



# Browse LNG Precinct



## Browse Liquefied Natural Gas Precinct Strategic Assessment Report

(Draft for Public Review)  
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# Appendix D-3

SOCIAL IMPACT ASSESSMENT VOLUME 3:  
Impact Management



Government of **Western Australia**  
Department of **State Development**



Browse LNG Precinct  
Strategic Social Impact Assessment  
**Volume 3: Strategic Social Impact  
Management Plan**

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VOLUME 3

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# 1. PREAMBLE

The considerable Browse Basin gas reserves could potentially give rise to a number of significant Liquefied Natural Gas (LNG) processing projects over the short, medium and long-term. To service this emerging industry, the Government of Western Australia is establishing a single LNG processing Precinct near James Price Point, about 60 kilometres north of Broome on the West Kimberley coast. Establishing a major development in an area, particularly one that has no major industrial economy, can bring both impacts and opportunities for local people. Mechanisms to mitigate and manage these social impacts and to maximise opportunities for all local people need to be established. Not only must impacts be managed from changes brought about by an increase in population due to the project, local people's perceptions of how the project is affecting the way they live will also need to be addressed and managed.

The Browse LNG Precinct (BLNG Precinct) Social Impact Management Plan is the culmination of 18 months data collection, modelling and assessment using the best available baseline social data and information for Broome and the West Kimberley (Volume 1 of the SIA). Using best available estimate workforce projections for the different Precinct development scenarios provided by Woodside Energy Ltd (Woodside), assessments have been made about the possible impacts on the area and its communities through the construction and operation phases of establishing the Precinct (Volume 2 of the SIA). These assessments have been used to develop strategies to overcome or minimise impacts and to maximise opportunities from the development as reported in this volume.

Key social issues have been identified that will need careful management by the commercial proponent, including for example maximising economic opportunities for local Aboriginal people, the fly-in-fly-out (FIFO) workforce and impacts on housing availability and cost. This report acknowledges that these and other important social issues can be attributed to the establishment of the Precinct and will need careful management.

An important concept is that of a "social licence to operate" which is increasingly recognised as important to achieve by resource development bodies, such as the International Council for Mining and Metals, and by resource development companies. It is also increasingly expected by Governments and demanded by the general public. By constructing and operating a new project, a proponent has certain social and environmental management responsibilities to address both direct and indirect impacts that can be attributed to the project. Addressing the pre-existing social and environmental conditions or those that may come about due to natural growth is not necessarily the responsibility of a project proponent (in this case, the Foundation Proponent).

It is recognised, however, that these pre-existing conditions and any issues from future population growth do form the project setting and that additional pressures resulting from the project can impact on the social environment.

As summarised in Volume 2, inherent social infrastructure deficits and areas of social dysfunction already exist in Broome and are well documented. Given the significant forecast natural population growth for the Shire of Broome over the next 30 years, these will need to be addressed and managed into the future regardless of the establishment of the BLNG Precinct and, in general, fall outside the scope of this report. This is not to deny that the comparatively small population increase attributable to the project might exacerbate some already stressed social services into becoming increasingly less effective. The State and the Foundation Proponent will nevertheless work together to identify those people and organisations most at risk and monitor their activities so as to ensure they are sustainable into the future.

## 2. ROLE OF THE STATE GOVERNMENT

The State of Western Australia is the proponent for the development of the BLNG Precinct at James Price Point. The aim of restricting LNG processing to one multi-user facility is to prevent any ad hoc development occurring in the West Kimberley region. Due to the iconic nature of Broome, the State has conducted a detailed strategic level Social Impact Assessment (SIA) to assess the potential impacts of the Precinct over time. The State has taken responsibility for the development of this Strategic Social Impact Management Plan (SSIMP), which provides strategic level direction to manage the identified social impacts through a balanced approach that maximises benefits through negotiated outcomes. The implementation of SSIMP will occur through the development of appropriate governance structures as identified in this report.

This SSIMP makes management recommendations based on SIA best practice and has been reviewed by the SIA peer reviewer, Dr Nick Taylor. It is important to note that the Precinct is at an early stage of development without firm commitment from a Foundation Proponent. Government responsibilities have therefore been allocated at a high level in the SSIMP, with delivery secured against appropriate timelines and defined outputs. Equally important, the SIA identified and documented existing social services issues in Broome. It is therefore expected that a whole of government approach will be required to address many of the identified impacts alongside a strong partnership with the project proponent, Shire and communities. As such, this management plan recognises the significant opportunities arising from establishing the BLNG Precinct in leveraging off and linking into the range of social programs already supported by Commonwealth/State National Partnership Agreements and other such programs.

While the SSIMP focuses on the potential social impacts of the Precinct, it does include strategies such as a Broome Social Services Strategy to address the current deficits in Broome.

### 3. INTRODUCTION

The Browse LNG Precinct SSIMP represents the final of a series of three volumes documenting the strategic SIA for the development of a multi-user Precinct to process natural gas from the Browse Basin:

- Volume 1: the Browse LNG SIA Scope and Profile, provides information on the region; the proposed development, providing the baseline data on existing social and economic conditions; population projections and potential impact variables.
- Volume 2: the Browse LNG SIA Assessment of Impacts assesses the impacts of the Precinct. Based on the implementation of the management plans contained in this volume, the social impacts of the Precinct on the primary and secondary area are likely to be relatively contained. Although the direct Precinct-related impacts are limited by the managed-access construction camp, they occur within a context of rapid population growth in an area where services are currently under pressure, the level of social dysfunction has been well documented, and community concerns about the proposed development are present.
- Volume 3: (this volume) outlines a Strategic Social Impact Management Plan for the Precinct development to manage the social impacts identified in Volume 2. It includes some of the high level social mitigation and management strategies recommended in the Aboriginal Social Impact Assessment (ASIA) undertaken by the Kimberley Land Council (KLC) as the representatives of the Traditional Owners of the region.

The ASIA assessed the potential impact of the Precinct development on Indigenous people in the area. It described the specific measures to avoid, minimise and mitigate the potential Indigenous impacts of the development and any measures to address impacts on Indigenous people's lives values and culture. It included 75 recommendations to address both the existing Indigenous disadvantage in the area as well as the impacts of Precinct development.

These recommendations incorporate agreements reached in a number of other parallel agreements and processes. The mitigation and management measures relevant to the Precinct have been incorporated into this SSIMP. Annexure A shows where the ASIA recommendations are being captured and Annexure B cross-references the ASIA recommendations with the management measures within the SSIMP.

The SSIMP provides strategic direction for the future development of the strategies and management plans. The specific nature of many of the ASIA recommendations are not captured and should be considered in the further development of the strategies and plans outlined in this document. Specific management arrangements will also be established as part of the development of the Cultural Heritage Management Plan and the Indigenous Land Use Agreement or similar agreement.

The Browse LNG Strategic SIA forms part of a Strategic Assessment as agreed between the Government of Western Australia and the Commonwealth of Australia. The social impacts are being considered in detail as Broome is one of Australia's iconic tourist destinations and because the proposed Precinct would be the first significant industrial development in the West Kimberley region.

There are considerable gas reserves in the Browse Basin off the Kimberley coast. Current technology requires that a large proportion of these reserves will need to be processed at an on-shore facility located relatively close to the Browse Basin. To determine the most appropriate location for a multi-user gas processing Precinct along the coast, the State of Western Australia has led technical, environmental and heritage assessments, and in partnership with the KLC undertaken substantial Traditional Owner consultations and engagement. This process culminated in the selection of James Price Point in late 2008.

Implicit in the selection of James Price Point are the considerable Indigenous benefits that will accrue to the local and regional Traditional Owners of the area. These benefits are encapsulated in a Heads of Agreement that was signed in April 2009 by the State Government, Woodside (as a possible Foundation Proponent) and the KLC on behalf of Traditional Owners. This agreement outlined a range of social benefits and opportunities including education, training and business development as well as improved service delivery and infrastructure. The State agreed to provide in excess of \$250 million over some 30 years to ensure a range of positive outcomes including: land tenure reform on the Dampier Peninsula to establish appropriate tenure for housing, economic opportunities and environmental protection; the establishment of a Kimberley Enhancement Scheme; and Economic Development, Housing, Education and Cultural Preservation Funds. The Agreement also requires that foundation and future proponents deliver a range of employment and training benefits as well as significant contributions to provide for the social and economic development of Traditional Owners and the broader community.

## 4. SOCIAL IMPACT ASSESSMENT

Volume 2 of the BLNG Strategic SIA assessed the social impacts resulting from the development of the Precinct on the primary (Precinct site and the town of Broome) and secondary impact areas (the Dampier Peninsula, Derby and Bidyadanga). This assessment included detailed population modelling based on low, medium and high workforce assumptions. The impacts were categorised as:

- Economic Impacts
- Demand for Land and Housing
- Infrastructure, Social Services and Health
- Education, Training and Employment
- Sport, Tourism and Recreation
- Police, Justice, Social Needs and Services
- Community Identity and Sense Of Place
- Social Mix and Values Conflict

This third volume of the SIA: Strategic Social Impact Management Plan, outlines social mitigation and management strategies for the development of the BLNG Precinct. These strategies were developed within the context of three significant issues:

- Broome's unusually high projected natural population growth over the 30 year time span of the assessment;
- the lack of current service capacity in Broome to manage additional population: and
- social and land management issues of importance to the Traditional Owners.

