



Photo courtesy of GAPDL

‘The RCCC’ a community consultative committee

*giving community a voice during the development
of the LNG Industry in Gladstone 2010 – 2015*

Known locally as ‘The RCCC’, the Gladstone Region LNG Community Consultative Committee is one of several regional consultative committees (RCCCs) across the footprint of three Liquefied Natural Gas (LNG) projects.

Established to provide two-way information sharing between the Gladstone community and the LNG companies, the RCCC is unique in that it is a collaborative committee of all three companies, allowing its 12 community representatives to consider cumulative impacts as a more complete picture.

Gladstone, in Central Queensland, is a community that benefits from major industry, which is now so integral to the local way of life that the companies that build and operate the facilities are part of the community, expected and willing to contribute to the social fabric of the town.

In 2010, three major industry construction projects to be sited in Gladstone, received the green light to proceed within 4 months of each other. This was the start of the LNG Industry in Queensland and the largest ever construction period that Gladstone, a city of just over 30,000 people, had ever experienced.

Gladstone was no stranger to major industrial construction, and had been labelled a ‘boom & bust’ town as a result of the peaks and troughs that this created on the economic stability of the centre. However, the massive size of the three projects meant this period of growth was unprecedented. It was clear that the management of impacts on the community, resulting from the three LNG facilities being built simultaneously, would become the key contributor to whether this storyline was one of success or otherwise.



This case study is born out of the passion of the RCCC members to share their experiences and the successful outcomes of the RCCC with others in our community and wider.

It is hoped that the model used here in Gladstone, and the resulting achievements, might provide useful learnings to others facing change and wanting to lead their community in the way forward to a positive and resilient future.

CASE STUDY

The RCCC

The RCCC was formed in 2010 with the intent of fostering open and transparent dialogue between the LNG companies and the Gladstone Region community.

The RCCC provides a forum where members can raise concerns and identify opportunities regarding LNG industry performance during construction and operations, and to enable meaningful input from the community on the development and implementation of the LNG companies' Social Impact Management Plans (SIMP).

The RCCC model was designed in conjunction with the University of Queensland's Centre for Social Responsibility in Mining (CSR/M) based on best practice research examples globally.

The aligned goals of all members ensures that appropriate flexibility is embraced to encourage innovative

solutions to traditional problems.

Where organisations represented on the RCCC have solutions to offer members, topics were taken off the RCCC agenda and resolved out of session eg. local government jurisdictions over parking issues.

Issues that fall outside of the RCCC Terms of Reference (ToR) are sometimes championed by individual members outside of meetings. Issues are recorded in minutes and referred to the responsible parties, providing issue resolution across boundaries and preventing any issue from falling through the gaps.

Membership is kept fresh with two-year terms and reviews of representation to ensure issues and sectors of the community are adequately represented as impacts evolve and the construction and operation phases progress.

Agricultural representation was adopted between 2012 and 2014 to provide a voice to the rural community during the construction of the gas transport pipeline corridor through the region's hinterland.

The RCCC Terms of Reference (ToR)

- Purpose & role
- Membership representation
- Member roles and responsibilities
- Duration of member terms and renewals
- Meeting structure and governance
- Protocols - Conflicts of interest, media & confidentiality



"I am passionate about preserving and enhancing the lifestyle and opportunities that we all enjoy in this region. With the LNG Industry coming to town it has been extremely important that the "voice" of the region is well informed and heard loudly by companies establishing here."



Access & opportunity

- Regular updates from construction contractor, Bechtel
- Opportunity to discuss issues with LNG company Senior Management & Board
- Training opportunities to better understand the business:
 - APPEA Coal Seam Gas Training Course
 - 'Fracking' demonstration and presentation
 - The LNG Story - live LNG demonstrations
- Intimate guided tours of the LNG sites with construction project managers
- 'No holds barred' approach to information at meetings
- Insights into challenges faced by companies impacting on business decisions
- Inclusion at social investment launches and celebrations
- Invitations to investment partner events eg. Queensland Ballet, Queensland Symphony Orchestra
- Access to topic experts eg. APLNG procurement professional on 'local content'

Guest speakers at meetings

- Maritime Safety Queensland – marine traffic and management
- Queensland Police Service – trends related to antisocial behaviour in the CBD
- Queensland Parks and Wildlife Service – environmental offsets
- Queensland Department of Education – school leaver destination data
- Department of Environment & Heritage Protection – air emissions monitoring
- Office of the Coordinator General - Queensland Government regulatory framework

By end 2015, 40 individual community representatives had willingly participated in the RCCC over its 6 year life, volunteering in excess of 1000 hours and contributing to the development of opportunities for the local community and region to the value of over 200 million dollars.



