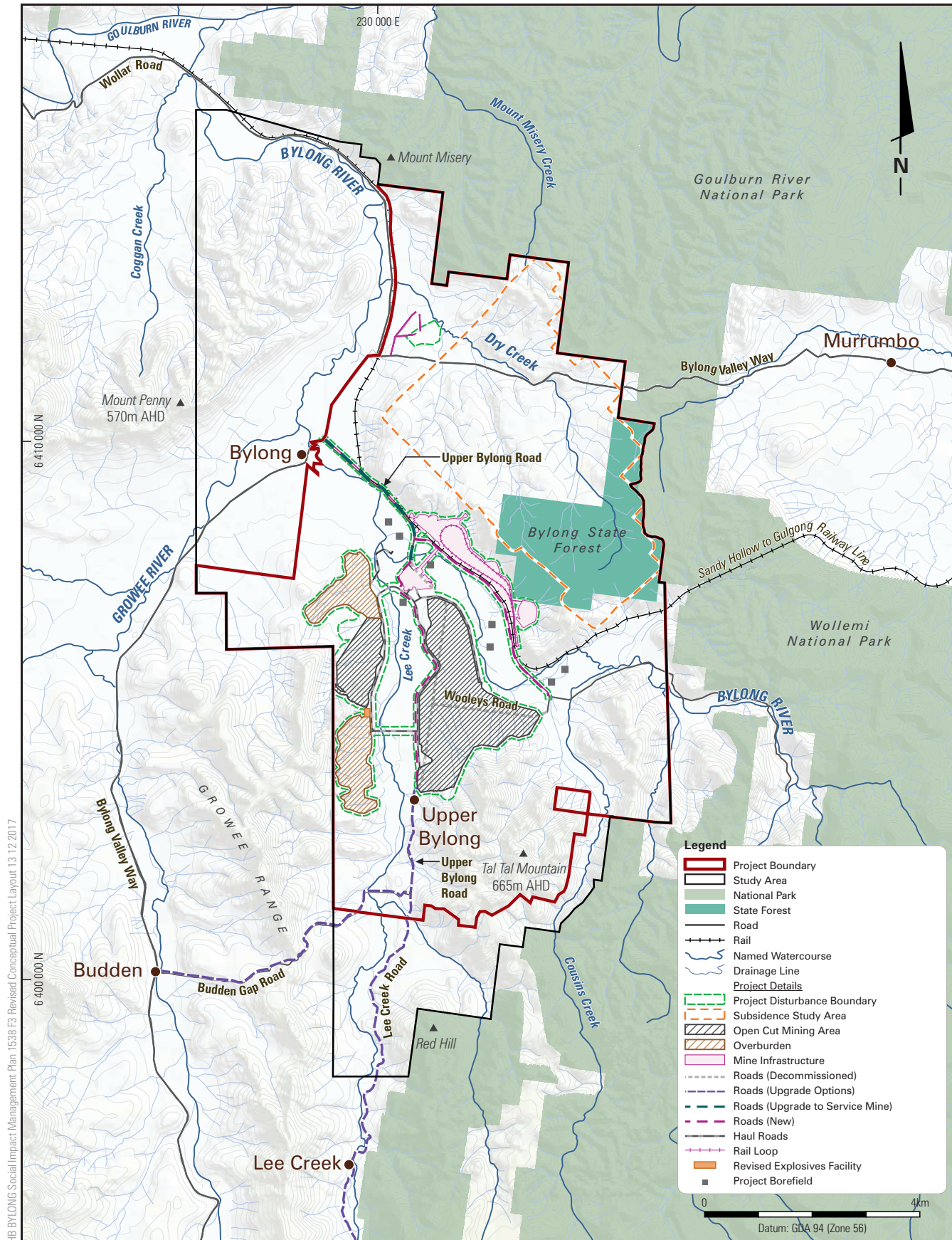
BYLONG COAL PROJECT



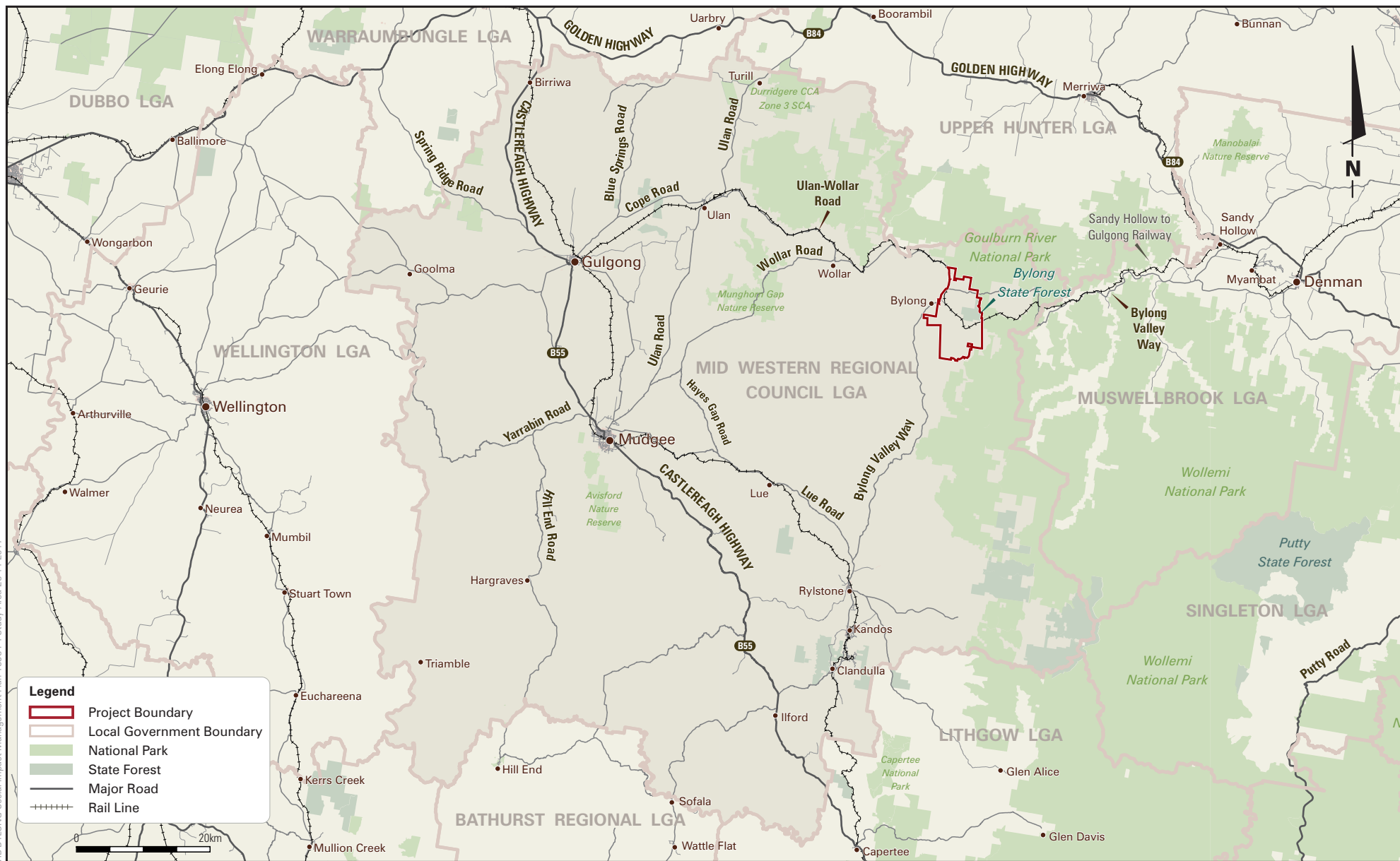
BYLONG COAL PROJECT

Regional Locality

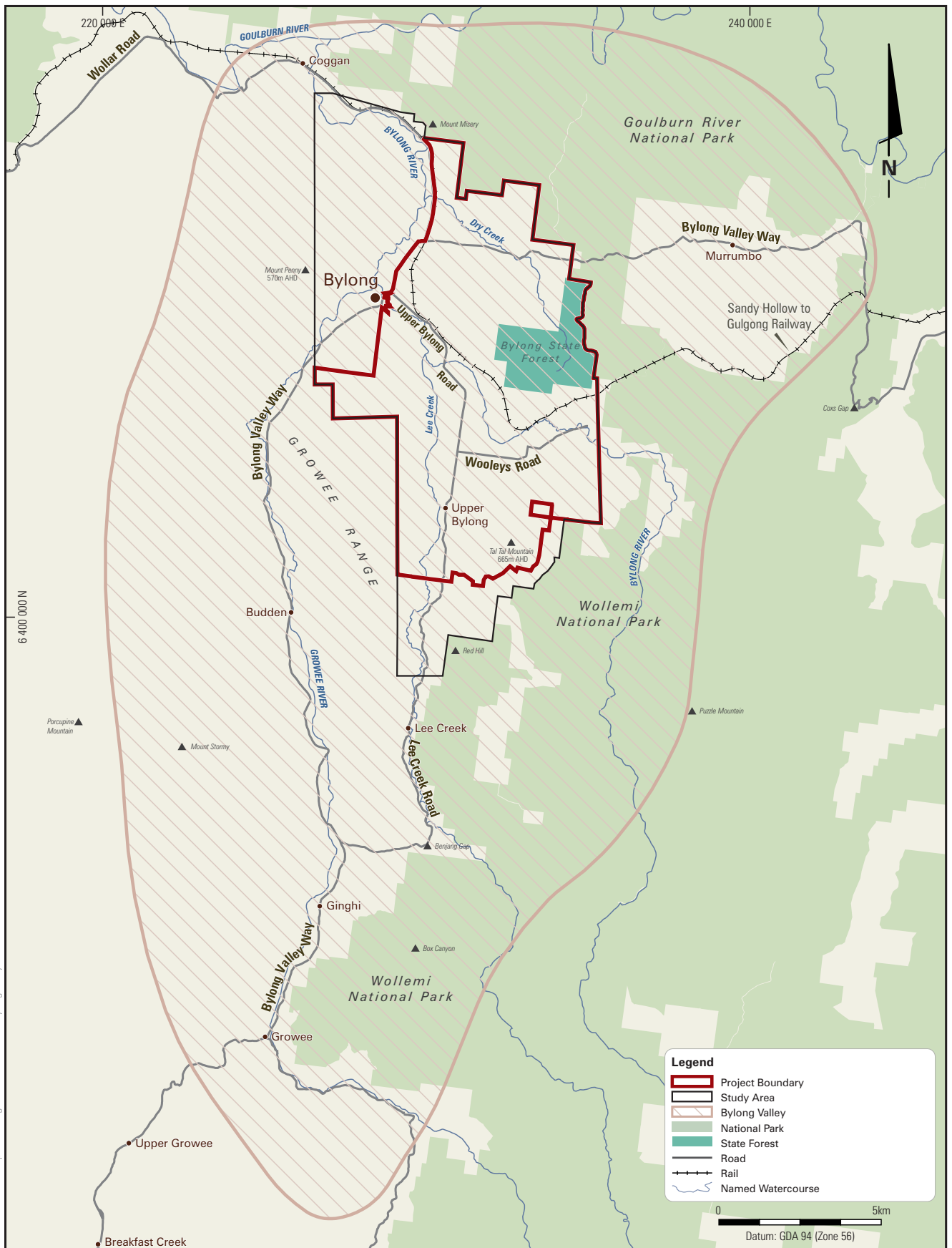
FIGURE 2



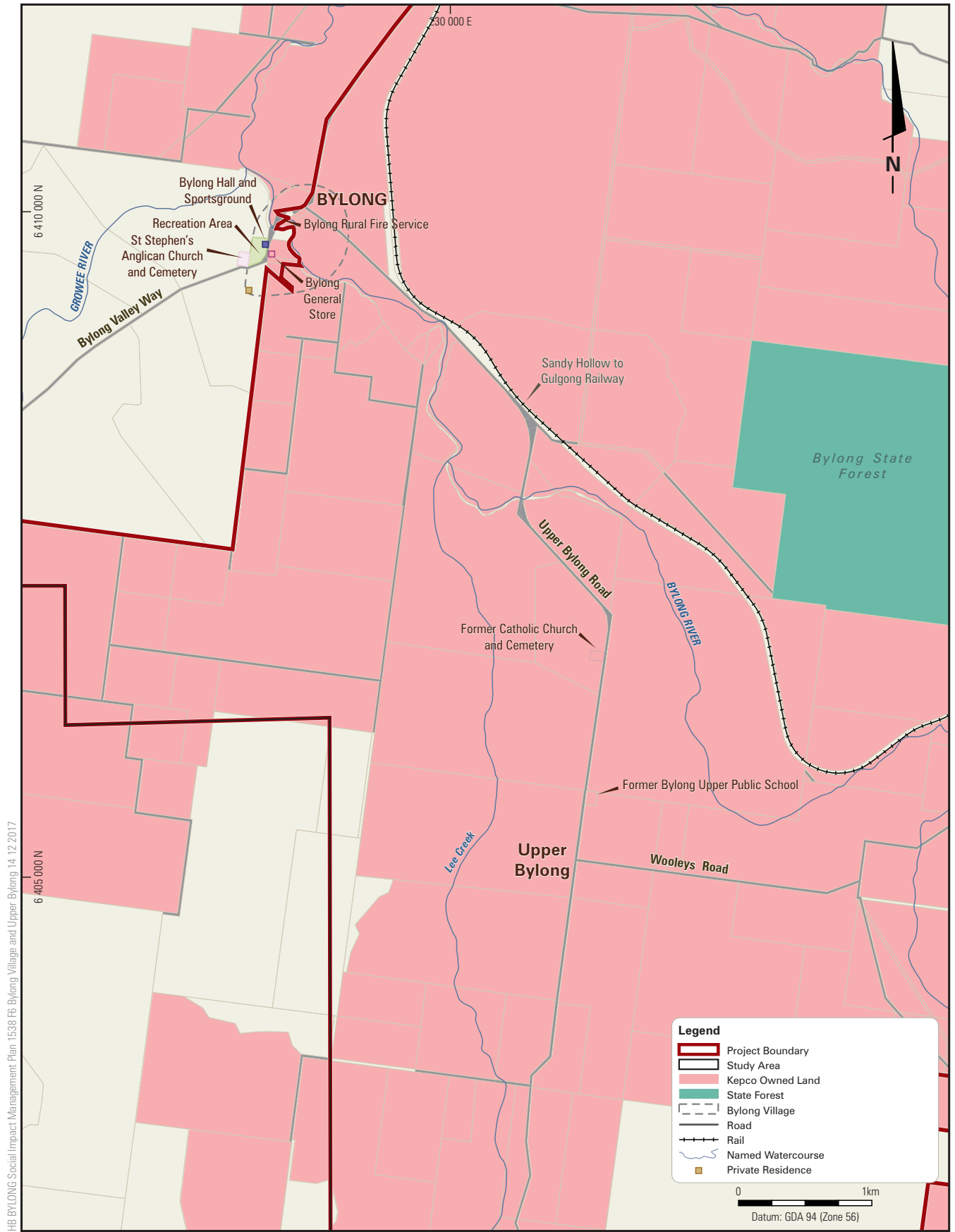
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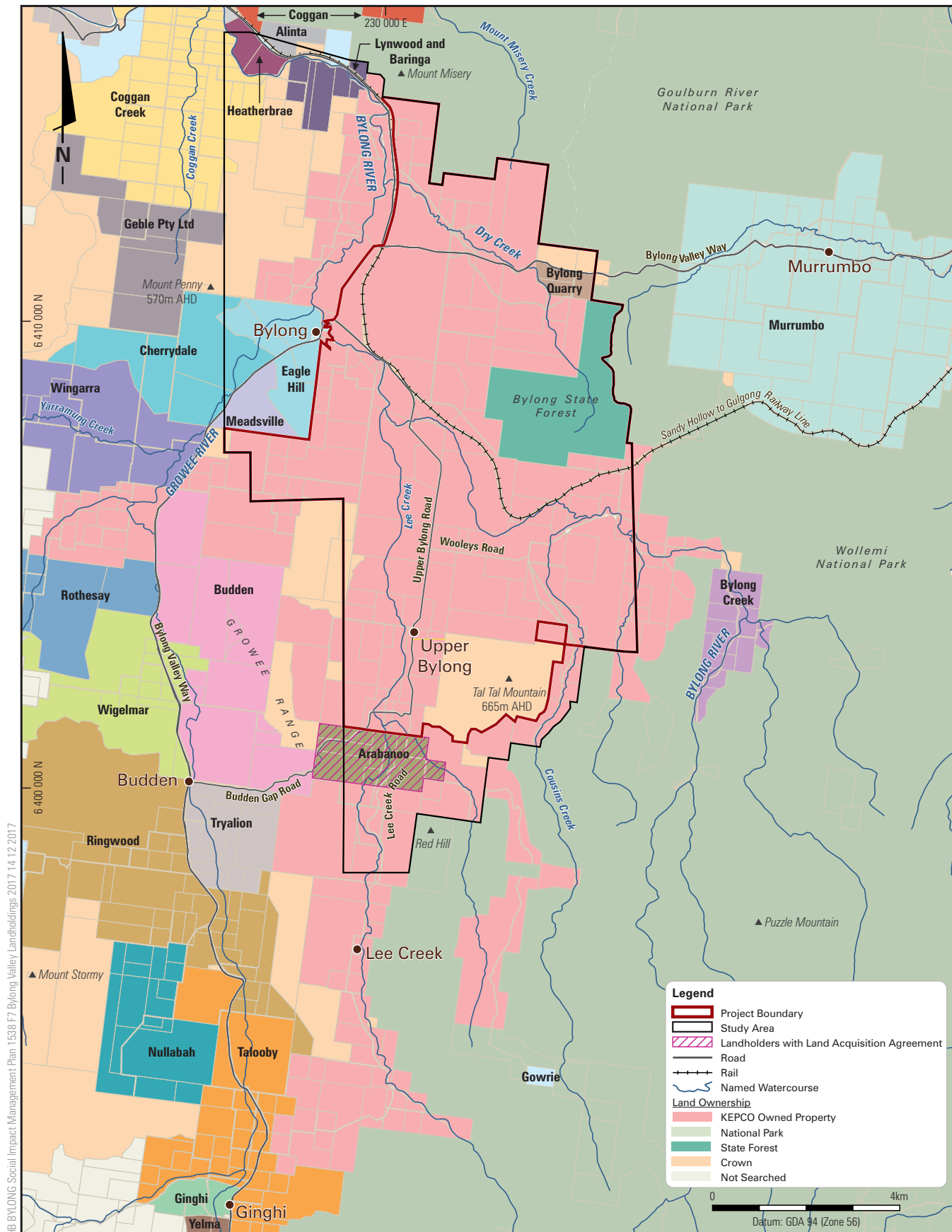
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BYLONG COAL PROJECT



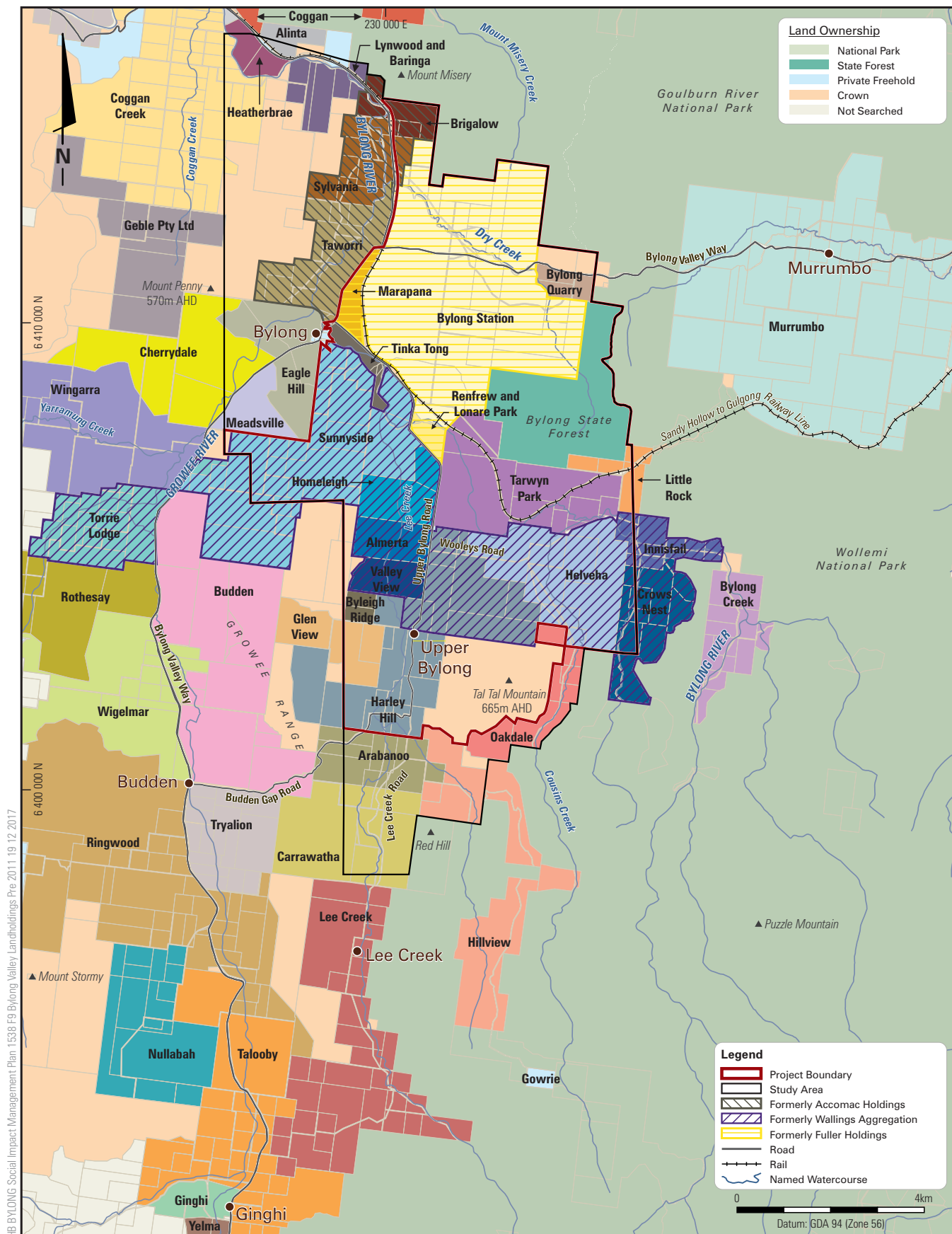
BYLONG COAL PROJECT



BYLONG COAL PROJECT

Local Area

FIGURE 8



BYLONG COAL PROJECT

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APPENDIX A
SIA Impacts and Opportunities Assessment

Table A-1
Summary of Social Impacts Identified in Bylong Coal Project SIA (July 2015)

Population and Demographic Change
Temporary increase in non-resident population of Bylong Valley through introduction of 650 non-resident workers during Construction Phase 1.
Population increase across MWRC LGA during Construction Phase 1.
Permanent potential increase of up to 3.6% in Mudgee resident population by PY3.
Potential further increase of up to 4.3% in resident population of Mudgee by PY9.
Cumulative population growth in the MWRC LGA as a result of new mining activity in the LGA.
Temporary reduction in resident population of Bylong Valley due to current and future Project related property acquisitions.
Potential increase in the number of families with children in resident population of Bylong Valley, Mudgee and the broader MWRC LGA.
Potential increase in resident population of Mudgee and broader MWRC LGA through flow-on employment associated with the Project.
Reduction in resident population of Bylong Valley, Mudgee and the broader MWRC LGA as a result of mine closure.
Economic
Significant economic benefits for the MWRC LGA during Project construction and operation.
Increased revenue for MWRC LGA through direct and indirect project induced growth in population and household numbers during the Operations Phase.
The Operations Phase of the Project will reinforce the MWRC LGA's specialisation in the mining industry, resulting in a potential 36% increase in the number of people employed in coal mining in the MWRC LGA.
Potential impacts to other non-mining sectors of the economy during peak Project Operations Phase.
Potential impacts to the agricultural sector as a result of changes in the availability and productivity of agricultural land within the Project Disturbance Boundary.
Potential visual impact of the Project on the quality of the 'tourist experience' along Bylong Valley Way.
Reduction in economic activity as a result of mine closure.
Labour Market
Creation of direct and indirect employment opportunities during the construction and operation phases of the Project.
The Project will directly increase the labour force of the MWRC by 2.1%.
Potential for labour draw from the non-mining sector in MWRC LGA with resulting impacts to local service provision.
Potential increase in demand for labour with certificate level qualifications in the MWRC LGA.
Provision of employment for local residents of the MWRC LGA during the construction and operation phases of the Project.
Creation of employment opportunities for young people in the MWRC LGA.

Housing Market	
Potential increase in demand for short-term accommodation during peak construction (PY2) and during PY11 and PY12 for open cut decommissioning.	
Increased housing demand in Mudgee during the Project's Operations Phase:	
- Up to 156 dwellings in PY3; and - Up to a further 186 dwellings by PY9.	
Project induced housing demand during the Operations Phase will impact on residential land supply in Mudgee.	
Potential adverse changes in housing and rental costs in Mudgee due to a fluctuating demand for housing by the Project workforce.	
Potential increase in the demand for social housing due to the displacement of lower socio-economic groups out of the public housing market in Mudgee during peak operations.	
Community Liveability	
Potential adverse changes to the character and amenity (including visual amenity) of Bylong Valley and Bylong Village.	
Potential change in the identity of the Bylong Valley as a result of Project induced changes in character and amenity.	
Potential loss of connection to rural industry as a result of changing landscape character.	
Increase in the pool of available volunteers in the Bylong Valley and broader MWRC LGA.	
Potential changes in property accessibility and accessibility to Bylong Village.	
Enhanced social capital in the Bylong Valley through the introduction of new residents to the Bylong Valley.	
Potential for reduced road safety conditions on local and regional road networks due to Project related changes in road usage, capacity and risk of driver fatigue.	
Potential changes in employee and family health and wellbeing due to Project employment conditions i.e. shift arrangements.	
Potential adverse changes in residential amenity.	
Community Infrastructure	
Temporary increase in demand for medical services in Rylstone from the Construction Phase 1 workforce.	
Increased demand for child care services.	
Potential increase in demand for primary education in the Bylong Valley.	
Increased demand for primary and secondary education in Mudgee and to a lesser extent Kandos and Rylstone.	
Potential increase in demand for training and skilling services in Mudgee.	
Potential increase in demand for children's health services.	
Potential increase in demand for youth services in Mudgee.	
Increased demand for GP, emergency and family health services in Mudgee.	
Potential increase in demand for policing resources due to increased traffic volumes on the road network.	