As a result of these current issues, the key social mitigation measure employed is to separate the BLNG construction workforce from Broome as much as possible until otherwise agreed by the principal parties through the Precinct management structure. Over time and through the implementation of effective adjustment strategies, greater and more sustainable integration of the Broome and workforce population could occur, particularly with the operational workforce.

Impacts of both the temporary and permanent workforce is a significant concern for most stakeholders including the Broome residents, Traditional Owners, the tourism industry, the fishing industry and Broome and Dampier Peninsula community members. Accommodating the large scale construction workforce away from Broome and managing its social and environmental impacts on the Dampier Peninsula has guided this SIA. It is a major focus of the proposed mitigation and management measures.

However, the lifespan of the Precinct is such that flexibility in the mitigation and management measures is essential. There must be capacity for the communities of Broome and the Dampier Peninsula to be involved in decisions about what is working, what is not and if changes to current thinking could ultimately bring greater economic and social benefits to Broome. For this reason, the SSIMP embraces an adaptive management approach.

This adaptive management approach is intended to be reflected in the way social management measures are captured in agreements or conditions associated with proponent access and operation within the Precinct. This flexibility in social management arrangements is important for the arrangements to keep pace with the changes in the region.

The SIA has been conducted with the overarching assumption that virtually all LNG port and facility construction workers will, unless circumstances change, be employed on a FIFO basis and will be housed in self-contained purpose-built accommodation. Access to and from this camp will be managed to minimise the impact on Broome and the Dampier Peninsula, particularly during the construction phase when large numbers of workers will be at the Precinct. It is assumed that construction workers living in Broome will either be existing residents or people who choose to relocate to Broome with their families and become part of the resident population. The workforce assumptions related to the low, medium and high figures presented in Volume 2 provide an indicative range to the number of people who may relocate to Broome. Over time it is possible that the education, training and employment strategies may build up the local (Broome and Dampier Peninsula) resident workforce so that a greater proportion of Broome residents may be employed in construction and operations.

A managed access camp mitigation strategy has been agreed because Broome's service industry workforce is already under pressure and is vulnerable to additional population. While a managed access camp will limit any negative impacts of the construction workforce on Broome and the Indigenous communities of the Dampier Peninsula, it will also conversely lessen the direct BLNG related economic opportunities for Broome and the local area. This will balance against the substantial economic opportunities that will likely derive from the significant projected population increase itself.

## 4.1 Precinct Development Scenarios

Five scenarios have been used to assess the potential impacts of the Precinct on Broome. These scenarios have been considered against the base case (no development) population modelling that shows the population for the Shire of Broome increasing over 30 years from an estimated 17,100 people in 2011 to 31,400 people in 2041.

- Scenario 1: No development of the Precinct but supporting the development of the Browse Basin from Broome;
- Scenario 2 Low: 15Mtpa LNG Precinct within 15 years;
- Scenario 3A Medium-Low: 25Mtpa LNG Precinct within 25 years;
- Scenario 3B Medium-High: 35Mtpa LNG Precinct within 25 years; and
- Scenario 4 High: 50Mtpa LNG Precinct within 30 years.

The Strategic SIA has focused on the three most likely scenarios, which includes Scenario 2 (Low Development of the Precinct); 3A (Medium-Low Development of the Precinct); and 3B (Medium-High Development of the Precinct). The development of the onshore Precinct to the full capacity of the Browse Basin (Scenario 4 High) is regarded as “aspirational” under projected market demand over the 30 year timeframe. Volume 2 of the Strategic SIA discusses these more likely development scenarios within a high, medium and low range of workforce assumptions, including for example the size of the indirect workforce.

The SSIMP applies to all potential development scenarios and provides an adaptive framework for implementing the enhancement, mitigation and management measures required for a development of this nature.

This SSIMP framework provided here applies to government departments, the Foundation Proponent and other future users of the Precinct.

## 5. THE SOCIAL IMPACT MANAGEMENT PLAN

The BLNG SSIMP provides a framework for the further development of strategies to enhance opportunities and avoid, mitigate or manage the social impacts arising from the establishment of the LNG Precinct. It adopts adaptive management principles and seeks a balanced approach which maximises benefits through negotiated outcomes. The adaptive management principles allow the strategies to be adjusted in response to changed or new conditions, should they eventuate.

As discussed, concern around workforce impacts and Broome’s current social and environmental vulnerability to further population increases has led to the development of ‘overarching’ or higher-order management strategies that set the context for the development of more specific strategies. Addressing the core higher strategies will mitigate many potential negative impacts that could occur through the construction and operation of the Precinct. These higher-order strategies focus on managing the separation of the construction workforce from the communities of Broome and the Dampier Peninsula, thus mitigating against many of the concerns regarding social and environmental impacts that might otherwise arise. The strategies are adaptive so changes can be made in future should local conditions change.

A SSIMP matrix that tabulates the strategies against the social impact factors can be found in Annexure B at the end of this plan. The SSIMP matrix uses colour to indicate the likelihood of the impact and illustrates where the strategies respond to more than one social impact.

### 5.1 Project Level Social Impact Assessment

It is important to recognise that the strategic nature of the SIA restricts the SSIMP to providing a strategic framework from which more detailed management strategies can be developed when there is greater certainty about the Precinct, its development and social and economic impacts.

## 5.2 Strategy Development

The detailed strategies for the SSIMP, including monitoring and evaluation, should be prepared by the commercial proponent or relevant party in collaboration with Government, stakeholders and community within the specified timeframe.

Management strategies will consist of:

- A series of measures to enhance the project's benefits and minimise the adverse effects;
- A plan to manage the identified impacts and adverse effects;
- Clear performance targets, performance measures, key performance indicators, reporting and governance arrangements as well as the response to the target shortfall;
- A plan to monitor the identified impacts and adjust the management plan as needed; and
- Measures to evaluate the effectiveness of the management measures.

### 5.2.1 Performance Indicators

Performance indicators are required to monitor the effectiveness of management strategies over time. They will be formed during development of the detailed strategy together with relevant targets and timeframes. Where appropriate, indicative performance indicators have been identified in this document.

### 5.2.2 Monitoring

Monitoring these measures is a key aspect of social mitigation and management plan implementation. The monitoring of the detailed management plan is particularly important for the population impacts. The actual population changes should be monitored against the projected workforce assumptions and the management plan reviewed.

## 5.3 Governance

The social management measures are supported by a LNG Precinct governance structure. This structure includes an overall Precinct management structure as well as structures to ensure the involvement of Traditional Owners and the Broome community in the process. The proposed interim governance structure for the Precinct is shown in Annexure C and is discussed at 7.8.

## 6. PRECINCT CONDITION STRATEGIES

The key social mitigation and management strategies are central to the assumptions made in the strategic SIA and mitigate flow on impacts. The strategies will take the form of Precinct conditions or other similar mechanisms for proponents. The arrangements will have a mechanism to change the conditions, subject to agreement from relevant parties. These Precinct conditions will be audited on a regular basis. Suggested management strategies that should be included in the Precinct conditions include those related to:

- 1) A managed-access construction camp;
- 2) Access to Broome and Dampier Peninsula;
- 3) Management of Worker behaviour;
- 4) Local living incentives;
- 5) Cross-Cultural training;
- 6) Education, training and employment;
- 7) Indigenous workforce development;
- 8) Transient/Opportunistic workforce management;
- 9) Strategies to retain local benefits;
- 10) Precinct health, emergency services and policing; and
- 11) Transport management.

## 6.1 Managed-Access Construction Camp

A managed access construction camp will be established for managing the exit and entry of the workforce and external entry by people not legitimately at the Precinct. This measure is also a key mitigation and management strategy supported by the ASIA to manage worker impacts on Broome and the Dampier Peninsula and its communities.

### Strategy

All commercial Precinct proponents will house Fly-In Fly-Out (FIFO) workers for the construction of the port and LNG facility at accommodation near the Precinct where external entry and exit is managed.

<b>Objective:</b> To mitigate the potential for negative impact on the communities and environment of Broome and the Dampier Peninsula from the construction work force associated with the LNG Precinct.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Responsible management of the effects of a large scale construction workforce on the local communities.	On-going	Construction	<b>Lead</b>	<b>Secondary</b>
Planned and managed interaction with the local population during transit between the airport, the accommodation camp and Precinct and when on recreational breaks.	On-going	Construction	Commercial Proponents	Precinct Management
<b>Output</b>				
A management plan to ensure the effective management of the construction workforce (especially FIFO workers), developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicator such as: <ul style="list-style-type: none"> <li>the percentage of workforce living at the managed access camp versus those living in Broome and the region.</li> </ul>	Pre- Construction	Construction		

## 6.2 Access to Broome and the Dampier Peninsula

Stakeholders hold significant concerns around the unregulated impacts of a large scale construction workforce on Broome and the Indigenous communities of the Dampier Peninsula. The ASIA shared these concerns and included recommendations to minimise any potential negative tourism and recreation effects of the workforce on the Dampier Peninsula.

### Strategy

Develop and implement policy and procedures to manage access to Broome and the region by the construction workforce at the accommodation camp. This includes managing access to recreational fishing and tourism in the region.