The Gladstone RCCC Model

- 12 community members representing a specific impact topic or a region
- 2 representatives from each of the 3 LNG companies
- An Independent Chair from the Central Queensland University
- Terms of Reference developed and agreed by members
- Two-year terms for members
- Proxies for members to assist availability at meetings
- Quarterly meetings (more frequently on request of members)
- Secretariat provided by LNG companies on an annual rotational basis
- Minutes posted online for access and transparency



Outcomes

RCCC meetings are more than just discussions about issues.

The role of the RCCC in the development of impact mitigations benefits the Gladstone community by providing local knowledge and experience, and tailor-made solutions to local impacts.

Members share their experience, skills and networks to problem solve and identify opportunities and shape communications, engagement and investment activities resulting in:

- a collaborative engagement program of all three LNG companies and construction contractor Bechtel including: free public harbour tours of the LNG facilities with commentary from each company; information stands at community events and at shopping centres during peak shopping periods

- tailored communications to reach target audiences with critical information related to social impacts which assists residents to plan for changes to local access and conditions and in the process, minimise inconvenience
- identification of appropriate communication methods with visiting and local harbour users, to minimise inconvenience related to reduced access north of Gladstone Harbour during the three day pull of the LNG pipelines
- RCCC members championing the issue of construction demobilisation ('Ramp Down') working from community strengths in place of fear of the unknown, and leading the community forward through uncertainty with confidence and an attitude of resilience

- representatives of the RCCC presenting a paper at a Q Shelter Conference, showcasing the learnings of the Gladstone housing impact challenges and successes

“We achieved our objectives and kept a watchful eye on the LNG Projects and their progress in delivering their Social Impact Management Plans, making them accountable for their social impacts.”

To ensure that community considerations are made in every aspect of impact mitigation planning and delivery, and that members maintain current knowledge and understanding of specific impacts and mitigations, social investment partners and regulators are also invited to meetings, at the request of the RCCC committee, as guest speakers to present on specific topics.

In efforts to flow information back to their networks and ensure the success of the RCCC as an avenue for residents to voice their interests, members provide reports back to their organisations, share minutes and include information in newsletters. To reach the widest possible cross section of the community, the RCCC developed members' profiles which were published in the local paper, and promoted the committee through distribution of a brochure at local libraries and community events.



Indicators that the committee structure worked

- Strong attendance at every meeting – no meeting was ever cancelled or rescheduled due to lack of quorum (28 meetings held 2010 - 2015)
- Low turnover of members (40 members total, through 24 positions over 6 years)
- Meetings were sometimes heated and passionate due to the nature of the impacts being discussed but no meeting was ever suspended and no member ever left prematurely
- Members contacted LNG companies between sessions when urgent issues arose
- Members commitment to provide feedback to their networks, through verbal and written reports, sharing minutes, organisation newsletters and distribution of the RCCC booklet
- Members bring issues from community networks to meetings as agenda items
- Members connected with the LNG projects as much to link community to opportunity as they did to assist in the proactive mitigation of impacts and corrective actions
- While the ToR provides the right for community representative members to seek expenses from the LNG companies for their participation, no expenses have ever been claimed

“The openness of conversation by community members and LNG companies has been a highlight for me. I give full credit to the companies. Open communication has solved a number of concerns and lifted community confidence in the motivations of the companies.”

Context: Gladstone's journey

Marine traffic

Construction of 3 LNG projects simultaneously on an island with no bridge was a major logistical challenge. People, equipment, materials and supplies had to be transferred on ferry and barge services adding a never before seen traffic load on the Gladstone Harbour. Monthly movements outgrew the average annual numbers, peaking during the construction of the gas transport pipelines across the harbour in 2013. The RCCC contributed to communication plans and strategies to increase capacity of all harbour users to safely navigate the changed waterways.

Previous marine movements of <10,000 per year, exploded to a record 33,500 movements in one month. Communication and safety programs helped keep harbour users safe.



Housing pressures

Housing availability and affordability was impacted, effecting both rental and buyer markets. Some families left Gladstone to seek a lower cost of living, impacting on the retention of critical workers such as emergency service personnel and teachers. Mitigations included a portfolio of solutions: new homes built increased stock; new affordable housing supply to buy and rent; and an award winning sustainable rental subsidy program helped retain locals by buffering the impact of increasing rental costs during the housing pressure period.

Rental availability fell to 0.6% in 2012. A collaborative rental assistance scheme helped keep locals local without increasing dependency.



