



Baralaba South Project

Draft Local Business and Industry Procurement Plan

December 2023



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Document Management

Revisions

Rev No.	Date	Prepared by	Approved by
1	December 2023	FM	GS
2			
3			
4			

1.0 Introduction

Baralaba South Pty Ltd (a wholly owned subsidiary of Baralaba Coal Company Pty Ltd) is proposing to develop the Baralaba South Project (the Project), located eight kilometres (km) south of Baralaba and 115km west of Rockhampton, in Queensland's Bowen Basin (refer to Figure 1). Initially put forward as a five million tonnes per annum (Mtpa) run-of-mine (ROM) project in 2017, the Baralaba South mine plan has since been significantly reduced to a 2.5Mtpa of ROM coal project and will be more a continuation of mining in the Baralaba area at roughly the same output as the existing Baralaba North mine (located 5km north of Baralaba), which will wind down from 2029.

Approval is being sought to develop the proposed Baralaba South open-cut coal mine using traditional truck and excavator methods. The Project sits within an area of approximately 2,214 hectares (ha), covered by Mining Lease Application 700057. The construction phase will last approximately 24 months, with a peak workforce of 268. The (up to) 23-year operation phase of the Project is estimated to require a peak workforce of 521. Baralaba Coal Company owns and operates a Worker Accommodation Village in Baralaba, which will be used to house most of the construction workforce and at least 75% of the operation workforce.

1.1 Plan Purpose and Scope

This Draft Local Business and Industry Procurement Plan has been developed to manage the potential social impacts associated with the procurement of goods and services during Project construction and operation.

Table 1 outlines the scope of the Local Business and Industry Procurement Plan in accordance with the requirements of the Office of Coordinator-General's Social Impact Assessment Guideline (SIA Guideline) (Department of State Development Manufacturing, Infrastructure and Planning [DSDMIP], 2018).

Table 1 Local Business and Industry Procurement Plan scope

Management Plan Scope	Relevant Section
A local business and industry procurement plan for the construction and operational phases of the Project, which includes:	This document
<ul style="list-style-type: none"> Objectives and key performance indicators 	Sections 1.2 and 7.5
<ul style="list-style-type: none"> Procurement strategies and initiatives for local and nearby regional suppliers, including Aboriginal and Torres Strait Islander owned businesses, and actions to facilitate participation 	Section 7.0
<ul style="list-style-type: none"> Proposed policies and programs to build local and regional capacity and capability, and reduce barriers to entry 	Section 7.2.4 and 7.2.5
<ul style="list-style-type: none"> Processes that embed the local business and industry procurement strategies into the contracting model for the Project 	Sections 1.3
<ul style="list-style-type: none"> Measures to mitigate any potential negative social impacts on local industries 	Section 7.4
<ul style="list-style-type: none"> Details of any established industry guidelines or codes of practice which the proponent has committed to complying with. 	Section 1.2

This Local Business and Industry Procurement Plan is applicable to the Project; the commitments contained herein apply to any principal contractor sought to construct or operate the Project.