<b>Objective:</b> To manage the interaction between a large scale construction workforce and the communities of Broome and the Dampier Peninsula.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
An agreed plan to manage the interaction between the construction workforce and the Broome and Dampier Peninsula communities when they are not at work.	Pre- Construction	Construction	<b>Lead</b>	<b>Secondary</b>
Support for small businesses, particularly Indigenous, to provide recreational, fishing and other tours for construction workers.	On-going	Construction	Commercial Proponents	Precinct Management
<b>Output</b>				
A management plan to ensure the appropriate management of the construction workforce developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>the number of workforce using local recreation, fishing and other tours.</li> </ul>	Pre- Construction	Construction		

### 6.3 Workforce Behaviour Management

There are significant stakeholder concerns around worker behaviour and its influence on the local community (both Indigenous and non-indigenous) and tourists. Attendees at the health workshop and other community members have expressed concern about the potential impact of the Precinct construction workers on Broome and the Dampier Peninsula. Most of these potential impacts will be mitigated by employing a largely FIFO workforce within a managed access residential camp located in proximity to the James Price Point BLNG Precinct. The SIA process identified that the concerns of health professionals and community members revolves around sexual behaviour, social behaviour as well as access to drugs and alcohol. Given that the Dampier Peninsula is an alcohol restricted area, there is also concern about the availability of alcohol to local Indigenous residents of the Dampier Peninsula. These same concerns were raised in the ASIA which highlighted the potential that the presence of workers on the peninsula could increase the availability of alcohol, drugs and undesirable behaviours among the Indigenous community. A managed-access camp, with the enforcement of relevant workforce management strategies such as a code of conduct, will help to alleviate these issues and reassure concerned stakeholders.

### Strategy

Develop and implement policies and procedures to manage potential undesirable worker behaviour including:

- Measures to manage worker visibility when not at the Precinct or related areas so as to not diminish the tourism value of surrounding communities;
- Workforce management practices to control access to drugs and alcohol; and
- Measures to prevent and manage unacceptable employee behaviour when visiting Broome and other areas in the Kimberley, including behaviour on transfer flights.

<b>Objective:</b> To manage the potential for worker behaviour to have a negative effect on the communities of the surrounding areas.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Clear policies and procedures established to control access to drugs and alcohol and manage worker behaviour.	Pre- Construction	Construction	<b>Lead</b> Commercial Proponents	<b>Secondary</b> Precinct Management;
<b>Output</b> A management plan to ensure the appropriate management, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicator such as:  <ul style="list-style-type: none"> <li>• Register of feedback from community feedback email or hotline.</li> </ul>	Pre- Construction	Construction		Traditional Owners;  Broome Police

## 6.4 Local Living

Broome currently has significant service constraints and would have difficulty coping with a large influx of families beyond the usual tourism cycle. Until Broome can accommodate a significant short term increase in the number of additional households, commercial proponents should not provide incentives for their construction workforce to live in Broome unless they are able to demonstrate appropriate management strategies, including available housing and access to services.

### Strategy

Commercial proponents should avoid providing incentives for the large scale construction work force to live in Broome.

<b>Objective:</b> Commercial proponents should provide sufficient accommodation in the Precinct accommodation camp for the construction workforce and not encourage the construction workforce to move to Broome.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Avoid unmanageable population influx into Broome during the construction phase of LNG facilities.	On-going	Construction	<b>Lead</b>	<b>Secondary</b>
Sustained coexistence of the community with LNG development.	On-going	Construction and Operation	Commercial Proponents	Precinct Management
<b>Output</b>				
A management plan to ensure the effective control of Broome-based construction workers, developed with relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>the percentage of construction workers accommodated in Broome.</li> <li>the number of commercial proponent residential units (owned/rented) in Broome.</li> </ul>	Pre- Construction	Construction		

## 6.5 Cross-Cultural Training

The Precinct is located on and surrounded by land the subject of a native title claim. The State and the Foundation Proponent are committed to encouraging the employment of Indigenous people, particularly those from the local area. As such, the ASIA recommends cross-cultural training for all Precinct workers.

### Strategy

Proponents should provide cross-cultural training for all Precinct workers.

<b>Objective:</b> All workers at the Precinct are aware of the culture and the cultural obligations of their Indigenous colleagues, their heritage and the heritage values within and near the Precinct and surrounding area, including their importance and legal obligations of managing or avoiding impacts to heritage sites.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Workers are sensitive to the culture and heritage associated with the Precinct, to their Indigenous colleagues and their possible cultural obligations.	On-going	Construction	<b>Lead</b> Commercial Proponents;	<b>Secondary</b> Precinct Management
<b>Output</b>			Traditional Owners	
A management plan to ensure that all construction workers have undergone cross-cultural training as soon as practicable. The plan should include performance indicators such as: <ul style="list-style-type: none"> <li>the percentage of commercial proponent employees undertaken cross-cultural training.</li> </ul>	Pre- Construction	Construction		

## 6.6 Education, Training and Employment

While the operation of a FIFO construction workforce might mitigate the population impacts of the Precinct on Broome, this measure also has the potential to reduce the local economic benefits of the Precinct to Broome and the Kimberley. There are significant potential benefits from the development of the Precinct for local people, including business opportunities, training and employment. These economic benefits are not automatic as it is often more effective for commercial Precinct proponents to utilise a trained construction workforce and services from other operations and locations.

Where practicable, adopting a local, regional and State purchasing strategy for labour, services, and materials, will increase direct and indirect economic benefits in the local, regional area and State.

During stakeholder engagement, many stakeholders stated that they expected the development of the Precinct to provide employment for existing residents of Broome and the Dampier Peninsula as well as education and training opportunities for the younger generation within the impact areas. Commercial proponents are expected to fund similar education and training ventures within the broader community. A number of education and training initiatives currently exist and the strategies outlined below should build on and further develop these initiatives.

### Strategy

Develop education, training and employment strategies with all relevant government and non-government service providers, to increase local employment in both construction and operational phases of the Precinct over time in order to retain benefits and promote residence within the Kimberley.

- The coordination and development of mechanisms to assist people, including Indigenous people to overcome barriers to education, training and employment; and
- The promotion of additional Indigenous apprenticeships.

<b>Objective:</b> Maximise education, training and employment opportunities for the local community and ensure a coordinated approach to the range of education, training and employment strategies implemented to support the development of the LNG Precinct.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
A trained local workforce that can be deployed during Precinct construction.	On-going	Construction and Operation	Commercial Proponents	<b>Lead</b>
Increased local employment at the Precinct, including Indigenous peoples.	On-going	Construction and Operation		<b>Secondary</b>
Up skilling of the regional workforce in the longer-term.	On-going	Construction and Operation		Precinct Management;
				Commonwealth Government
				NGO Training Associations
<b>Output</b>				Precinct Management
A management plan for education, training and employment that ensures a coordinated approach and maximises opportunities for the local community, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• the number of local (Indigenous and non-indigenous) employees in the construction and operational workforce.</li> <li>• Local (Indigenous and non-indigenous) project related participants in education and training programs.</li> </ul>	Pre- Construction	Construction and Operation		

## 6.7 Indigenous Workforce Development

The ASIA emphasises the importance of overcoming education barriers to enable Indigenous people to access training and employment opportunities. The Heads of Agreement committed the State to establish an Education Development Fund to support scholarships and other training programs for Indigenous people.

### Strategy

Develop a strategy to increase the number of Indigenous workers related to the LNG Precinct.

<b>Objectives:</b>				
<ul style="list-style-type: none"> <li>• Ensure a coordinated approach to the range of Indigenous education, training and employment strategies.</li> <li>• Develop and implement a strategy to increase the number of Indigenous workers on the project.</li> <li>• Develop or link to existing programs to assist Indigenous people to overcome barriers to education, training and employment.</li> <li>• Provide opportunities for Indigenous people to work on cultural and environmental values relevant to precinct operation.</li> <li>• Develop appropriate workforce arrangements and that includes support for Indigenous workers.</li> </ul>				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Maximise the number of Indigenous workers working directly on the Precinct and on related activities.	On-going	Construction and Operation	<b>Lead</b>	<b>Secondary</b>
Maximise the number of Indigenous apprenticeships.	On-going	Construction and Operation	Commercial Proponents;	Precinct Management;
Up skilling of the Indigenous workforce in the longer term.	On-going	Construction	State and Commonwealth Governments	Commonwealth Government
Measurable increase in the number of Indigenous students engaged in secondary education.				Traditional Owners
				NGO Training Associations
<b>Output</b>				
An Indigenous education, training and employment management plan that ensures a coordinated approach and maximises opportunities for the local community, within the stated timeframe, with relevant targets and performance indicators such as:	Pre- Construction	Construction and Operation		Precinct Management
<ul style="list-style-type: none"> <li>• Number of Indigenous employees in the construction and operational workforce;</li> <li>• Number of Indigenous employees in the construction and operational workforce employed after undertaking project related education and training programs.</li> </ul>				

## 6.8 Transient Workforce Management

A feature of the resource developments in the Pilbara has been the arrival of workers and their families hoping to find employment in what they hope to be high paying jobs. These workers have been termed “transient” or “opportunistic” workers for the purpose of this assessment and were included in the population modelling undertaken for the Precinct. These workers will potentially impact on short-term accommodation and the existing social services in Broome. Commercial proponents should discourage these workers from moving to the region and, once they have arrived, have procedures in place so these workers find employment in Broome.