Potential increase in demand for emergency services due to:

- Increased resident population in MWRC LGA; and
- The remote location of the mine in the Bylong Valley.

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APPENDIX B
Peer Review Findings

Bronwyn Pressland

Principal Social Planner

Hansen Bailey

Via bpressland@hansenbailey.com.au

20 September 2017

Dear Bronwyn,

Bylong Coal Project SIMP Methodology - Peer Review

Thank you the opportunity to review the methodology for preparation of the Bylong Coal Project Social Impact Management Plan (SIMP).

As background to this review I understand that:

- the Department of Planning and Environment's Preliminary Assessment Report (PAR) for the Project contains a draft condition of consent (Schedule 4, Condition 69) that requires the preparation of a SIMP to assist in minimising social impacts during the construction and operation of the Project;
- the draft condition requires that the SIMP must be prepared to the satisfaction of the Secretary within 12 months of commencement of the development;
- WorleyParsons Services Pty Limited on behalf of KEPCO has commissioned Hansen Bailey to develop a Draft SIMP as a component of the response to the PAC Review Report, to improve the determining authorities' and stakeholders' understanding of the Project's impacts, and set out a framework for how these impacts will be appropriately mitigated, managed and monitored;
- the draft SIMP will be developed during September – December 2017; and
- Hansen Bailey will prepare a Final SIMP following Project determination.

My review of the methodologies and structures for the Draft and Final SIMP was conducted during the first two weeks of September 2017. This letter provides my comments on the methodologies and structures, including recommendations for your consideration in the Draft SIMP development process.

1. REVIEW PROCESS

The peer review followed the steps outlined below:

- Review assessment documentation:
 - Bylong Coal SIA;
 - Response to Submissions (RTS) document;
 - Peer Review (Elton Consulting) of the Social Impact Assessment (SIA); commissioned by DPE;
 - KEPCO's response to the Elton Peer Review;
 - DPE's Preliminary Assessment Report;
 - Planning and Assessing Commission (PAC) Review Report;
 - KEPCO's PAC Response Report;
- Review the methodologies and structures for Draft and final SIMP:
 - Consideration of best practice guidelines (*IAIA 2015 Guidance for Assessing and Managing the Social Impacts of Projects*, *NSW SIA Guideline for SSD Projects*, and *Queensland SIA guideline for major resource and energy projects*);
 - Consideration of key issues raised in assessment documents (social baseline, stakeholder engagement, scope and significance of social impacts and potential benefits);
 - Review of draft methodology and structures for draft and Final SIMP;
- Discussion with Draft SIMP team:
 - Phone meeting with Kepco, Hansen Bailey and Worley Parsons staff to clarify aspects of proposed methodology and stakeholder engagement; and
- Document peer review:
 - Document the results of the peer review (this letter).

2. RESULTS

Key issues raised in the post-SIA assessment documentation included:

- the effects of Project property acquisitions and consequent social changes to social conditions and social structures in the Bylong Valley;
- the adequacy of the SIA engagement process;
- evaluation of the significance of social impacts, including differentiation of local level impacts from regional impacts and benefits; and
- the adequacy of the SIA's consideration of community health, impacts arising from bio-physical factors and cumulative impacts.

I am satisfied that the proposed methodology will address these issues, as:

- the social baseline will be updated to reflect the most recent ABS Census (2016) data,

including more granular analysis based on newly available State Suburb level data for the Bylong Valley communities;

- the scope of social impacts and benefits will be reviewed to ensure stakeholders' post-SIA feedback is considered;
- consideration of changes to social conditions which resulted from property acquisition will be described, in context with pre-acquisition conditions and trends;
- information about community health, biophysical impacts, cumulative impacts and the potential impacts of the Mine's closure will be updated; and
- the significance of impacts and benefits will be evaluated in line with the DPE's recently released SIA guideline.

Review of best practice documentation identifies the following key goals for a SIMP:

- provide an inclusive and comprehensive stakeholder engagement process, and ensure that the SIMP reflects local knowledge and experience;
- ensure the full scope and significance of social impacts and benefits is made clear to stakeholders as part of the engagement process, and reflects both baseline conditions and stakeholder inputs;
- document how social impacts will be avoided, mitigated and monitored, and how project benefits will be optimised;
- in developing mitigation and enhancement strategies, maintain a focus on longer term social sustainability;
- develop a robust framework which addresses all significant impacts and benefits, and:
 - articulates stakeholders' roles in implementing the SIMP and monitoring its results;
 - includes adaptive management strategies which respond to changes in social conditions, impacts and opportunities;
 - includes a transparent monitoring and reporting system; and
 - provides a management and governance framework for effective SIMP implementation.

My review indicates that the methodology as proposed reflects best practice guidelines, in that:

- the proposed engagement process involves a wide range of stakeholders including those with insight into local social conditions and residents who are most likely to experience social impacts;
- the scope of social impacts and benefits will be updated to reflect post-SIA stakeholder feedback, stakeholder feedback during the draft SIMP preparation process, and changes to the social baseline since the SIA was completed;
- stakeholders will have the opportunity to review the impacts identified as significant, provide feedback and suggest actions to mitigate impacts;
- the draft SIMP will describe:

- how potential impacts will be avoided, mitigated and managed;
- how the project will contribute to social sustainability; and
- a framework for adaptive management, monitoring and reporting; and
- the proposed structure for the draft and Final SIMP reflect current best practice guidance.

In summary, I anticipate that the proposed methodology and structure will support development of a comprehensive, rigorous SIMP grounded by the results of analysis and stakeholder engagement.

3. RECOMMENDATIONS

1. As acknowledged in the methodology, the three month period available for draft SIMP preparation is insufficient to enable full review of the draft SIMP or achieve the level of stakeholder involvement necessary to agree implementation timeframes and roles.

If the timeframe for draft SIMP submission allows, stakeholders could be offered the opportunity to provide feedback on the key actions identified (acknowledging this may be close to the Christmas holiday period). I understand that communication with stakeholders will clarify when and how they will be able to review the draft SIMP, and that the stakeholder engagement process for the Final SIMP will agree implementation roles, timeframes and targets.

2. The draft SIMP structure indicates that the results of engagement will be provided in the methodology. In the interests of transparency, this could delineate feedback on the significance assessment, social baseline updates and action plans.
3. The proposed stakeholder engagement program is a comprehensive process which will require adequate resourcing to ensure all interested stakeholders are engaged, whilst allowing adequate time for consideration of the results.
4. As provision of a detailed timeframe for preparation of the Final SIMP is not feasible at this early stage, the draft SIMP should provide an indicative timeframe for its development.
5. Preparation of the draft SIMP may highlight potential improvements which could be made to the proposed Final SIMP methodology, which could be addressed in framing the forward process.

Thank you again for the opportunity to provide this review. I look forward to reviewing the draft SIMP when it is available.

Yours sincerely,



Dee Elliott
DIRECTOR

REVIEWER'S QUALIFICATIONS

Dee Elliott is a social planning consultant with 30 years' experience. Dee is the Director of Elliott Whiteing, a Queensland-based company established in 1997 to provide social impact assessment, planning for social sustainability and stakeholder engagement services.

Dee's 20 years' experience in social impact assessment includes projects such as the Clem 7 Tunnel, Airport Link, Northern Busway, Traveston Crossing Dam and highway, rail and port projects. Dee's experience in the resources industry includes delivery of social impact assessment and management programs for BG Group, QGC, BHP, Glencore, Peabody Energy and Origin Energy.

Dee prepared the first major Social Impact Management Plan in Queensland (for Queensland Curtis LNG) and has written and reviewed several SIMPs for major projects in Queensland and New South Wales.

Dee holds the qualifications of Bachelor of Arts and Master of Social Policy.

Bronwyn Pressland
Principal Social Planner
Hansen Bailey
GPO Box 3285
Brisbane Queensland 4001

14 December 2017

Dear Bronwyn,

Bylong Coal Project Preliminary SIMP - Peer Review

Thank you the opportunity to review the Bylong Coal Project Preliminary Social Impact Management Plan (Preliminary SIMP). This letter outlines the findings of my review.

1. Review Process

The peer review process included:

- a detailed review of a draft Preliminary SIMP, in context with:
 - relevant sections of the Department of Planning and Environment's Preliminary Assessment Report (DP&E's PAR);
 - the NSW Planning and Assessment Commission (PAC)'s Merit Review Report (PAC Review Report);
 - Elton Consulting's peer review of the Bylong Coal Project SIA;
 - KEPCO's PAC Response Report; and
 - best practice guidelines: International Association for Impact Assessment (2015) Guidance for Assessing and Managing the Social Impacts of Projects; the NSW DP&E's Social impact assessment (SIA) guideline for State significant mining, petroleum production and extractive industry development (2017); and the Queensland Department of State Development's Draft SIA guideline (2016);
- discussion with Hansen Bailey, KEPCO and WorleyParsons regarding the SIMP purpose, structure, updated impact assessment and significance ratings; and
- review of the Preliminary SIMP.

The peer review was conducted during the first two weeks of December 2017.

2. Methodology and Structure

The Preliminary SIMP addresses several objectives including:

- responding to issues raised in the PAC Review Report and the DP&E's PAR;
- progress towards satisfaction of DP&E Recommended Development Consent (SSD-6367) Conditions as provided in Schedule 4, Condition 69 and Schedule 6, Condition 4;
- establishing a framework for impact mitigation, management and monitoring; and
- outlining the process to be undertaken in finalising the SIMP.

As is noted in the document, this has resulted in a longer and more detailed SIMP than would otherwise be required. However, the structure is clearly articulated and logical, with appropriate use of appendices to provide more detailed information. The style and content represent a good balance between meeting statutory and regulatory requirements, and providing an accessible document for stakeholder review.

The Preliminary SIMP is consistent with the methodology discussed during the first stage of the peer review. It considers a comprehensive range of social impacts and opportunities, and the significance assessment has been conducted in accordance with the NSW SIA Guideline's criteria and process.

Detailed mitigation strategies were developed, and a framework for monitoring and reporting is provided for further development as part of the Final SIMP.

All components required by best practice for social impact management are included, and the acknowledgement of the document's preliminary status includes a commitment to ongoing co-operation with stakeholders to finalise the SIMP.

3. Issues raised in post-SIA assessment documentation

My review of the SIMP methodology noted four key themes identified in the PAC Review Report and DP&E's PAR. Comments on the Preliminary SIMP's response to these themes are as follows.

Social changes due to Project property acquisitions

The Preliminary SIMP:

- contains a detailed appraisal of historic and current social conditions in the Bylong Valley as context for recent and future changes due to Project impacts and opportunities;
- acknowledges changes to the population, community cohesion and long-term land use and ownership patterns as a result of the Project;
- includes a detailed account of the results of consultation about community well being and quality of life in the Bylong Valley; and
- outlines a comprehensive range of strategies to mitigate impacts on local character and the values which are important to regional residents and visitors.

As such my view is that the Preliminary SIMP provides the required level of detail on these issues and a foundation from which to work towards the Bylong Village's sustainability.

Adequacy of engagement process

The Preliminary SIMP process prioritised engagement with Bylong Valley residents and other stakeholders with insights into how impacts would be experienced at local and regional levels. In my view this is the correct engagement focus for this stage of SIMP development.

The documented engagement process was inclusive (to the extent that community members chose to participate) and the analysis of results provides a clear indication of participants' views.

As noted in the Preliminary SIMP, consultation to develop and finalise the SIMP will include co-operation with Government agencies, non-government organisations, Bylong Valley residents, Mid-Western Regional Council (MWRC), social infrastructure providers and other key stakeholders, with an appropriate focus on mitigation development and the monitoring process.

Evaluation of the significance of social impacts

The Preliminary SIMP's significance assessment as detailed in Section 8 provides a workable solution to 'retrofitting' the new NSW SIA guideline's requirements to the assessment process for the Bylong Coal Project.

Local and regional level impacts and benefits are clearly disaggregated and comprehensively assessed in accordance with the NSW SIA guideline's process of for evaluating social impacts.

Stakeholders were given the opportunity to comment on the significance of impacts as part of the engagement process, however stakeholder review of the Preliminary SIMP may identify the need to refine some of the significance ratings, noting that individuals hold a range of subjective views which affect their evaluation of impacts' significance and consensus on all ratings is unlikely.

I note the potential for impacts on housing access at the regional level, and support the need for co-operation with key stakeholders to monitor impacts and progress the development of strategies to mitigate impacts on low income households.

Consideration of community health impacts

Post-EIS assessment documentation noted a lack of detail regrading potential impacts on community health arising from bio-physical factors and cumulative impacts.

The SIA and the Preliminary SIMP are necessarily predicated on the results of technical assessments undertaken for biophysical factors with potential to affect health (primarily air quality, noise, water access and water quality impacts), however the SIMP includes reference to environmental management measures designed to protect human health.

The Preliminary SIMP acknowledged the potential for stress and anxiety in relation to project impacts, and in relation to uncertainty about impacts on agricultural values and groundwater. Community engagement and provision of transparent information about potential impacts are noted as key mitigation strategies for stress and anxiety. Further development of these measures

could consider how, when and with what frequency stakeholders prefer to engage about these issues, and the type of information they require.

Closure impacts

Consideration of the social impacts of the Project's closure was a fifth key issue where the need for further information was identified, including the need for an adaptive management regime to manage impacts throughout the Project's life cycle (see e.g. DP&E's PAR page 119).

Closure impacts are comprehensively addressed in the Preliminary SIMP, and a strategy for developing a Mine Closure framework which considers social impacts and opportunities is provided. This strategy is necessarily at a high level, and would be detailed well ahead of closure to ensure community expectations and aspirations are considered, and to meet the regulatory requirements which apply at that time.

4. Compliance with Condition 63

Schedule 4 Condition 69 requires that the SIMP, in summary:

- identify negative social impacts resulting from the project in both a local and regional context;
- include an adaptive management and mitigation program to minimise and/or mitigate negative social impacts throughout the project's life;
- include a detailed description of the measures that would be implemented to:
 - maintain and manage land and assets owned by the Applicant in Bylong Village;
 - assist in maintaining services for the local community;
 - minimise the adverse social impacts associated with mine closure; and
- include a program to monitor, review and report on the effectiveness of these measures, including updating the plan three years prior to mine closure.

Schedule 6 Condition 4 (b) requires identification of "specific performance indicators or triggers that are proposed to be used to judge the performance of, or guide the implementation of, the development of any management measures". As noted in the Preliminary SIMP, further work is required to develop the SIMP's monitoring and reporting plan, with a particular focus on development of measurable objectives and performance indicators, and agreement on stakeholder involvement in SIMP monitoring processes.

My review indicates that the Preliminary SIMP demonstrates good progress towards satisfaction of the Conditions.

5. Review Limitations

This review did not include a detailed review of impacts and opportunities which were assessed as of low significance.

Stakeholders were not consulted as part of the review process which relied on desktop analysis.

6. Conclusion and recommendations

The Preliminary SIMP reflects a best practice approach to social impact management, including a focus on impacts of moderate to high significance, consideration of stakeholder views, clear links between impacts and mitigations, and the provision of detailed management strategies. The approach to stakeholder engagement in developing and finalising the SIMP is also described.

A framework is provided for monitoring and reporting of SIMP delivery and effectiveness, and proposed internal and external SIMP governance arrangements are outlined. Further development of the monitoring and reporting framework will need to articulate measurable objectives and performance outcomes, confirm data sources for each, and clearly identify the role of internal and external stakeholders in producing and reviewing monitoring data.

Thank you again for the opportunity to provide this review. I would be happy to discuss the results with you if required.

Yours sincerely,



Dee Elliott
DIRECTOR

PRELIMINARY

APPENDIX C
Stakeholder Engagement Findings

This section provides a summary of the findings of stakeholder engagement undertaken to inform the development of the Preliminary SIMP.

1. FINDINGS OF INTERVIEWS WITH BYLONG VALLEY RESIDENTS

1.2 Values and Concerns

What people value about Bylong Valley

All interview participants were asked to identify the things about the Bylong Valley that they value and what made the Bylong Valley a good place to live for them. Results indicated that many people find the Bylong Valley attractive because of its isolation away from the *hustle and bustle* of towns and cities. People valued the environmental qualities of the Bylong Valley, with water and access to water most commonly referenced as important by residents. Almost all interview participants identified the Bylong General Store as a valued asset. These aspects are summarised in **Table C-1**. For many interviewees, it was of high importance to preserve these assets from significant potential Project impacts.

Table C-1
What People Value about the Bylong Valley

Social Interactions	Environmental Qualities	Geographical Location	Physical Aspects
<i>Small farming based community</i> <i>Community is important to raising kids</i> <i>Good sense of community even though its small</i> <i>Rural lifestyle</i>	<i>Good water supply – bores and dams on land</i> <i>Water supply and availability</i> <i>Quality of the soil</i> <i>Clean environment</i> <i>Good quality agricultural land</i> <i>The scenic views</i> <i>Bush, birds and nature</i> <i>No traffic</i> <i>The land and attachment to land</i>	<i>Isolation.</i> <i>Isolation, no hustle and bustle of town</i>	<i>The shop is important. It's something solid and constant</i> <i>The shop....</i> <i>The project getting going and working with the project and the opportunities it will offer...</i> <i>...The shop...</i> <i>The store is the key to the area. It's the social fabric</i> <i>Having a school bus close by is important</i>

Source: Findings of interview with Bylong Residents during SIMP Consultation.

Current Issues and Concerns

All interview participants were asked to identify current community and environmental issues of concern. The size of the Bylong Valley community was the most frequently identified issue. A couple of interview participants perceived an absence of any community in the Bylong Valley and an absence of social interaction. Other participants noted an increase in social activity around the Bylong General Store and positive change in social connectedness. Whilst some

residents perceived that the departure of the previous owners of the Bylong General Store was a significant loss to the community, a number of residents perceived that the change in management had a positive impact on the community, with residents who previously avoided visiting the Bylong General Store returning to shop at the establishment.

New residents to the Bylong Valley commented on the average age of Bylong residents and the lack of young people and young families. These residents highlighted concerns in relation to the resourcing of community organisations such as the Bylong RFS and the Bylong Hall Committee. These aspects are summarised in **Table C-2**.

Table C-2
Current Issues of Concern

Aspect	Stakeholder Comments
Community	<i>Not many young families</i> <i>Not many [people]...to take over the voluntary aspects of the community</i> <i>Size of community</i> <i>Lack of support from MWRC for community facilities</i> <i>Lack of people...like to see the sense of community returned</i> <i>Having people in the Bylong Valley</i> <i>No sense of community</i>
Agricultural Operations	<i>Level of irrigation no longer undertaken in the Bylong Valley</i>
Environmental Qualities	<i>Water – never run out yet</i> <i>Water and the future of it as we all depend on it</i>
Physical aspects	Tarwyn Park - <i>Would hate to see the stable left to ruin</i> Bylong General Store – ... <i>a little village shop not a modern structure</i> Community Sports Ground - <i>create a place of interest for people to stop over...</i> Road Safety <i>A lot of traffic now.... road needs improving</i> <i>Poor road condition</i>

Although residents expressed frustration and concern in relation to the uncertain future of the Bylong Valley there was a strong aspiration to rebuild the community by attracting new residents.

1.3 Post Mining Vision for Bylong Valley

Residents were asked to consider their aspirations for the Bylong Valley post mining. The overwhelming response from residents was a desire to see mining land rehabilitated and returned to grazing land similar to its current use.

Would like to see majority of land rehabilitated back to grazing land

Return to Australian families as farming land

Put the land back as it was

That water access and water table returns to current levels

That there will be water when mining is completed

Return of mine land to grazing

1.4 Perceived Project Impacts

Bylong Valley interview participants were asked to indicate the perceived significant potential impacts of the Bylong Coal Project. **Graph C-1** displays the results of this consultation.

The potential Project impacts perceived to be the most significant by Bylong Valley residents were:

- Impacts to rural amenity of the Bylong Valley (70% of respondents).
- Reduced road safety conditions along the Bylong Valley Way – (62% of respondents).
- Impacts to resident health and wellbeing due to uncertainty around Project impacts and opportunities to claim compensation – (50% of respondents).
- Changes to the Bylong Valley community's sense of identity – 50% of respondents; and
- Adverse changes in property values (42% of respondents).

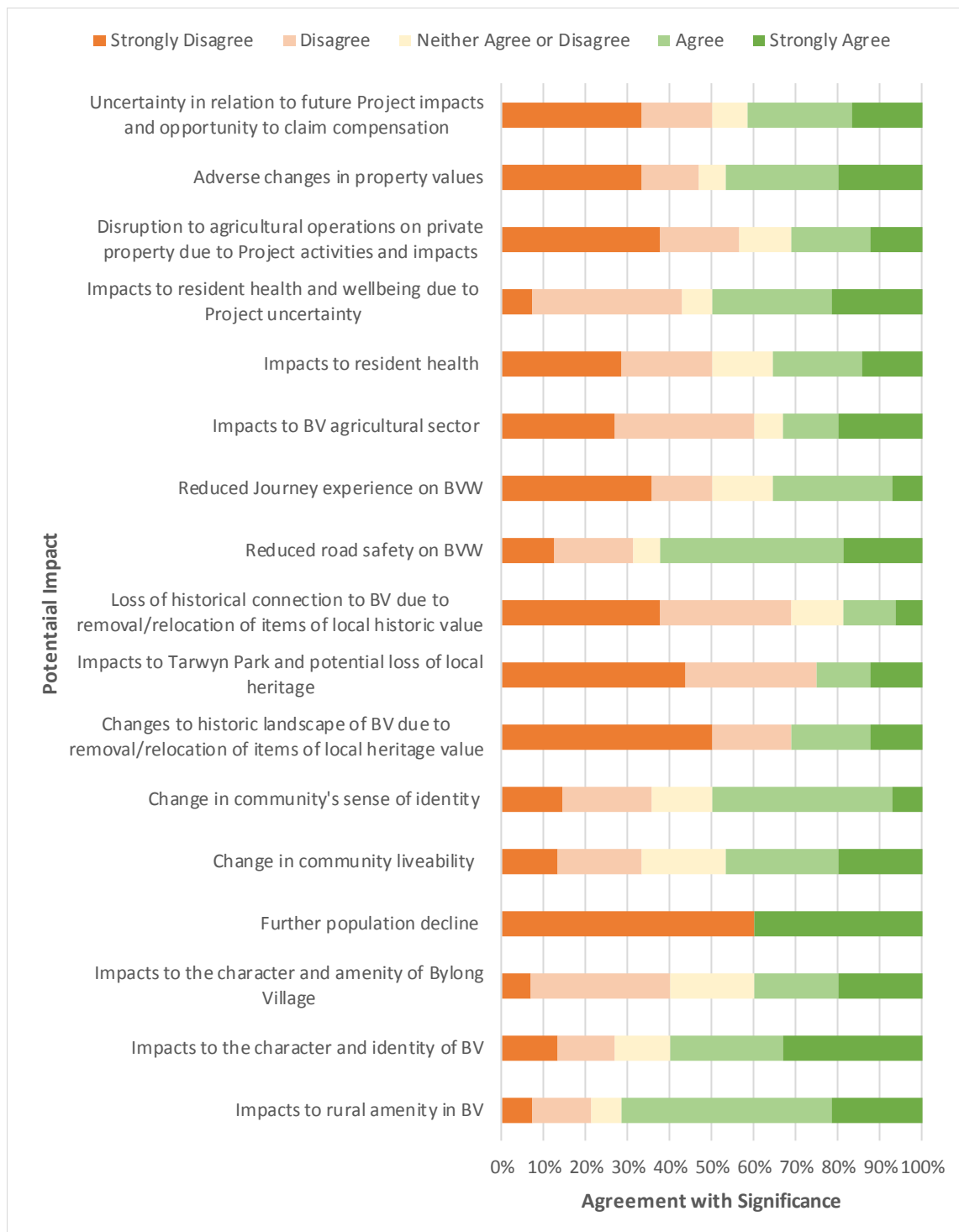
Sixty percent of interview participants strongly disagreed that further population decline would be a significant potential impact of the Project, while 40% strongly agreed. However, it is worth noting that only five participants responded to this question. Population decline in the Bylong Valley is an emotive issue, and drew lengthy discussion from interview participants. Most interview participants did not respond directly to this question. Despite this, consultation findings indicate that the majority of interview participants agree that the Project's impact has already occurred, and further population decline is unlikely and therefore not a significant impact of the Project moving forward.

Interview participants were asked the extent to which they agreed that the Project would have a significant impact on agricultural operations in the Bylong Valley. More than 50% of respondents disagreed. However, further discussion with interview participants in relation to this issue indicated very strong agreement that it was perceived that the Project has the potential to significantly impact water availability in the Bylong Valley with resulting impacts on current and future agricultural operations in the Bylong Valley.

KEPCO and its groundwater technical consultants have met with a number of local landholders whom have raised concerns in relation to potential impacts of the Project on each of their licenced water sources. The purpose of these meetings has been to provide these landholders with up to date information and to assist in their understanding of the water monitoring program and the hydrological regime within the Bylong Valley. The groundwater modelling and the results of this modelling for the Project was also discussed. The technical consultants also responded to and provided further explanation to any queries raised by local landholders during these meetings. Whilst landholders commented on their appreciation for these meetings, the landholders continue to have perceived concerns that the Project may impact their licenced water allocations despite the results of the extremely unlikely uncertainty scenarios modelled for the Project. Further these landholders are seeking further certainty over what if the Project does adversely affect their water supplies and how KEPCO will compensate these impacts. KEPCO has commenced discussions with these landholders over potentially entering into a Compensatory Water Supply Agreement (CWSA) early on to agree on the proposed approach.

In addition to the CWSA KEPCO has prepared a draft Rehabilitation Management Plan (RMP) and a draft Water Management Plan (WMP) for inclusion with the PAC Response document. Both documents seek to respond to uncertainties around future long-term sustainability of the Bylong Valley.

Graph C-1
Perceived Significance of Potential Project Impacts



Source: Bylong Valley Resident Interviews

Notes:

1. BV – Bylong Valley
2. BVW – Bylong Valley Way

1.5 Perceived Project Opportunities

Participants were asked to identify the extent to which they agreed that given opportunities were likely to be significant opportunities for Bylong Valley, resulting from the Bylong Coal Project. **Graph C-2** shows the responses to these questions.