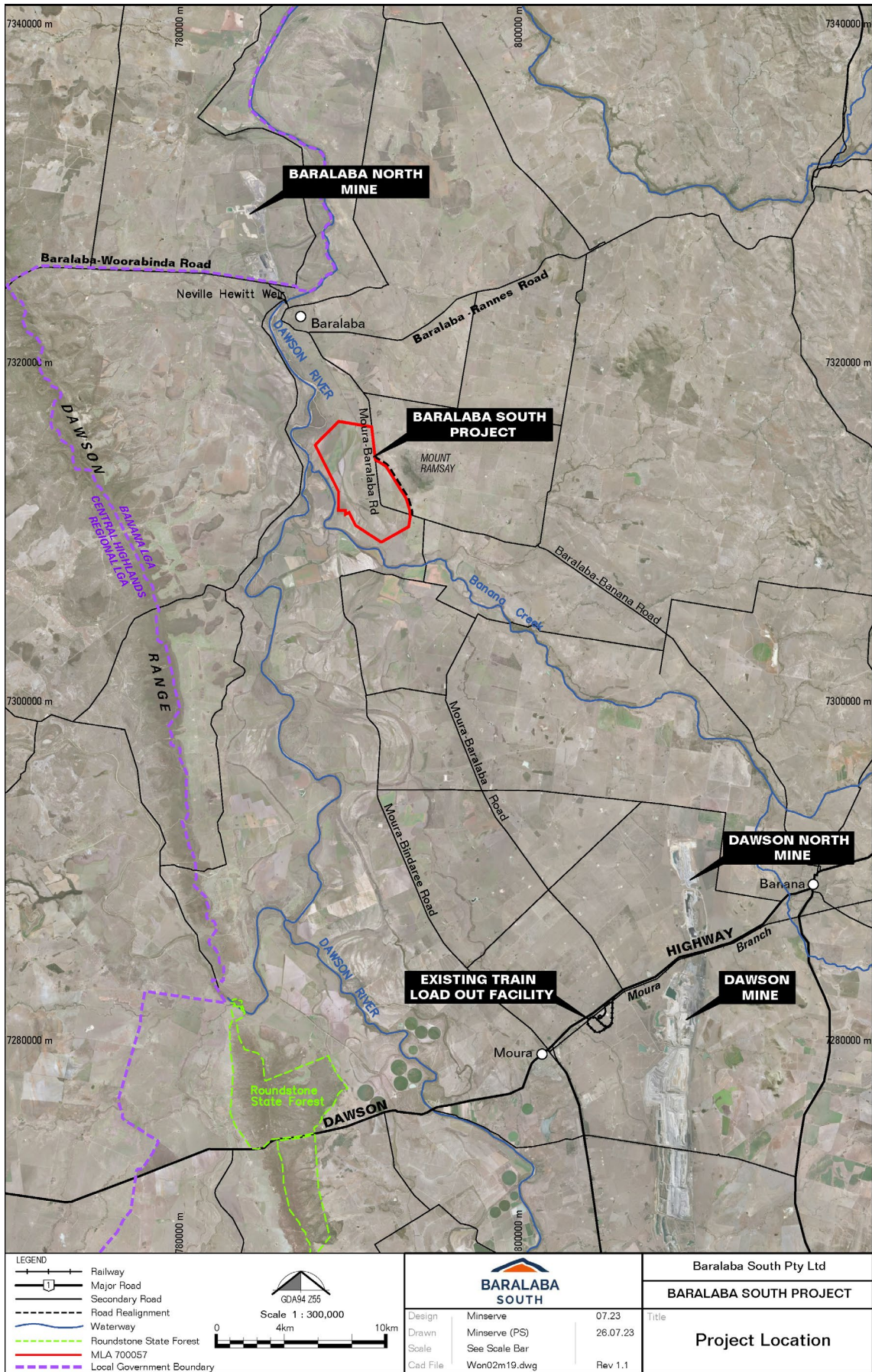


Figure 1 Project location

1.2 Objectives

The objectives of the Local Business and Industry Procurement Plan are to ensure Project procurement practices:

- Maximise opportunities for competitive and capable local businesses to provide goods and services to the Project
- Reduce barriers to entry for local businesses where feasible.

This Local Business and Industry Procurement Plan has been developed in consideration of the Australian Industry Participation Framework (AIPF), Queensland Resources Council Code of Practice for Local Content, the Queensland Charter for Local Content and the Queensland Procurement Policy (QPP). In line with the QPP, the Baralaba South Project commits to the following procurement principles:

- Making value-for-money procurement decisions (i.e. including incorporating whole-of-life considerations)
- Taking a responsible public procurement approach, including supporting local jobs and businesses and delivering improved social outcomes
- Behaving ethically and embedding integrity, probity and accountability
- Being a leader in procurement practices, including upholding a culture of continuous improvement
- Collaborating for more effective outcomes
- Supporting strong governance and planning.

For the purpose of this Local Business and Industry Procurement Plan, the Project will establish, focus and report on the following levels of business and industry participation:

- **Local:** referring to businesses located in Baralaba (particularly), Moura, Biloela and Woorabinda (as well as other Banana Shire communities such as Banana, Thangool and Theodore). This definition of 'local' also aligns with the QPP 'local' definition of within 125km of the Project
- **Regional:** referring to businesses located within the Central Highlands Local Government Area (LGA), Rockhampton LGA and Gladstone LGA
- **State:** referring to businesses within Queensland
- **National/New Zealand:** referring to businesses within Australia and New Zealand.

1.3 Local Business and Industry Procurement Plan Responsibility

Implementation of the Local Business and Industry Procurement Plan will be the responsibility of the Project Manager during construction and General Manager during operation. The Project Manager/General Manager may delegate authority to conduct activities as appropriate to the Commercial Services Manager or other suitably qualified and/or experienced personnel and/or consultants as required.

A general overview of the responsibility of personnel in regard to the implementation of this Local Business and Industry Procurement Plan is provided below.

- The Project Manager/General Manager will have an overview role for this Local Business and Industry Procurement Plan and be responsible for ensuring overall compliance with legislation and approvals and that adequate resources are provided to implement the plan
- Delegated personnel will have shared responsibility for the implementing the Local Business and Industry Procurement Plan and monitoring the performance of plan implementation.

Should contractors be sought to construct or operate the Project, Baralaba Coal Company will require the contractors to construct or operate the Project in accordance with this Local Business and Industry Procurement Plan. This requirement will be included in both the tender evaluation process and contract.

2.0 Background

2.1 Environmental Impact Statement

An Environmental Impact Statement (EIS) has been prepared for the Project to address the requirements of the *Environmental Protection Act 1994*. The EIS identifies and assesses the environmental, social, economic and cumulative impacts of the Project, and identifies avoidance and mitigation measures to minimise any adverse impacts.

2.2 Social Impact Assessment

The Baralaba South Project Social Impact Assessment (SIA) examines likely impacts of the Project on the nearby regional communities as part of the Baralaba South Project EIS, in accordance with the *Strong and Sustainable Resource Communities Act 2017*. Seven core Study Areas were created to ensure target areas for the Project were adequately covered and compared to state averages. An additional two broader Study Areas were included with reference to economic impacts only.