### Strategy

Develop policy and procedures to limit and manage the potential numbers of transient or opportunistic workers arriving in the region. This strategy will:

- (i) minimise the number of transient/opportunistic workers arriving in Broome in the hope of finding employment at the Precinct;
- (ii) ensure sufficient temporary accommodation for the transient/opportunistic workforce to avoid impacts on Broome’s short-stay accommodation in the tourist season; and
- (iii) endeavour to gainfully use the transient/opportunistic workforce that does arrive to fill employment vacancies in Broome and minimise the effect of workforce competition.

<b>Objective:</b> Develop a strategy to minimise the number of transient or opportunistic workers arriving in the region and to manage those who do arrive.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Minimise transient/opportunistic workers arriving in Broome and a clear process to house and provide services for those who do arrive.	On-going	Construction	<b>Lead</b> Broome Chamber of Commerce;	<b>Secondary</b> Precinct Management;
<b>Output</b> A management plan to minimise and manage the numbers of transient or opportunistic work seekers and manage those that do arrive, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as:	Before Construction starts	Construction	Commercial Proponents; State Government	Commonwealth Government
<ul style="list-style-type: none"> <li>• Number of opportunistic workers arriving in Broome.</li> <li>• Workforce recruitment strategies to minimise transient worker inflow.</li> </ul>				

## 6.9 Strategies to Retain Local Benefits

A key objective of locating the LNG Precinct in the Kimberley is to maximise and retain benefits for local people, both Indigenous and non-Indigenous. There are a number of mechanisms to retain economic benefits within the region, including developing education, training and employment skills and supporting local businesses where possible.

A purchasing strategy should also encourage Precinct expenditure within local businesses and industry. As Broome has a limited manufacturing base a local purchasing strategy would support its growth. The purchasing strategy will need to be based on the demands of the Precinct and related activities as well as an assessment of Broome and the region's current and future capacity to supply goods and services.

Some of the opportunities might also be short-lived and it is likely that businesses that have developed to support the construction phase of the initial Precinct development

may later see a rapid decline in the demand for their services. The strategy should communicate the potential temporary nature of opportunities dependant on Precinct construction.

The strategies to retain local benefits developed by the Commercial Proponents contribute to the West Kimberley Socio-Economic Development Strategy that will maximise all socio-economic benefits.

### Strategy

Develop a strategy to maximise economic benefits for Broome, the Kimberley and the State of Western Australia including:

- a local, regional and State purchasing strategy for labour, services, and materials during construction and operation;
- maximising LNG related local employment and local industry participation over time; and
- developing, where relevant, emerging Indigenous businesses.

<b>Objective:</b> Maximise economic benefits for the communities of Broome and the region				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
			<b>Lead</b>	<b>Secondary</b>
Precinct proponents that provide full, fair and reasonable information and opportunity for local industry to contribute to industry activities within the Precinct and maximise local industry participation where it is capable and competitive on the basis of health, safety and environment, quality, cost and delivery.	On-going	Construction	Commercial Proponents;	Precinct Management;
Maximise economic benefits through local purchasing, local employment, support of local industry and relevant emerging Indigenous businesses.	On-going	Construction and Operation		Broome Chamber of Commerce; Kimberley Development Corporation; Traditional Owners
Communications strategies to ensure businesses understand the economic opportunities during construction and maintenance cycles.	On-going	Construction and Operation		
A regional strategy to maximise LNG related employment opportunities over time.	On-going	Construction and Operation		
<b>Output</b>				
A management plan or plans to provide local business and employment opportunities, developed with relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• the value of locally bought goods and services.</li> <li>• the percentage of existing local residents employed in the construction and operational workforce.</li> <li>• the percentage of local Indigenous employees in the construction and operational workforce.</li> <li>• the number of local Indigenous business enterprises developed.</li> </ul>	Before Construction starts	Construction and Operation		
A local content and purchasing strategy that supports local, regional and State businesses to retain benefits.	Before Construction starts	Construction and Operation		
A program to monitor local indicators of economic development such as cost of living, employment and business development.	Before Construction starts	Construction and Operation		

## 6.10 Precinct Health, Emergency Services, Policing and Security

Health and emergency services will be required to service the BLNG Precinct in a manner that does not impact upon the provision of these services in Broome. The ASIA recommends increased policing to prevent the spread of illicit alcohol and drugs. While the provision of policing services is a State Government responsibility, the proponents should ensure an appropriate level and quality of security is provided at the Precinct and the accommodation facilities.

### Strategy

Ensure appropriate primary health care, emergency, security and police services are provided to the Precinct and construction camp without detracting from service provision to Broome.

<b>Objective:</b> Establish appropriate primary health care, emergency and security services capacity in order to meet Precinct requirements and minimise the potential impacts on existing services.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Primary health care, emergency and security services provided at the Precinct and the relevant regional services are not impacted.	On-going	Construction	<b>Lead</b> Commercial Proponents	<b>Secondary</b> Precinct Management;
<b>Output</b>				
A management plan to ensure the provision of primary health care, emergency and security services to the Precinct, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>the measure of Precinct use (time spent, number of incidents) of Broome health care, police and emergency services.</li> </ul>	Pre- Construction	Construction		State Health, Police and Emergency Services

## 6.11 Transport Management

The Cape Leveque road is the only route linking the communities on the Dampier Peninsula to Broome. Part of this road will be upgraded to provide a route to the Precinct and will therefore contain Precinct traffic as well as both tourists and residents travelling up the Dampier Peninsula. This management measure deals with the behaviour of road users, not the development or upgrading of the road.

It is envisaged that most construction workers will fly into Broome airport and then be bussed to the construction camp. Workers will then be transported between the camp and the Precinct each day.

Although it is too early to anticipate supply-base logistics for the Precinct, it is likely that some materials will be delivered to Broome Port to be transported to James Price Point, either by road or sea, or as is more likely, a combination of both. It is also possible that materials will be trucked from Perth direct to the Precinct. Consequently, there may be ongoing heavy vehicle traffic within Broome itself. In the town centre, this will translate to transport of workers from the Broome Airport and for transport of materials, on Port Drive, Gubinge Road, Broome Highway and the Cape Leveque Road.

### Strategy

Limit, mitigate and manage the potential transport impacts of the Precinct and associated infrastructure. These should:

- (i) ensure the safe and efficient transport services for traffic between the Precinct and Broome;
- (ii) ensure the safety of other users of the Precinct-related roads;
- (iii) address potential increased heavy vehicle use and general increases in traffic in Broome centre; and
- (iv) manage airport FIFO transfers, which may include for example the development of specific facilities to accommodate FIFO transfers.

<b>Objective:</b> Mitigate and manage the impacts of the Precinct development on transport and traffic.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Responsible management of the transport and traffic impacts of both the construction activities and the construction workforce.	On-going	Construction and Operation	Commercial Proponents	<b>Secondary</b> Precinct Management; Shire of Broome;
Minimum disruption of recreation and tourism activities	On-going	Construction and Operation		
Safe and efficient transfer of workforce from the airport to the accommodation with no or little impact on community.	On-going	Construction and Operation		
Safe and efficient transfer of supplies and equipment from Broome port to the Precinct occurs with no or little impact on community.	On-going	Construction and Operation		
<b>Output</b>				
A transport management plan to ensure the safe and effective management of all Precinct-related movement of humans and goods, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• the number of road incidents directly related to LNG Precinct activity.</li> <li>• register of feedback via community feedback email and hotline.</li> </ul>	Pre Construction	Construction and Operation		

## 7. GENERAL SOCIAL MANAGEMENT STRATEGIES

In addition to those strategies which have been suggested as being included with Precinct lease conditions, the following issues and strategies should be developed to address:

- 1) Management of marine resource use impacts;
- 2) Management of tourism impacts;
- 3) Management of impacts of recreational use;
- 4) Broome and the Dampier Peninsula character and Sense of Place management strategy;
- 5) Housing strategy;
- 6) Broome social services strategy;
- 7) West Kimberley Socio-Economic Development Strategy; and
- 8) Governance and monitoring

### 7.1 Management of Marine Resource Use Impacts

A Fishing Industry Impact Study was conducted by the Department of Fisheries. The study was based largely on the perceptions of recreational and commercial fishers (including pearling and aquaculture) about the potential impacts caused by the establishment of the LNG Precinct. The report raised a number of concerns including the need for small scale boating facilities in Broome. This issue has recently been addressed with the announcement in the 2010/2011 State Budget of the staged funding of a major boat launching ramp, sheltering breakwater, dredged basin and floating jetty for Broome.

A number of further social issues were raised in the Fishing Industry Impact Study. These include:

- Local over-fishing during the construction phase;
- Increased access to on-shore areas near the James Price Point Area;
- A general increase in the cost of living that puts upward pressure on relatively low tourism, commercial fishing and pearling wages;
- Disturbance to existing commercial fishing and pearling areas as well as favoured recreational fishing areas;
- Diminished areas for fishing and pearling which may lead to the industry having to explore areas further afield; and
- Increased access to fishing areas north of James Price Point and the interaction between vessel movements and commercial fishing (including pearling and aquaculture).

The ASIA highlighted Indigenous people's reliance on fish and other wild resources and documented concerns around their depletion. It also raised a number of concerns about commercial and recreational fishing and these recommendations should be considered when the fishing industry mitigation and management strategy is developed.

#### Strategy

Develop a fishing industry mitigation and management strategy with the commercial and recreational fishers and tourism operators to mitigate and manage the impacts from the development of the Precinct at James Price Point.