More than 85% of respondents agreed that improvements to the local road network was a significant potential opportunity of the Project, with no participant disagreeing or strongly disagreeing.

Over 60% of participants also agreed or strongly agreed that:

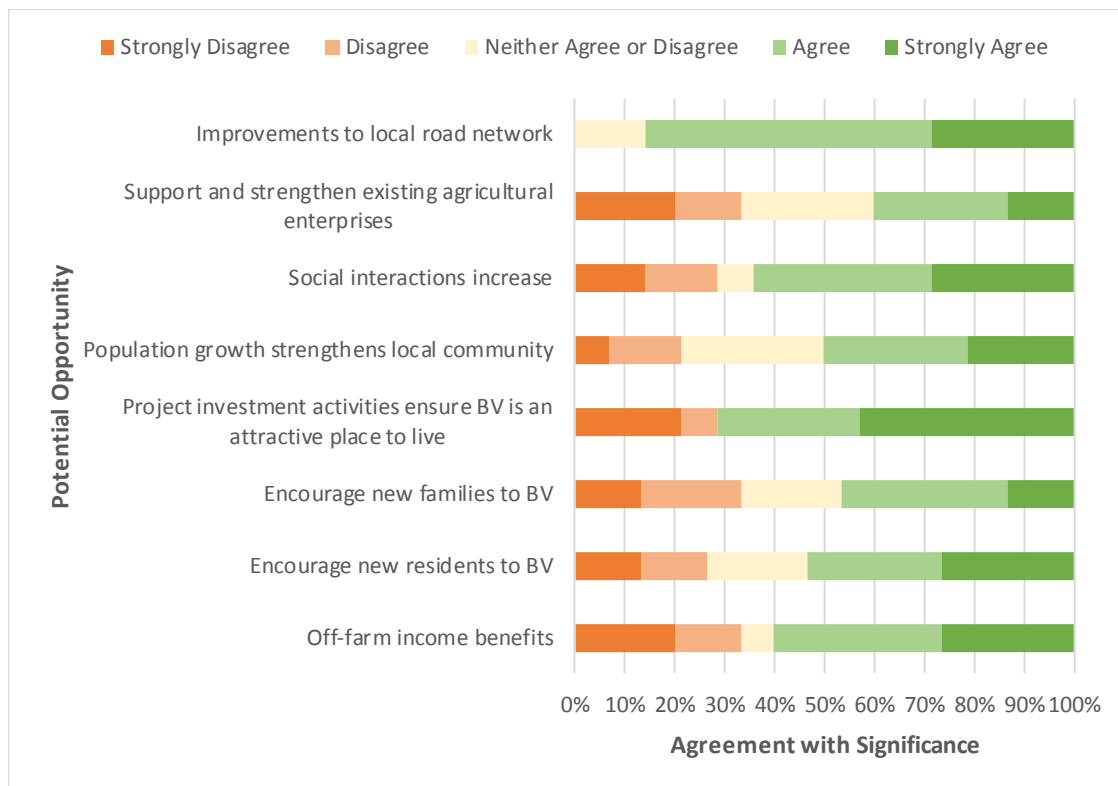
- There would be off-farm income benefits e.g. employment associated with the Project;
- Project investment activities would ensure Bylong Valley continued to be an attractive place to live; and
- Social interactions would increase in the Bylong Valley with the Project.

Interview participants had mixed responses to the question of whether the Project would encourage new residents and new families to Bylong Valley. Fifty-four percent (54%) of interview participants agreed or strongly agreed that the Project would attract new residents to the Bylong Valley, however less than 50% believed the Project would attract families to the Bylong Valley. Further discussion around these opportunities identified several barriers to families relocating to the Bylong Valley:

- Availability of primary education services in Bylong Valley;
- The length of the school bus journey to Rylstone Public School and Kandos High School;
- The lack of child-care services in the Bylong Valley;
- A lack of employment opportunities for partners of mine employees; and
- Limited mobile phone coverage and implications this has for emergency services.

Only 40% of interview respondents perceived that KEPCO's agricultural activities in the Bylong Valley would support and strengthen existing agricultural enterprises. Further discussion in relation to this topic highlighted perceived issues with communication between KEPCO and local landholders regarding agricultural activities on KEPCO owned land as a key factor. It was also apparent resident perceptions of this opportunity were affected by a lack of understanding of the farm management objectives for KEPCO owned land. Residents cited low stocking rates and an absence of agricultural activity on KEPCO owned land as evidence of limited agricultural activity and low production rates as they were not informed of KEPCO's sustainable farming initiatives and commitments to not overstock the land and to carry out rotational grazing practices.

Graph C-2
Perceived Significance of Potential Opportunities



2. COMMUNITY HEALTH AND WELLBEING SURVEY

This section presents the findings of the community health and wellbeing survey described in **Section 4.4.4**.

The survey measured the following aspect of the community:

- Community wellbeing - determined through measurement of resident satisfaction with community spirit, cohesion, community participation, social interactions, personal safety, environmental quality, services and facilities, the built environment and decision making;
- Expectations of future community wellbeing – determined through measurement of resident perceptions of living in the Bylong Valley once the Project was operational;
- Community adaptation to the Project – determined through measurement of community actions and responses to the Project; and
- Attitudes and feelings towards the Project – determined through measurement of resident acceptance of the Project and indicators of feelings.

A total of 30 Bylong Valley residents and landholders completed the survey. Only one participant skipped eight questions, and these missed answers were not counted in the total for the corresponding questions. Where participants indicated a value between two answers,

or indicated two answers to one question (e.g. circling both 'agree' and 'strongly agree' on a single question) (n=6), the more neutral value was taken.

2.1 Perceptions of Community Health and Wellbeing

Perceptions of resident satisfaction with community health and wellbeing were measured through a series of survey questions, and the results are displayed in **Graph C-3**.

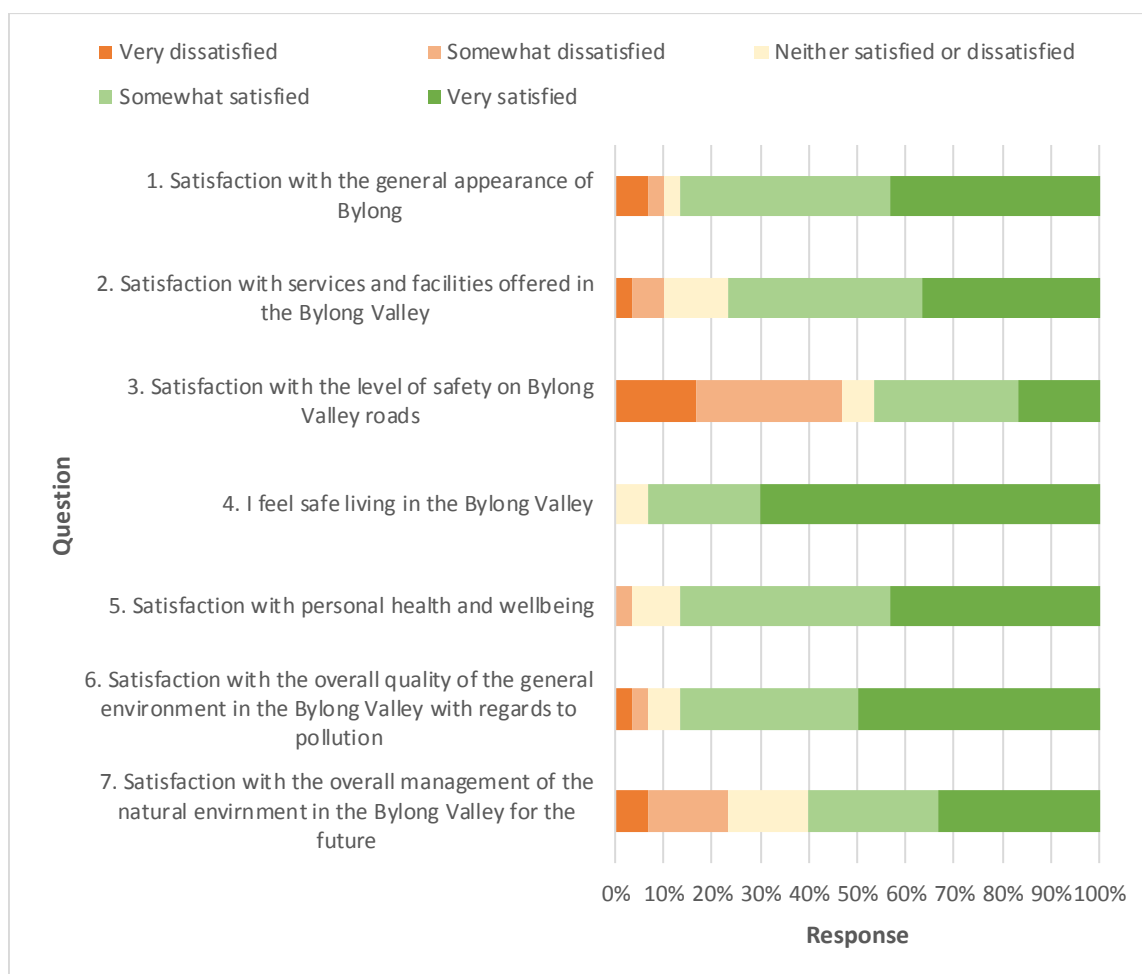
Overall, 86% of participants were somewhat or very satisfied with their personal health and wellbeing, with only 3% somewhat dissatisfied.

The appearance of the Bylong Valley was rated highly, with over 85% of participants indicating that they were somewhat or very satisfied. Services and facilities in the Bylong Valley were also rated highly, with 77% of participants indicating they were somewhat or very satisfied with this. The general environment was rated highly, with 87% satisfied or somewhat satisfied with the quality of the environment, and 60% were somewhat or very satisfied with the perceived management of the environment for the future. While only 6% of participants were somewhat or very dissatisfied with the general environment, 20% indicated dissatisfaction with the perceived management of the environment for the future.

Safety on roads was evenly split; 47% of participants indicated that they were somewhat or very dissatisfied with the level of safety on local roads, while 47% indicated that they were somewhat or very satisfied.

Question 4 asked participants the extent to which they agreed they felt safe living in the Bylong Valley. Over 90% of participants indicated they agreed or strongly agreed that they felt safe living in the Bylong Valley, and the remaining 7% indicated a neutral response. No participants felt unsafe living in the Bylong Valley.

Graph C-3
Satisfaction with Community Health and Wellbeing



2.2 Perceptions of Community Resilience and Connectedness

Participants were asked a series of questions to gain insight into perceptions of community resilience and connectedness. **Graph C-4** shows the results of these questions.

The first question asked participants the extent to which they agreed that their voices were able to be heard on community issues. Sixty-three percent (63%) of participants agreed or strongly agreed and 20% disagreed or strongly disagreed.

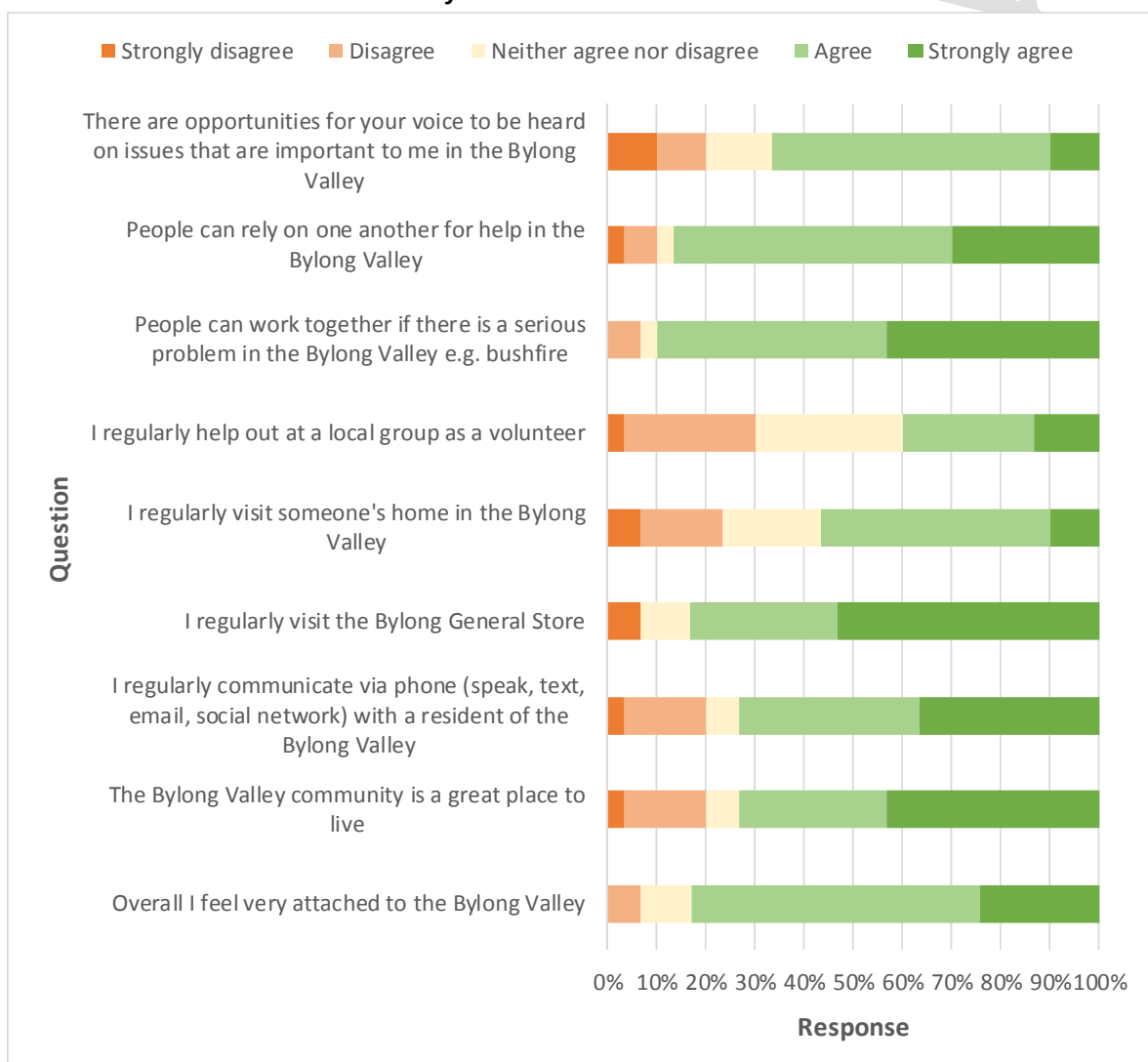
Participants' perceptions of community cohesion were positive with 87% and 90% of respondents respectively agreeing or strongly agreeing that people can rely on each other for help and work together.

The majority of participants indicated that they regularly visit others' homes (57%), visit the Bylong General Store (83%), and talk to others in the Bylong Valley (75%).

Perceptions of life in the Bylong Valley were overwhelmingly positive with 73% percent of participants agreeing or strongly agreeing that the Bylong Valley is a great place to live. Of the 20% that disagreed or strongly disagreed, only 7% indicated little attachment to the Bylong Valley, indicating that some participants were attached to the area despite its perceived shortcomings.

Attachment to the area was strong, with 83% of participants reporting that they agreed or strongly agreed that they were very attached to the Bylong Valley.

Graph C-4
Community Resilience and Connectedness



2.3 Project Adaptation

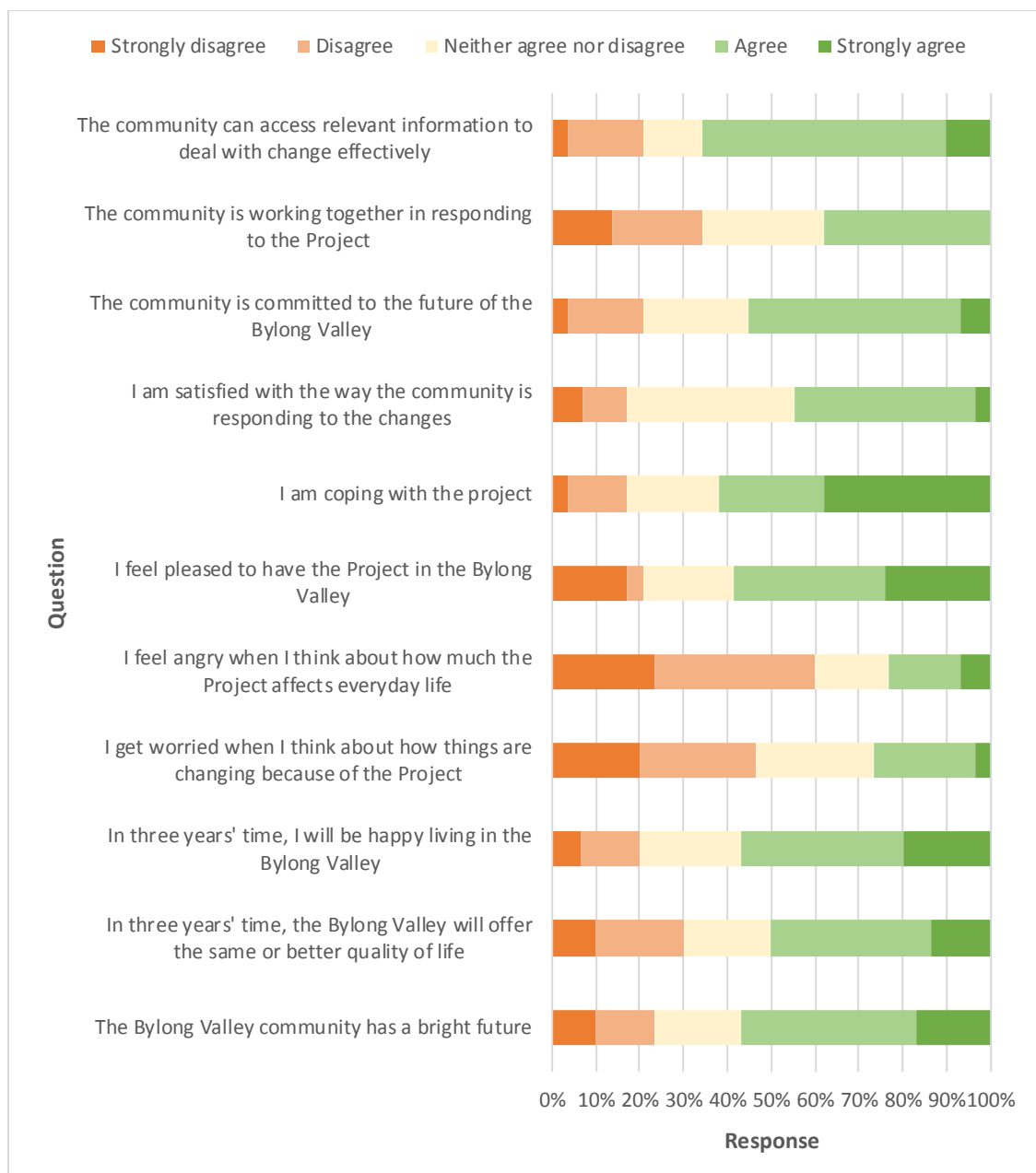
A series of survey questions were aimed at understanding perceptions of community adaptation to the Project and feelings about the future of the Bylong Valley. These results are shown in **Graph C-5**.

Sixty-five percent of participants agreed or strongly agreed that the community can access relevant information to deal with change effectively, but 20% disagree or strongly disagree with this statement. Only 38% of participants agreed that the community was working together to respond to the Project, with no one strongly agreeing, and 34% disagreed or strongly disagreed with this. This suggests mixed community sentiment in responding to the Project.

The majority, 55% of participants felt that the community was committed to the future of the Bylong Valley, and 20% disagreed or strongly disagreed with this. Similarly, only 44% of participants agreed or strongly agreed that they were satisfied with the way the community is responding to the Project, with 38% indicating they neither agree nor disagree.

The majority of participants (62% N=18) agreed or strongly agreed that they are coping with the Project, while 17% (N=5) disagreed or strongly disagreed.

Graph C-5
Community Adaptation and Attitudes



2.4 Perceptions of Future Community Wellbeing

Perceptions of future community wellbeing were measured by first asking participants to think about the Bylong Valley in three years' time, with the Project. Over half of participants agreed or strongly agreed that:

- They would be happy living in the Bylong community (57%);
- The Bylong Valley community has a bright future (57%).

Fifty percent of participants perceived that the Bylong Valley will offer the same or better quality of life, indicating that half of participants think quality of life will decline.

These results all correlated strongly with whether they felt that they were coping with the Project, and whether they were pleased to have the Project in the Bylong Valley. Strong correlations were also evident with perceptions of the availability of information, and perceptions of the quality of general environment with regards to pollution.

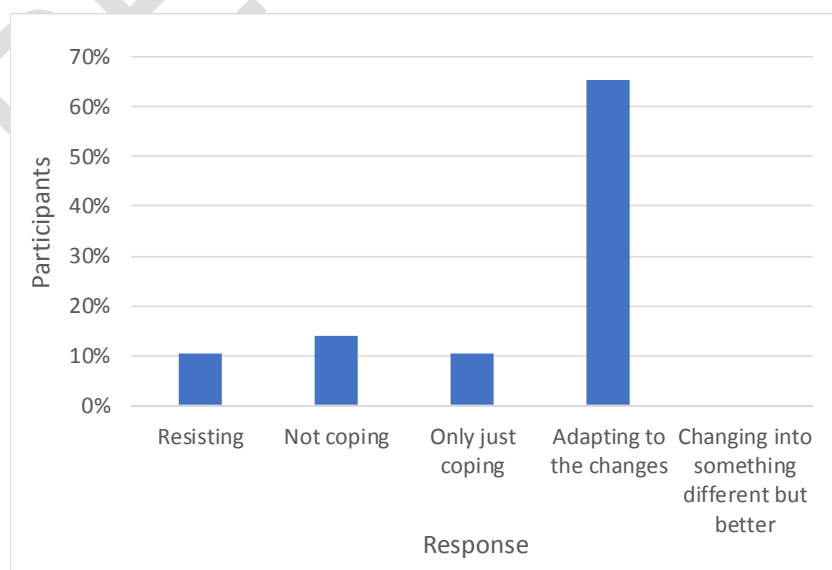
2.5 Attitudes to the Project

Three questions in the survey did not ask for a satisfaction or agreement scale, and instead were aimed at gaining a more qualitative understanding of participant attitudes towards the Project.

The first question asked the participant to indicate their perception of the Bylong Valley community's attitude to the Project. The results are shown in **Graph C-6**.

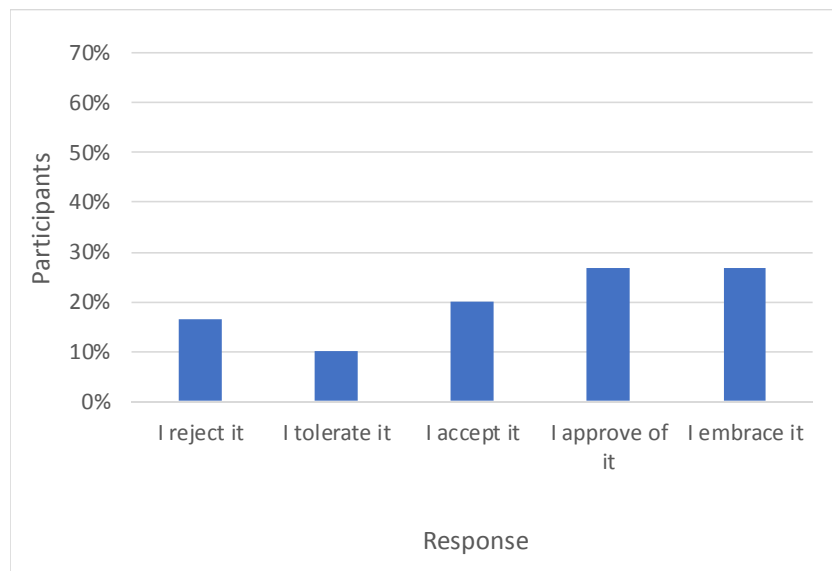
Sixty-six percent of participants indicated that the community was adapting to the changes while 10% responded that the community was just coping. A further 14% percent indicated that the community was not coping and 10% indicated that the community was resisting. This demonstrates that the community's response to the Project is perceived differently by different participants, however the significant majority feel that they are adapting well. The results to this question also correlated strongly and positively to whether a participant felt there was opportunity to have their voices heard on community issues and the perceived availability of information, indicating that these factors are important in feelings of community acceptance of the Project.

Graph C-6
Perceived Community Attitude towards the Project



The second question asked participants to indicate their personal attitude to the Project (**Graph C-7**). Over 70% (N=22) of participants indicated that they accept, approve or embrace the Project, while 17% (N=5) of participants reject or tolerate it.

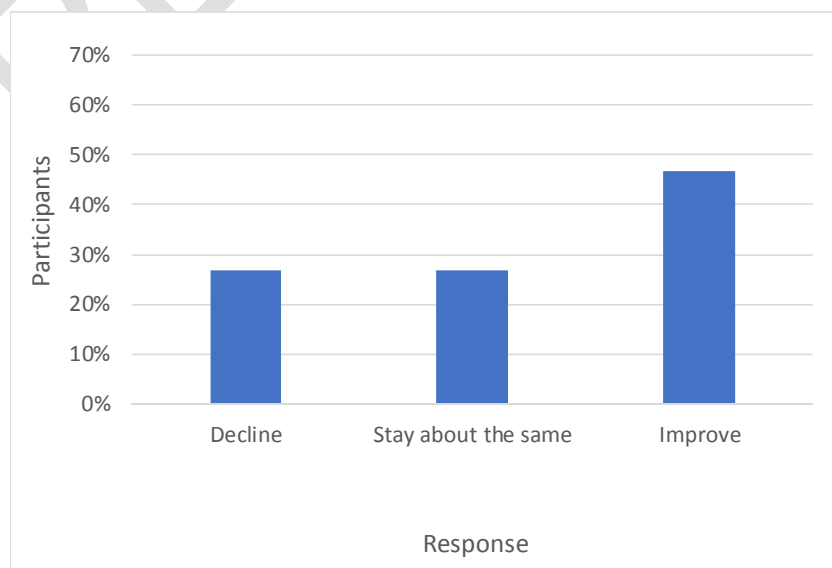
Graph C-7
Personal Attitude towards the Project



A third question asked whether participants felt that community wellbeing in the Bylong Valley over the next three years would decline, improve or stay the same (**Graph C-8**).

