



**MULTICOM**

# **SAINT ELMO MINE**

## **Workforce Housing and Accommodation Plan**

Reference: PLN-030



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## 1. PURPOSE

This Workforce Housing and Accommodation Plan (WHAP) describes how Multicom will manage the Saint Elmo Project's potential impacts on housing and accommodation in the McKinlay Shire Local Government Area (LGA), particularly the town of Julia Creek.

The development of this plan is guided by the following:

- Saint Elmo Vanadium Project Social Impact Assessment (ERM 2020) (Appendix 7 of the Project Environmental Impact Statement (EIS));
- Saint Elmo Vanadium Project Economic Impact Assessment, (AEC Group Ltd. 2020) (Appendix A8 of the Project Environmental Impact Statement (EIS));
- Section 3.3 of the Social Impact Assessment Guideline (DSDMIP 2018);
- Best practice based on other recent projects in Queensland;
- Findings from the Community Consultation and Social Chapters of the Project EIS and follow-up consultation conducted post-approval.

## 2. OBJECTIVES

The objectives of the Workforce Housing and Accommodation Plan include the following:

- To identify and plan for workforce housing and accommodation needs;
- To mitigate or minimise potential impacts on housing availability and affordability to existing local residents and workers;
- To ensure the Project does not limit opportunities for non-Project related visitors to stay within Julia Creek;
- To support McKinlay Shire Council to increase the availability of housing in Julia Creek through the development of a Housing Strategy;
- To work with McKinlay Shire Council to monitor housing availability and affordability; and
- To outline strategies or policies to encourage and support operational workers to build, purchase or rent in the local or regional communities.

## 3. SCOPE

This plan outlines:

- Roles and responsibilities
- Housing and accommodation related project opportunities and impacts
- Current housing availability in Julia Creek
- The demand for workforce accommodation during construction and operations phases
- Housing and accommodation strategies during all phases of the Project
- Key performance indicators (KPIs)

### 3.1 Planning and Consultation

Multicom met with the McKinlay Shire Council throughout the development of the SIA in 2018 and 2019 and has continued to meet regularly to progress the development of a Housing Strategy for McKinlay Shire and to involve Council in the selection and development of a site suitable for a Workforce Accommodation Village (WAV).

## 4. DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviations are used in this plan.

DIDO	Drive in drive out
EIS	Environmental Impact Assessment
LGA	Local Government Area
MIA	Mine Infrastructure Area
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SSE	Site Senior Executive
TPA	Tonnes per annum
WAV	Workforce Accommodation Village
WHAP	Workforce Housing and Accommodation Plan

## 5. ROLES AND RESPONSIBILITIES

Key roles and responsibilities are provided in Table 1.

**Table 1 – Key Roles and Responsibilities**

Role	Responsibilities
<b>Site Senior Executive (SSE) / Chief Operations Officer / Project General Manager</b>	<ul style="list-style-type: none"> <li>▪ Ensures sufficient resources are available to enable this WHAP to be appropriately implemented</li> <li>▪ Reviews and updates this WHAP</li> <li>▪ Participates in the implementation of this WHAP, as required</li> <li>▪ Ensures the Project adheres to the WHAP</li> <li>▪ Monitors and reviews the performance of the Mine (construction and operations phase) in relation to this WHAP</li> <li>▪ Organises internal and external audits of this WHAP and undertakes a revision to the WHAP, where necessary</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Oversees the non-compliance and any complaint-based investigations and develops a plan to avoid or mitigate potential similar future incidents</li> <li>▪ Identifies improvement opportunities in this WHAP.</li> </ul>
<b>Contractor Management</b>	<ul style="list-style-type: none"> <li>▪ Complies with the requirements of this plan</li> <li>▪ Actively communicates the requirements of this WHAP to the workforce</li> <li>▪ Reports on the performance against this WHAP</li> </ul>
<b>General site personnel (including contractors and subcontractors)</b>	<ul style="list-style-type: none"> <li>▪ Adheres to the management requirements outlined in this WHAP</li> <li>▪ Undertakes training and inductions provided by the SSE</li> <li>▪ Reports any deviations from this WHAP to their supervisor or the SSE.</li> </ul>

## 6. SUMMARY OF PROJECT IMPACTS AND OPPORTUNITIES

Several direct and indirect social and economic impacts and opportunities, relevant to workforce housing and accommodation, have the potential to result from the Project. These are summarised below.

### 6.1 Local Property Values

It is expected that the Project will have a noticeable impact on the property market through speculative buying, particularly in Julia Creek (AEC 2020). There is also the potential for local property values to rise, and for landholders to seek to capitalise on the in-migration of persons in the region because of the Project. This capitalisation by landholders may be in the form of opportunities to increase incomes secured from rental properties, or through the sale of individual properties for higher prices than would have normally been expected.

### 6.2 Housing affordability

The Economic Impact Assessment, prepared by AEC (2020), identified that the increase in population due to the Project will impact on (non-project related) people looking to rent or buy within the local area, as they may not be able to locate suitable housing options within an affordable price range. In addition, if rental prices increase, existing tenants may find themselves in a situation where they are unable to afford to rent.

### 6.3 Accommodation Availability

Given that the property market in the local area is relatively small, the increase in population may cause a shortfall in the availability of short and / or longer-term accommodation within the area. Further impacts are possible if “out-of-town” / non-Project related visitors are unable to stay within Julia Creek due to Project related demands on accommodation.

### 6.4 Indirect Economic Benefits

Existing accommodation options within Julia Creek including the Caravan Park, Julia Creek Villas, Julia Creek Motel, Gannon’s Hotel Motel and the Julia Creek Hotel will have the opportunity to benefit economically from increased head office, Government, consultant and contractor visitors to the town as a result of the Project proceeding. Through consultation, Multicom will work to limit impacts on their existing tourist trade.