Table 2 Description of SIA Study Areas

Study Area	Geography
1	Baralaba Urban Centre Locality (UCL)
2	Moura UCL
3	Biloela UCL
4	Banana LGA
5	Woorabinda Aboriginal Shire
6	Central Highlands LGA
7	Queensland
E1	Gladstone LGA
E2	Rockhampton LGA

Study Areas 1, 2 and 3 represent the towns expected to be impacted most by the Baralaba South Project. Study Area 4 is the LGA on within which the Project is located, Study Area 5 represents the nearby Indigenous community, while Study Area 6 encompass the adjacent LGA. The additional broader study areas of Gladstone and Rockhampton LGAs were used when assessing economic components of the Project, such as labour force and business counts.

This Local Business and Industry Procurement Plan builds on the analysis and strategies provided in the SIA.

2.3 Consultation and Social Impact Management Plan Development

EIS and SIA consultation activities included face-to-face in-depth interviews, telephone interviews, community workshops and an online community survey with a range of stakeholders. These activities have informed the development of Social Impact Management Plans for the Project. Additional consultation was undertaken by Baralaba Coal Company to develop the following draft Social Impact Management Plans:

- Community and Stakeholder Engagement Plan
- Community Health and Wellbeing Plan
- Housing and Accommodation Plan

- Workforce Management Plan
- Local Business and Industry Procurement Plan (this plan).

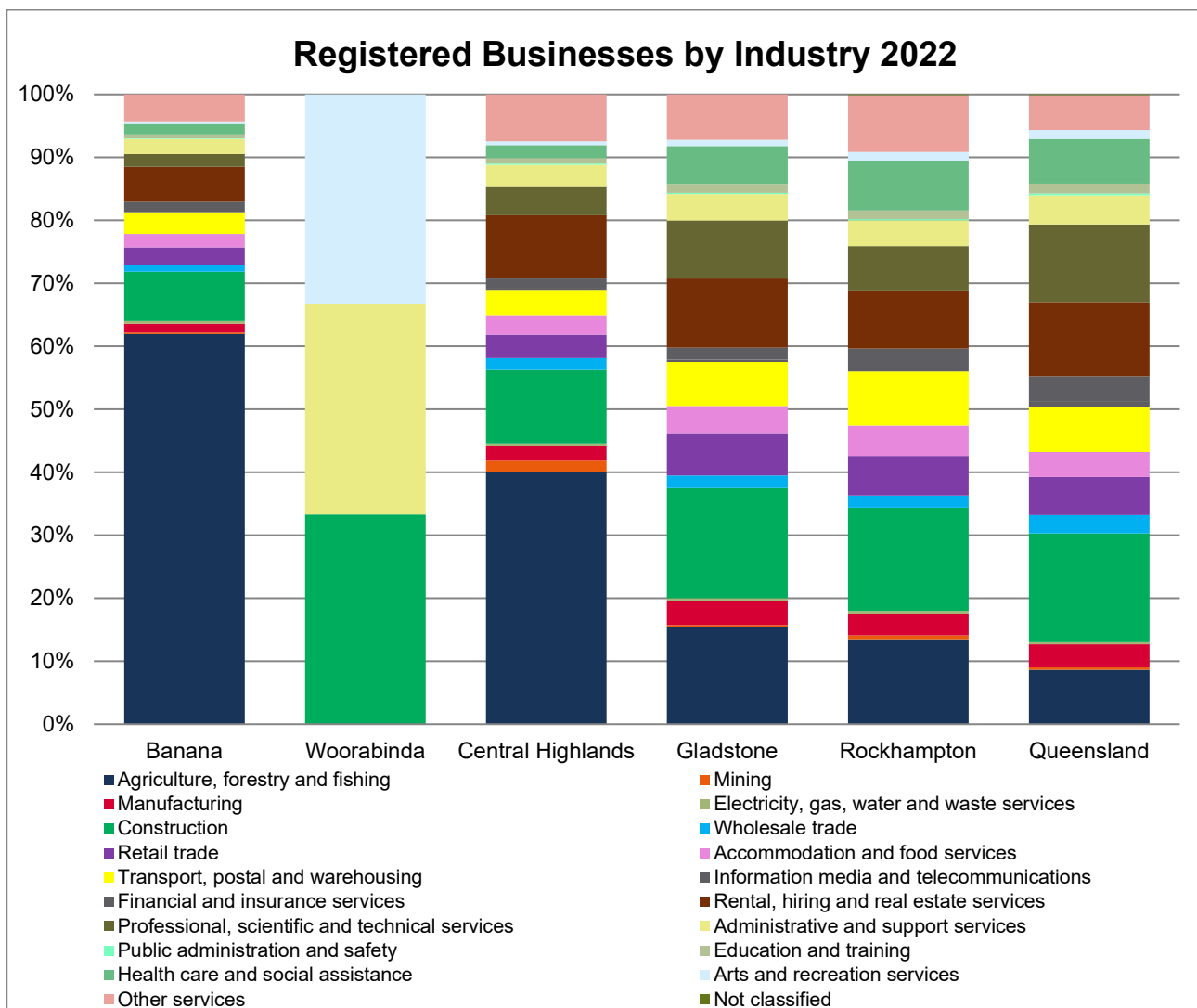
This Local Business and Industry Procurement Plan provides the opportunity for the community and stakeholders to provide further comments and feedback during the EIS assessment process.