Forty-seven percent of participants felt that the Bylong Valley would improve, while 27% felt that it would stay the same and the remaining 27% felt that it would decline. These responses again correlated strongly with the perceived quality of the environment and availability of information.

Graph C-8
Perceptions of Future Community Wellbeing



3. FOCUS GROUPS

Table C-3 and **Table C-4** summaries the findings of Focus Group discussions held with members of the Rylstone and Kandos communities to inform the Preliminary SIMP.

Table C-3
Resident Focus Group Kandos and Rylstone

Resident Focus Group Kandos and Rylstone	
Local values	• Rail line through Kandos • Heritage values of Rylstone and Kandos • Surrounding natural environment e.g. Dunns Swamp and Capertree Valley • Rural community with local residents and a local kids attitude • Friendships • Range of facilities: – Golf course – Kandos Pool – Rylstone and Kandos Public Schools – Kandos High School – Rylstone Multipurpose Health Service • Genuine life with strong social interaction • Easy access to Sydney/Bathurst • Proximity to specialist centres e.g. Lithgow and Bathurst • Historically employment was a big draw card – Kandos Cement Works, Rylstone Shire Council, Charbon Mine • Family ties to the area
Local Issues and Concerns	• Kandos is not on the main road. People need a purpose to visit the centre. • Local employment opportunities • Lack of long-term industry (not just mining) to provide jobs and stabilise economy • Lack of daily public transport connections to Mudgee/Lithgow • Increasing demographic change in the Kandos community with incoming residents generally of lower socio-economic backgrounds • Long-term socio-economic issues in Kandos • Recent changes in perceptions of personal safety • Increasing prevalence of community members who are not known to long-term community • In Kandos local businesses now owned by non-residents. Profits are leaving the community. • Loss of services e.g. butcher • State of the main street in Kandos and Rylstone – lots of empty shops • Closure of Charbon Mine and loss of employment opportunities and loss of residents

Resident Focus Group Kandos and Rylstone		
		- Increasing number of investors buying up land around Rylstone for use as weekenders. - Number of single person households in increasing rather than family households
Suggested Strategies	Management	- Assist with proactive marketing of Kandos and Rylstone as potential residential locations - Design, construct and promote a website specifically for the two communities e.g. RylstoneKandos.com - Focus on promoting the assets of the area that used to be Rylstone Shire and proximity to the two centres. - Marketing needs to illustrate assets e.g. golf / pool / hospitals / schools - MRTI actively encourage tourists to travel via Rylstone and Kandos - Upgrade satellite navigation system so it takes you through Bylong Valley Way. - Construct an information stop (similar to the one on Lue Road outside Mudgee) on the corner of Lue Road and Bylong Valley Way intersection to advertise local assets, provide directions and also information about the Project - Form a partnership with MWRC to maintain the Bylong Valley Way as a "top 10" drive - Provide signage at intersection of Wollar and Bylong Valley Way intersection to direct tourists to the Bylong Village. - Partner with TAFE Mudgee to improve community education opportunities in Kandos and Rylstone. Courses to include fitting / turning and machinery - Explore options to link with community education and training offered through Lithgow - Display the history of Bylong Valley at the sports grounds opposite the Bylong General Store.

Table C-4
Business Focus Group Kandos and Rylstone

Business Focus Group Kandos and Rylstone	
Local challenges	• Prevalence of low-socio economic households in Kandos • Absence of any formal child care service in Rylstone and Kandos, limiting employment opportunities for existing residents and new residents • Housing type in Kandos/Rylstone not suitable for mine workforce and landholders unlikely to invest in refurbishments because increased rents won't justify investment.
Project opportunities	• Improve population, demographic and economic baseline of Kandos • Increased demand for accommodation in Kandos/Rylstone • Indirect industry input • Increased business throughput e.g. post office CRT, supermarkets • Increased local spend • Kandos/Rylstone offer reduced travel times for workers to the Bylong Valley • Promote KEPCO agricultural enterprises and ongoing commitment to farming • Increased economic baseline and local spend • Kandos has a great high school for families who settle in Rylstone/Kandos • Potential flow-on opportunities for accommodation providers e.g. providing laundry and hospitality services to the Project
Potential Issues and Concerns	• Wollar Road upgrade will reduce traffic on Bylong Valley Way with negative impacts for passing trade in Rylstone • Increased traffic on Bylong Valley Way • Workforce fatigue management • Road safety concerns (especially during winter) • Managing workforce accommodation demands during Construction Phase 1 and minimising impacts to tourism • Impacts on housing market – Kandos/Rylstone don't have the required housing type to attract the workforce • During the construction phase accommodation will be taken by a workforce who doesn't require other services • Workforce accommodation demands could displace tourists • Prevalence of Project misconceptions e.g. use of fly-in/fly-out workforce, visual impacts, impacts of worker accommodation facility
Suggested Management Strategies	• Upgrade Rylstone Caravan Park to include cabins; • Support improved facilities for overnight camping to encourage 'grey-nomad' passing trade • Local Employment Policy • Commitment to support local businesses in Project procurement

Business Focus Group Kandos and Rylstone

- Ensure the appearance of Mudgee / Rylstone / Kandos does not change to one of mining
- Supply training courses:
 - Certificate IV courses
 - Additional training courses would have flow on economic benefits to the hospitality industry
- Appoint a single point of contact within KEPCO for Real Estate Agents to manage / coordinate workforce access to housing.
- Suggested actions to manage workforce accommodation during construction Phase 1:
 - Price setting to stop increasing rates; and
 - Weekly email of housing affordability.
- Provide businesses and services with an understanding of procurement options e.g. what's required and when. Some businesses may need to source labour in order to compete for procurement projects
- Trade Local Policy which includes a margin for locals
- Focus on Kandos for accommodation.
- Communication to encourage Kandos landlords to improve rental properties
- Provide certainty to business owners around types of industry / service requirements

PRELIMINARY

APPENDIX D
Impacts and Opportunities Assessment

Table D-1
Regional Opportunities Analysis

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
RO1.	Improved sustainability of education services	O	Rylstone Kandos	H	Possible	Moderate	C3	- KEPCO will seek to promote workforce residency in the communities of Kandos and Rylstone across all phases of the Project to support population growth in these communities. - Provide practical assistance to workers who are relocating to the Local Area to take up a permanent position on the Project.	Likely	Moderate	B3
RO2.	Improved local business capability	C-O	Mudgee Kandos Rylstone	H	Unlikely	Moderate	D3	- Local Content Plan - Require all Construction Phase contractors to prepare a SIMP and demonstrate compliance with Project Local Content Plan - Prior to the release of a work package, the EPC procurement team will assess the requirements of the package against the local supply database to identify potentially suitable local suppliers to invite to tender. - All relevant Construction Phase tenders received will be assessed against local content evaluation criteria.	Possible	Major	C4
RO3.	Improved economic sustainability for local business operators	C-O	MWRC LGA communities	H	Possible	Minor	C2		Likely	Major	B4
RO4.	Business growth	C-O	MWRC LGA Communities	H	Possible	Minor	C2		Likely	Major	B2
RO5.	Opportunities for local and regional businesses to supply goods and services to the Project	LOM	MWRC LGA Communities	H	Likely	Moderate	B3		Almost Certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								- Conduct a business capability audit of Rylstone/Kandos businesses to understand range of potential services, business willingness and readiness to participate in Project procurement opportunities and to identify potential initiatives to support capacity building across local businesses. - Establish local and regional participation targets and objectives for Project Construction Phases - Partner with government and non-government agencies to reduce barriers to local participation in Project supply chain, particularly barriers for participation of Rylstone and Kandos businesses - Requirement for contractors and sub-contractors to identify how they will support achievement of the local and regional participation targets and objectives, and leverage the local content strategies into processes and delivery - Investigate Project-specific strategies to improve participation from Rylstone/Kandos businesses.			

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								Report on the delivery of the commitments described in the Project Local Content Plan on a six-monthly basis throughout Construction Phase 1 and on an annual basis for Project Operations.			
RO6.	Opportunity to increase labour force participation and increase local skills capacity	C-O	MWRC LGA Communities	M	Likely	Minor	B2	- Undertake a Labour Supply Study to understand the availability of locally based labour, skill-sets and labour force participation in order to inform the Local Content Plan. - Provision of employment opportunities for existing residents who are either unemployed or underemployed, particularly residents of Kandos and Rylstone. This will have flow-on effects to local community liveability and economic sustainability. - Continue to maintain the Project employment portal for individuals to express interest and be accessed by approved Contractors and Project staff. Encourage suppliers to also express interest on the ICN Gateway. - Monitor local labour supply over LOM, particularly	Almost certain	Moderate	A3

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								Construction Phase 1 and Operations Phase 1 and adjust local labour recruitment practices and rates accordingly. - Seek to provide part-time and/or flexible employment opportunities to encourage a higher rate of labour force participation, particularly among disadvantaged groups. This will be done wherever possible based on an assessment of each position and its association with achieving 24/7 productions. - Prepare an IPP			
RO7.	Opportunities for apprenticeships, scholarships and vocational training	C-O	MWRC LGA Communities	H	Almost Certain	Moderate	A3	- Conduct a community education needs assessment study for the communities of Rylstone and Kandos. In partnership with Mudgee TAFE, KHS and other training providers identify opportunities for the delivery of suitable community education programs in Kandos/Rylstone. - Collaborate with NSW Health Infrastructure to maximise and coordinate training opportunities associated with the Project and Mudgee	Almost Certain	Moderate	A3
RO8.	Opportunity to support work readiness programs and pre-trade training concepts	C-O	Mudgee Kandos Rylstone	M	Possible	Minor	C2		Likely	Moderate	B3

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								Hospital Redevelopment. Opportunities exist to coordinate Aboriginal employment participation and training, and local resident skill development across the two Projects. An opportunity also exists for natural enhancement of training and skill development programs through a partnership with NSW Health Infrastructure. - Engage with relevant stakeholders to define available training resources and capacity and to understand education and training opportunities in Mudgee, Rylstone and Kandos. - Advocate on behalf of Kandos and Rylstone communities for MWRC to consider the delivery of education and training initiatives in the non-mining sector through the provisions of the VPA. - Advocate on behalf of Mudgee and Kandos High Schools for MWRC to establish an annual scholarship program offering financial support to local students seeking to study a			

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								university degree in a primary industry related course. • Prepare a targeted Recruitment and Training Plan for the Project which will include a range of employment and training options for the MWRC LGA residents. • Work with KHS to understand feasibility of providing the mine site as a tool for use in the delivery of school based traineeships and apprenticeships			
RO9.	Enhanced education and training opportunities in local schools	C-O	Mudgee Kandos	H	Possible	Minor	C2	• Advocate on behalf of Mudgee and Kandos High Schools for MWRC to establish an annual scholarship program offering financial support to local students seeking to study a university degree in a primary industry related course. • Assist KHS to establish learning, friendship and cultural partnerships with secondary colleges in South Korea. • In partnership with KHS, NSW Department of Education and the Australia-Korea Business Council explore a potential feasibility	Almost Certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								study of the proposal to establish an annual Youth Futures Forum through KHS. - Engage with KHS Principal in relation to the need for and potential establishment of a Link Program at KHS similar to other industry who fund a program at Mudgee High School. - Investigate the feasibility of establishing a School Based Traineeship program in Primary Production at KHS with a view to partnering with the KEPCO Agricultural operations and private landholdings in the Bylong Valley as a training resource. - Work with KHS to understand feasibility of providing the mine site as a tool for use in the delivery of school based traineeships and apprenticeships. - Seek partnerships to support the establishment of Graham (Polly) Farmer Foundation activities (Follow the Dream/Partnerships for Success program, Learning Clubs and Maths and Science Centres of Excellence) at KHS and Kandos Public			

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								School (initially) to support improved education outcomes for Indigenous residents. - Initiate a program of KEPCO funded further education scholarships and Indigenous Further Education Scholarships through KHS - Encourage suitably qualified employees to participate as mentors in the MAX Potential Personal Leadership Program offered through KHS.			
RO10.	Economic stimulus generated by the Project enables delivery of new infrastructure and services and supports improvements to existing infrastructure and services	C-O	MWRC LGA communities	M	Almost certain	Major	A4	- Financial contributions through Voluntary Planning Agreement over LOM. - Undertake a CNA to define key priorities for investment in community infrastructure and services. - Cooperate in monitoring and planning between resource companies in the Study Area (Existing coal mining companies and Bowdens Silver), MWRC and relevant State government agencies and other stakeholders to ensure that services are adequately able to plan for future growth. - Engage further with KHS and key stakeholders to	Almost certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								understand the need for school bus resources, proposed approach to management of the bus and potential opportunities for use of the bus as a community transport service.			
RO11.	Proponent social investment activities enable delivery of new infrastructure and services and supports improvements to existing infrastructure and services	C-O	MWRC LGA Communities	H	Possible	Moderate	C3	- Financial contributions through Voluntary Planning Agreement over LOM. - Undertake a CNA to define key priorities for investment in community infrastructure and services - Develop the Community Investment Strategy for Project commencement - Ensure alignment of Project related social infrastructure mitigation projects with community needs through community input into decision making	Likely	Major	B4
RO12.	Creation of employment opportunities	C-O	MWRC LGA	H	Almost certain	Major	A3	- Prepare a Local Content Plan for all Project Phases - Provision of employment opportunities for existing residents who are either unemployed or underemployed, particularly residents of Kandos and Rylstone. This will have flow-on effects to local community	Almost certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								liveability and economic sustainability. Undertake a Labour Supply Study to understand the availability of locally based labour, skill-sets and labour force participation in order to inform the Local Content Plan			
RO13.	Creation of local employment opportunities	C-O	Kandos Rylstone	H	Almost certain	Major	A3	- Prepare a Local Content Plan for all Project Phases - Undertake a Labour Supply Study to understand the availability of locally based labour, skill-sets and labour force participation in order to inform the Local Content Plan	Almost certain	Major	A4
RO14.	Regional Labour Force Growth	C-O	MWRC LGA	H	Almost certain	Moderate	A3	- Encourage NLHs to relocate permanently to the MWRC LGA. - Seek to provide part-time and/or flexible employment opportunities to encourage a higher rate of labour force participation, particularly among disadvantaged groups. This will be done wherever possible based on an assessment of each position and its association with achieving 24/7 productions.	Almost certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
RO15.	Increase in local spend in Kandos, Rylstone and Mudgee	C-O	Mudgee Rylstone Kandos	H	Possible	Minor	C2	- Encourage NLHs to relocate permanently to the Kandos and Rylstone. Provide practical assistance to workers who are relocating to the Local Area to take up a permanent position on the Project. - Prepare a Local Content Plan for all Project Phases	Almost certain	Moderate	A3
RO16.	Increase in resident population of Mudgee in the order of 400 people in PY3, 900 people in PY9 and 500 people in PY13-23	C-O	Mudgee	M	Almost certain	Major	A4	Offer workers who are relocating permanently to the Local Area or living in the Local Area financial incentives as part of their total remuneration	Almost certain	Major	A4
RO17.	Increase in resident population of Kandos and Rylstone in the order of 50 people in PY9 and 30 people in PY13	C-O	Kandos Rylstone	H	Possible	Minor	C2	Provide assistance to the key stakeholders to develop suitable marketing material to promote the Kandos/Rylstone area as a potential residential location for the Project workforce	Likely	Moderate	B3
RO18.	Change in community demographics due to in migration of Project workforce	C-O	Rylstone Kandos	H	Likely	Moderate	B3	- Actively promote to the Project workforce the attractiveness of Rylstone/Kandos as a residential location - Offer workers who are relocating permanently to the Local Area or living in the Local Area financial	Almost certain	Moderate	A3

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								incentives as part of their total remuneration.			
RO19.	Increase in the number of families with school aged children	O	Mudgee Rylstone Kandos	H	Possible	Minor	C2	- Financial contributions through Voluntary Planning Agreement - Actively promote to the Project workforce the attractiveness of Rylstone/Kandos as a residential location - Offer workers who are relocating permanently to the Local Area or living in the Local Area financial incentives as part of their total remuneration.	Possible	Moderate	C3
RO20.	Increased capacity at Bylong RFS improves bushfire management and emergency service response for neighbouring communities	PA, LOM	Wollar Cooyal	H	Possible	Minor	C2	- Support the Bylong RFS to be adequately resourced (human resources) and equipped for fire-fighting - Investigate programs to reduce the barriers to existing Bylong Valley residents participating in the Bylong RFS - Establish employee policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform, crucial volunteer actions outside the Project Boundary	Almost Certain	Major	A4

					SOCIAL OPPORTUNITY				ENHANCED SOCIAL OPPORTUNITY		
	Social Opportunity	Project Phase*	Locality	Interest**	Likelihood	Scale of Change	Risk***	Enhancement Actions	Likelihood	Scale of Change	Risk***
								Offer Operations Phase workers who choose to reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley			
RO21.	Improvements in road networks reduce travel times to Mudgee for neighbouring communities improving economic outcomes	PA, LOM	Wollar	H	Likely	Moderate	B3	Commitment of \$3,635,802 to MWRC for road improvements including upgrades to Wollar Road (Munghorn Gap)	Almost Certain	Significant	A4

* Construction Phase = C Operations Phase = O ** High = H Medium = M *** Significant = S High = H Moderate = M

**Table D-2
Regional Impact Analysis**

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
Physical Infrastructure											
R1.	Deterioration of regional road infrastructure due to increased use by Project related heavy vehicles	C	MWRC LGA	H	Likely	Moderate	B3	- Continue to engage with the MSC in relation to a once-off road safety contribution to assist in remediating the existing road safety issues on Bylong Valley Way to the east of the Project. - Commitment of \$3,635,802 to MWRC for road improvements including upgrades to Wollar Road and Bylong Valley Way	Unlikely	Minor	D2
R2.	Increase in MWRC LGA road maintenance spend due to impacts of Project induced traffic on the regional road network	C-O	MWRC LGA	M	Almost Certain	Moderate	A3	Commitment of \$3,635,802 to MWRC for road improvements including upgrades to Wollar Road and Bylong Valley Way	Unlikely	Minor	D2
Housing and Accommodation											
R3.	Visitors to the region are unable to access short-term accommodation in and around Mudgee	C	MWRC LGA	H	Almost Certain	Major	A3	Investigate the feasibility of establishing an accommodation database that can be used by all accommodation providers within the MWRC LGA and neighbouring centres to regularly upload accommodation availability data to inform workforce accommodation planning.	Unlikely	Minor	D2
R4.	Increased demand for short-term accommodation presents challenges for competing local industry and businesses	C	Mudgee Rylstone Kandos	L	Likely	Major	B4		Unlikely	Minor	D2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								• Prepare a detailed Project Workforce Accommodation Strategy • Appoint an accommodation coordinator to act as a single point of contact for real-estate agents and accommodation providers and to coordinate workforce access to accommodation during Construction Phase 1. • Investigate the feasibility of establishing an accommodation database that can be used by all accommodation providers within the MWRC LGA and neighbouring centres within the Local Area (Denman, Sandy Hollow and Merriwa) to regularly upload accommodation availability data to inform workforce accommodation planning. • During preparation of the Final SIMP work with MWRC to identify suitable contingency accommodation measures for Construction Phase 1 workforce to minimise potential for displacement of lower socio-economic households from			

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								private rental accommodation.			
R5.	Potential for housing market inflation in Mudgee leading to decreased housing affordability and displacement of lower socio-economic households	C	Mudgee	H	Possible	Major	C4	Prepare a detailed Project Workforce Accommodation Strategy that documents the approach to informing regional accommodation providers of Project workforce accommodation demands including anticipated timing	Possible	Minor	C2
R6.	Potential for housing market inflation in Kandos and Rylstone leading to decreased housing affordability and displacement of lower socio-economic households.	C	Kandos, Rylstone	H	Likely	Major	B4	- During preparation of the Final SIMP work with MWRC to identify suitable contingency accommodation measures for Construction Phase 1 workforce to minimise potential for displacement of lower socio-economic households from private rental accommodation. - Undertake further engagement with MWRC and housing support services e.g. Barnardos Australia and Housing Plus as part of Final SIMP development to identify suitable actions to offset potential short-term impacts on low to medium income	Likely	Moderate	B3

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								households in the Local Area, particularly in Kandos. Monitor the housing market activity to determine the efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management.			
R7.	Cumulative impact of the Project and Mudgee Hospital Upgrade on housing affordability	C	Mudgee	H	Almost Certain	Major	A4	Establish joint meetings with other Major Project such as NSW Health Infrastructure and where necessary Bowdens Silver Mine Project regarding management and monitoring the cumulative impacts of the additional Construction Phase workforces on housing affordability and availability in MWRC LGA.	Possible	Minor	C2
R8.	Reduced availability of private rental properties for incoming non-mining residents. Current rental vacancy rate in Mudgee is 1.7%	C-O	Mudgee Rylstone Kandos	H	Almost Certain	Moderate	A3	KEPCO will proactively engage with the MWRC both prior to the commencement of the Construction Phase and throughout the Construction and Operations Phases to enable the MWRC to make informed decisions regarding land and housing availability to meet Project generated demand.	Likely	Moderate	B3

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
Emergency Services											
R9.	Increased demand for policing resources due to increased traffic volumes on the road network.	C-O	MWRC LGA	L	Likely	Moderate	B3	- Engage with the NSW Police and NSW Ambulance in relation to the timing of Project induced road closures and advise of the location of any new roads to ensure minimal impact on emergency service response times. - Provide specific site orientation training to emergency services personnel and advise of on-site emergency response strategy. - Ensure emergency services providers remain fully informed of the Project schedule and workforce ramp-up. - Engage with the NSW Police and NSW Ambulance in relation to the timing of Project induced road closures and advise of the location of any new roads to ensure minimal impact on emergency service response times. - Establish employee policies that enable emergency services personnel to be released from duties to	Likely	Minor	B2
R10.	Increased demand on emergency service providers to service the remote location of the Project	C-O	MWRC LGA	L	Likely	Moderate	B3		Likely	Minimal	B1

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								attend emergency calls and to perform crucial volunteer actions.			
Facilities and Services											
R11.	Increased demand for medical, and allied health and emergency health services	C-O	Mudgee Rylstone	L	Likely	Moderate	B3	- Engage in regular social and community service dialogue with MWRC, Mudgee and Rylstone Health Districts and other relevant local service providers regarding service provision. This should include regular updating about changes in workforce numbers and demographics. - In consultation with key stakeholders, explore opportunities to support the attraction and retention of medical staff in the MWRC LGA. - Provide information to new employees about the available health services in Mudgee and Rylstone. - Partner with health agencies in promoting healthy lifestyles and disease prevention to the Project workforce. - Remain informed of key issues in local health service delivery and potential issues	Likely	Minor	B2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								directly attributed to the Project.			
R12.	Cumulative impact of the Project and Mudgee Hospital Upgrade on demand for medical, allied health and emergency health services	C	Mudgee	L	Likely	Moderate	B3	- Where practicable, encourage the construction workforce to undertake mine safety health checks and general medical appointments in their home base locations and not at private health clinics in Mudgee, to reduce demand for GP services in the MWRC LGA. - Cooperate in monitoring and planning between NSW Health Infrastructure, resource companies in the Study Area (existing coal mining companies and Bowdens Silver), MWRC, relevant State government agencies and other stakeholders to ensure that services are enabled to plan for future growth.	Likely	Minor	B2
R13.	Increased enrolments at education facilities in Mudgee in the order of 110 places at secondary school and 144 places at primary school in PY9 necessitating additional service provision in the form of staffing and infrastructure	O	Mudgee	L	Likely	Minor	B2	Engage in regular communication with education providers in Mudgee/Rylstone/Kandos to remain informed of changes in service demand as the	Likely	Minimal	B1

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								Project Operations Phase progresses.			
R14.	Increased demand for child care services or reduced access to services	O	Mudgee Rylstone Kandos	L	Almost Certain	Major	A4	- Monitor demand for child care services in Mudgee and where necessary provide assistance to key stakeholders to improve the supply of child care services in Mudgee. - Identify and investigate strategies for attracting and retaining new Family Day Care services to Kandos or Rylstone.	Almost Certain	Minimal	A1
R15.	Increased demand for youth services	O	Mudgee Rylstone Kandos	L	Likely	Minor	B2	Fund a Youth Officer Position at MWRC for three years from 2018. The Youth Officer will work across the communities of Mudgee, Rylstone, Gulgong and Kandos. KEPCO has committed \$120,000 annually for three years.	Likely	Minimal	B1
R16.	Increased demand for housing support services due to displacement of low-income households	O	Kandos Rylstone	M	Almost Certain	Moderate	A3	Memorandum of Understanding (MOU) with MRTI and MWRC in relation to ongoing co-operation and support to ensure the no-WAF accommodation scenario is achievable.	Possible	Moderate	C3

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								- During preparation of the Final SIMP work with MWRC to identify suitable contingency accommodation measures for Construction Phase 1 workforce to minimise potential for displacement of lower socio-economic households from private rental accommodation. - Liaise with housing support services e.g. Barnardos Australia and Housing Plus as part of Final SIMP development to identify suitable actions to offset potential short-term impacts on low to medium income households in the Local Area, particularly in Kandos. Potential opportunities include: - Supporting the provision of a crisis accommodation facility; and - Supporting the delivery of key programs to address needs of lower-socio economic households. - Establish joint meetings with other Major Project such as			

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								NSW Health Infrastructure and Bowdens Silver Mine Project regarding management and monitoring the cumulative impacts of the additional Construction Phase workforces on housing affordability and availability in MWRC LGA Monitor housing market activity to determine the efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management.			
Employment, Training and Business											
R17.	Reduced patronage at regional events due to lack of short-term accommodation for visitors	C	MWRC LGA	H	Possible	Major	C4	- Prepare a detailed Project Workforce Accommodation Strategy that demonstrates how accommodation demand will be managed during periods of high demand e.g. during key regional events - MOU with MRTI and MWRC in relation to ongoing co-operation and support to ensure the no-WAF accommodation scenario is achievable. - Appoint an accommodation coordinator to act as a single point of contact for real-	Possible	Minimal	C1