**Objective:** Minimise, mitigate and manage the impact of the LNG Precinct on marine resources including commercial, recreational and customary fishing activity in the James Price Point region.

Outcomes	Time	Phase/s	Responsibility	
A commercial, recreational and customary fishing, pearling and aquaculture mitigation and management strategy that enables coexistence with the LNG Precinct.	On-going	Construction and Operation	<b>Lead</b> Commercial Proponents	<b>Secondary</b> Precinct Management;
<b>Output</b>				State Government;
A management plan to ensure the effective mitigation of commercial, recreational and customary fishing, pearling and aquaculture, developed with relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• the number of initiatives implemented to support coexistence of fishing, pearling and aquaculture within the impact area.</li> </ul>	Pre-Construction	Construction and Operation		Traditional Owners; Commercial and Recreational Fishing, Aquaculture and Pearling Organisations.

## 7.2 Management of Tourism Impacts

The significance of the tourism industry to the region prompted TourismWA to commission a Tourism Impact Assessment (TIA) in 2009. Tourism is one of the largest sector employers in the region and represents around 64% of the Broome's total generated revenue. The TIA identified a number of issues that require management measures:

- Increase in demand for short-term accommodation in Broome during construction.
- Increase in demand for land and housing.
- A conflict between the tourism attributes of Broome and the requirements of the construction phase of the LNG industry particularly worker visibility.
- A further issue relates to Broome's national and international image. Broome, along with Perth and Margaret River, is one of Western Australia's premier tourist destinations. The TIA has highlighted the need to develop a strategy to separate Broome's image from that of the BLNG Precinct.
- Increased usage of Broome's airport and marine infrastructure as a result of the BLNG Precinct.

## Strategy

Develop a tourism marketing strategy that maintains the current tourism image of Broome, while providing a framework for the ongoing development of the LNG Precinct.

<b>Objective:</b> Broome retains its status as one of WA's premier tourism destinations.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
The tourism image of Broome is maintained or enhanced and coexists with the LNG Precinct.	On-going	Construction and Operation	<b>Lead</b>	<b>Secondary</b>
<b>Output</b>			TourismWA	Precinct Management;
A detailed management plan to ensure that Broome's tourism industry and the development of the LNG Precinct coexist, developed with relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as:	Pre-Construction	Construction and Operation		Commercial Proponent.
<ul style="list-style-type: none"> <li>• Number of tourism visitors to Broome</li> <li>• Tourism visitor survey.</li> </ul>				

## 7.3 Management of Impacts of Recreational Use

The area planned for the BLNG Precinct is a popular informal recreation area for residents of Broome and the Dampier Peninsula as well as tourists. The State has made commitments to retain recreational access to James Price Point, via the Precinct access road, which will branch off the Cape Leveque Road, with Manari Road interrupted at the southern boundary of the Precinct. This will create increased limitations for current recreational users as a result of the Precinct.

The area is subject to a native title claim, and it is possible that in the long term, as recommended in the ASIA, there will be some form of access control to manage recreation in the native title claim area. This is consistent with the State's approach to the development of the broader Dampier Peninsula Land Use and Infrastructure Plan, which will consider the way the Dampier Peninsula is accessed and promote the conservation of environmental and heritage values. The State will consult with the Traditional Owners in the further development of the Dampier Peninsula Land Use and Infrastructure Plan, which together with other mechanisms such as the Cultural Heritage Management Plan, will provide appropriate mechanisms to address possible impacts of visitors accessing the area on cultural heritage, including registered and unregistered rock art and other sites on the Dampier Peninsula.

The Access to Broome and the Dampier Peninsula Strategy (6.2) requires commercial proponents to develop and implement policy and procedures to manage access to Broome and the region by the construction workforce. This strategy relates to:

- the disruption and potential displacement of existing recreation activities through commercial proponent activities; and,
- Traditional Owner concern around the recreation impacts of increasing population on country, including impacts on cultural heritage.

### Strategy

There are two interrelated elements to the strategy:

- In collaboration with Traditional Owners, commercial proponents should investigate current recreational use of the area, the potential for recreation activities to be displaced to other areas and develop suitable recreational management measures, consistent with the Dampier Peninsula Land Use and Infrastructure Plan.
- In collaboration with Traditional Owners, State and Local Government should investigate managing access to the Dampier Peninsula and alternative recreation areas that support the further development of the Dampier Land Use Plan.

<b>Objective:</b> To develop management arrangements for recreational activities to address local user and Traditional Owner concerns.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
A clear understanding of the recreational use of the area surrounding the Precinct and the potential displacement of these activities to develop a set of recreational management measures, consistent with the Dampier Peninsula Land Use and Infrastructure Plan, to manage the commercial proponent's direct and indirect recreational and cultural impacts.	On-going	Construction and Operation	<b>Lead</b> Commercial Proponents	<b>Secondary</b> Precinct Management; Traditional Owners; State Government; Shire of Broome.
<b>Output</b>				
A management plan, developed with all relevant stakeholders to address direct and indirect recreational impacts, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• Access to and use of range of suitable recreational areas Pre-Construction</li> </ul>	Pre-Construction	Construction and Operation		
<b>Outcome</b>				
An agreed process to manage the uncontrolled recreation on the Dampier Peninsula, consistent with the Dampier Peninsula Land Use and Infrastructure Plan .			<b>Lead</b> Traditional Owners; State Government;	<b>Secondary</b> Precinct Management; Commercial Proponents
<b>Output</b>				
A management plan, developed with all relevant stakeholders to address access to the Dampier Peninsula for recreation and cultural reasons, within the stated timeframe, with relevant targets and performance indicators.	Pre-Construction	Construction and Operation	Shire of Broome	

## 7.4 Sense of Place and Community Identity Management Strategy

The concepts of community identity, Sense of Place and character apply to Broome as well as the areas on the Dampier Peninsula. Two separate but interrelated strategies are recommended.

### 7.4.1 Dampier Peninsula Sense of Place Strategy

The heritage, environmental and cultural values of the Dampier Peninsula are important to Traditional Owners, Indigenous and non-indigenous people. There is broad agreement to manage Indigenous cultural and heritage matters. These management measures are captured in a range of heritage and environmental management measures including the Cultural Heritage Management Plan, the Dampier Peninsula Land Use and Infrastructure Plan and relevant land access agreement. These agreements allow for the continuation of cultural practices and maintenance of cultural heritage values in the area. The cross-cultural training strategy, as discussed in 6.5, will promote the respect and appreciation of Indigenous country and heritage among the wider workforce.

An overall plan to coordinate these activities is required to ensure the effective management of the cultural, heritage and identity of the Dampier Peninsula.

<b>Objective:</b> Retain the identity and Sense of Place associated with the Dampier Peninsula.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
The Dampier Peninsula's character, identity and Sense of Place coexists with LNG development.	On-going	Construction and Operation	<b>Lead</b>	<b>Secondary</b>
Maintain and enhance environmental and cultural values on the Dampier Peninsula.	On-going	Construction and Operation	Traditional Owners;	Precinct Management;
<b>Output</b>			Precinct Management	Commercial Proponents
A management plan to address the Dampier Peninsula Sense of Place and community identity, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>Guidelines to maintain the Dampier Peninsula's identity and Sense of Place</li> </ul>	Pre-Construction	Construction and Operation		

## 7.4.2 Broome Character and Sense of Place Management Strategy

Broome has a unique character that is closely related to its success as a tourism destination. Potential changes to the unique “Broome feel” are a major concern raised by almost all stakeholders. Broome’s identity is a combination of natural and social factors including the climate, geography, multicultural community, and its laid-back style.

Community identity is not static and changes over time. The past increases in population brought with it changes to Broome’s community identity. This is likely to continue with the population increases projected for Broome.

A number of stakeholders are concerned that the image of Broome will become linked with that of a LNG Precinct. The LNG Precinct will bring additional change to Broome’s Sense of Place and identity, with the Precinct ultimately becoming a part of Broome’s ongoing image and identity. The extent to which there is change to Broome’s identity and the extent to which there is separation or integration between the LNG Precinct and Broome’s existing identity, will be dependent upon how Sense of Place, heritage, image and identity is managed in the future. Without good management, these issues could result in a sense of disruption and loss for longer-term residents and a reduction in the quality of life for new residents.

## Strategy

Develop a strategy to enhance Broome’s character and Sense of Place that involves:

- Engagement of the Broome community to develop a vision for Broome to guide future planning; and
- Developing Sense of Place design guidelines to guide the growth of Broome and ensure the design of public places enhances Broome’s Sense of Place.

<b>Objective:</b> to retain the unique character and Sense of Place associated with Broome during the development of the LNG Precinct.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
A clear plan, including community vision, heritage, spatial planning and Sense of Place guidelines, to maintain Broome’s character, identity and Sense of Place.	On-going	Construction and Operation	<b>Lead</b> Shire of Broome	<b>Secondary</b> Precinct Management;
Maintain and enhance environmental and cultural values in and around Broome	On-going	Construction and Operation		Commercial Proponents
<b>Output</b>				Broome Community
A management plan to address Broome’s Sense of Place and community identity, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as: <ul style="list-style-type: none"> <li>• No significant negative change in monitoring surveys.</li> <li>• Guidelines to manage Broome’s identity and Sense of Place.</li> </ul>	Before Construction starts	Construction and Operation		

## 7.5 Housing Strategy

Volume 2 of the Browse SIA reported that there were fewer than 5,000 dwellings in Broome in December 2008. The population growth predicted for the Shire of Broome increases from an estimated 17,100 people in 2011 to 31,400 in 2041, an increase of 84%. Using the average Broome Shire occupancy rate of 2.9 persons per dwelling, an additional 4,931 houses are needed to house the predicted population increase. The development of the 694 ha Broome North is intended to meet Broome's long-term housing needs. LandCorp is the facilitator of the land development at Broome North and plans to enable the development of the full spectrum of housing, from social housing and service worker accommodation through to medium income housing and first home owner housing.