3.0 Local Business and Industry Profile

The Baralaba South Project SIA indicated that of the Banana LGA’s 2,500 businesses, more than 75% were non-employing in 2022. Results were similar across the regional LGAs and for Queensland, while Woorabinda’s six businesses were evenly split between non-employing or with one to four employees. There were four businesses in the Central Highlands that supported more than 200 employees, and three each in Gladstone and Rockhampton.

Banana LGA businesses are relatively evenly split between turning over less than \$199,000 and achieving a turnover between \$200,000 and \$5 million. The Central Highlands had the greatest percentage of businesses earning more than \$10 million (3.1% – slightly higher than for the state), while all Woorabinda businesses turned over less than \$200,000.

In 2022, more than 1,500 Banana LGA businesses were in the agricultural industry, equating to 62.0% of all Shire businesses. Woorabinda businesses were either construction or administration related, while the comparative economic Study Areas and Queensland all had similar industry splits, with construction as the most popular (refer to Figure 2).



Includes inadequately described and not-stated responses. Source: QGSO Regional Profiles (Resident)

Figure 2 Registered businesses by industry and LGA vs Queensland 2022

The Project’s Economic Impact Assessment (AEC, 2023) indicated that mining was the predominant local industry (local was defined as the Banana LGA and Central Highlands – East Statistical Area 2 [including

Woorabinda]), contributing 73.3% of total industry Gross Value Add (\$4,835 million) and 35.4% of total jobs in 2021. The mining industry is also a significant contributor to the broader region (including Gladstone and Rockhampton), accounting for 42.3% of total industry Gross Value Add and providing 9.4% of total jobs.

A summary of business capability in Baralaba, Moura, Biloela and Woorabinda is provided in Table 3. Baralaba businesses and local and regional subcontractors already supporting the Baralaba North mine did not indicate capacity issues with regard to transitioning to the Baralaba South Project. Some Baralaba businesses advised that mining was critical to future business viability.

Table 3 Compatible businesses by location

Local Community	Compatible Businesses
Baralaba	There are a small number of businesses operating in Baralaba to cover the immediate needs of the community, with a medium-sized supermarket, a newsagency mixed business, a café and a pub. There is a well-stocked rural supplies store and three mechanics operating in the town. There are businesses in Baralaba that are key suppliers to the existing Baralaba North Mine including those in civil works and earthmoving.
Moura	Moura has a variety of food outlets and other retail stores. There are four accommodation providers, the full range of trades and an engineering business. In total, there is a range of compatible businesses in Moura related to other retail, hospitality, mechanics/auto, accommodation, builders/building contractors, supermarket and grocery, banks/financial planning, electricians, service stations, plumbers, equipment hire, real estate agents; clothing, engineering/manufacturing, employment services, legal services and other services.
Biloela	Biloela is a rural service centre and is well-equipped with a diverse pool of business types. Many of the business would be well-suited to providing products and services to the Project and its workforce. Business types include accommodation providers, retail stores, various trades and engineering/manufacturing businesses.
Woorabinda	There are a small number of businesses operating out of Woorabinda that relate to hospitality, groceries, other retail, employment services and other services. However, given the nature of the community, its high unemployment, low labour force participation, and proximity to the Project, there is scope to develop programs to increase local procurement in the community. Woorabinda Aboriginal Shire Council has expressed an interest in exploring any opportunities that may present as a result of the Project.

A number of local and regional businesses have existing relationships with mines in the area, which provides the opportunity to develop relationships with the Project. These businesses (Appendix 1) will be included in the Local and Regional Business Register to be developed for the Project (described in Section 6.0). The Baralaba South Project will continue to work with business associations and industry groups to add more local and regional businesses interested in participating in the Project supply chain to the list.

A number of Indigenous businesses also offer a range of products and services that could be used by the Project, including construction, civil works, equipment hire, labour hire, earthmoving, engineering, workforce recruitment and training, construction materials, haulage and freight, commercial cleaning and security (Appendix 2). These businesses will also be included in the Local and Regional Business Register to be developed for the Project.

The Project will provide opportunities for local and Indigenous businesses to participate in its supply chain, contributing to business sustainability and growth, indirect employment and economic development. Section 6.0 of this plan outlines the strategies that will be put in place to support and maximise local and Indigenous business participation.

4.0 Stakeholders and Potential Partnerships

A list of stakeholders and potential partnerships relevant to implementation of the Local Business and Industry Procurement Plan is provided in Table 4.

The Project will regularly liaise with local business and industry stakeholders as part of the implementation of this plan and monitor performance against the plan objectives. The Baralaba South Community Consultative Committee will also provide a forum to seek broader community feedback.