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								- estate agents and accommodation providers and to coordinate workforce access to accommodation during CP1. - Investigate the feasibility of establishing an accommodation database that can be used by all accommodation providers within the MWRC LGA and neighbouring centres within the Local Area (Denman, Sandy Hollow and Merriwa) to regularly upload accommodation availability data to inform workforce accommodation planning.			
R18.	Loss of employment and economic output in the non-mining sector as a result of the Project.	C-O	MWRC LGA	L	Unlikely	Moderate	D3	Advocate on behalf of Kandos and Rylstone communities for MWRC to consider the delivery of education and training initiatives in the non-mining sector through the provisions of the VPA.	Unlikely	Minor	D2
R19.	Labour draw from the non-mining sector adversely impacts local business operations	C-O	Mudgee Rylstone Kandos	L	Possible	Minor	C2	- Prepare a Local Content Plan for all Project Phases - Undertake a Labour Supply Study to understand the availability of locally based labour, skill-sets and labour force participation in order to	Unlikely	Minor	D2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								inform the Local Content Plan and manage impacts on the non-mining sector.			
R20.	Changing infrastructure investment decisions by MWRC due to reduced revenue owing to mine closure	Post Mining	MWRC LGA	L	Almost Certain	Moderate	A3	- Commence mine closure planning, including the preparation of a social impact assessment for mine closure, at least 5 years prior to mine closure. - At least 5 years prior to mine closure encourage the MWRC to develop a Community Engagement Strategy that supports a strong framework by which local residents might be engaged in a conversation about post-closure local governance.	Likely	Minimal	B1
R21.	Project reinforces mining industry specialisation in the Labour Market	O	MWRC LGA	L	Possible	Moderate	C3	Advocate on behalf of Kandos and Rylstone communities for MWRC to consider the delivery of education and training initiatives in the non-mining sector through the provisions of the VPA.	Possible	Minimal	C1
Surroundings											

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
R22.	Reduction in the 'journey experience' for Tourists using Bylong Valley Way	C-O	MWRC LGA	M	Likely	Moderate	B3	- Establish tree plantings along Bylong Valley Way to ensure that the journey experience is not reduced as a result of mine vistas. - Provide signage at the eastern and western entrance to Bylong Village that acknowledges the importance of the Bylong Village to the community and encourages motorists to slow-down. - Ensure all Project related signage along Bylong Valley Way (e.g. private property and access signage) is sensitive to the rural setting and does not detract from the journey experience along Bylong Valley Way	Unlikely	Minor	D2
R23.	Reduced appeal of the Bylong Valley to regional visitors	C-O	MWRC LGA	M	Possible	Moderate	B3	- Allocation of funds to the conduct of beautification and enhancement works at Bylong Village to enhance the attractiveness of the location as a tourist stopping point along the Bylong Valley Way. - Establish tree plantings along Bylong Valley Way to ensure that the journey	Unlikely	Minor	D2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								experience is not reduced as a result of mine vistas.			
Population and Demography											
R24.								–			
Income and Affordability											
R25.	Increase in cost of living due to inflationary pressure from higher average weekly incomes	C	Rylstone Kandos	M	Possible	Moderate	C3	- Engage in regular dialogue with MWRC, Mudgee and Rylstone social service providers to monitor increase in number of people/families seeking assistance due to hardship - Monitor the housing market activity to determine the efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management	Possible	Minor	C2
Health and Wellbeing											
R26.	Stress and anxiety experienced by decedents due to process of relocating remains from the Upper Bylong Catholic Church	PA	NSW	L	Likely	Minor	B2	Prepare a BMP for exhumations from the former Upper Bylong Catholic Church Grounds. The BMP will include the protocols for liaison with descendants and investigation of requirements for exhumation and relocation of the remains of those buried in the cemetery	Possible	Minimal	C1

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								adjacent to the former Catholic Church building. • Conduct ongoing communications with descendants.			
R27.	Impacts to workforce health and wellbeing from long-distance community practices	C	NSW	L	Possible	Minor	C3	• Provide detailed information to employees and their families about managing sleep cycles and the impact of fatigue on lifestyle and relationships • Fatigue Management Plan	Unlikely	Minor	D2
R28.	Shift work employment decreases the time workers spend with their families and participating in community activities (including volunteering)	LOM	NSW	L	Likely	Moderate	B3	• Provide detailed information to employees and their families about managing sleep cycles and the impact of fatigue on lifestyle and relationships • Support social investment initiatives that target voluntary social groups (e.g. Rylstone Men's Shed)	Possible	Minor	C2
R29.	Community concern in relation to the management of Project related environmental, social or economic issues	C-O	MWRC LGA	L	Likely	Moderate	B3	• Project CCC • SIMP Monitoring, reporting and review program • Ongoing stakeholder communication program	Likely	Minor	B2
Safety											
R30.	Increased vehicle movements on local and regional roads impact road safety	C-O	MWRC LGA	L	Likely	Major	B4	• Develop and implement a Project Fatigue Management Policy	Unlikely	Minor	D2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								including an education program in consultation with emergency service providers - Identify and implement a program to encourage the Operations Phase workforce residing in Mudgee, Rylstone and Kandos to car pool or to use a Project related bus service for commuting to the Project. - Provide detailed information to employees and their families about managing sleep cycles and the impact of fatigue on lifestyle and relationships. - Provide a bus service between Mudgee and the Project for the Construction Phase and Operations Phase of the Project, where demand indicates a need. - Allocation of \$3,635,802 to MWRC for road upgrades including upgrades to sections of Wollar Road travelling through the Munghorn Gap Nature Reserve and some pertinent sections of the Bylong Valley Way including intersection upgrades of the Bylong			

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								Valley Way and Wollar Road intersection. - Annual payment of the \$177,000 road maintenance agreement with MWRC for the maintenance of roads which will potentially be affected by the Project. - Continue to engage with the MSC in relation to a once-off road safety contribution to assist in remediating the existing road safety issues on Bylong Valley Way to the east of the Project. - Traffic Management Plan			
Indigenous People											
R31.	Difficulty in securing and retaining employment on the Project for Indigenous Australians	C-O	MWRC LGA	L	Almost Certain	Moderate	A3	- Prepare an IPP - Seek partnerships to support the establishment of Graham (Polly) Farmer Foundation activities (Follow the Dream/Partnerships for Success program, Learning Clubs and Maths and Science Centres of Excellence) at Kandos High School and Kandos Public School (initially) to support improved education outcomes for Indigenous residents.	Possible	Minor	C2

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
R32.	Displacement of Indigenous households resulting from housing market inflation	C	Mudgee	M	Likely	Moderate	B3	- Prepare a detailed Project Workforce Accommodation Strategy that documents the approach to informing regional accommodation providers of Project workforce accommodation demands including anticipated timing - During preparation of the Final SIMP work with MWRC to identify suitable contingency accommodation measures for Construction Phase 1 workforce to minimise potential for displacement of lower socio-economic households from private rental accommodation. - Undertake further engagement with MWRC and housing support services e.g. Barnardos Australia and Housing Plus as part of Final SIMP development to identify suitable actions to offset potential short-term impacts on low to medium income households in the Local Area, particularly in Kandos. - Monitor the housing market activity to determine the	Unlikely	Moderate	D3

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
								efficiency and success of strategies in limiting the impact of the Project on the housing market to allow for adaptive management.			
Planning for the Future											
R33.	Reduction in resident population of Mudgee as a result of mine closure	MC	Mudgee	L	Possible	Moderate	C3	- KEPCO will investigate, develop and incorporate social closure goals and impact management strategies into the Bylong Coal Project Mine Closure Plan. This will include the preparation of a SIMP for mine closure. - Formal social closure planning will include: - Internal monitoring and review of social closure goals and strategies - Regular external engagement and communication with responsible parties e.g. MWRC LGA, elected representatives, communities of interest. - Mine Closure planning will be undertaken at least at least five years prior to the envisaged closure date with revision three years prior to mine closure.	Possible	Minor	C2
R34.	Reduction in resident population of Kandos and Rylstone as a result of mine closure	MC	Rylstone Kandos	H	Possible	Major	C4		Possible	Moderate	C3
R35.	Adverse changes in social capital due to out-migration of resident population	MC	Rylstone Kandos	H	Possible	Major	C4		Possible	Moderate	C3
R36.	Change in service provision and organisations due to out-migration of resident population	MC	Rylstone Kandos	H	Possible	Major	C4		Possible	Moderate	C3
R37.	Change in service provision and organisations due to out-migration of resident population	MC	Mudgee	L	Possible	Minor	C3		Possible	Minor	C1

					Unmitigated Impact				Residual Impact		
	Social Impact	Project Phase*	Locality	Interest/ Concern **	Likelihood	Scale of Change	Risk ***	Mitigation measure	Likelihood	Scale of Change	Risk** *
R38.	At decommissioning, the withdrawal of economic and community benefits experienced during mine operations e.g. reduced employment, decline in community participation. The social impacts of closure require a need for fundamental adjustments to business, social infrastructure and local governance arrangements	MC	Rylstone Kandos Mudgee	M	Almost Certain	Major	A4	- Engage with MWRC in relation to planning and preparation for mine closure including leadership and coordination. - Encourage MWRC to avoid financial reliance on the mine. - At least 5 years prior to mine closure encourage the MWRC to develop a Community Engagement Strategy that supports a strong framework by which local residents might be engaged in a conversation about post-closure local governance.	Almost Certain	Minor	A2

* Construction Phase = C Operations Phase = O ** High = H Medium/Moderate = M Low = L *** Extreme = E High = H Moderate = M Low = L

Table D-3
Impact Analysis – Bylong Valley

					Impact			Mitigation measure	Residual Impact		
	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	Infrastructure and Services										
BV1.	Further reduction in service provision in the Bylong Valley e.g. school bus service due to population decline and/or changing population demographics	LOM	Three families, New families	H	Possible	Moderate	C3	Advocate on behalf of existing families residing in the Bylong Valley and any new families to secure ongoing access to safe, efficient and reliable school bus transport between the Bylong Valley and schools in Rylstone and Kandos. If required, on behalf of Bylong Valley residents advocate for changes to the local school bus service to improve services	Possible	Minor	C2
BV2.	Disruption to school bus routes	LOM	School bus operators and users	M	Possible	Minor	C2	The timing of school bus routes along BVW and Wollar Road do not coincide with staff travel prior to or post shift start (7.00am or 7.00pm) or end times (7.00am or 7.00pm). It is through the implementation of a 7.00am to 7.00pm roster system that school pick up and drop off periods will be avoided.	Rare	Minimal	E1

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
BV3.	Adverse changes to the journey experience for tourists and residents using the Bylong Valley with resulting changes in public perception of the attractiveness of Bylong Valley.	C-O	Bylong Valley Community and visitors	M	Likely	Moderate	B3	- Development and implementation of a Rehabilitation Management Plan outlining specific screening strategies to be employed for the Bylong Valley Way in areas that are visually exposed to views of the Project. This is to ensure that the journey experience is not reduced as a result of mine vistas. - Allocation of funds to the conduct of beautification and enhancement works at Bylong Village to enhance the attractiveness of the location as a tourist stopping point along the Bylong Valley Way. - Ensure all Project related signage along Bylong Valley Way (e.g. private property and access signage) is sensitive to the rural setting and does not detract from the journey experience along Bylong Valley Way - Maintain licensee at Bylong General Store for LOM life of mine to ensure long-term operation of the Bylong General Store for the community.	Possible	Minimal	C1
Population and Demography											

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
BV4.	Further population decline due to future Project related property acquisitions and associated relocation of landholders out of the Bylong Valley	PA/LOM	Bylong Valley Community	M	Almost Certain	Minimal	A1	Only one private landholder remains within the voluntary acquisition zone.	Likely	Minimal	B1
Surroundings											
BV5.	Reduced amenity from light spillage	C-O	Near neighbours	M	Possible	Minor	C2	- On request from the owner of any residence on privately-owned land within the VMZ who has, or would have, significant direct views of the mining operations from this residence and/or its associated facilities (such as pool or barbeque area) during the development, implement additional visual impact mitigation measures on the land in consultation with the landowner. - Complaints and Grievances Procedure - Implement all reasonable and feasible measures to minimise the visual and off-site lighting impacts of the Project including ensuring that all external lighting associated with the Project complies with <i>Australian Standard AS4282 (INT) 1997 – Control of Obtrusive Effects</i>	Unlikely	Minor	D2

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								of Outdoor Lighting, or its latest version			
BV6.	Reduced amenity resulting from blasting vibrations	C-O	Residents located within the BMZ	H	Likely	Moderate	B3	- Afford acquisition and/or mitigation rights to the remaining noise affected residents within the management and mitigation zone - Preparation of Blast Management Plan - Complaints and Grievances Procedure - Confine blasting activities on site to between the hours of 9am and 5pm Monday to Saturday inclusive - On request from any private landholder located within the BMZ, undertake a property inspection to establish the baseline condition of any buildings and/or structures on the landowner's property, or update a previous property inspection, and identify measures that should be implemented to minimise the potential blasting impacts of the development on these buildings and/or structures	Likely	Minor	B2
BV7.	Reduced amenity resulting from blasting vibrations	C-O	Bylong Valley Community	H	Unlikely	Minor	D2		Unlikely	Minimal	D1
BV8.	Reduced amenity resulting from noise emissions	C-O	Bylong Village, near neighbours	H	Likely	Moderate	B3	Afford acquisition and/or mitigation rights to	Possible	Minor	C2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
BV9.	Reduced amenity resulting from noise emissions	C-O	Bylong Valley Community	H	Possible	Moderate	C3	landholders in accordance with the DP&Es <i>Voluntary Land Acquisition and Mitigation Policy (VLAMP)</i> for State Significant Mining, Petroleum and Extractive Industry Development (NSW Government 2014) • Preparation and implementation of a Noise Management Plan • Optimisation of the equipment fleet required for the Project, thereby significantly reducing air quality and noise impacts for the Project on adjacent residences • Operate a comprehensive noise management system on site to guide the day to day planning of mining operations to ensure compliance with the relevant conditions of consent. • A TARP (Trigger Action Response Plan), developed and implemented as part of the noise monitoring program to allow the proactive management of noise impacts and guide any actions required to minimise Project noise	Unlikely	Minor	D2

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								- Provision of a real time noise monitoring and management system and reporting of monitoring data - Offer at-site mitigation to any residence identified in the Development Consent as outside the Project Acquisition Boundary but as experiencing amenity impacts - Afford acquisition and/or mitigation rights to the remaining noise affected residents within the management and mitigation zone - Complaints and Grievances Procedure - Project CCC			
BV10.	Reduced amenity from dust emissions. No receivers were predicted to experience significant air quality impacts.	O	Near neighbours	H	Likely	Moderate	B3	- Offer at-site mitigation to any residence identified in the Development Consent as outside the Project Acquisition Boundary but as experiencing amenity impacts - Prepare and implement an AQMP - Ensure that there is a meteorological station in the vicinity of the Project site - KEPCO will ensure that all reasonable and feasible	Possible	Minor	C2

					Impact			Mitigation measure	Residual Impact		
	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								avoidance and mitigation measures are employed so that particulate matter emissions generated by the Project do not cause exceedances of relevant criteria at any occupied residence on mine-owned land (including land owned by another mining company). • Operate a comprehensive air quality management system to guide the day to day planning of mining operations to ensure compliance with the relevant conditions of this consent • Minimise the air quality impacts of the development during adverse meteorological conditions and extraordinary events. This will include: – The modification of working practices to limit excavation during periods of high winds, as required; and – Use of water carts on exposed surfaces and haulage routes, particularly during unfavourable weather conditions			

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								- Project CCC - Complaints and Grievances Procedure			
BV11.	Changes to the rural character and amenity of the Bylong Valley (noise, blasting, traffic)	C-O	Near Neighbours	H	Likely	Moderate	B3	Develop and implement AQMP, Blast Management Plan, NMP.	Possible	Minor	C2
BV12.	Changes to the rural character and amenity of the Bylong Village	C-O	Bylong Valley Community Visitors Business Operators	M	Possible	Minor	C2	Design of Project layout to use the existing ranges, mountains and woodland vegetation to shield the majority of open views from the Bylong Valley Way and other public locations.	Possible	Minimal	C1
BV13.	Perceived reduction in community liveability due to Project induced changes across the natural, physical and social environment	C-O	Bylong Valley Community	H	Likely	Moderate	B3	- Development and implementation of a Rehabilitation Management Plan. - Undertake progressive rehabilitation. Retain agricultural productivity, where possible, within the Project area and return appropriate areas within the Project Disturbance Boundary to agricultural including equine land use practices as soon as possible following achievement of rehabilitation goals. - Continue to use buffer land within and around the active mining area for grazing - Inclusion of the visual landscape objectives in the	Possible	Minor	C2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								Rehabilitation Strategy prepared for the Project. - Establish tree plantings along Bylong Valley Way to ensure that the journey experience is not reduced as a result of mine vistas. - Allocation of funds to the conduct of beautification and enhancement works at Bylong Village. - Ensure all Project related signage along Bylong Valley Way (e.g. private property and access signage) is sensitive to the rural setting and does not detract from the journey experience along Bylong Valley Way.			
BV14.	Ongoing adverse changes to social cohesion within the Bylong Valley Community	A	Bylong Valley community	H	Possible	Moderate	C3	- Offer Operations Phase workers and families who choose to reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley. - Assist new residents and families to integrate into the community by: - Holding community BBQs or similar events to encourage existing residents and new	Possible	Minor	C2

					Impact			Mitigation measure	Residual Impact		
	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								residents to socialise and build social networks; – Encouraging new residents to participate in local volunteer roles such as the Bylong RFS by providing information relating to these services promoting the need for volunteers in the workforce and identifying key contacts in volunteer services; – Encouraging new residents to participate in community groups and organisations such as the Bylong Hall Committee by promoting the existence of such groups and organisations and identifying key contacts; – Holding annual visits to the Bylong Coal Mine to encourage existing residents to learn about the working environment of new residents; – Requesting a local community member be responsible for welcoming new residents to Bylong and familiarising them with the local area; and			

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								Ensuring the CLLOs or HSE officer is accountable for meeting new residents			
BV15.	Changing demand for health services result in out-migration of existing residents from the Bylong Valley	A – O	Bylong Valley community	L	Possible	Minor	C2	- Develop and implementation AQM, NMP and BMP to manage uncertainties around impacts to Project health and to minimise potential for health issues. - Project CCC - Complaints and Grievances	Possible	Minimal	C1
Health and Wellbeing											
BV16.	Stress and anxiety arising from the uncertainty in relation to perceived potential future Project impacts, particularly impacts arising from off-site water impacts, and opportunity available to claim compensation for these impacts	LOM	Near Neighbours Bylong Valley irrigators	H	Almost Certain	Moderate	A3	- Establish a process for regular communication between KEPSCO and local landholders in relation to KEPSCOs agricultural activities, particularly irrigation activities - Seek to negotiate Compensatory Water Supply Agreements (CWSA) with relevant Bylong Valley landholders who have voiced their concerns in relation to water related impacts from the Project - Continue to provide Bylong Valley residents with up to date groundwater monitoring information to assist in their understanding of the water monitoring program and the	Likely	Minor	B2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								hydrological regime within the Bylong Valley - Project CCC - Complaints and Grievances Procedure			
BV17.	Dust deposition causes distress to landholders due to nuisance factor	C-O	Near neighbours	L	Almost Certain	Moderate	C3	- Develop and implementation AQMP - Optimisation of the equipment fleet required for the Project, thereby significantly reducing air quality and noise impacts for the Project on adjacent residences - Offer at-site mitigation to any residence identified in the Development Consent as outside the Project Acquisition Boundary but as experiencing significant amenity impacts	Possible	Minor	C2
BV18.	Perceived risks to resident health due to increased exposure to air and noise emissions (dust & diesel emissions and industrial noise)	C-O	Near neighbours, KEPCO tenants	M	Unlikely	Moderate	D3	- Develop and implementation AQMP, BMP and NMP - Ensure that there is a meteorological station in the vicinity of the Project site - Optimisation of the equipment fleet required for the Project, thereby significantly reducing in air quality and noise impacts for	Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								the Project on adjacent residences - Offer at-site mitigation to any residence identified in the Development Consent conditions as outside the Project Acquisition Boundary but as experiencing amenity impacts - KEPCO will ensure that all reasonable and feasible avoidance and mitigation measures are employed so that particulate matter emissions generated by the Project do not cause exceedances of relevant criteria at any occupied residence on mine-owned land (including land owned by another mining company).			
BV19.	Reduced safety conditions along Bylong Valley Way for road users due to increased traffic and gradual deterioration of road surface conditions	C-O	Bylong Valley Community Visitors	H	Almost Certain	Major	A4	- Allocation of \$3,635,802 to MWRC for road upgrades including upgrades to sections of Wollar Road travelling through the Munghorn Gap Nature Reserve and some pertinent sections of the Bylong Valley Way including intersection upgrades of the Bylong Valley Way and Wollar Road intersection. - Restrict all Project related heavy-vehicle movements	Unlikely	Minor	D2

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								(excluding light rigid heavy vehicles and medium rigid heavy vehicles up to a GVM of 10 tonnes) from utilising: – Bylong Valley Way between the Golden Highway intersection and the entry into the Bylong Quarry; – Bylong Valley Way between the Castlereagh Highway and Upper Bylong Road; or – Ulan-Wollar Road • Continue to engage with the MSC in relation to a once-off road safety contribution to assist in remediating the existing road safety issues on Bylong Valley Way to the east of the Project • Provide an annual road maintenance contribution of \$177,000 to the MWRC to address any impacts associated with Project-related traffic on the road network including Bylong Valley Way. • Prepare a Traffic Management Plan (TMP) • Preparation of an Extraction Plan including a Bylong Valley Way Management			

					Impact			Mitigation measure	Residual Impact		
	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								Plan, to manage the potential subsidence impacts of the proposed underground working on Bylong Valley Way. • Preparation and implementation of Subsidence Monitoring Program as a component of the Extraction Plan. • Provide a bus service between Mudgee and the Bylong Valley for the Construction Phase and Operations Phase workforces, where demand indicates a need. • Identify and implement a program to encourage the Operations Phase workforce residing in Mudgee, Rylstone and Kandos to car pool for commuting to the Project. • Conduct logistics scheduling in a manner that ensures Project related vehicle movements on the road network during both construction and operation are undertaken to occur outside school drop off and pick up periods.			
	Sense of Place										

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
BV20.	Cumulative changes to the Bylong Valley landscape and amenity affect resident's sense of identity and belonging.	C-O	Bylong Valley Community	M	Possible	Minor	C2	- Project impacts are confined to within the Project Boundary. - Retain agricultural productivity, where possible, within the Project area and return appropriate areas within the Project Disturbance Boundary to agricultural land use practices as soon as possible following achievement of rehabilitation goals. - Establish tree plantings along Bylong Valley Way to ensure that the journey experience is not reduced as a result of mine vistas. - Retain the small rural village appeal of Bylong Village - Document the history of the Bylong Valley in a format suitable for permanent presentation at an agreed location in the Bylong Valley e.g. Bylong Village for visitors and residents to the Bylong Valley. Conduct further engagement with Bylong Valley residents to confirm a suitable presentation location.	Unlikely	Minor	D2
BV21.	Loss of local historic heritage values due to	C-O	Medium to long-term	L	Possible	Moderate	C3	Establish and maintain roadside vegetative screens	Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	potential Project impacts on the Tarwyn Park Complex.		Bylong Valley residents					along the upgraded Upper Bylong Road, the realigned Upper Bylong Road (East Link) and North Link Road (if constructed) in accordance with a tree screening plan to integrate infrastructure areas and further reduce diffuse light spillage potential. • Prepare a Horse Burial Management Plan for the excavation and relocation of Rain Lover, Eloisa and any other horses known to be buried at Tarwyn Park. • Tarwyn Park Conservation Management Plan (CMP) and Tarwyn Park Complex Blast Management Strategy. • Infrastructure for Natural Sequence Farming (NSF) on Tarwyn Park, namely the "leaky weirs" are to remain in place, with necessary licensing requirements for continued use to be discussed with DPI-Water • Pastures on Tarwyn Park will continue to be managed under NSF principals, and have been incorporated into the rotational grazing schedule under the FMP. • Establish a trial area within the Project site to investigate			

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								the benefits of the soil hydrology techniques established on Tarwyn Park, in mine site rehabilitation - Undertake a comparative assessment of the agricultural productivity of the Tarwyn Park Farm Complex with neighbouring landholdings in the Bylong Valley. - Continue consultation with academic and educational institutions in relation to the establishment of a Research and Training Centre at Tarwyn Park Homestead to support further investigations into the benefits of soil hydrology techniques in mine site rehabilitation and other areas of study. This follows expert advice that Tarwyn Park would be best protected by it having an ongoing use.			
BV22.	Change in the historic landscape of the Bylong Valley due to removal or relocation of buildings of local heritage value.	C1	Medium to Long-term residents	L	Likely	Moderate	B3	- Preparation and implementation of an Aboriginal Heritage Management Plan (AHMP) - Prepare a HHMP and associated conservation management regime for all historic heritage items affected by the Project.	Possible	Minor	C2
BV23.	The removal or relocation of items of local heritage interest weakening historical	C1	Medium to Long-term residents	L	Possible	Minor	C2		Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	connections held by long-term residents to the Bylong Valley							- Conduct condition surveys of identified historic heritage items to provide information as to the in-situ condition of the features identified in the HHMP. - Document the history of the Bylong Valley in a format suitable for permanent presentation at an agreed location in the Bylong Valley e.g. Bylong Village for visitors and residents to the Bylong Valley. Conduct further engagement with Bylong Valley residents to confirm a suitable presentation location. - Complete an Interpretation Plan for the broader Bylong Valley locality, including the conduct of a detailed oral history prepared in consultation the Bylong Valley community - Undertake archival recordings of the local historic heritage items to be disturbed by the Project, including the Bylong Upper Public School - In partnership with Bylong Valley residents, MWRC and other identified key stakeholders continue to			