The predicted housing requirement as a result of the development of the Precinct is comparatively small and depends on whether the development follows the low, medium or high case scenario. The estimated Precinct-led housing demand also follows distinct peaks and troughs as it is driven by Precinct construction phases.

It is likely that there will be increased demand for a range of accommodation from a number of sources in Broome. During the initial and pre-construction phase of the Precinct, some employees may need to be accommodated in Broome in short-stay accommodation and commercial proponents should ensure they provide fit for purpose accommodation which does not impact on tourism related accommodation supply. Families may require housing when they move to Broome to be closer to workers at the Precinct. A range of housing types will be required for people moving to take up indirect employment opportunities. In particular, experience in the Pilbara shows that opportunistic workers move to resource towns expecting to be able to access low-cost short-term accommodation such as that offered by caravan parks. This accommodation is oversubscribed in the peak tourist season in Broome and the commercial proponents need to manage these impacts.

The demand for temporary and permanent housing in Broome needs to be closely monitored so that housing supply is able to meet the demand. In addition the development of the Precinct may exacerbate or highlight current social housing issues in Broome and more specifically the issue of homelessness.

The ASIA points out a baseline issue, that housing is already a problem for Indigenous people in Broome and the Dampier Peninsula. The existing issues include the lack of affordable housing, scarce public housing, the low standard of housing in communities, no short-term emergency housing in Broome, and limited accommodation for those studying in Broome, as well as major issues with homelessness in Broome. The ASIA also identifies opportunities to train Indigenous people to construct the additional houses needed to support both the projected population increase as well as the Precinct-led population increase.

Funding for Indigenous housing in the West Kimberley is being provided under the National Partnership Agreement on Remote Indigenous Housing.

This is an issue where the existing housing landscape will need to be addressed in addition to the proponent's close management of its housing requirements in order to prevent more serious social housing issues developing.

### Strategy

Develop an overall mitigation and management strategy that:

- Provides an understanding of current housing issues in Broome;
- Manages the impacts of the Precinct development on local and regional housing;
- Identifies potential impacts on different types of housing during the different phases of Precinct construction;
- Monitors housing supply and demand;
- Ensures timely release of land for housing and corresponding construction capability; and
- Addresses short-term accommodation deficits, affordable housing, social housing and homelessness issues.

**Objective:** Ensure the timely delivery of appropriate land and housing requirements for Broome in order to meet projected population increases, including those associated with Precinct requirements.

Outcomes	Time	Phase/s	Responsibility	
A clear understanding of the potential impact of the Precinct on housing in Broome and the Dampier Peninsula to address the housing needs of the Precinct while at the same time addressing the issues in Broome.	On-going	Construction	<b>Lead</b> LandCorp; State Government	<b>Secondary</b> Commercial Proponents; Precinct Management;
A housing monitoring program to monitor the need for housing, which ensures that the supply of land and construction of suitable housing keeps pace with the demand	On-going	Construction		Shire of Broome,
<b>Output</b>				
A land and housing management plan to ensure that the supply of land and housing meets the needs of Broome and the Precinct, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators.	Pre-Construction	Construction		

## 7.6 Social Services Strategy

Volume 1 of the SIA illustrates that most social services in Broome are currently at or exceeding their delivery-capacity. Although the potential impacts arising from the development of the Precinct are likely to be small, these additional pressures are being assessed within the context of a service-system under considerable pressure.

Volumes 1 and 2 of the SIA showed that Broome is predicted to experience considerable population growth over the next 30 year period. Given the Precinct condition of a managed access FIFO accommodation camp, the impact on services from the Precinct is likely to be comparatively minor when compared to overall growth. Nevertheless, small increases in demand can be amplified if a services system is already under pressure from demands as is the case with Broome. The ASIA raises several potential health impacts including access to drugs, alcohol and other concerns. In as much as these relate to the BLNG Precinct, they have been addressed by the managed access camp and the worker code of conduct. These issues are also likely to be further exacerbated by the natural growth predicted for Broome. The ASIA also raises the need for increased Indigenous mental health funding within the area of impact, which is already an existing baseline issue. The ASIA also identified the lack of existing recreation services for the youth, particularly Indigenous youth and consideration should be given to this in the overall strategy.

Given the current vulnerability of health and social service provision, a strategy for services such as health, education, child care, counselling, therapeutic and emergency services should be developed in the short term to increase the current capacity of the social services to prevent further pressure, and in the longer term to increase the capacity of health and social service provision to accommodate any potential direct and indirect employment and population increases from the Precinct. The Broome Social Services Strategy will be an across government initiative to address the social services deficits in Broome. It is planned to address social service issues in Broome with two, five and ten year strategic plans and will be developed in close consultation with the Broome community.

The Broome Social Services Strategy will map existing services (State, Local, Commonwealth and NGO), identify gaps or serious deficits and will engage with the community to identify priorities. This will provide better coordination of existing service provision, better use of existing funds and identify the areas of greatest need. In addition to dedicated State and Commonwealth service delivery, it is envisaged that as LNG companies located at the Precinct will be using Broome services either directly or indirectly, they will also contribute funding for the strategy.

### Strategy

- Develop two, five and ten year plans to reasonably address the current service deficits in Broome.
- In collaboration with the Broome community leadership, develop and implement a strategic and collaborative Broome Social Services Strategy to address social services deficits and impacts in Broome.
- Ensure close links with the social strategies developed for the Precinct.

<b>Objective:</b> Government services are delivered to reasonably meet the social impact assessment baseline of existing community requirements and population growth projections.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
Current service delivery levels to reasonably meet accepted service delivery standards in Broome, according to a two, five and ten year plan.	On-going	Construction and Operation	<b>Lead</b> State Government	<b>Secondary</b> Commercial Proponents; Precinct Management; Commonwealth Government;
Planned and controlled interaction with the local population during transit between the airport, the accommodation camp and Precinct and when on recreational breaks.	On-going	Construction and Operation		
<b>Output</b>				
A management plan, to ensure appropriate Broome social services, developed with relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators such as:	Before Construction starts	Construction and Operation		NGO's Traditional Owners
<ul style="list-style-type: none"> <li>• The number of service users against service use thresholds.</li> </ul>				

## 7.7 West Kimberley Socio-Economic Development Strategy

Many of the Social Management Strategies include measures to generate and improve the socio-economic opportunities offered through the development of the Precinct. These include the following opportunities (reference to the relevant management measure in brackets):

- Opportunities to service the accommodation village (6.1);
- Recreation business opportunities for construction workers on work breaks (6.2);
- Cross-cultural training and awareness-raising opportunities (6.5);
- Local training and employment opportunities (6.6);
- Specific Indigenous education, training and employment opportunities (6.7);
- The availability of additional workers in Broome from the transient/opportunistic workers likely to arrive in Broome (6.8);
- Strategies to retain local benefits such as a local and regional purchasing strategy (6.9);
- Business development opportunities in support of the Precinct; (6.9)
- Housing development (7.5);

This over-arching strategy will ensure the economic development opportunities are maximised by co-ordinating the raft of initiatives. There are also likely to be synergies between the opportunities listed in this document and through other initiatives. This strategy will ensure that the development of the precinct has the greatest positive local benefit in creating a more resilient community.

<b>Objective:</b> Maximise the socio-economic opportunities resulting from the Development of the Precinct for the West Kimberley.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
On-going coordination to maximise the socio-economic opportunities offered through the development of the Precinct.	On-going	Construction and Operation	<b>Lead</b> State Government	<b>Secondary</b> Kimberley Development Commission;
<b>Output</b>				
A management plan to identify potential socio-economic opportunities and ensure these opportunities are developed to benefit the West Kimberley.	Pre-Construction	Construction and Operation		Broome Chamber of Commerce; Precinct Management; Commercial Proponents Traditional Owners

## 7.8 Social Monitoring

The monitoring system includes monitoring and regular review by both the commercial proponent and the Precinct Management.

### 7.8.1 Commercial Proponent Monitoring System

The commercial proponents should establish a monitoring system to monitor the social and economic impacts of their construction and operation over time, using both quantitative and qualitative measures. Although the current social impact assessment has identified a range of potential social and economic impacts which may occur in the future, the range and magnitude of actual social and economic impacts occurring at the time of Precinct construction and operation may differ from the impacts predicted. Monitoring processes, including for example a feedback system and community based participatory monitoring process need to be established to monitor impacts during the time of Precinct construction and operation. Fundamental to these monitoring processes is that the community has an opportunity to participate in the development and implementation of any monitoring systems.

The commercial proponent monitoring system includes:

- Monitoring of relevant mitigation and management measures including issues that bridge Precinct and non-Precinct directly attributable to the commercial proponent;

- Decision-making processes, based on the outputs of monitoring, to adapt management measures to meet evolving requirements, based on agreement with Broome leadership and community input; and
- Reporting to Precinct Management.