Table 4 Local Business and Industry Procurement Plan stakeholders and potential partnerships

Stakeholder Category	Stakeholders or Potential Partnerships
Industry networks	<ul style="list-style-type: none"> Industry Capability Network Qld (ICN Qld) Callide Dawson Chamber of Commerce Moura Chamber of Commerce Baralaba North mine.
Local businesses	<ul style="list-style-type: none"> Local businesses and associated employees.
Regional businesses	<ul style="list-style-type: none"> Regional businesses and associated employees.
Indigenous businesses and stakeholders	<ul style="list-style-type: none"> Indigenous local and regional businesses Gaangalu Nation People Gangulu Endorsed Parties.
State and local government	<ul style="list-style-type: none"> Department of Tourism, Innovation and Sport (DTIS) Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA) Banana Shire Council Woorabinda Aboriginal Shire Council Central Highlands Regional Council Gladstone Regional Council Rockhampton Regional Council.

A Stakeholder Consultation Register will be used to:

- Record and maintain relevant stakeholder contact details
- Record the stakeholder consultation activities conducted for the Project (e.g. meetings, emails, telephone calls)
- Record enquiries relevant to procurement of goods and services and mode of receipt (telephone, email, website, etc.)
- Assist in reporting local business and industry procurement management initiatives and challenges.

All information will be collected and recorded in accordance with the Project's Privacy Policy.

5.0 Baralaba South Procurement Opportunities

Potential goods and services likely to be required for Project construction include:

- Earthmoving, excavation and blasting services and materials for site preparation (e.g. construction equipment, explosives)
- Heavy and civil engineering construction services and materials for mine site construction (e.g. quarry materials, bitumen, water management infrastructure and materials)
- Building structure services and materials (e.g. cement, precast concrete structures, prefabricated components, structural steel and steel reinforcing)
- Mining equipment and tyre providers
- Mechanical and engineering services
- Accommodation services
- Transport and logistics services for equipment, consumables and personnel
- Specialist trade services, materials and infrastructure (e.g. plumbing and electrical)
- Fuels, lubricants and other hazardous materials
- Personnel protective equipment and first aid providers
- Fencing and security providers
- Telecommunications providers
- Training services and employee assistance providers
- Laboratory services
- Survey and mapping services
- General consumables, spare parts, and other goods and services.

Services and materials likely to be required for operation include:

- Mechanical and engineering services
- Mining equipment and tyre providers
- Accommodation services
- Drill and blast services
- Tyres, fuels, lubricants and other hazardous materials
- Specialist trade services (e.g. plumbing and electrical)
- Cleaning services
- Business support services and materials
- Transport and logistics services for equipment, consumables and personnel
- Personnel protective equipment and first aid providers
- Fencing and security providers
- Telecommunications providers
- Training services and employee assistance providers
- Laboratory services
- Survey and mapping services
- General consumables, spare parts, and other goods and services.

6.0 Procurement Process

6.1 Identification

The Project will source local subcontractors and suppliers by relying on:

- Previous experience and successful working relationships with trusted subcontractors and suppliers
- ICN Gateway list of local companies and suppliers to provide goods and services that meet the Project work specifications and delivery requirements, in addition to providing competitive pricing
- Advice from the Callide Dawson and Moura Chambers of Commerce
- ICN Black Business Finder online database to identify additional Aboriginal and Torres Strait Islander businesses with potential to participate in the Project supply chain
- Consultation with Gaangalu Nation People and Gangulu Endorsed Parties
- Consultation with Woorabinda Aboriginal Shire Council
- Social Traders to tap into social enterprises and break the cycle of disadvantage in Australia
- Expressions of interest via local and online media.

6.2 Engagement

The Project will engage prospective local subcontractors and suppliers in the tendering process by:

- Conducting initial discussions with each subcontractor to understand their values, skills, past performance and preparedness
- Issuing tender packages to local businesses on the Project procurement database
- Advertising on the ICN Gateway and working with ICN Qld to prequalify local businesses
- Working with ICN Qld and DTATSIPCA to support and prequalify local Indigenous businesses.

6.3 Award

The Project will evaluate local tenders, including:

- Identifying opportunities to address issues or enhance performance
- Holding post-tender evaluation meetings with shortlisted local tenderers
- Negotiating and executing contracts.

6.4 Delivery

The Project will endeavour to support local subcontractors and suppliers throughout contract delivery by:

- Providing support for capacity building, development of systems and procedures
- Hosting regular subcontractor/supplier meetings to discuss contract progress.

7.0 Local Business and Industry Procurement Strategy

Local business and industry procurement strategies have been developed for the Project to:

- Communicate and encourage local industry to participate in the Project's supply chain
- Ensure processes and procedures provide fair, full and reasonable opportunity to local businesses
- Maximise local business participation
- Mitigate potential negative Project impacts on existing businesses that may occur from competition for resources.

The strategies to be implemented are described in Sections 7.1 to 7.4. Section 7.5 outlines the local business and industry procurement action plan for the Project. The Project's procurement procedures will include:

- Evaluating competitive tenders with respect to such criteria as environment, health and safety, lifecycle costs, quality, delivery, price, service and local content
- Giving preference to contractors and subcontractors that optimise local content where comparative bids are assessed as commercially and technically equivalent
- Ensuring that local capabilities are considered during development of work scopes to enhance local content without impacting Project schedules or costs.

7.1 Communicating Local Businesses Participation

7.1.1 Local and Regional Business Register

Prior to construction commencing, a Local and Regional Business Register will be developed for the Project. The register will initially be informed by the business lists included in this plan, which will be expanded to record the contact details, qualifications and competencies of local and regional businesses that could support the Project.