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								investigate the practical relocation and/or adaptive reuse of the former Catholic church building and Bylong Upper Public School. If possible salvage the back wall of the former Upper Bylong Hall to preserve the historic graffiti. Prepare a Burial Management Plan (BMP) for the exhumations from the former Upper Bylong Catholic Church Grounds.			
BV24.	Change in significance of the BLCA due to project impacts. The Project would result in the temporary alteration to 2.3% of the BLCA.	O	Bylong Valley Community, visitors, regulators	M	Unlikely	Minor	D2	Project siting - Upper Bylong Valley is a secluded valley and is not visually accessible from the surrounding areas. The Project Area and the surrounding properties is also within the ownership of KEPCO with no access to the public during the life of the Project. Therefore, the visual impacts are negligible on the significance of the Bylong Landscape Conservation Area.	Unlikely	Minor	D2
BV25.	Potential visual impacts of the Project on the BLCA. The views from publicly available locations is limited to only 0.6% of the larger BLCA, as	LOM	Bylong Valley Community, visitors	M	Possible	Moderate	C3	Project layout is consciously designed to use the existing ranges, mountains and woodland vegetation to shield the majority of open views from the Bylong Valley	Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	determined by the Seen View Analysis completed for the Project.							Way and other public locations. Preparation of a video animation (Key Scenic and Landscape Values Animation, Truescape 2017) to demonstrate the limited to rare glimpse of the Project components from the Bylong Valley Way. This video provides context and reiterates that the Project will not significantly affect the aesthetics and significance of the Bylong Landscape Conservation Area.			
BV26.	Potential impacts of Project on heritage views from Tarwyn Park and Iron Tank. Impacts confined largely to open cut operation phase	LOM	Bylong Valley Community, regulators, broader community	H	Almost certain	Major	A4	- Incorporation of specific design elements into the Project to minimise and mitigate visual impacts for heritage in the Project Boundary. - Implementation of specific on-site and off-site mitigation treatments as identified in the draft HHMP and <i>Tarwyn Park and Iron Tank CMP</i>. - Management of the Tarwyn Park homestead garden and installation of temporary screen planting in accordance with recommendations contained	Likely	Moderate	B3

	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								- in Tarwyn Park and Iron Tank CMP and the HHMP. RMP. - Establish and maintain roadside vegetative screens along the upgraded Upper Bylong Road, the realigned Upper Bylong Road (East Link) and North Link Road (if constructed) in accordance with a tree screening plan to integrate infrastructure areas and further reduce diffuse light spillage potential.			
Personal and Property Rights											
BV27.	Impacts to rural property values	C-O	BV Landholders	M	Likely	Major	B4	- Contain predicted impacts within the Project Boundary and on land owned by KEPCO to minimise the potential for the Project to adversely impact neighbouring property values. - Continue to work with landholders and Mudgee Local Land Service to continue current pest and feral management control across the Bylong Valley - Keep Bylong Valley residents informed of decisions in relation to the timing of the closure of Upper Bylong	Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
								Road and the proposed alternative access route. • Maintain suitable property access for the private landholder located in Upper Bylong. • Ensure noise and amenity impacts are appropriately managed in accordance with relevant management plans. • On request from any private landholder located within the BMZ, undertake a property inspection to establish the baseline condition of any buildings and/or structures on the landowner's property, or update a previous property inspection, and identify measures that should be implemented to minimise the potential basting impacts of the development on these buildings and/or structures			
BV28.	Ongoing stakeholder concern regarding the potential for off-site water impacts to impact the future viability of agricultural production in the Bylong Valley post mining	LOM	BV Community, BV Landholders	H	Almost Certain	Moderate	A3	• KEPSCO is committed to working constructively and respectfully with local landholders to help ensure the sustainability of its operations in the Bylong Valley.	Likely	Moderate	B3

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
BV29.	Potential disruption to existing agricultural operations and production rates in the Bylong Valley due to changes in groundwater availability	C-O	Bylong Valley landholders	H	Unlikely	Major	D4	- Establish a process for regular communication between KEPCO and local landholders in relation to KEPCOs agricultural activities, particularly irrigation activities. - Continue to provide Bylong Valley residents with up to date groundwater monitoring information to assist in their understanding of the water monitoring program and the hydrological regime within the Bylong Valley - Project CCC	Unlikely	Minimal	D1
BV30.	Potential for the Bylong Valley to lose its perceived status as a highly productive agricultural locality due to changes in groundwater availability	C-O	Bylong Valley landholders	H	Unlikely	Moderate	D3		Unlikely	Minor	D2
BV31.	Potential impacts to the Bylong Valley agricultural sector due to changes in the availability and productivity of agricultural land within the Project Disturbance Boundary. The annual average loss of gross value of production over the 27 year period is \$1.871 M. The average gross value of agricultural production foregone represents 2.3% of Gross Value of Agricultural production	C-O	Bylong Valley landholders	L	Possible	Minor	C2	- Retain an experienced and qualified Farm Manager to ensure sustainable agricultural practices are being developed and implemented on KEPCO-owned land in consultation with the relevant regulatory authorities and seeking professional advice as is required - Develop a comprehensive Farm Management Plan to guide the use of all KEPCO owned land in the Bylong Valley. An objective of the agricultural enterprise established by KEPCO is to run a profitable business	Unlikely	Minor	D2

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	of the MWRC LGA. The total area of BSAL to be directly impacted or managed for Biodiversity Values is 711 ha, equal to 13.3% of the Bylong Valley Catchment.							- whilst sustainably maintaining the agricultural productivity of the land - Monitor, measure and report on the performance of KEPCO agricultural enterprise to confirm that the agricultural productivity and production of non-operational land related to the Project is maintained or enhanced consistent with current agricultural land - Development of a participatory MRRP to monitor change and success of management mechanisms			
BV32.	Change to local land management and governance in the Bylong Valley e.g. interruptions to long-term land use and ownership patterns, the influence of non-local environmental advocacy organisations, the influence of non-local consultants, designers and environmental scientists in land management and water use decisions	LOM	Bylong Valley Community	M	Almost Certain	Moderate	A3	- Project CCC - Establish formal process for communication between KEPCO Farm Manager and local landholders in relation to Farm management practices including irrigation activities - Significant effort by KEPCO to develop strong relationships with landholders in the Bylong Valley - Development of a participatory MRRP to monitor change and success of management mechanisms	Almost Certain	Minor	A2

					Impact			Mitigation measure	Residual Impact		
	Social Impact	Project Phase*	S'holder Group	Interest/ Concern**	Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
Mine Closure and Long Term Community Sustainability											
BV33.	Reduction in resident population of the Bylong Valley as a result of mine closure and potential return to previous population decline patterns	MC	Bylong Valley Community	L	Possible	Moderate	C3	- Investigate, develop and incorporate social closure goals and impact management strategies into the Bylong Coal Project Mine Closure Plan. This will include the preparation of a SIP for mine closure. - Formal social closure planning will include: - Internal monitoring and review of social closure goals and strategies - Regular external engagement and communication with responsible parties e.g. MWRC LGA, elected representatives, communities of interest.	Possible	Minor	C2
BV34.	Adverse changes in social capital due to out-migration of resident population	MC	Bylong Valley Community	L	Possible	Moderate	C3		Possible	Minor	C2
BV35.	Reduction in service provision and changes in organisations due to out-migration of resident population	MC	Bylong Valley Community	L	Possible	Moderate	C3		Possible	Minor	C2
BV36.	Social divide due to diverse community attitudes about optimal land divestment strategies for KEPCO land at mine closure	MC	Bylong Valley Community	L	Possible	Moderate	C3		Possible	Minimal	C2
BV37.	At decommissioning, the withdrawal of economic and community benefits experienced during mine operations e.g. reduced employment, decline in community participation	MC	Bylong Valley Community	L	Almost Certain	Major	A4	- Mine Closure planning will be undertaken at least at least five years prior to the envisaged closure date with revision three years prior to mine closure. - Develop an extensive mine closure plan which will be designed to mitigate decommissioning impacts (compliant with Development Consent conditions. The physical impacts of	Almost Certain	Minor	A2
BV38.	Social impacts of decommissioning (technical	MC	Bylong Valley Community	L	Almost Certain	Minor	A2		Likely	Minimal	B1

					Impact			Mitigation measure	Residual Impact		
					Likelihood	Change	Risk** *		Likelihood	Scale of Change	Risk** *
	assessments, the dismantling and removal of plant, waste management and site rehabilitation). The impacts of decommissioning will be primarily concentrated on and around the mine lease but are distributed through the Bylong Valley via the arrival of technical workforces and heavy transport activity							decommissioning are likely to be equivalent to, or less significant than, operational phase impacts			

* Construction Phase = C Operations Phase = O Approvals = A ** High = H Medium/Moderate = M Low = L *** Extreme = E High = H Moderate = M Low = L

Table D-4
Opportunities Analysis – Bylong Valley

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
BV01.	Greater variety of services and facilities available in the Bylong Valley particularly through the Bylong General Store	C-O	Bylong Valley Community	M	Possible	Moderate	C3	- Maintain licensee at Bylong General Store for LOM life of mine to ensure long-term operation of the Bylong General Store for the community. - Prepare a Local Content Plan for KEPSCO' agricultural operations that demonstrates KEPSCO's commitment to local employment, training and local buy - Investigate the provision of suitable and affordable child care in the Bylong Valley specifically for Bylong Valley residents to reduce barriers to Project employment for local women.	Likely	Moderate	B3
BV02.	Population growth potentially in the order of 50 people by PY9 and 29 people from PY13 - 23	C-O	Bylong Valley Community	H	Possible	Minor	C2	- Continue the existing refurbishment program for KEPSCO owned residences to ensure they are suitable for and attractive to employees and their families. - Offer Operations Phase workers and families who choose to reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley.	Likely	Major	B4
BV03.	New families with children settle in	O	Bylong Valley	H	Possible	Minor	C2	Offer Operations Phase workers and families who choose to	Possible	Moderate	C3

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/ Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
	the Bylong Valley during Project Operations Phase							reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley. - Lobby Telstra for the construction of an additional mobile phone tower in the Bylong Valley to improve connectivity between landholders and with regional emergency service providers; and to enable improvements in the delivery of local RFS services. - Investigate the provision of suitable and affordable child care in the Bylong Valley for families in the Bylong Valley to reduce barriers to Project employment for local woman. - Advocate on behalf of existing families residing in the Bylong Valley and any new families to secure ongoing access to safe, efficient and reliable school bus transport between the Bylong Valley and schools in Rylstone and Kandos. If required, on behalf of Bylong Valley residents advocate for changes to the local school bus service to improve services			
BV04.	Attractiveness and general appearance of the Bylong Village is	All phases	Bylong Valley Wollar Community	M	Possible	Minor	C2	Seek to retain the small rural village appeal of Bylong Village	Almost Certain	Moderate	A3

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/ Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
	enhanced, and its longer-term sustainability enhanced							- Advocate on behalf of the Bylong Hall Committee for funding through the Project VPA for upgrades to the amenities and facilities at the Bylong Sporting Grounds. - Allocation of funds to the conduct of beautification and enhancement works at Bylong Village to enhance the attractiveness of the location as a tourist stopping point along the Bylong Valley Way. - Provide new signage at the Bylong Village Sporting Grounds advertising the toilets, showers, overnight stays and BBQ opportunities. - Maintain licensee at Bylong General Store for LOM. - Consider the potential for the Project to be developed as a local and regional tourist attraction and where required progress appropriate marketing material e.g. signage at Bylong Village. - Provide signage at the eastern and western entrance to Bylong Village that acknowledges the importance of the Bylong Village to the community and encourages motorists to slow-down			

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
								- Provide new signage at the Bylong Village Sporting Grounds advertising the toilets, showers, overnight stays and BBQ opportunities - Implement all reasonable and feasible measures to minimise the visual and off-site lighting impacts of the Project - Ensure that all external lighting associated with the Project complies with <i>Australian Standard AS4282 (INT) 1997 – Control of Obtrusive Effects of Outdoor Lighting</i>, or its latest version - Provide signage near Wollar Road to direct tourists to Bylong Village			
BV05.	Improvements in local and regional road networks	LOM	Bylong Valley Community Visitors	H	Almost Certain	Major	A4	- Allocation of \$3,635,802 to MWRC for road upgrades including upgrades to sections of Wollar Road travelling through the Munghorn Gap Nature Reserve and some pertinent sections of the Bylong Valley Way including intersection upgrades of the Bylong Valley Way and Wollar Road intersection. - Provide an annual road maintenance contribution of \$177,000 to the MWRC to address any impacts associated	Almost Certain	Major	A4

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
								with Project-related traffic on the road network including Bylong Valley Way.			
BV06.	Employment opportunities for local residents	LOM	Bylong Valley Community	M	Likely	Moderate	B3	- Invite applications and offer suitably skilled local residents employment in the Project - Investigate the provision of suitable and affordable child care for families in the Bylong Valley to reduce barriers to Project employ - Identify key Project roles where 'parent shift hours' or job sharing could be provided to support increased participation of women/parents in the Operations Phase.	Almost Certain	Major	A4
BV07.	Procurement opportunities for local residents	LOM	Bylong Valley Community	L	Unlikely	Minor	D2	Prepare a Local Content Plan for KEPCO's agricultural operations that demonstrates KEPCO's commitment to local employment, training and local buy	Possible	Minor	C2
BV08.	Enhanced social capital through increased resident population and opportunities for social interaction	LOM	Bylong Valley Community Wollar Community	M	Possible	Minor	C2	- Assist new residents and families to integrate into the community by: - Holding community BBQs or similar events to encourage existing residents and new residents to socialise and build social networks; - Encouraging new residents to participate in local volunteer	Likely	Moderate	B3

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/ Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
								roles such as the Bylong RFS by providing information relating to these services promoting the need for volunteers in the workforce and identifying key contacts in volunteer services; – Encouraging new residents to participate in community groups and organisations such as the Bylong Hall Committee by promoting the existence of such groups and organisations and identifying key contacts; – Holding annual visits to the Bylong Coal Mine to encourage existing residents to learn about the working environment of new residents; – Requesting a local community member be responsible for welcoming new residents to Bylong and familiarising them with the local area; and – Ensuring the CLLOs or HSE officer is accountable for meeting new residents.			
BV09.	Improved community capacity for resourcing local	LOM	Bylong Valley Community Bylong Valley	M	Likely	Moderate	B3	• Support the Bylong RFS to be adequately resourced (human resources) and equipped for fire-fighting.	Almost Certain	Major	A4

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/ Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
	organisations e.g. Rural Fire Service		Services and Organisations					- Investigate programs to reduce the barriers to existing Bylong Valley residents participating in the Bylong RFS. - Establish employee policies that enable emergency services personnel to be released from duties to attend emergency calls and to perform crucial volunteer actions outside of the Project Boundary. - Make contributions to the Westpac Rescue Helicopter Service consistent with industry practice.			
BV010.	Improved community capacity for resourcing events	LOM	Bylong Valley Community Bylong Valley Services and Organisations	M	Likely	Moderate	B3	Offer Operations Phase workers and families who choose to reside permanently in the Bylong Valley a range of incentives to support ongoing residence in the Bylong Valley.	Almost Certain	Major	A4
BV011.	Long-term operation of the Bylong General Store	LOM	Bylong Valley Community Visitors	H	Possible	Moderate	C3	KEPCO owns the Bylong General Store and has leased the operation of the store to a local resident. KEPCO will maintain a licensee at Bylong General Store for LOM life.	Almost Certain	Major	A4

			Social Opportunity						Enhanced Social Opportunity		
	Social Impact	Project Phase*	Locality	Interest/ Concern**	Likelihood	Scale of Change	Risk***	Enhancement Measures	Likelihood	Scale of Change	Risk***
BV012.	Improvements to, and preservation of local heritage items e.g. Lee Homestead, Tarwyn Park Homestead and Iron Tank, St Stephen's Anglican Church	LOM	Bylong Valley Community Visitors Previous Bylong Valley residents	H	Possible	Minor	C2	Prepare a HHMP and associated conservation management regime for all historic heritage items affected by the Project.	Almost Certain	Major	A4

* Construction Phase = C Operations Phase = O ** High = H Medium = M Low = L *** Significant = S High = H Moderate = M Low = L

PRELIMINARY

APPENDIX E
Community Investment Strategy Summary

1. COMMUNITY INVESTMENT STRATEGY SUMMARY

KEPCO is driven by its commitment to leading-practice community engagement and social responsibility. KEPCO supports a holistic approach to community development by investing in the local and regional communities within the Mid-Western Regional Council (MWRC) Local Government Area (LGA). KEPCO has refined its approach to community investment for the Bylong Coal Project (the Project) to align with community needs and stakeholders' expectations and to assist in building and maintaining KEPCO's 'social licence to operate'.

KEPCO's Community Investment Strategy is based on the outcomes of the Community Needs Assessment (CNA) undertaken in early 2016, and informed by social research and engagement conducted as part of the Project EIS. The Strategy has also been developed to align with best-practice and recognised international guidelines ²⁶.

2. COMMUNITY INVESTMENT OBJECTIVES

The objective of KEPCO's Community Investment Strategy is to target initiatives which are focused on identified and verified community needs and/or developed in response to direct stakeholder requests.

2.1 Community Investment

KEPCO has undertaken a Community Needs Assessment (CNA) to appropriately target strategic investment over the short and medium term. The CNA aimed to provide a robust social platform for planning strategic investment and ensuring the best overall return on investment for communities and the business alike. The objective of the CNA was to:

- Identify what type of community development initiatives are likely to be supported by local and regional communities, and use this to define contextually-relevant investment priority areas to ensure that the community investment aligns with community needs and contributes to the community's values and aspirations; and
- Determine whether community capacity is sufficient to support community investment initiatives or whether this will need to be built in advance of strategy implementation.

The first step towards achieving meaningful and sustainable long-term community investment for the Project involved understanding the social landscape in which the investment program will operate. A substantial body of socio-economic information was gathered through the Project EIS and SIA processes, which included consultation with local government and community groups / members. Additional research was conducted for the CNA, which included

²⁶ Such as: IFC, 2010 (Strategic Community Investment – A Good Practice Handbook for Companies Doing Business in Emerging Markets).

targeted interviews with community health providers, emergency services, community groups, childcare providers and local schools.

Consultation with key stakeholders facilitated the identification of potential investment opportunities. At the local level, each town had varying priorities and needs; however, some consistent themes were identified across all the local towns included in the assessment. The priority areas for investment identified in the CNA included:

- Social infrastructure to support community cohesion, build resilience and promote community health and wellbeing;
- Community transport services for people who find it difficult using mainstream transport, due to age, frailty and/or disability;
- Specialist health services, namely occupational therapy for early childhood intervention and better support for people with special needs;
- Childcare services and education facilities for children in Kandos/Rylstone; and
- Training / education and development initiatives to enable the local community to better access employment opportunities in the region and support the long-term sustainability of communities.

KEPCO's community investment initiatives have been developed to focus on these priority areas and to achieve real and sustainable community development outcomes in the Project's affected communities. As the Project progresses through its lifecycle and community dynamics change, KEPCO's community investment will remain responsive and flexible, and will be adjusted to suit emerging issues and priorities.

3. COMMUNITY INVESTMENT FRAMEWORK

The key components of KEPCO's Community Investment Strategy for the Bylong Coal Project are:

- Interim Community Investment Fund (CIF), which will operate over the medium term;
- Voluntary Planning Agreement (VPA), which will succeed the CIF and operate for the life of the Project; and
- Corporate Sponsorship and Donations (SD) Fund, which is designed to supplement to CIF and VPA.

KEPCO's community investment activities will be applied both at a local and regional level to support an inclusive approach to community development. Local level investment will focus on building skills and capabilities, as well as adopting initiatives that support overall community wellbeing. At a regional level, initiatives will aim to support existing government development objectives and initiatives. Over the short-term, KEPCO's community investment will be

focused on 'local' communities as a first priority, and 'regional' communities thereafter defined in **Diagram E-1**.

Diagram E-1
Communities of Interest



3.1 Interim Community Investment Fund

The CNA informs KEPCO's allocation of funds to specific groups under its interim CIF. The interim CIF was established in 2015 to focus on strategic opportunities for investment in community projects. The interim CIF will continue to operate until the commencement of the Project Construction Phase, at which point in time the VPA will commence.

KEPCO will liaise closely with MWRC to nominate specific initiatives for the medium term and to ensure contributions align with the MWRC's priorities for investment, and avoid duplication of funding efforts. Implementation of initiatives will involve on-going and proactive communication with all stakeholders to facilitate local buy-in and ownership. The collaborative approach will also assist in the ongoing monitoring and refinement of priority community investment areas.

3.2 Voluntary Planning Agreement

In late 2016, KEPCO settled the terms with MWRC for a VPA for the Project. The VPA is the primary mechanism for managing potential socio-economic impacts of the Project and enhancing benefits and opportunities from the commencement of the Project Construction Phase. The VPA will provide funding for strategic infrastructure projects and community initiatives in the MWRC LGA.

Under the VPA, the MWRC agree to consult with KEPCO in relation to the public purposes that the development contributions will be used for to ensure the provision of a material public benefit. The expenditure of the funds under the VPA will be consistent with MWRC's Community Plan and by resolution of Council.

3.3 Corporate Sponsorship and Donations Fund

KEPCO distributes small funding packages under the Corporate Sponsorship and Donation Fund. Community sponsorships can be either financial or in-kind support for an activity. Donations may be a financial or in-kind gift or contribution to an organisation, event or private individual.

For the year 2017, KEPCO allocated up to \$90,000 for discretionary sponsorships and donations. At this early stage of Project activities, applicants can apply for up to \$3,000 per round of funding. There are three rounds of funding per year. Calls for applications are made through the Project's Community Newsletter, local newspaper and radio.

KEPCO's sponsorships and in-kind contributions can be sought under the following four categories:

- **Event sponsorship** – This includes support for both one-off and recurring events.
- **Project sponsorship** – This includes support of a particular project and is normally a one-off request. It is likely to be the funding towards the construction/creation of a project.
- **Program sponsorship** – A program sponsorship provides an opportunity to support ongoing activities including (but not limited to) youth sports programs, school breakfast clubs, book clubs through local libraries, girl guides, scouts, sponsorship of school end of year awards, etc.
- **Site sponsorship** – This could include a banner ad or placement of a logo in a prominent position at the local sports club or community venue.

Some of the groups and events supported by the CIF to date include the Bylong Christmas Celebration, Bylong Hall, Bylong Anglican Church, Mudgee Showground Carols, Cudgegong Valley Mathematics Enrichment Program, Mudgee Disability Support Service, Rylstone Public School Parents and Citizens Association, Kandos High School, Rylstone Hospital Auxiliary, Rylstone Branch Combined Pensioners and Superannuates, the Rylstone and District Pony Club and Mudgee Men's Shed.

KEPCO is also supportive of volunteering and in-kind employee support of local initiatives. In-kind contributions are based on the philosophy that community investment should be part of employees' lives, not just the responsibility of an individual or team, but of each person involved in the Project. It also facilitates awareness and integration at all levels of the

organisation, and encourages employee interaction with neighbouring and regional communities. In this regard, KEPCO supports its employees and contractors in volunteering for local community initiatives where appropriate.