Workforce peak

Construction milestones and

2010

- Projects' approvals provide green light for construction
- RCCC formed & Terms of Reference agreed
- Understanding development of LNG projects and impacts built
- Contribution to impact mitigation design
- Rising property prices and rental prices

2011

- Workers' camps established on Curtis Island
- Impact monitoring and development of mitigations
- Skills draw as employment in construction increases
- Community concern about impacts on harbour access
- Incidents of anti-social behaviour in CBD on Saturday nights

2012

- Major bulk cargoes (pre-assembled modules) arrive at sites
- Housing impacts at peak
- Combined SIMP project updates
- Initial identification of construction demobilisation impacts
- Evolving impacts and adjustment to mitigations

Community safety through LNG construction

Community safety

Thousands of fly in/fly out workers in temporary accommodation impacted the CBD entertainment precinct on weekends. Public nuisance offences increased, police were stretched and safety concerns arose. A collaborative taskforce was born from recommendations provided by the RCCC. The CBD Community Safety Committee included; licenced premises operators, taxi drivers, Police, Local Government, liquor licencing, camp operators and LNG companies and contractors. With funding from the LNG companies, the group reduced incidents by enabling extra policing and a zero tolerance campaign promoting community behavioural expectations.

Increasing public nuisance arrests in the CBD each Saturday night were reduced under the collaborative initiatives of the CBD Community Safety Committee.



Construction demobilisation

Over 25,000 individuals and hundreds of businesses benefited directly from the LNG construction period in Gladstone, while worldwide, others were dealing with the fall out of the Global Financial Crisis (GFC). However, at peak, 2 years out from construction completion, the RCCC identified that not all of those benefiting from the 'boom' would be considering their post contract future. The RCCC workshopped 'Ramp Down' risks, sharing personal stories and lessons learned from previous construction periods

An Outboarding program for employees and Business Sustainability workshops for suppliers supported locals to prepare proactively for life post construction.

to help prepare the workforce and businesses for change. Resulting mitigations adopted by the LNG companies and contractors, promoted preparedness and community resilience.



Peak of 14,500

Impacts - RCCC agenda items

2013

- Marine traffic peaks with pipeline construction across harbour
- Weed management, access and traffic along pipeline route
- Inaugural review of RCCC committee
- Local content

2014

- Commissioning and start up commences - first LNG produced
- Celebration of impact mitigations' outcomes
- Ramp Down workshop and mitigation development
- Supply back to market of goods and completion of contracts
- Ramp down impacts commence with demobilisation of construction

2015

- Operations commence with first export of LNG
- Shipping impacts on harbour access - new restriction zones
- Close out of SIMPs
- Review of RCCC committee

2015 review of the RCCC's performance

A review in 2015 of the committee's performance, established that members felt they had been effective in what they had set out to achieve, assisting Gladstone through the biggest period of rapid change it had experienced since the arrival of industry in the 1960s.

The review identified the ingredients that contributed to the success of the RCCC, with winning factors including the robust and constructive discussions, the authentic commitment of the companies to listen and hear, and the courage and passion of members to raise the difficult topics.

Members agreed on all aspects of the review, with the exception

of one item of debate. In making recommendations, taken from their learnings, to another community planning a similar committee, there was divide over the exclusion or inclusion of government representatives. While some felt that legislation makers and regulatory approvers would benefit from hearing firsthand the community experiences shared at the grass roots level, others felt that the success of the RCCC was that it was driven by the community.

As the review was taking place, the SIMPs for each project were being closed out with completion reports capturing the achievements and benefit legacies of the LNG

construction. Members included considerations in the review about the future of the committee and its role. While it was agreed that the RCCC should only continue to exist while it maintained some relevance, it was agreed by all members that there were still opportunities to be explored by the group.

As at the year end 2015, the Gladstone RCCC continues to be a vibrant and collaborative working group, passionate about addressing the issues that fall within their Terms of Reference and contributing in a meaningful way to the future resilience, sustainability and liveability of the region they call home.

“The RCCC gives us the opportunity to look at community issues from a number of perspectives including industry, government and local community. The diversity of perspectives voiced at our meetings makes our discussions better informed and gives members a more balanced view in any decision process.”

Characteristics attributed to the success of the Gladstone RCCC

- Clear purpose, scope and objectives
- Members respected and valued
- Collaboration and transparency
- Time valued – meetings start and finish on time
- Confidentiality allowing full disclosure of commercial information
- Authentic involvement in governance eg. representation, ToR,
- Members drive agenda inclusions and discussion
- Inductions for new members – to ensure consistency
- Two-yearly reviews of committee performance and relevance
- Promotion of the committee to wider community
- Public access to members to raise issues
- Public access to minutes and opportunity to attend as observer



Further information

We would be happy to share further information about the RCCC and the outcomes achieved during the development of the LNG Industry in Gladstone.



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www.santosglng.com



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