The register will be developed in consultation with ICN Qld, Moura Chamber of Commerce, Callide Dawson Chamber of Commerce, Gaangalu Nation People, Woorabinda Aboriginal Shire Council, DTATSIPCA and Baralaba North mine.

The register will be used to inform and support Project initiatives to communicate and encourage local businesses to participate in the Project's supply chain, such as the local industry briefings described in Section 7.1.2.

The register will be maintained throughout construction and operation and will be accessed when appropriate work packages are to be tendered. The register will be cross-referenced to potential work packages, services and goods supply categories for use by procurement managers for both construction and operation.

7.1.2 Local Industry Briefings

Local business briefings will be held to promote Project supply opportunities in advance of the Project's construction phase. The briefings will provide the opportunity to:

- Engage directly and build relationships with local businesses
- Obtain information on local businesses, their interest in, and capacity and capability to support the Project
- Inform local businesses about how to participate in the Project.

The Project will invite existing local businesses on its database (i.e. the updated Local and Regional Business Register) to the industry briefings.

The briefings will be advertised widely in the local area, including in local online publications (e.g. local Facebook pages such as 'Baralaba Township News & Info') and on community noticeboards.

Senior Project managers and procurement personnel will host the events and will outline potential work packages, expected competencies and an overview of the procurement process.

7.1.3 Stakeholder/Partnership Networks

The Project will also promote supply opportunities through stakeholder and partnership networks (e.g. through organisations such as ICN Qld, DTATSIPCA, Banana Shire Council and Woorabinda Aboriginal Shire Council). ICN is an independent organisation financially supported by the Australian, New Zealand, State and Territory governments, which connects Australian and New Zealand companies to Project opportunities. The ICN Gateway Portal will be one of the ways the Project will communicate supply opportunities and enable businesses to register as suppliers.

Tendering opportunities will also be promoted through the company's website.

7.1.4 Capability Requirements

Baralaba Coal Company recognises the importance of potential Project suppliers understanding the types of requirements that may need to be met. The Project will identify and communicate the capability requirements that will likely be required, such as technical capabilities, resources, insurance cover and health and safety requirements.

The company will seek to develop partnerships with organisations such as ICN, DTATSIPCA, Banana Shire Council and Woorabinda Aboriginal Shire Council to provide businesses with information that assists their development of capabilities and inform businesses of other tender process requirements.

7.2 Full, Fair and Reasonable Opportunity for Local Businesses to Participate in the Supply Chain

The Project will provide full, fair and reasonable opportunities for capable local businesses to compete for the supply of goods and services. Consistent with the Queensland Charter for Local Content, the meaning of full, fair and reasonable is as follows:

- **Full** means local industry has the same opportunity as other potential suppliers to participate in all aspects of a project, from design through to completion, supply and ongoing maintenance.
- **Fair** means local industry is provided the same opportunity as other potential suppliers to compete for investment projects and other market-based contracts on an equal and transparent basis.
- **Reasonable** means tenders are free from any unreasonable specifications or requirements that could rule out local industry and are structured in such a way as to provide local industries the opportunity to participate.

7.2.1 Tender Readiness

The Project will facilitate and support delivery of a tender-readiness program for local businesses.

The format of the program will be developed in collaboration with organisations such as ICN Qld and DTATSIPCA; however, it may include the Project sponsoring a local workshop to educate local businesses on preparing for tenders and becoming 'tender ready'.

The program will be implemented three to six months prior to commencement of procurement for the construction phase and three to six months prior to commencement of procurement for operation.

7.2.2 Invitations to Tender

Local businesses on the Local and Regional Business Register will be invited to tender for relevant work packages.

7.2.3 Prequalifying for Supply Contracts

To streamline the procurement process for local businesses, the Baralaba South Project will provide the opportunity for businesses to prequalify for supply contracts. The Project will also develop and implement a process to allow low-value transactions with local businesses, rather than through complex tendering processes (as authorised by approved personnel). This process will be described in the Procurement Plan (to be developed prior to construction).

7.2.4 Reducing or Removing Barriers to Participation

Opportunities will be provided for local businesses to identify issues and barriers in meeting requirements of supply contracts. As an example, payment terms may present a barrier for some local businesses, so alternative payment terms may be considered (e.g. payment terms for local businesses such as 14 days).

7.2.5 Local Business Capacity Building

The Project will engage with and support local businesses to improve their capability and systems so they can participate in the Project.

7.3 Maximising Indigenous Business Participation

The Project will seek to engage Aboriginal and Torres Strait Islander businesses in direct procurement opportunities, through the strategies described in Sections 7.1 and 7.2. In addition, Project contractors and suppliers will be encouraged to include Aboriginal and Torres Strait Islander businesses within their supply chains.

Baralaba Coal Company understands the barriers that existing and potential Indigenous businesses face in participating in the resources sector. Prior to construction, and in addition to the local industry briefings, the Project will:

- Identify work packages that have potential to suit existing Indigenous businesses
- Develop standard competency framework criteria for delivery of the required services
- Where possible, streamline the submission and application process prior to releasing tenders
- Partner with support organisations such as Woorabinda Aboriginal Shire Council, DTATSIPCA and ICN Qld
- Explore opportunities to support business development directly within the Project, to pass on commercial standards of quality and accountability to community organisations and developing Indigenous business interests.