PRELIMINARY

APPENDIX F
Summary of Bylong Valley Historical Development

When	Event
c: 1823	Settlement of Lee and Tindale properties in Bylong Valley and Widden Valley ¹
1840s	Cattle replace sheep throughout the valley, cattle industry grows ¹
1840s	Thoroughbred horse breeding begins in the valley (Lee & Tindale) ¹
1840s-1860s	Construction of a number of homesteads within the Valley including c 1848 Lee Homestation and Sunnyside late 1830s to early 1840s ¹
1876	St Stephens Anglican Church constructed due to growing population ¹
1880-1920s	Schools intermittently operating pending demand ¹
1883	Torrie Lodge Homestead constructed ¹
1884	Bylong District comprised of 49 households ¹
1895-1903	Federation Drought affects most of Australia ²
1909	Lee property holdings purchased, subdivided into smaller lots and sold off by third party ¹
1910-1926	Cheese factory operational employing over 15 people at peak operation ¹
1912	Construction of Kandos Cement factory becoming Australia's first domestically sourced cement product ³
1912	Upper Bylong School established on Woolley's Road ⁴
1912	Wigelmar Homestead constructed ⁵
1912	Presence of a coal seam at Wilpinjong reported in local paper ⁶
1914-1915	Widespread drought and Australian wheat crops fail ²
1914-1916	Bylong Upper School reverts to a Half Time School due to enrolment numbers ⁴
1915	Bylong Post Office constructed in Upper Bylong ⁷
1915	Catholic Diocese purchases site from Alan Saxleby. Construction of Sacred Heart Catholic Church in Upper Bylong which opens in September ⁷
1915	Population of Upper Bylong estimated at 82 ⁷
1917	Bylong Upper School resumes as full-time school ⁴
1918-1920s	Thompson family (brothers Herbert and James <Cyril> acquires a number of properties including Tarwyn Park, Iron Tank Wingarra, Torrie Lodge, Bylong Station and Sunnyside ¹
	Severe Drought ²
1920s	Construction of Upper Bylong and Bylong Halls to service growing populations ¹
1920s	Early 1920s Ulan Mine and Ulan No1 Colliery Holding established ⁸
-1920s	Tarwyn Park Sandstone Stables and Homestead constructed ¹
1924	Commencement of Charbon Cement Works to service growing construction demand in NSW ⁹
1925	Charbon Coal Pty Ltd Mining Leases granted ¹⁰
1925	29 children enrolled at Bylong Upper School ⁴
1927	Bylong Upper School relocated from Wooleys Road to Upper Bylong Road ⁴

When	Event
1929-1933	Shale mining undertaken at Wollar and Wilpinjong ⁶
1932	23 pupils enrolled at Bylong Upper Public School ⁴
1933-1942	Average enrolment at Bylong Upper Public School was about 20 pupils ⁴
1933-1950	Intermittent operation of Ulan Mine ⁸
1936	Railway construction begins ¹
1939	Increased population from railway construction resulted in commencement of travelling camp schools ¹
1939	Bylong Bush Fire Brigade established ⁴
1939-1940	Up to five schools operating within Bylong Valley ¹
1939-1945	World War II and drought hits NSW and other states of Australia ^{1,2}
1940s	Quarrying begins at Bylong for railway works, intermittent use only since construction of railway ¹
1940s	Tarwyn Park employed 29 people at peak operation (Source: Oral History) ¹
1941-1950	Construction of Maryvale to Sandy Hollow railway line. Construction stopped towards the end of WWII and then resumed in 1946. The line construction was not recommissioned until the 1980s (see below) ¹¹
1943-1952	Murrumbo Railway Camp school operated and in 1948 had 35 students ⁴
1948	Wigelmars property sold following death of the owner, the great-grandson of pioneer William Lee ⁵
1949	Closure of Railway Camp School due to poor attendance, Upper Bylong School (Later renamed Bylong Upper Public School) only remaining school in Bylong Village ¹
1949	Cyril Thompson sells Iron Tank ¹²
1950s	Last dairy farm ceases operation in the valley (Source: Oral History) ¹
1950s	Oral History interviews noted large decline in community following end of railway works ¹
1950s	Upper Bylong Post Office and store relocated ⁴
1950s	Bylong Upper Public School included over 50 enrollments between K-6 and 40 enrollments at Wollar Public School ^{1,13}
1951	Railway construction ceased. Resident population of Bylong Valley contracts ¹
1951	Herbert Thompson starts selling holdings ¹
1956	Bylong General Store opened in current location. Telephone exchange and post office operated from the store ¹
1956	Ulan Coal Mine recommences operations following intermittent closures ⁸
1957	Bylong Upper Provisional School reclassified as a Public School ⁴
1964	Bylong Valley connected to the electricity grid. Farmers are now able to irrigate using electricity rather than diesel ¹⁴

When	Event
1965-1968	Drought develops in NSW and spreads across most of Australia ²
1966	18 Landholders attend Bylong RFS General Meeting ⁴
1967	Low supply/demand causes livestock auctions and sales from three days a week to only one day a week in Mudgee ¹⁵
1969	Ulan Power Station Closed ⁸
1973-1974s	Enrollments at Bylong Upper Public School approximately 36 students and in 1973 the school was converted to a two-teacher school ⁴
1970s	Regular social functions held within the community including dances, gymkhana and sports days (Source: Oral History) ¹
1970s	Notable increase in 'weekend residents and hobby farmers' to the Rylstone area ¹⁵
1970s	Increase in mechanised labour, reducing need for farm hand employees on properties ¹³
1972	Murrumbo purchased by Graham Family who employ a number of farm hands and families who live permanently on the property. ¹⁴
1972	24 Landholders attend Bylong RFS General Meeting at Bylong Hall ¹⁶
1973-74	Biggest collapse of the beef industry since 1880s ¹⁴
1974	Large family farming properties began to be subdivided into smaller blocks for 'weekend residents and hobby farmers' in the Wollar area ¹³
1975	Erection of second classroom at Bylong Upper Public School ⁴
1974-1981	Multiple large bushfires affect the Bylong Valley with the worst fire occurring in 1981 ⁴
1977	Closure of Charbon Cement Works ¹⁷
1977	Ulan coal mine opened by White Industries ¹⁸
1980s	Social life and population in Bylong died down following the completion of the railway (Source: Oral History) ¹
1980s	Murrumbo supports a breeding herd of 750 cows plus up to 1000 head of trading cattle. 60 to 70 bulls were sold each year at an annual on-property production sale. The property supports more than 10 families ¹⁹ .
1980	Ulan-Sandy Hollow railway construction commences to enable coal to be transported from Ulan to the Port of Newcastle ¹
1980	140 households registered in the Wollar district ¹³
1980	35 Bylong Valley landholders pay annual fees to the Bylong RFS ¹⁶
1982	Ulan-Sandy Hollow Railway line completed ¹
1982-1983	Short severe drought ²
1982-1984	Austen and Butta Limited granted two coal exploration Authorisations within the Bylong Valley and drilled 50 bore holes and completed various surveys ¹
1989	First Mouse Races held in Bylong Village to fundraise for Bylong Upper Public School excursions ¹⁴
Late 1980s	Commercial interest rates increase above 20% placing significant pressure on rural operators in the Bylong Valley ¹⁴

When	Event
1990	Notable decrease in Wollar district population due to aging population and younger population moving out of area ¹³
1990	Murrumbo ownership passed down from the Graham family. The stud operation is wound up and reverted to a commercial breeding and fattening enterprise. Houses on the land are sold off and ~ six families move off the land ²²
1990-1995	Multiple Mining Leases granted to Ulan Coal Mines Ltd (CCL,741, MPL 315, ML1341, ML1365 and ML1366) ²⁰
1991-1996	Multiple Mining Leases granted to Charbon Coal Pty Ltd (MPL270, ML1318, ML1384) ²⁰
1992	30 Bylong Valley Landholders pay annual fees to the Bylong RFS. Total annual subscription fees paid \$1661.51 ¹⁶
1992 – 99	Shell Company of Australia, on behalf of Austen and Butta Limited completed various surveys as part of coal exploration ²¹
1993	Mining Lease (ML1331) granted to Centennial Airly Pty Ltd ²⁰
1996	Enrollments at Wollar Public School fall to 14 students ¹³
2000s	Wallings Pastoral Company acquires a number of private properties within Bylong Valley including Innisfail, Helvetia, Crows Nest, Valley View, Almerita, Torrie Lodge, Sunnyside, part of Harley Hill, and Homeleigh. Property operated by landowner and a limited number of farm hands ²²
2000s	Accomac Holdings Pty Ltd acquires a number of properties within the Valley including Taworri, Brigalow and Sylvania Park (later renamed and operated the three properties as Bylong Park) ²²
2000 – 2011	Anglo Coal Australia acquired the two coal exploration leases from Austen and Butta Limited and drilled 27 bore holes (18 under KEPSCO management in 2011) ²¹
2000	For the first time in almost 30 years Murrumbo is placed on the property market. Murrumbo is sold and operated as a Sevenbardot Poll Hereford Stud ²³
2000	The Catholic Diocese of Bathurst ceased using the Sacred Heart Catholic Church Bylong ⁷
2001	31 Landholders pay annual fees to the Bylong RFS. Total annual subscription fees \$1,106.50 ¹⁶
2001	Ten students enrolled at Bylong Upper Public School ²⁴
2001-2009	'Millennium Drought' affects most of Australia ²
2002	Six students enrolled at Bylong Upper Public School ²⁴
2003	Wingarra property sold ²²
2003	Wigelmar property sold ²²
2003	Resident population of Bylong Valley estimated at between 50 and 80 people ¹
2004	From mid 2000s onwards Bylong RFS formally ceases to record names of landholders who pay annual subscription fees, however total fees collected falls to between \$200 and \$350 ¹⁶
2005	Eleven students enrolled at Bylong Upper Public School ²⁴
2006	Mining Lease granted to Wilpinjong Coal Pty Ltd (ML1573) ²⁰
2006	Eight students enrolled at Bylong Upper Public School ²⁴
2006	Wilpinjong Coal Mine commences construction ¹³

When	Event
2006	Wingarra property sold again and operated by a residential Farm Manager ²²
2006-2015	Peabody Energy Australia acquires private properties for Wilpinjong Coal Mine ¹³
2006-2011	Cascade Coal acquires properties in Bylong Valley and Coggan area for potential Mt Penny Coal Project ²²
2007-2009	Bylong Valley Way sealed ¹⁴
2007	Mining Lease granted to Moolarben Coal Mines Pty Ltd (ML1606 and ML1605) ²⁰
2007	Construction of Moolarben Coal Mine commences ²⁵
2008	Nine students enrolled at Bylong Upper Public School ²⁶
2008	The Sacred Heart Catholic Church Bylong site is sold to a private landholder ⁷
2009	Mt Penny Coal Pty Ltd granted coal exploration licence in Bylong and commences coal exploration program ²⁰
2009	Mining Lease (ML1628) granted to Moolarben Coal Mine ²⁰
2010-2012	Mining Leases (ML1647 and ML1663) granted to Charbon Coal Pty Ltd ²⁰
2010	The Sacred Heart Catholic Church Bylong site is sold to Wallings Pastoral Company ²²
2010/2011	KEPCO acquires previously owned exploration Authorisations from Anglo Coal Pty Ltd and commences exploration program and initial conceptual mine planning ¹
2011	Mining Lease (ML1628) granted to Ulan Coal Mine Pty Ltd ²⁰
2011	Enrollments at Bylong Upper Public School fall to 5 students ²⁸
2011	Bylong Station, Glenview and a portion of Harley Hill acquired by KEPCO (their first land acquisitions in Bylong Valley) ²²
2011	Closure of Kandos Cement works and loss of 98 jobs in local community ²⁷
2012	Bylong Park (including Lee Homestation, Taworri, Brigalow and Sylvania Park) acquired by KEPCO ²²
2013	Nullabah Property subdivided into smaller parcels and sold off over following years. A number of new landowners associated with the Nullabah subdivision move into the Bylong Valley on a part-time basis ²²
2013	Mining Lease granted (ML1961) to Moolarben Coal Mines Pty Ltd ²⁰
2013	Final Bylong Mouse Races held ²⁸
2014	Mining Lease granted (ML1697) to Ulan Coal Mines Ltd ²⁰
2014	NSW Government rescinds Mt Penny Coal Pty Ltd coal exploration lease ²⁹
2014	Murrumbo is sold for the second time in 14 years. The property is leased by Waverley Pastoral Co. who place a Farm Manager on the land ²²
2014	Wigelmar property sold ²²
2014	Wingarra property is sold ²²
2014	Tarwyn Park and Byleigh Ridge acquired by KEPCO ²²
2014	Wallings Aggregation (approximately 3,500 ha) acquired by KEPCO from Wallings Pastoral Company ²²

When	Event
2014	KEPCO appoints Farm Manager and farm hands who take up residence in the Bylong Valley ²¹
2014	Six enrolled pupils at Bylong Upper Public School ²⁴
2015	Closure of Charbon Colliery near Kandos ²⁷
2015	Mining Lease granted (ML1715) to Moolarben Coal Mines Pty Ltd ²⁰
2015	Mining Lease Application (MLA510 MLA515) lodged for Wilpinjong Extension Project ²⁰
2015	23 privately owned households registered in the Wollar District ¹³
2015	No enrollments recorded at Bylong Upper Public School. School placed in recess by the Department of Education ²⁴
2015	Nine enrolments at Wollar Public School ¹³
2016	Eight enrollments recorded at Wollar Public School ¹³
2016	Former Bylong Upper Public School site and buildings, Tinka Tong, Gumbirra, Oakdale and Little Rock Properties acquired by KEPCO ²²
2016	Alinta property sold (Absentee landholders) ²²
2016	Meadsville property sold ²²
2017	Mining Lease granted to Ulan Coal Mines Ltd (ML1754) ²²²⁰
2017	Wingarra property sold again to a family who take up residence on the property ²²
2017	Lee Creek and Carrawatha properties acquired by KEPCO ²²
2017	Hillview and Bylong General Store properties purchased by KEPCO ²²
2017	Bylong General Store is leased to local resident and remains open under new management ²¹
2017	Sealing of Wollar Road between Wollar and Bylong Valley Way commences ³⁰
2017	Exploration Lease Applications (ELA557 ELA5574) made by Wilpinjong Coal Pty Ltd ²⁰

¹ AECOM Australia Pty Ltd (2015) *Bylong Coal Project: Historic Heritage Impact Assessment*

² Liddy M, Elvery S and Spraggon B (2014) Interactive: 10 years of drought in Australia ABC at <http://www.abc.net.au/news/2014-02-26/100-years-of-drought/5282030>. Accessed on 15 November 2017

³ Mining Link <http://mininglink.com.au/site/kandos-cement-plant>. Accessed 25 September 2017.

⁴ Centenary Booklet Committee. (1984) Bylong Valley Centenary of Education 1884-1984. Centenary Booklet Committee.

⁵ Austin, P. The Land (2016). *Gunns say 'so long, Bylong* <http://www.theland.com.au/story/3956586/gunns-say-so-long-bylong/>

⁶ Peabody (2017) *Wilpinjong Coal Historic Heritage Management Plan*

⁷ Edward Higginbotham & Associates (2015) *Archaeological Assessment for Historical Burials*

⁸ Glencore- Ulan Coal: History of Development. <http://www.ulancoal.com.au/en/about-us/Pages/history.aspx>. Accessed 29 November 2017.

⁹ Rylstone District Historical Society <http://www.rdhswiki.com/page/Charbon+Cement+Works>. Accessed 25 September 2017.

¹⁰ Centennial Coal (2016) *Charbon Colliery Annual Review 2015*

¹¹ Rylstone District Historical Society <http://www.rdhswiki.com/page/Bylong+Valley> Accessed 29 November 2017

¹² AECOM Australia Pty Ltd (2017) *Bylong Coal Project: Tarwyn Park Conservation Management Plan*

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- ¹³ Elliot Whiteing (2015) *Wilpinjong Extension Project Social Impact Assessment* for Peabody Energy Australia
- ¹⁴ Bylong Valley Resident (October 2017) *Bylong Coal Project Stakeholder Consultation (pers comm)*
- ¹⁵ Rylstone District Historical Society <http://www.rdhswiki.com/page/District+by+Year>. Accessed 25 September 2017.
- ¹⁶ Bylong Valley Rural Fire Service (various) *Meeting Records*
- ¹⁷ Rylstone District Historical Society <http://www.rdhswiki.com/page/Charbon+Cement+Works>. Accessed 25 September 2017.
- ¹⁸ Glencore (2017) <http://www.ulancoal.com.au/en/about-us/Pages/history.aspx> Accessed 29 November 2017
- ¹⁹ Braithwaite, L. (2017), personal communication 12 October 2017
- ²⁰ Department of Planning and Environment – Division of Resources and Energy (2017), Title Status Reports <https://www.resourcesandenergy.nsw.gov.au/miners-and-explorers/applications-and-approvals/current-titles-reports-applications-and-services/title-status-reports>. Accessed on 29 November 2017.
- ²¹ KEPSCO Australia (2017) *Internal Communication*
- ²² Land and Property Information - NSW Land Registry Services Database (2017)
- ²³ Austin, P. (2016) <http://www.theland.com.au/story/3889543/murumbo-has-proud-pedigree/>. Accessed on 25 September 2017
- ²⁴ Department of Education (2017) Enrolments (headcount) in selected NSW government schools 1996-2016, Centre of Education Statistics and Evaluation, F31 data cube, extracted September 2017
- ²⁵ Moolarben Coal (2017). Energy Savings Management Plan http://www.moolarbencoal.com.au/icms_docs/258163_energy-savings-management-plan.pdf Accessed 29/11/17
- ²⁶ Hansen Bailey (2016) Bylong Coal Project Response to Submissions
- ²⁷ Manufacturers' Monthly (2011) <http://www.manmonthly.com.au/news/cement-australia-blames-taxes-for-kandos-factory-closure/>. Accessed 25 September 2017.
- ²⁸ Hansen Bailey (2015) *Bylong Coal Project Social Impact Assessment*
- ²⁹ Sydney Morning Herald (2014) <http://www.smh.com.au/nsw/nsw-government-cancels-mining-licences-tainted-by-eddie-obeid-ian-macdonald-corruption-scandals-20140120-314iv.html>. Accessed 25 September 2017.
- ³⁰ Mid-Western Regional Council (October 2017) *Stakeholder Consultation (pers comm)*

PRELIMINARY

APPENDIX G

Curriculum Vitae of Specialist Social Consultants

- Areas of Expertise**
- Social Impact Assessment and Management;
 - Quantitative and Qualitative Social Research;
 - Social Risk Identification and Assessment;
 - Indigenous Participation Planning;
 - Local content planning and management;
 - Workforce Housing and Accommodation Management;
 - Workforce Recruitment and Training Planning;
 - Stakeholder Consultation;
 - Social Performance Monitoring and Evaluation;
 - World Bank and IFC Standards
 - Environmental Impact Assessment and Approvals.

- Qualifications**
- Masters of Environmental Mgt, Griffith University 1999.
 - BBE Urban and Regional Planning, Queensland University of Technology, 1992.

Career Highlights *Bronwyn is a Principal Social Planner with international experience specialising in social impact assessment, community development and community engagement. She has over 19 years of practical experience in social impact assessment with extensive experience in mining and resource development (coal, manganese, bauxite, copper and gold. Bronwyn has experience in the Philippines in social and health impact assessment, resettlement, Free and Prior Informed Consent (FPIC) in line with World Bank and IFC Standards. Bronwyn also has experience in engagement with Traditional Owners and the assessment of significant social impacts on Indigenous communities.*

Key project experience includes:

- *Social Impact Assessment –identification, analysis and management of social impacts associated with major developments including copper-gold mining in the Philippines, manganese mining within an Indigenous Protected Area (IPA) of Northern Australia and bauxite mining in far North Queensland, coal mining throughout Queensland (Qld) and New South Wales (NSW), gold mining activities in NSW and port and shipping activities within Qld.*
- *Social Impact Management Plans – development of social impact management and monitoring plans for the resources sector across Australia.*
- *Workforce housing and accommodation management - development of tailored strategies for housing and accommodation of significant sized workforces, including the use of Temporary Worker Accommodation Facilities and in-town accommodation.*
- *Community Consultation – design and implementation of community consultation programs incorporating a range of consultation mechanisms for impact assessment, issue management, master planning and policy development.*
- *Local Content Planning and Management– analysis of local industry capability, preparation of local capability plans and advice on local content plans.*
- *Environmental Impact Assessment – extensive experience in the preparation and delivery of environmental impact statements for a range of complex multidiscipline projects.*

Employment History: **HANSEN BAILEY, Brisbane (2007 – present)**
Principal Social Planner and Communications Consultant
PLACE Design Group, Brisbane (Feb 2007- 2007)
Contracting Senior Environmental and Social Planner
JACOBS UK, Leeds (2005-2006)
Senior Environmental and Social Planner
Earth Tech Australia, Brisbane (2002-2004)
Senior Environmental and Social Planner
URS AUSTRALIA, Brisbane (1998 - 2002)
Senior Environmental and Social Planner.
ERM Mitchell McCotter, Brisbane/Sydney (1996-1998)
Environmental Planner

Project Experience ***Environmental Impact Assessment / Social Impact Assessment and Community Consultation***

- Tcharawopin Project (Aurukun, Qld) (Glencore) (under preparation) – **SIA and stakeholder engagement.** Preparation of an SIA for a greenfield bauxite mining operation nearby the town of Aurukun within the Aurukun Shire. Design of a community engagement program for Indigenous and non-Indigenous stakeholder engagement. The SIA will require assessment of the potential social and economic impacts of the project on the relevant Traditional Owners.
- McPhillamys Gold Project (Blayney, NSW) (Regis Resources) – **SIA Scoping Study.** Preparation of an SIA Scoping Study for a greenfield gold mine outside the town of Blayney in NSW. The SIA Scoping Study was prepared in accordance with the new NSW SIA Guidelines (2017) and supported an application to the NSW Department of Planning and Environment for SEARs.
- Bylong Coal Project (Hunter Valley) (KEPCO) – **SIA preparation and stakeholder engagement.** Preparation of a SIA for an underground and open cut mining project located nearby the small rural village of Bylong. The project involved extensive work around workforce accommodation and housing, including a detailed survey of housing and accommodation provision across the region. The SIA involved significant targeted consultation through focus groups with residents of the Bylong Valley, preparation of social impact management actions to address issues such as population decline, workforce housing and accommodation, rural land management. The Response to Submissions (RTS) process has also involved further baseline social surveys (tourism accommodation survey) and additional analysis of the local housing market.

- Groote Eylandt Mining Project (GEMCO) Eastern Leases Project (Groote Eylandt, NT) South 32 - **Assessment of the potential social and economic impacts of the project on the Traditional Owners of the Groote Eylandt Archipelago.** The SIA required consideration of a diverse range of issues including Indigenous use of the project land, spiritual associations with the land and water, long-term maintenance of Indigenous culture, employment and training, distribution of royalties, Commonwealth and Territory Indigenous legislation and regulations.
- Groote Eylandt Mining Project (GEMCO) Eastern Leases Project (Groote Eylandt, NT) South 32 - **Design and implementation of Indigenous consultation strategy** for the project approvals phase of the Eastern Leases Project. The consultation strategy included a significant field based component where Bronwyn conducted land use mapping with Traditional Owners. Consultation included a number of small focus groups with Indigenous women's groups and Indigenous Elders, participation in community events, meetings with education providers, health representatives, child services, emergency services etc. Bronwyn conducted significant consultation with the Indigenous Employees of South32 on Groote Eylandt including engagement around rehabilitation practices, employment and training.
- Tampakan Copper-Gold Mine Project (Philippines) (Xstrata) – **Management of the Social Impact Assessment and Environmental Health Impact Assessment studies.** Bronwyn was responsible for managing and working closely with the locally appointed consultants for the conduct of the SIA, in particular the field surveys. Bronwyn contributed to the identification and analysis of social impacts, the drafting of the SIA report and was responsible for ensuring compliance with World Bank and IFC Standards.
- Tampakan Copper-Gold Mine Project (Philippines) (Xstrata) - **Management of the Economic Impact Assessment (EclA).** Bronwyn was responsible for managing the EclA conducted by the CIE for the project. Bronwyn was responsible for the collation and provision of base line data, review and analysis of the draft reports and day-to-day liaison with the CIE as well as assisting with scope definition.
- Tampakan Copper-Gold Mine Project (Philippines) – **Assistance with design and implementation of the community consultation process for project approvals.** Bronwyn was involved in the design of consultation materials, key messages, issues questions and concerns. Preparation of Stakeholder Engagement Plan for the environmental approvals process. Assistance in analysis and response to the findings of significant community consultation such as public hearings. Preparation of the issue response management plan following the completion of the initial phases of stakeholder consultation.
- Tampakan Copper-Gold Project (Philippines) – **Preparation of Briefing Note on obtaining Free and Prior Informed Consent (FPIC) from Indigenous people.** Bronwyn assisted with the preparation of a FPIC briefing note for the project including analysis of World Bank and IFC standards. Bronwyn then assisted with the implementation of key actions around securing FPIC for the project

**Project Exp
(cont)**

- Project China Stone (Galilee Basin) (MacMines) - Preparation of a SIA and design and implementation of a community engagement process for the development of a significant open cut and underground mining operation in the remote Galilee Basin. The SIA involved an extensive community engagement process, labour force supply analysis, local content capability assessment and preparation of a social impact assessment management plan.
- Anglo American (Moranbah, QLD) - Provision of strategic advice and assistance with the management of social impacts associated with mining operations in the Moranbah region. This included the provision of assistance with the undertaking of a corporate review of operations using the Anglo American Socio-Economic Assessment Tool (SEAT), conduct of focus groups with residents of Moranbah, documentation of outcomes in the Annual Moranbah SEAT Report.
- Boggabri Coal Project (Boggabri, NSW) – Preparation of SIA for a new open cut mine at Boggabri, NSW.
- Grosvenor Project (Moranbah, Qld) – Stakeholder Consultation Coordinator and SIA Manager. Design and implementation of a stakeholder consultation program for the preparation of an EIS for the Grosvenor underground mine. Preparation of the SIA component of the EIS and SIMP. Assistance with the development of workforce accommodation strategy and the development of measures to manage associated potential social impacts.
- Minyango Project (Blackwater, Qld) – Stakeholder Consultation Coordinator and SIA Manager. Design and implementation of a stakeholder consultation program for the preparation of an EIS for the Minyango underground mine. Preparation of the SIA component of the EIS, including the design of the SIA methodology, conduct of focus group discussions with all sectors of the community and preparation of a SIMP.
- Foxleigh Project (Middlemount, Qld) - Stakeholder Consultation Coordinator and SIA Manager. Design and implementation of a stakeholder consultation program for the preparation of an EIS for the Minyango underground mine. Preparation of the SIA component of the EIS and SIMP.
- Belvedere Project (Moura, Qld) - Stakeholder Consultation Coordinator and SIA Manager. Design and implementation of a stakeholder consultation program for the preparation of an EIS for the Belvedere underground coal mine. Preparation of the SIA component of the EIS.
- Innes Park South Quarry Project (Bundaberg, QLD) – Project Manager for the preparation of a Material Change of Use Application for the establishment of a new basalt quarry on rural land in Innes Park. Completion of town planning report and design and implementation of a targeted community consultation process.

**Project Exp
(cont)**

- Eagle Downs Project (Moranbah, Qld) – Stakeholder Consultation Coordinator and SIA Manager. Design and implementation of a stakeholder consultation program for the preparation of an EIS for the Peak Downs East underground mine. Preparation of the SIA component of the EIS.
- Dartbrook Mine Review Phase (Hunter Valley, NSW) – Preparation of a stakeholder consultation strategy incorporating a land access protocol for the Dartbrook Mine Review Phase.
- Mount Arthur North Coal Project (Hunter Valley, NSW) – Environmental Planner assisting with the compilation and final production of the EIS document
- Darling Anabranch Pipeline and Environmental Flows EIS (Murray Darling Basin Commission) – Project Coordinator for planning and environmental approvals/specialist consultation advisor and social impact assessor.
- QNI Yabulu Nickel Refinery Extension Project EIS, QNI Pty Ltd, Townville –Consultation/Social/Planning manager for the preparation of an EIS for the refinery extension.
- Dalrymple Bay Coal Terminal Stages 6&7 Expansion EIS, Ports Corporation of Queensland. – Assistant Project/Land Use Planner/Social Impact Assessor/Consultation Manager. These roles involved management of multiple stakeholders as well as leading and developing a multidisciplinary design and implementation team.
- Bribie Island Road Upgrade – Main Roads –Design and implementation of a community consultation program for the identification of a preferred option for road upgrade
- Lincoln Southern Bypass – Lincolnshire County Council – Design and implementation of a community consultation program for the conceptual and detailed design of a Southern Bypass road.
- Alcan Gove Alumina Refinery Expansion Project (Gov, NT) – Design of indigenous and non indigenous stakeholder consultation program for the EIS. Development of the SIA methodology for the preparation of the EIS.
- Naturelink Cableway EIS – Project Manager/Land Use Impact Assessor/Consultation advisor and Social Impact Assessor.
- Interconnection to the National Grid EIS – Powerlink – Coordination of landuse and Social Impact Assessment.
- Banyo Defence Land Disposal Study and Masterplan, Department of Defence – Project Manager for the preparation of a land use concept plan, site constraints and analysis investigation.

Social Planning Studies**Project Exp
(cont)**

- Social Sustainability Assessment of Northern England Coalfield Communities – Northern England Economic Development Board – Project involved a detailed sustainability assessment of 20 coalfield communities, prioritisation of communities for social infrastructure investment and development of investment programs for high priority communities.
- Preparation of Community Housing and Environmental Health Plans (CHEHP) NSW DAA/DPWS– Social Planner/Community Adviser
- Toomelah/Boggabilla Community Housing and Environmental Health Plan (CHEHP)
- Lightning Ridge/Collarenebri Housing and Environmental Health Plan,
- Gulargambone/Coonamble Aboriginal Community Development Program Early Works Implementation National Aboriginal Health Strategy

This projects role involved assessment of community environmental health encompassing housing provision and condition as well as access to services and facilities. Role encompassed extensive consultation and negotiations with the Indigenous Community including the management of an Ingenious Working Party. Recommendations were made for the provision of additional facilities and services. Funding mechanisms were identified for the provision of additional housing and services and facilities. Implementation plan for community servicing developed.