The commercial proponent monitoring system should feed into the Precinct-level monitoring system.

### 7.8.2 Precinct Management Monitoring System

The Precinct social monitoring system should monitor social and economic change in relation to core social and economic indicators during both the construction and operational phases of all commercial proponents at the Precinct. The focus of the Precinct Monitoring System is on cumulative social impacts.

The Precinct management monitoring system includes:

- Core social and economic indicators applicable to both the construction and operational phases of all commercial proponents at the Precinct;
- Arrangements for independent auditing;
- Mechanisms to review and adapt mitigation and management if existing measure prove inadequate;
- Relevant reporting arrangements.

<b>Objective:</b> A comprehensive and integrated proponent and Precinct level social monitoring system..				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
			<b>Lead</b>	<b>Secondary</b>
An integrated commercial proponent and Precinct management social monitoring system, using both quantitative and qualitative measures to monitor social and economic change across time in relation to core social and economic indicators during both the construction and operational phases of the Precinct.	Pre-Construction	Construction and Operation	Commercial Proponents; Precinct Management	Precinct Management Traditional Owners;
<b>Output</b>				Commercial Proponents;
A detailed adaptive commercial proponent social monitoring plan, developed with all relevant stakeholders, within the stated timeframe, with relevant targets, performance indicators and external audit requirements	Pre-Construction	Construction and Operation		Shire of Broome; Broome Community.
A detailed adaptive Precinct social monitoring plan to monitor cumulative social and economic change across time in relation to core social and economic indicators developed with all relevant stakeholders, within the stated timeframe, with relevant targets, performance indicators and independent audit requirements.	Pre-Construction			

## 7.9 Governance

Effective governance mechanisms will be important for involving interested and/or affected stakeholders in the management and mitigation of impacts, particularly those requiring the input of multiple stakeholders such as employment, housing, infrastructure and services. Timely and transparent communication of information regarding environmental management will be particularly important for Traditional Owners and other Indigenous members of the community to be kept informed about environmental issues and management responses on Country.

The Precinct Governance arrangements are shown in Annexure C. These arrangements need to be further developed, for example in a Precinct Governance Plan and a Precinct Engagement Plan. The Engagement Plan or similar document should appropriately address non-indigenous and Indigenous engagement and be developed in accordance with appropriate State documents such as Engaging with Aboriginal Western Australians guide. <http://www.dia.wa.gov.au/Documents/ReportsPublications/ConsultingCitizensSept2005.pdf>

<b>Objective:</b> Appropriate governance structures to manage the Precinct and include the concerns of all stakeholders, including Traditional Owners.				
<b>Outcomes</b>	<b>Time</b>	<b>Phase/s</b>	<b>Responsibility</b>	
A clear understanding of the functions, roles and responsibilities and outputs of the different governance structures.	Pre-Construction	Construction and Operation	<b>Lead</b>  Precinct Management	<b>Secondary</b>  Commercial Proponents;  LandCorp;  Shire of Broome;
A communication and consultation plan to guide communication with and engagement of all stakeholders in a culturally sensitive manner	Pre-Construction	Construction and Operation		
<b>Output</b>				
A detailed governance structure and plan, with clear roles and responsibilities, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators.	Pre-Construction	Construction and Operation		Traditional Owners;  Broome Community
A detailed Precinct engagement plan to guide communication with and engagement of stakeholders in the Precinct, developed with all relevant stakeholders, within the stated timeframe, with relevant targets and performance indicators.	Pre-Construction	Construction and Operation		

## 8. SOCIAL ASPECTS AND MATTERS OF NATIONAL ENVIRONMENTAL SIGNIFICANCE

The SIA contributes to the Strategic Assessment Report (SAR) which categorises activities in terms of their need for environmental approval under the *Environmental Protection Act 1986* (EP Act) and *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Importantly, this SIA is not being considered under those environmental acts, but under the Terms of Reference for the Strategic Assessment as agreed by the Western Australian and Commonwealth Governments. The direct Precinct-related activities constitute Category A impacts, whereas Category B impacts are caused indirectly by the establishment of the Precinct and Category C impacts constitute cumulative impacts from the Precinct and other developments.

As there are no people living permanently within 20km of the Precinct, the Category A, the social impacts focus on recreation and tourism activities and the majority of the social impacts form Category B impacts. In terms of the EPBC Act, the most significant impact on matters of National Environmental Significance is likely to be the population increase in the area and the potential displacement of recreational activities from the Dampier Peninsula. Both factors could potentially impact on the Ramsar wetland at Roebuck Bay.

The social summaries follow a different format to those of the environmental sections of the SAR because of the interdependence of the social issues and the related mitigation and management strategies, and because there are virtually no direct Precinct (Category A) impacts on social factors. The EPBC Act defines matters of National Environment Significance (NES) and social impacts on the relevant matters of NES are shown in the table below.

NES Matter	Potential impact from Category A Activities	Potential cumulative Impact from Category A, B and C activities	Proposed Social Mitigation	Offsets
Wetlands of International Importance	None	Potential impacts from increased population and displaced recreation activities.	Support of Roebuck Bay Management Plan	Proposal to establish a Roebuck Bay Marine Park
Threatened Species and Ecological Communities	None	Potential impacts from increased population and displaced recreation activities.	Managed Access Construction Camp	n/a
Migratory species protected under International Agreements	None	Potential impacts from increased population and displaced recreation activities.	Managed Access Construction Camp	n/a
Commonwealth marine areas	None	Potential impacts from increased population and displaced recreation activities.	Managed Access Construction Camp	n/a

**Table 1:** Social Impacts on Matters of NES

## 9. CONCLUSION

Volume 2 of the Social Impact Assessment discussed the potential socio-economic impacts arising from the development of the Precinct in the primary and secondary impact area. The temporary and permanent population increases drive the majority of the impacts including the demand for land, housing, infrastructure, social services, education and training. In addition, it identified potential impacts on community identity and Sense of Place. The report also considered the numerous opportunities from the establishment of a LNG Precinct including training and employment, small businesses and other services.

The establishment of the BLNG Precinct will impact both the primary and secondary area and will contribute to social and economic change to Broome and to other communities in the West Kimberley. These changes could, if unmitigated and unmanaged, lead to significant social impacts. This mitigation and management plan outlines the key Precinct-level mitigation and management measures that will significantly lessen the impacts and enhance the opportunities brought about by the development of the Precinct. The plan provides a base, strategic framework that a project proponent can utilise to develop more detailed measures as appropriate.

## ASIA Recommendations

No	ASIA Recommendation	Where captured
1	Capacity to address Indigenous issues	Heads of Agreement (HoA)
2-3	Culturally appropriate time-frames	HoA and Indigenous Land Use Agreement (ILUA) or similar agreement
4	SIA monitoring and management	SSIMP 7.7 Social Monitoring at Precinct and commercial proponent level, SSIMP 7.8 Governance
5,6	Baseline household survey and regional harvest study	Subject to funding
7-26	Environmental Recommendations	Covered by Environmental Regulations or elsewhere within the SAR
27	Manage population impacts on the Dampier Peninsula	SSIMP 6.2 Access to Broome and the Dampier Peninsula SSIMP 7.3 Management of Impacts of recreational use
28	Managed-access construction camp	SSIMP 6.1 Managed-access construction camp
29	Cross cultural training for all Precinct workers	SSIMP 6.5 Cross-cultural training
30	Permit System for the Dampier Peninsula	Dampier Peninsula Land Use and Infrastructure Plan
31	Recreational Management near the Precinct	SSIMP 7.3 Management of Impacts of recreational use
32	Wild resource harvest areas	Dampier Peninsula Land Use and Infrastructure Plan
33	Marine resource impacts	SSIMP 7.1 Management of Marine resource use impacts
34	Fishing licences	SSIMP 7.1 Management of Marine resource use impacts but already captured in State policy
35	Regulation of commercial fishing	SSIMP 7.1 Management of Marine resource use impacts
36	Traditional Owners and Indigenous people to be active in tourist and visitor management	SSIMP 7.3 Management of Impacts of recreational use SSIMP 7.9 Governance
37	Indigenous Ranger System	Indigenous Land Use Agreement (ILUA) or similar agreement
38	Regular communication with Indigenous people	Indigenous Land Use Agreement (ILUA) or similar agreement SSIMP 7.9 Governance
39	Funding for Prescribed Body Corporates	Heads of Agreement (HoA)
40	Beagle Bay local governance	Priority of the Remote Service Delivery National Partnerships Agreement
41	Indigenous Governance Structures	Heads of Agreement (HoA)
42	No-Drug policy at the Precinct	SSIMP 6.3 Workforce behaviour management
43	Managed-access construction camp	SSIMP 6.1 Managed-access construction camp
44	Additional policing resources for area	SSIMP 6.10 Precinct health, emergency services and police SSIMP 6.3 Workforce behaviour management
45	Drug and alcohol education	Already subject to Government Alcohol and Drug strategy
46	Indigenous worker arrangements	SSIMP 6.7 Indigenous workforce development SSIMP 7.7 West Kimberley Socio-Economic Strategy
47	Cross-cultural training for all workers	SSIMP 6.5 Cross-cultural training