7.4 Demand on Local Industry

While the main focus will be to involve local subcontractors and suppliers in the Project supply chain (and despite Baralaba South being a continuation of the Baralaba North mine) the Project may stretch other local businesses' resources through employment and procurement demand.

The Environment and Community Manager or Community Relations Officer will monitor impacts on local businesses through the Community Consultative Committee and Stakeholder Consultation Register and will work with the Project management team to mitigate any negative impacts.

7.5 Local Business and Industry Procurement Action Plan

Table 5 outlines the local business and industry procurement action plan, including applicable stakeholders and monitoring and performance indicators.

Table 5 Local Business and Industry Procurement Action Plan

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
Identify the Project's local, regional and Indigenous procurement opportunities	Finalise work packages that are suitable for local, regional and Indigenous businesses to tender	Proponent/ Principal Contractor	Local, regional and Indigenous businesses, ICN Qld, Callide Dawson Chamber of Commerce, Moura Chamber of Commerce, Baralaba North mine, DTIS, DTATSIPCA	Pre-construction and prior to operation	Monitor appropriateness and number of work packages	Prior to construction, bi-annually during construction and the first two years of operation, annually thereafter	Work packages are suitable for local, regional and Indigenous business participation while not negatively impacting Project performance
Communicate and encourage local, regional and Indigenous businesses to participate in the Project's supply chain	Develop a Local, Regional and Indigenous Business Register			Pre-construction, during construction, prior to operation, during operation	Monitor maintenance of register and cross referencing to work packages, services and goods supply categories	In advance of construction, bi-annually during construction and first two years of operation, annually thereafter	Local, Regional and Indigenous Business Register developed Local, Regional and Indigenous Business Register cross-referenced to potential work packages, services and goods supply categories
	Advertise and hold industry briefings to inform businesses about Project procurement opportunities and build relationships			Pre-construction and prior to operation	Monitor participation in industry briefings by local, regional and Indigenous businesses and the type and proportion of businesses compared to those listed on the Local, Regional and Indigenous Business Register	Within a month of industry briefings	Industry briefings widely advertised in the local area Industry briefings held Local, Regional and Indigenous Business Register updated

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
	Promote supply opportunities through stakeholder/partnership networks	Proponent/ Principal Contractor	Local, regional and Indigenous businesses, ICN Qld, Moura Chamber of Commerce, Callide Dawson Chamber of Commerce, Baralaba North mine, DTIS, DTATSIPCA	Pre-construction, during construction, prior to operation, during operation	Monitor using the stakeholder consultation register for enquiries from local businesses	Prior to construction, bi-annually during construction and first two years of operation, annually thereafter	Supply opportunities have been promoted to local, regional and Indigenous businesses through partnership networks
	Communicate capability requirements			Pre-construction, during construction, prior to operation, during operation	Monitor methods by which capability requirements have been communicated (e.g. online [e.g. ICN], through partnership networks, company/contractor website, local business briefings)	Prior to construction, bi-annually during construction and the first two years of operation, annually thereafter	Capability requirements have been communicated to local, regional and Indigenous businesses
Provide full, fair and reasonable opportunities for local, regional and Indigenous businesses to participate in the supply chain and maximise participation	Facilitate and support delivery of a tender-readiness program for local businesses	Proponent/ Principal Contractor	Local, regional and Indigenous businesses (including Indigenous businesses), ICN Qld, Moura Chamber of Commerce, Callide Dawson Chamber of Commerce, Baralaba North mine, DTIS, DTATSIPCA	Pre-construction and prior to operation	Monitor participation in the local tender readiness program	During program implementation	The Project has facilitated and supported a tender readiness program for local businesses
	Invite local, regional and Indigenous businesses on the register to tender for relevant packages			Pre-construction, during construction, prior to operation, during operation	Monitor uptake of supply contracts by local and regional businesses Annual analysis of local and regional expenditure data, including expenditure on Indigenous businesses	Bi-annually during construction and the first two years of operation, annually thereafter	Local, regional and Indigenous businesses have been invited to tender for relevant work packages, services or goods Local, regional and Indigenous businesses are part of construction supply chain Local, regional and Indigenous businesses

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator	
							are part of the operation supply chain 25% of goods and services sourced from local, regional and Indigenous businesses	
	Provide local and Indigenous businesses with opportunities to prequalify for supply contracts				Monitor the number of local and Indigenous businesses that obtain prequalification for supply contracts, and analyse data against the Local, Regional and Indigenous Business Register	Bi-annually during construction and the first two years of operation, annually thereafter	Local and Indigenous businesses have been provided with opportunities to pre-qualify for supply contracts	
	Provide opportunities for local and Indigenous businesses to identify issues and barriers in meeting requirements of supply contracts	Proponent/ Principal Contractor			Pre-construction, during construction, prior to operation, during operation	Monitor the issues and barriers nominated by local businesses and consider opportunities to address Monitor using the stakeholder consultation register	Bi-annually during construction and the first two years of operation, annually thereafter	Local and Indigenous businesses have been provided with opportunities to identify issues and barriers in meeting requirements of supply contracts
	Engage with and support local and Indigenous businesses to improve their capability and systems so they can participate in the Project				Pre-construction, during construction, prior to operation, during operation	Monitor the nature of support provided using the stakeholder consultation register	Bi-annually during construction and the first two years of operation, annually thereafter	The Project has sought to engage and support local and Indigenous businesses to improve their capability and systems to enable them to participate in the Project