Strategic Environmental and Planning Studies

- Regional Monitoring Report - Yorkshire and Humber Assembly UK – Development of a new monitoring framework for monitoring the environmental economic, built and social development aspects of the Regional Spatial Strategy.
- Yorkshire and Humber Regional Spatial Strategy – Yorkshire and Humber Assembly – drafting of ‘outcome statements’ and background reports for the preparation of the regional planning framework.

**Countries
Worked In**

Australia (QLD, NSW, NT, VIC), UK, Philippines
UK residency visa



Elena Miceski

Principal Social Consultant

Overview

Elena has over eighteen years' experience in stakeholder engagement, communications, community research and social impact management for government, resource and infrastructure sectors. Elena has a comprehensive understanding of international best practice social frameworks (IFC, World Bank) and has successfully completed community relations and research for projects located throughout Australia and in Africa and Papua New Guinea. She has an extensive background in stakeholder liaison and negotiation, including with government, communities, landholders, special interest groups, industry and the media.

Elena offers experience in providing strategic stakeholder and social services for complex, challenging and significant projects, including several mega coal seam gas developments, government social planning projects, coal mines, port expansions, liquefied natural gas facilities, onshore and offshore pipelines, carbon capture and storage proposals, rail lines, wind and solar farms, and various mineral developments. Elena specialises in social licence solutions and her projects have been publicly praised by the Government for their responsiveness to community concerns.

Elena has provided strategic stakeholder advice and services to several of the major resource and energy producers in Australia, including Shell, Rio Tinto, Origin Energy, ConocoPhillips, Santos and QGC. She was responsible for and managed all stakeholder engagement, community relations and social performance activities for the significant Australia Pacific LNG Project on behalf of ConocoPhillips during, and is currently managing engagement and external affairs for the KEPCO Bylong Coal Project located in New South Wales.

Key experience:

- Developing and implementing a variety of engagement methods, including: community information displays, public community meetings, government information sessions, community surveys, focus groups, steering committees, reference groups and site tours
- Developing and maintaining positive engagement with government, communities, non-government and special interest groups, including: environmental, cultural, social, land and health oriented community groups and associations
- Producing promotional / educational information materials, including: fact sheets, newsletters, web page materials, community poster displays and advertising
- Project management
- Quantitative and qualitative social research



Areas of Expertise

- Social risk management and issues analysis
- Social baseline, impact assessment and management
- Stakeholder identification and mapping
- Stakeholder and community engagement
- Indigenous engagement and participation
- Government relations
- Landholder liaison
- Communications
- Strategic planning
- Project management
- Interface management
- Local content

Relevant Experience

Advisian Stakeholder Engagement and Social Performance Practice Manager,

Asia Pacific Service Line Lead | 2007 – current

KEPCO – Bylong Coal Project: Elena is the Stakeholder and Community Engagement Manager for the Bylong Coal Project located in the Hunter Valley of New South Wales. She led the development of a leading practice Project Execution Plan and Stakeholder Engagement Strategy and is responsible for the delivery of community and government relations as well as external affairs. Elena is also responsible for the preparation and implementation of social impact management strategies and implementing stakeholder engagement.

Rio Tinto Coal Australia and Rio Tinto Energy – Expansion and Growth Projects: Elena led the provision of stakeholder engagement services to support approvals for a portfolio of Rio Tinto Coal Australia growth projects.

Australian Coal Association – Social and Stakeholder Issues Advice Paper: Elena was requested by the Australian Coal Association to develop an issues analysis paper based upon her previous and current stakeholder experiences. The paper was used by the CEO and Board to understand the community context of ACA funded projects.

Shell: QGC Asset: Elena project managed a comprehensive community baseline and economic analysis to support gas field developments in the Surat and Bowen basins of Queensland. The project involved extensive stakeholder consultation, including with community groups, local and State government, and local residents. Elena and the Advisian social consulting team continue to provide strategic stakeholder support to Shell on an on-going basis regarding community engagement, Indigenous participation, Indigenous engagement, social performance, social impact management and stakeholder database systems support.

Victorian Government – Confidential Social Due Diligence Reviews: Elena was engaged by the Victorian Government to assess funding applicants' community and social performance against international best practice frameworks. Elena completed due diligence reviews relating to community relations, social impact management and benefits sharing.

Origin Energy and ConocoPhillips – Australia Pacific LNG Project: Elena was responsible for and managed all stakeholder engagement, community relations and social performance activities for the



significant Australia Pacific LNG Project on behalf of ConocoPhillips during approvals to construction. In addition to directing the stakeholder engagement and social performance program, Elena assisted in establishing the Gladstone Australia Pacific LNG community shop front and operated the shop front on behalf of ConocoPhillips for a period of over one year.

Elena developed a stakeholder engagement plan for the Project's major coal seam gas field development in the Surat and Bowen Basins and associated pipeline development to transport the gas to a proposed LNG facility in Gladstone. During approvals, Elena coordinated stakeholder engagement for the entire project (including community consultation with over 6000 stakeholders, and government and stakeholder meetings/briefings).

Elena also completed the project's social impact assessments, social impact management plans and contributed to the environmental impact statement. Elena managed and contributed to the development of a variety of social performance plans, including Local Content Plan, Accommodation Strategy and Indigenous Engagement plans. The social impact management plans for the project were commended by the Queensland Coordinator-General for their responsiveness to community concerns and clear processes and strategies for managing impacts including through the community investment framework.

Elena and the Advisian stakeholder team continue to provide stakeholder and social performance support to Australia Pacific LNG, including having recently completed a social impact management review. Elena is currently working with Australia Pacific LNG to deliver a strategic engagement program and updated community investment strategy.

Queensland Government – Department of Housing and Public Works: Elena was the Project Manager and Principal Stakeholder Manager for a regional housing consultation program. Elena prepared a comprehensive Project Stakeholder Engagement Plan and organised and facilitated stakeholder focus groups and workshops throughout regional Queensland on behalf of the Government. The inclusive engagement program included consultation with Indigenous stakeholders and service providers, housing and homelessness services, the private sector and government. The consultation outcomes informed various Government housing stakeholder and regional planning reports.

BG Group – QGC Asset: Elena project managed and prepared a detailed socio-economic baseline assessment to support QGC's proposed greenfield development activities in Queensland. In addition to the main baseline report, Elena developed a Stakeholder Issues Analysis, Landholder Issues Analysis and Environmental Constraints Analysis. Elena has also developed stakeholder engagement plans and community profiling reports to support coal seam gas expansion projects.

ConocoPhillips – Bayu-Undan, Timor Leste: WorleyParsons was engaged by ConocoPhillips to complete mapping and development of industry capabilities in Timor-Leste to address local content requirements for the Bayu-Undan field. Elena provided strategic input to the Project, including facilitating drafting communication materials for public engagement (radio advertising, billboard marketing) and report peer review.

Confidential CSG Client – Queensland and South Australian developments: Elena was engaged to complete a due diligence review and assess the company's stakeholder engagement and social performance activities and governance against international best practice frameworks in preparation for an international funding application. The review included cultural heritage, Native Title, land access, social impact management, local content, benefits sharing, community and stakeholder engagement.

QGC – QCLNG Project: Elena project managed and was the technical lead for a comprehensive strategic social impact review to support the QCLNG coal seam gas and liquefied natural gas project. The social



impact review was based on international leading practice and included a thorough risk assessment process to assess impacts and risks to the community and the business.

LNG Ltd (Gladstone LNG Pty Ltd) – Fisherman’s Landing Project: Elena managed stakeholder relations on behalf of LNG Ltd for an LNG facility development in Queensland. She prepared a stakeholder engagement plan and communications strategy and implemented stakeholder consultation during the approvals stage of the project. The Fisherman’s Landing Project was the first LNG plant to commence a public approvals process in Queensland (2007). Due to the open and transparent consultation process, Gladstone LNG Pty Ltd was able to succeed in receiving very limited comments from regulators regarding its EIS, and no public submissions. This subsequently allowed the EIS to be delivered in a significantly tight timeframe.

North Queensland Bulk Ports – Dudgeon Point Coal Terminals Expansion: Elena prepared a stakeholder engagement plan for the proposed coal terminals expansion project and facilitated implementing stakeholder engagement activities for the Project environmental impact statement. She implemented face-to-face stakeholder meetings, staffed an 1800 EIS hotline and email, organised government presentations and managed landholder liaison to support environmental studies. Elena also developed content for project fact sheets, community newsletters and media releases on behalf of the proposed project.

Terramin Australia - Western Mediterranean Zinc, Algeria: Elena managed community consultation, stakeholder relations and social performance activities for a Lead Zinc Project located in Algeria. She completed stakeholder engagement activities with Algerian Federal, State and local government on behalf of the proponent. Primary responsibility was to oversee and coordinate Communication team members including assisting the client in acquiring and training Algerian based communications support staff. Elena also completed preliminary social impact research to support environmental approvals.

Conergy – Cook Shire Solar Project: Elena prepared a comprehensive Community and Stakeholder Engagement Strategy to support a proposed solar farm in the Cook Shire – Northern Queensland. The Strategy included stakeholder identification, a comprehensive engagement schedule, social risk assessment, frequently asked questions and key messages. The Strategy was audited by the Australian Government in relation to its best practice funding support criteria, and was found to be acceptable.

Lyons – Northern Queensland Solar Project: Elena provided strategic advice and facilitated stakeholder engagement for a proposed solar farm in the Cook Shire – Northern Queensland, including the preparation of communication materials. Stakeholder engagement included public information sessions.

Liquid Niugini Gas – PNG LNG: Elena was responsible for coordinating stakeholder engagement activities for the Liquid Niugini Gas project, involving a gas pipeline extending from the Elk Antelope coal seam gas fields to Port Moresby and an LNG plant near the country’s capital. S

Transfield Services – South Australia Barn Hill Wind Farm: Elena managed community consultation and stakeholder relations for a proposed wind farm and associated transmission line in South Australia. She developed a communications strategy for the Project and implemented stakeholder activities, including public meetings, landholder BBQ information sessions, and business and government briefings and media relations. Elena developed and produced educational materials, including project information sheets, corporate brochures, community newsletters, posters, and static presentation displays. She also developed media releases, including editorials and advertisements, and advised local government upon stakeholder feedback and contributed to the Development Application process.



Santos – Gladstone LNG Expansion Project: Elena led stakeholder engagement planning to support project approvals process for a gas field expansion project. Work included stakeholder identification and mapping, stakeholder issues analysis and development of communications.

Previous Experience 1999 - 2007

Events Coordination and Cultural Liaison | Attorney-General's Department, Canberra and Queensland

Queensland Manager for Special Events Coordination - Stakeholder and Government Liaison and Community Relations. Specific tasking to manage government relationships with a register of over 100 cultural community group contacts located throughout Queensland.

Strategic Intelligence Unit | Crime and Misconduct Commission

- Identifying and assessing security and crime threats to communities
- Community interviewing (including targeting and recruitment of interviewees)
- Liaison with State and Federal crime and law enforcement agencies.

Political Analyst and Human Rights Officer | Human Rights, International Organisations and Legal Division | Department of Foreign Affairs and Trade, Canberra and Melbourne

- Primary responsibility to develop and sustain liaison with various stakeholders

Project Manager | Research and Prevention | Crime and Misconduct Commission

Elena was responsible for a broad study into the service management of Queensland Corrective Services. The project required extensive liaison with government and key stakeholders (such as women, Indigenous, prisoner rights associations).

The project involved Elena creating social and psychological interview instruments and battery tests for interviewing 550 prosecuted offenders across Queensland concerning their life experiences. The project involved interviews with Indigenous persons in regional communities. Interview participation was voluntary, which required the development of extensive project marketing, communications and consultation packages to enable recruitment of interviewees. Elena developed tailored communications for Indigenous participants and communities.

Interview results were utilised to undertake analysis of crime and life-risk patterns, with the outcome of providing government with crime-prevention and treatment recommendations.

Criminology Researcher and Tutorial Subject Coordinator | University of Queensland

Social research for university crime publications, including youth crime, male violence. Coordinated tutor program for first year criminology

Qualification & Affiliations

- Bachelor of Arts (Sociology and Psychology), University of Queensland
- Bachelor of Social Sciences, Hon- First Class (Criminology and Psychology), University of Queensland



DEE ELLIOTT

DIRECTOR

Dee is a leading social planner and impact assessment specialist, with 30 years' professional experience. Since establishing Elliott Whiteing in 1997, Dee has delivered projects for Government departments, major infrastructure providers, multinational companies, Local Governments, and Indigenous Councils.

Dee has also held leadership roles with BG Group, SKM (Jacobs), and Queensland local governments, and provided strategic advice to companies including Glencore, BHP Billiton, New Hope Group and QGC.

Dee enables clients to achieve excellent social outcomes through rigorous analyses, thorough stakeholder engagement, and project delivery skills earned on complex and contentious projects.

QUALIFICATIONS

Bachelor of Arts (Behavioural Sciences) - JCU 1985

Master of Social Policy - JCU 1993

EXPERTISE

- Social impact assessment, management and monitoring
- Social risk management and due diligence
- Stakeholder engagement
- Social values assessment
- Social performance and indicator frameworks
- Indigenous community planning
- Social investment strategies
- Social infrastructure and housing plans
- Community and economic development
- Court evidence

SELECTED PROJECT EXPERIENCE

Major infrastructure Projects

- Clem 7 - Social Impact Assessment, Business Case inputs and EIS Consultation Management – Brisbane City Council
- Airport Link - Social Impact Assessment and EIS Consultation Adviser and facilitator – Queensland Government
- Port of Abbot Point – Social values assessment
- Cross River Rail (Mark 1) – Technical reviewer, SIA – Queensland Government
- Northern Busway Social Impact Assessment and Management Plan, and Consultation Leader – Queensland Transport
- Gold Coast Highway (Smith Street), Social issues constraints and opportunities assessment - Department of Main Roads
- South West Transport Corridor Social Impact Assessment - Department of Main Roads
- Sunshine Motorway (Pacific Paradise) – Stakeholder Engagement - Department of Main Roads
- Traveston Crossing Dam EIS Social Impact Assessment
- Traveston Crossing Dam Land Use Study - Stakeholder engagement
- Hinze Dam EIS Stage 3 Social Impact Assessment
- Nerang River Flood Mitigation Options Social Impact Assessment – Gold Coast City Council
- Airport Link Construction – Independent Chair, Community Reference Groups - Thiess John Holland
- Green Bridge, Community Reference Group Facilitation - Brisbane City Council
- Gatton Shire Correctional Facility - Social Impact Assessment – Department of State Development
- Swanbank Paper Project Social Impact Assessment – Wingate
- Bremer Business Park SIA- Wingate
- Lauderdale Quays Harbour - Marina Project SIA – Walker Corp
- EIS Consultation Manager and Integrated Cultural Opportunities Assessment - Suncorp Stadium (Lang Park) Redevelopment - DPW

Resource and energy projects

- Olive Downs Project SIA and Management Strategies - Pembroke Resources
- Dendrobium Mine Extension – SIA – South32
- Mining closure plans – Stakeholder engagement and SIA – clients in the Bowen Basin, Hunter Valley, North West Minerals Province and SEQ
- Queensland Curtis LNG – SIA, Social Performance and Compliance Manager (3 years) - QGC
- Community Resources and Needs Assessment – New Hope Group
- Research paper on Planning for ‘licence to close’ - Mining company
- SIA - Spur Hill Underground Coal Mine - Spur Hill Management
- Carroona Coal Project Social Baseline and Impact Assessment - BHP Billiton NSW
- Project Sun LNG, Social Impact Assessment - Sojitz
- Wilpinjong Extension Project - Social Impact Assessment - Peabody Energy Australia,
- Abbot Point Strategic Impact Assessment – Cumulative SIA - BHP/Hancock/GVL
- Goonyella to Abbot Point Rail Social Impact Assessment - BHP Billiton
- Red Hill Mine Social Impact Assessment - BMA
- New Acland Stage 3 Social performance and compliance strategies - New Hope Coal Australia
- CRL Copper Refineries, Socio-economic impact assessment - Glencore
- Tampakan Copper-Gold Project, Social Impact Management Plan (SIMP) gap analysis and revision - Sagittarius Mines Inc
- Caval Ridge Mine Social Impact Management Plan, social monitoring frameworks, reporting on regulatory compliance, and impact management strategies - BMA
- Minerals/mining Operation Closure - Social risk analysis and stakeholder engagement plan – resource company
- OCAL Complex Closure SIA - Glencore
- Stakeholder Engagement, Wilkie Creek Mine Closure - Peabody Energy Australia –

Stakeholder engagement

- Draft Queensland Gas Action Plan – Stakeholder Engagement Strategy - DNRM
- GITC refresh – co-design process for Queensland Government ITC contracting system - DSITI
- 2016 Community Attitudes and Priorities Project – North West Queensland - Glencore
- National key stakeholder engagement in reform planning - Department of Ageing
- National Conference detention service providers- design and facilitation - Department of Immigration and Citizenship
- North West Queensland Strategic Development Study – stakeholder engagement with ten Councils - MITEZ
- Charrette series with 60 key stakeholders – Medicare Local Metro North
- Queensland Curtis LNG – SIA engagement including Traditional owners across four Queensland regions - BG Group/QGC
- Redland City Council – Community Plan – community engagement facilitation
- BHP Billiton, Goonyella to Abbot Point Rail – EIS Consultation Manager
- National Affordable Housing Coalition Strategic Plan
- Bundaberg Flood Recovery – Community Engagement Plan
- Design, delivery, analysis and reporting of community surveys for Peabody Coal, Glencore, Malabar Coal, South32, and BHP Billiton
- Neighbourhood Planning, Engagement & Conference facilitation - Brisbane City Council
- Suncorp Stadium Construction, Consultation Manager - Multiplex/Watpac,
- Consultation Adviser – City West Taskforce

Social Sustainability and Due Diligence

- Angat Dam - due diligence and IFC compliance assessment – International Banking client
- BHP Billiton Queensland, Social Performance and Compliance Adviser for Bowen Basin Coal Growth Portfolio (2 year contract)
- Social due diligence assessment – acquisition of CSG tenements – Energy Client

- Alpine Resorts – Sustainability reporting framework for four resorts – Mt Hotham Resort
- Social performance framework for operations on North Stradbroke Island– Sibelco
- Social performance and compliance strategies, and social monitoring - New Acland Stage 3

Community needs assessment and planning

- Planning for Early Years and Community Development Services in Greenfield communities - Department of Communities
- Lockyer and Brisbane Valleys Social Infrastructure Plan – with Andrea Young, Sharyn Briggs and Vanessa Harvey – Dept. Communities
- National Affordable Housing Coalition Strategic Plan
- Community infrastructure framework Technical review – Tweed Shire Council
- Population Health Needs Assessment – Medicare Local Metro North
- Mental health Needs Assessment – PHN Metro North
- Alcohol and Other Drugs Needs Assessment - PHN Metro North
- SEQ Regional Plan Implementation Guideline No. 5: Social Infrastructure Planning – OUM (PIA National Award of Excellence Social and Community Planning 2008) with Andrea Young, Sharyn Briggs and SGS
- Brisbane City Transit Oriented Development Social Outcomes: analysis of international best practice and development of policy framework - BCC
- Logan City Housing Needs and Housing Diversity Study – Logan City Council - with SGS Economics and Planning
- Affordable Housing assessment – options and strategies for provision of affordable housing for Sunshine Coast Developer
- City South Housing Project – analysis of housing needs and development of strategy and action plan - BCC
- Tiwi Islands Housing Management Plan – Tiwi Island Local Government
- Gold Coast City Council Youth and Community Facilities Study 2006 – 2021 (PIA Qld. Certificate of Merit Social and Community Planning 2007)
- Social Infrastructure Planning Capacity Review: Brisbane City Council
- Social infrastructure assessment – Mount Lindsay North Beaudesert Investigation Area (office of Urban Management)
- Maroochy Community Services and Facilities Study – Maroochy Shire Council
- Embracing Diversity in Local Government: an action guide - (Certificate of Merit Queensland. PIA Awards 2004)
- Darwin Regional Economic Development Strategy with Sinclair Knight Merz, for TOPROC
- Master Planning, Palmview - Investa
- Maroochy Youth Development Strategy – Maroochy Shire Council
- Palmerston Integrated Community Plan 2003-2008 – Palmerston City Council
- Maroochy Vision 2025 – Phase 2 – assessment of quality of life attributes
- Cooloola Aged Services Development Project
- Community Plan Caloundra City 2001-2005
- Facilities Plan, Manly West Local Plan - BCC
- Integrated Policy Framework - North Stradbroke Island/Minjerribah – Redland CC and Quandamooka Land Council
- Facilities Study - Noosa Library – Noosa Council
- Logan Integrated Community Plan, Logan City Council
- Community Values and Standards of Service – Gold Coast City Council
- National Community Development Best Practice and Benchmarking Project - Australian Local Government Association

Court evidence

- New Acland Stage 3 Social Impacts (Qld Land Court)
- Currumbin Mosque (Qld P & E Court)
- Beachmere Tavern (Qld P & E Court)
- Meridan Plains Aged Care (Qld P & E Court)
- 7 Eleven Service Station, (Qld P & E Court)
- Montville Country Club (Queensland P & E Court)
- Lauderdale Quay (RPDC Tasmania)

PRELIMINARY

APPENDIX H
Social Baseline Data

Table H-1
Summary of Key Socio-Economic Indicators for Neighbouring Areas of Interest

Indicators	Kandos UCL	Rylstone UCL	Mudgee Region East SA2	Mudgee SA2	MWRC LGA
ERP Population 2016	1,261	644	3,444	11,728	24,076
Male (%)	50.6	47.9	51.3	48.8	50.3
Female (%)	49.4	52.1	48.7	51.2	49.7
Median Age	51	49	50	37	42
Median Age ATSI Population	25	37	24	19	21
Age Distribution					
Aged 0-14 years	15.3%	18.6%	15.9%	22.1%	20.4%
Aged 65 yrs and over	28.2%	28.8%	27.3%	17.3%	19.7%
Cultural Diversity					
Indigenous Population	5.2%	3.6%	5.3%	5.8%	5.4%
Australian born	79.0%	82.5%	78.4%	83.1%	81.2%
All private dwellings	707	333	1,973	5,246	11,481
Occupied private dwellings	86.7%	87.0%	77.3%	88.6%	84.1%
Unoccupied private dwellings	13.3%	13.0%	22.7%	11.4%	15.9%
Number of Families	290	174	859	2,952	6,077

Indicators	Kandos UCL	Rylstone UCL	Mudgee Region East SA2	Mudgee SA2	MWRC LGA
Family Composition					
Couple family without children	45.4%	47.4%	48.0%	38.2%	42.3%
Couple family with children	30.2%	30.1%	33.3%	43.2%	40.9%
One parent family	22.0%	20.2%	18.1%	17.1%	15.5%
Other family	2.4%	2.3%	0.6%	1.4%	1.3%
Single Person Households	44.2%	33.1%	36.2%	28.2%	28.9%
Family Households	52.2%	64.7%	60.6%	68.6%	68.3%
Average household occupancy	2.0	2.2	2.2	2.5	2.4
Median weekly household income	\$692	\$852	\$771	\$1,295	\$1,131
Median monthly mortgage repayment	\$803	\$1,415	\$1,192	\$1,766	\$1,690
Median weekly household income for ATSI Households	\$741	\$899	\$786	\$1,289	\$1,232
Housing affordability ¹	15.9%	12.6%	10.3%	13.3%	10%
Median weekly rent	\$190	\$225	\$190	\$300	\$270
Highest qualification attainment level - Year 12	8.2%	8.4%	8.6%	11.2%	10.2%
ABS Census Employment Data					

Indicators	Kandos UCL	Rylstone UCL	Mudgee Region East SA2	Mudgee SA2	MWRC LGA
Worked Full time	43.1	55.0	50.4	58.8	56.4%
Worked Part Time	34.4	35.8	33.9	30.5	31.6%
Away from work	6.4	2.2	5.3	5.1	5.5%
Unemployed	16.2	7.0	10.5	5.6	6.5%
Total Labour Force	346	229	1,215	7,357	10,372
Employment Data (SALM March 2017)					
Unemployment Rate	na	na	7.0	5.5	7.0
Unemployed Persons	na	na	106	335	660
Labour Force March	na	na	1,504	6,081	12,148

Source: ABS 2017 a,b,c,d,f DE2017a,b,c

Notes:

1. Households with rent payments greater than or equal to 30% of household income. Calculations based on proportion of all households (including those households which were not renting and excluding the small proportion of visitor-only and other non-classifiable households)

PRELIMINARY

APPENDIX I
MWRC Correspondence



MS:A0420219

MID-WESTERN REGIONAL COUNCIL
PO Box 156, MUDGEE NSW 2850
86 Market Street, Mudgee | 109 Herbert Street, Gulgong | 77 Louee Street, Rylstone
T 1300 765 002 or 02 6378 2850 | F 02 6378 2815
E council@midwestern.nsw.gov.au

Office of the General Manager

9 January 2018

Mr Bill Vatovec
Chief Operating Officer
KEPCO Bylong Australia Pty Ltd

By email: william.vatovec@kepcoaustralia.com

Dear Bill

BYLONG COAL PROJECT – PROPOSED MWRC ACCOMMODATION FACILITY

I refer to the ongoing discussions between MWRC and Kepco Bylong Australia Pty Ltd in regard to the accommodation for the Bylong Coal Project workforce during the construction of the proposed mine and the letter from Kepco of 4 December 2017.

Our ongoing discussions have proved successful and Council feel that we have a way forward to ensuring that accommodation required by the Bylong Coal Project during its construction will be able to be met throughout our Mid-Western Region. This is based on our experience with other large scale construction projects in the Local Government area. Council, as a result, are fully supportive of the Bylong Coal Projects' withdrawal of the temporary workers accommodation facility at Bylong.

Mid-Western Regional Council are pursuing alternatives that may suit the needs of the Bylong Coal Project and will monitor and manage accommodation pressures within the construction period of the Project.

Council looks forward to working with the Bylong Coal Project to ensure adequate accommodation through the construction phase.

Should you have any further questions, please do not hesitate to call me.

Yours sincerely

A handwritten signature in black ink, appearing to be 'BRAD CAM', written over a light blue diagonal line.

BRAD CAM
GENERAL MANAGER