48	Counselling and financial management advice for workers	SSIMP 6.7 Indigenous workforce development
49	Managed access construction camp	SSIMP 6.1 Managed-access construction camp
50	Cross-cultural training including inappropriate sexual relations	SSIMP 6.5 Cross-cultural training SSIMP 6.3 Workforce behaviour management
51	Education in inappropriate sexual relations for educational facilities in impact area	SSIMP 6.3 Workforce behaviour management Possibly extension to current Government Alcohol and Drug strategy in region
52	Housing on the Dampier Peninsula	Remote Communities Housing National Partnerships Agreement SSIMP 7.5 Housing Strategy
53	Indigenous housing businesses	Heads of Agreement (HoA)
54	Review public housing policy	SSIMP 7.5 Housing Strategy
55	Additional Indigenous employment	SSIMP 6.7 Indigenous workforce development
56	Commercial proponent to provide housing for all direct and indirect employees	SSIMP 6.1 Managed-access construction camp SSIMP 7.5 Housing Strategy
57	Price Monitoring	SSIMP 6.9 Retain local benefits SSIMP 7.8 Social Monitoring at Precinct and commercial proponent level
58	Local Indigenous business development	SSIMP 6.7 Indigenous workforce development SSIMP 6.6 Education, training and employment SSIMP 7.7 West Kimberley Socio-Economic Strategy
59	Indigenous education	SSIMP 6.6 Education, training and employment SSIMP 6.7 Indigenous workforce development SSIMP 7.7 West Kimberley Socio-Economic Strategy
60	Indigenous education and training	SSIMP 6.6 Education, training and employment SSIMP 6.7 Indigenous workforce development SSIMP 7.7 West Kimberley Socio-Economic Strategy
61	Indigenous employment	SSIMP 6.7 Indigenous workforce development SSIMP 6.6 Education, training and employment SSIMP 6.5 Cross-cultural training SSIMP 7.7 West Kimberley Socio-Economic Strategy
62	Worker support including financial counselling	SSIMP 6.7 Indigenous workforce development SSIMP 7.7 West Kimberley Socio-Economic Strategy
63	Indigenous business development	Heads of Agreement (HoA) SSIMP 6.9 Retain local benefits SSIMP 7.7 West Kimberley Socio-Economic Strategy
64	Indigenous business support	SSIMP 6.9 Retain local benefits SSIMP 6.7 Indigenous workforce development SSIMP 7.7 West Kimberley Socio-Economic Strategy
65	Regional health coordination and funding	Already underway as part of the Community Health National Partnership Agreement.
66	Mental health facilities	New Broome-based mental health facility SSIMP 7.6 Broome Social Services Strategy
67	Expand regional dialysis in region	To note
68	Expand recreation and youth funding	Heads of Agreement (HoA)
69	Support and recognise youth	Heads of Agreement (HoA)
70	Land Tenure reform	Dampier Peninsula Land Use and Infrastructure Plan
71	Regular updates and communications	SSIMP 7.9 Governance Indigenous Land Use Agreement (ILUA) or similar agreement
72	Avoid and minimise cultural heritage impacts	KLC's Heritage Impact Assessment Report
73	Cross-cultural training for all employees and consultants	SSIMP 6.5 Cross-cultural training
74	Support for Indigenous culture	Heads of Agreement (HoA) Indigenous Land Use Agreement (ILUA) or similar agreement
75	All parties promote transparency, flow of information and mutual tolerance	Heads of Agreement (HoA)

# Annexure B

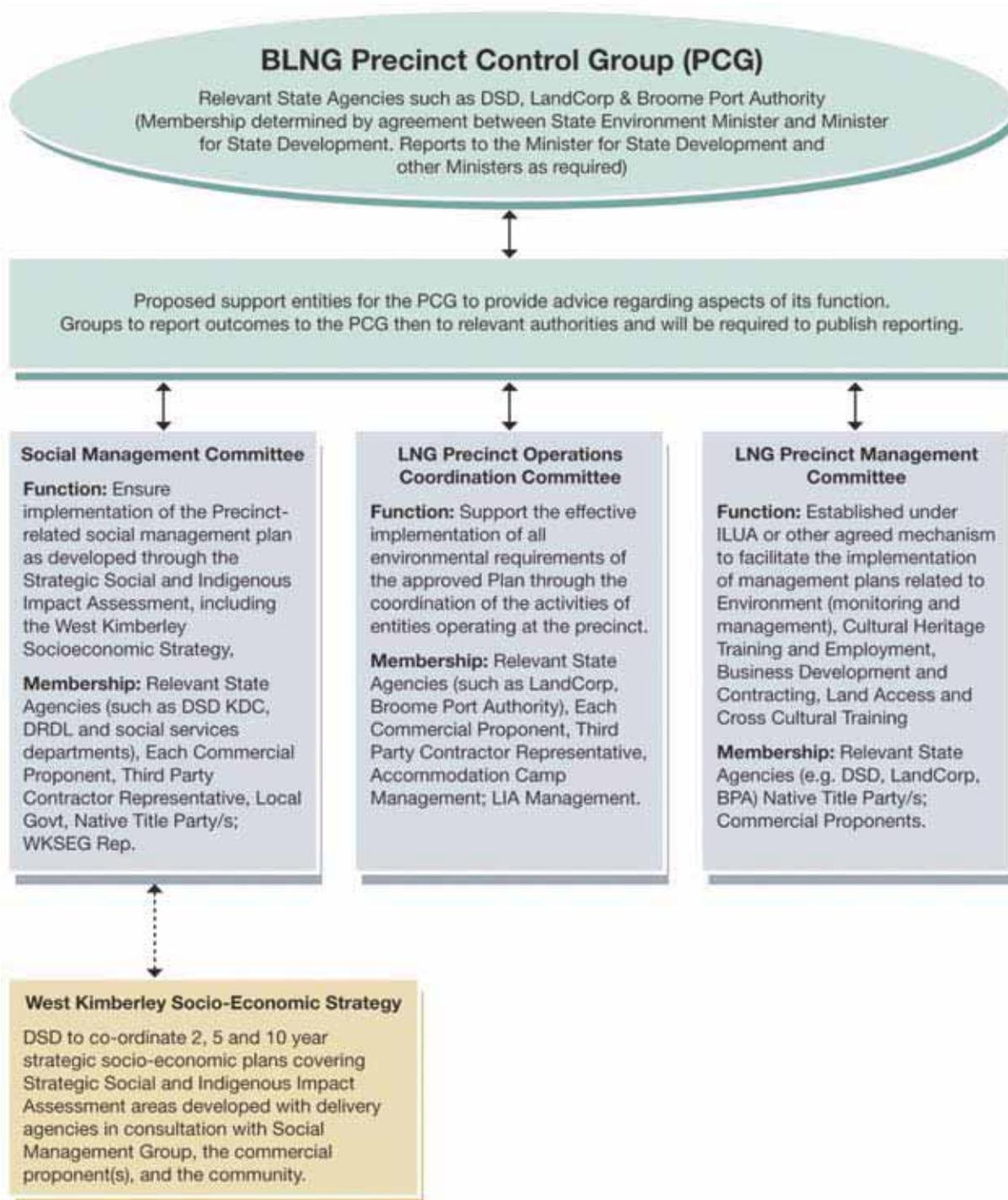
## Social Impact Management Matrix

### Likelihood of Impact\*\*

Very High: RED High: ORANGE Medium: YELLOW Low: GREEN

Mitigation and Management Measure	ASIA Recommendation	Housing and Land	Education and Training	Employment	Health & Social Services	Tourism & Recreation (inc Fishing)	Emergency Services	Transport and road safety	Broome Image/Sense of Place	Cost of living	Work-force competition	Local & Regional Economy
<b>6. Precinct Lease Conditions</b>												
6.1 Managed-Access Construction Camp	28,42,49	✓			✓	✓	✓	✓	✓	✓		
6.2 Access to Broome and Dampier Peninsula	27	✓			✓	✓		✓	✓			
6.3 Workforce behaviour management	42, 50				✓	✓		✓	✓			
6.4 Local living		✓			✓	✓		✓	✓	✓		
6.5 Cross-cultural training	29, 47		✓		✓	✓						✓
6.6 Education training and employment	55, 59,60		✓	✓	✓	✓					✓	✓
6.7 Indigenous workforce development	46,48,61, 62, 47		✓	✓							✓	✓
6.8 Transient workforce development		✓		✓	✓						✓	
6.9 Strategies to retain local benefits	58,63,64			✓				✓		✓	✓	✓
6.10 Precinct health, emergency services and policing	44				✓		✓					
6.11 Transport management							✓	✓	✓			
<b>7 General Social Management Strategies</b>												
7.1 Management of marine resource use impacts	33,34,35					✓			✓	✓	✓	
7.2 Management of tourism impacts						✓			✓			✓
7.3 Management of impacts of recreational use	27,30,31, 32, 36			✓		✓			✓			
7.4. Broome and the Dampier Peninsula Sense of Place management strategy	10, 11, 27-37 72-74					✓			✓			✓
7.5 Housing strategy	52, 53, 56	✓	✓		✓				✓	✓		✓
7.6 Broome Social Services Strategy	66, 68				✓		✓			✓	✓	
7.7. West Kimberley Socio-Economic Strategy	46, 58-64		✓	✓		✓						✓
7.8. Social Monitoring	5-8, 10,11, 27-37	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7.9. Precinct Governance	1-4, 12-14, 38, 75	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

# Annexure C





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