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
Minimise negative Project impacts on existing businesses from competition for resources	Monitor direct negative Project impacts on existing local businesses		Local businesses	During construction and operation	Monitor through Community Consultative Committee and Stakeholder Consultation register	Annually	The Project has sought to identify direct negative Project impacts on existing local businesses and implemented mitigation measures where required

8.0 Plan Review and Revision

This Local Business and Industry Procurement Plan will be reviewed annually and if necessary, revised to ensure the plan is updated on a regular basis and to incorporate any measures to improve local business and industry procurement performance.

The revision status of this plan will be detailed in the Document Status section of this Local Business and Industry Procurement Plan.

Appendix 1 Initial Register of Local and Regional Businesses

Local Business	Location
4T Consultants	Emerald
Acres Rural Supplies	Baralaba
Activ Civil Construction Services	Emerald
Adnought Sheetmetal Fabrications	Rockhampton
All Industries Group	Yeppoon
Austins Maintenance	Biloela
Banana Accommodation Village	Banana
BDS Mechanical	Moura
Berg Engineering	Gladstone
Bill Robertson Toyota	Gladstone
Blackwoods	Gladstone
Blackwoods	Rockhampton
Bureau Veritas	Gladstone
Capricorn Communications	Rockhampton
Chess Electrics	Rockhampton
Cooper Fluid Systems	Gladstone
CQ Autoglass and Air Conditioning	Biloela
CQ Diesel Fitting	Gladstone
Davidsons Electrical	Rockhampton
Dawson Valley Couriers	Biloela
Elite Hydraulics	Biloela
Engineers Queensland	Gladstone
First National Real Estate	Biloela
Frost Engineers	Gladstone
Grahams Plant Hire	Emerald
Hastings Deering Parts	Rockhampton
Horizon Signs	Biloela
Industrial Pumping Services	Gladstone
JC & WD Becker	Baralaba
Keith Thomson Mining Services	Tannum sands
Keith's Tilt Trays and Transport Service	Gladstone
Kerr Solutions IT	Berserker
Komatsu Australia	Gladstone

Local Business	Location
Lawrence and Hanson	Gladstone
Mining Equipment Maintenance	Rockhampton
Moura Mechanical Services	Moura
Moura Real Estate	Moura
Myella Farm Stay	Kokotungo (near Baralaba)
New Horizons Safety Training	Rockhampton
Pirtek	Biloela
Prime Rentals	Gladstone
QCS-NDT Australia	Calliope
R&R Equipment Cleaning Services	Tannum Sands
Ray White	Biloela
Repcos Auto Parts	Gladstone
Robinson Engineering Surveys	Gladstone
Rockhampton Key and Lock	Rockhampton
Shaneo's Welding	Moura
SHR Transport and Logistics	Yeppoon
Site Skills Training	Gladstone
SLE Services	Gladstone
T&C Excavations	Moura
Think Water	Rockhampton
United Fasteners	Gladstone
VE Group	Moura
Wynweld	Gladstone

Appendix 2 Initial Register of Regional Indigenous Businesses

Business	Industry/Service	Location
Armleece Earthmoving	Labour and plant hire	Emerald
Back on Track Education Employment and Training Services	Indigenous and mainstream workforce management	Rockhampton
Black Cat Civil	Civil construction	Nambour
Brolga Cranes	Equipment hire	South Trees (near Gladstone)
Cutting Edge Graders	Civil construction	Banana
Djaagan Djagi	Training and development, including diversity and inclusion services	Rockhampton
Down 2 Earth Earthworx	Equipment hire, landscaping	Rockhampton
Dynamic Electrical Refrigeration and Solar	Electrical services	Rockhampton
Emerald Abrasive Blasting	Abrasive blasting and protective coatings	Emerald
Emu Technologies	Low-voltage services (AV, CCTV, alarms, etc)	Rockhampton
iBuild Facilities Maintenance	Mine site facility maintenance	Emerald
Indigenous Workstars	Indigenous labour hire across the country	Birtinya, with office in Woorabinda
Jab Drilling/Burnett and Gladstone Drilling	Drilling	Etna Creek (near Rockhampton)
Minniecon and Burke	HR management and occupational psychology, counselling and case management, cultural engagement	Rockhampton
MMW Transport	Earthworks, haulage and logistics services	Moura
On Country Workforce Solutions	Recruitment and labour hire	Yeppoon
Ochre Australia	Labour and equipment hire	Mackay
Rockhampton Tilt Tray and Towing	Logistics, removal and relocation, vehicle towing services, road freight	Stanwell (near Rockhampton)
Wade Mann Security	Security services	Rockhampton
WLMD Group	Labour and plant hire	Taroomball (near Yeppoon)