## **7. HOUSING AND ACCOMMODATION AVAILABILITY**

### **7.1 Original SIA analysis**

At the 2016 Census, there was 270 dwellings in the McKinlay LGA, with 176 of those in Julia Creek. The majority of dwellings were separate houses (76%).

At this time according to the census, Julia Creek and the McKinlay LGA both had unoccupied dwelling rates of around 33 percent, significantly greater than the Queensland average of 10 percent. Based on the data, it was speculated that there could be up to 100 unoccupied houses in the McKinlay LGA at the time of the SIA, a figure that appeared to be corroborated by Council rates information and further supported by anecdotal evidence provided by residents during consultation (though it was noted that not all of these vacant dwellings were necessarily habitable). The Census also showed there was an additional 303 unoccupied dwellings in the neighbouring communities of Richmond and Cloncurry, which had the potential to support any workers who may wish to reside in these communities and DIDO to the Project.

As a condition of approval of the SIA report and preliminary SIMP, the Coordinator General stipulated that an audit of existing vacant dwellings in Julia Creek be undertaken to ascertain their suitability for “new-local” operational phase employees. Based on the audit findings, an assessment would be made on the need for additional housing / accommodation to support the operational workforce and the timing of that.

### **7.2 Julia Creek Vacant Housing Audit - Current Availability of Housing for Rent or Purchase**

An audit of vacant houses in Julia Creek was conducted between December 2021 and January 2022. McKinlay Shire Council staff identified 24 vacant properties to be audited, two of which were subsequently found to be occupied. This was a smaller number of vacant properties ascertained in the SIA. Council staff and residents interviewed in follow-up consultation conducted in October 2021 proposed several reasons why the number of vacant properties was lower than originally anticipated, including:

- A number of former locals have recently returned to live and work in the region.
- Families have bought properties for their adult children to live in.
- Several ‘vacant’ properties are actually retained by graziers for use when they visit town.

The audit was conducted by a local building contractor applying the Condition Standards set out in the Building Condition Assessment Guideline used by the Queensland Department of Public Works and Housing for its asset maintenance program. The audit recorded the following information:

- Property ID
- Ownership – public or private
- Market status – whether currently available for rent or purchase
- Condition rating and reason for assessment
- Any additional information about the property’s history or ownership.

Table 2 summarises the results of the audit.

**Table 2 – Vacant Housing Audit Results**

Status / Condition	No
Privately Owned	22
Government Owned	2
Available for Rent and Liveable	1
Unavailable for Rent / Currently Rented / Occupied	11
Vacant and require some works to make liveable	4
Long-term vacancy – house is unliveable and / or requires demolition	4

Although the housing audit represents a snapshot in time, it demonstrates the changeable nature of the Julia Creek property market, including a tightening of the market relative to when the SIA was undertaken. The vacant houses that require works and / or demolition represent theoretical development potential, including the prospective for higher density housing within the bounds of the current McKinlay Shire Planning Scheme.

### 7.3 Recent and Planned Developments

In 2017, McKinlay Shire Council was successful in securing funding from the State Government’s Local Government Grants and Subsidies Program (LGGSP). for the construction of additional council staff housing. Staff housing is provided to select staff to assist in the retention of suitably qualified and experienced staff. The funding supported the construction of two four-bedroom houses, and two two-bedroom units in Julia Creek and was completed in mid-2019.

Council also recently completed a 10-lot subdivision in Julia Creek. All lots have been sold and construction has started on several of them.

In addition, Council has identified land for a stage two 10-lot sub-division in Julia Creek and is currently trying to attract further Federal funding to support this development.

### 7.4 Existing visitor accommodation

Within a one-hour drive of the Project site are the following short term accommodation options:

- Corella Creek Country Farm Stay;
- Gannon’s Hotel Motel;
- Julia Creek Caravan Park;
- Julia Creek Hotel;
- Julia Creek Motel; and
- Julia Creek Villas.

These short-term accommodation options are primarily used for accommodation of tourists; infrastructure workers (e.g. electricity and railway); sales businesses, public service, and community services staff. Vacancy rates are not publicly available. However, the SIA consultation indicated that

accommodation is generally available, with the exception of the weekend of the Julia Creek Dirt n Dust Festival held in April, or during times of Disaster recovery effort. Furthermore, during consultation, some providers indicated they had the potential to increase the number of available rooms, if there was consistent increased demand.

## 8. WORKFORCE DEMAND

### 8.1 Peak Workforce

**Table 3** shows the estimated peak workforce numbers during the project construction and operations phases. In summary, the Project workforce will include:

- Up to 150 jobs during construction to develop and construct the Mine Infrastructure Area (MIA) and processing facility for 5,000 tpa of product. This phase would be over a period of 12 -18 months starting in the second half of 2022;
- Approximately 90 operational jobs commencing in 2023 to support the first stage of development (without consideration for future expansion); and
- A total peak workforce of 225 in 2023.

**Table 3 – Peak workforce numbers – construction and operations**

5,000 tpa by 2025	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Construction (annual peak)</b>	50	175	30								
<b>Operation (annual peak)</b>	5	50	100	100	100	100	100	100	100	100	100
<b>Workforce total</b>	55	225	130	100	100	100	100	100	100	100	100

### 8.2 Workforce Sourcing

**Table 4** shows the percentage breakdown of the estimated operations workforce by source location. This analysis is modelled on a set of assumptions based upon the estimated workforce and skills availability in the various catchment communities.

The peak operations Project workforce be sourced from the following catchments:

- Julia Creek and surrounds (existing locals)
- Julia Creek (new locals)
- Secondary catchment (Mt Isa, Cloncurry and Richmond)
- Rest of the economic catchment
- FIFO from elsewhere





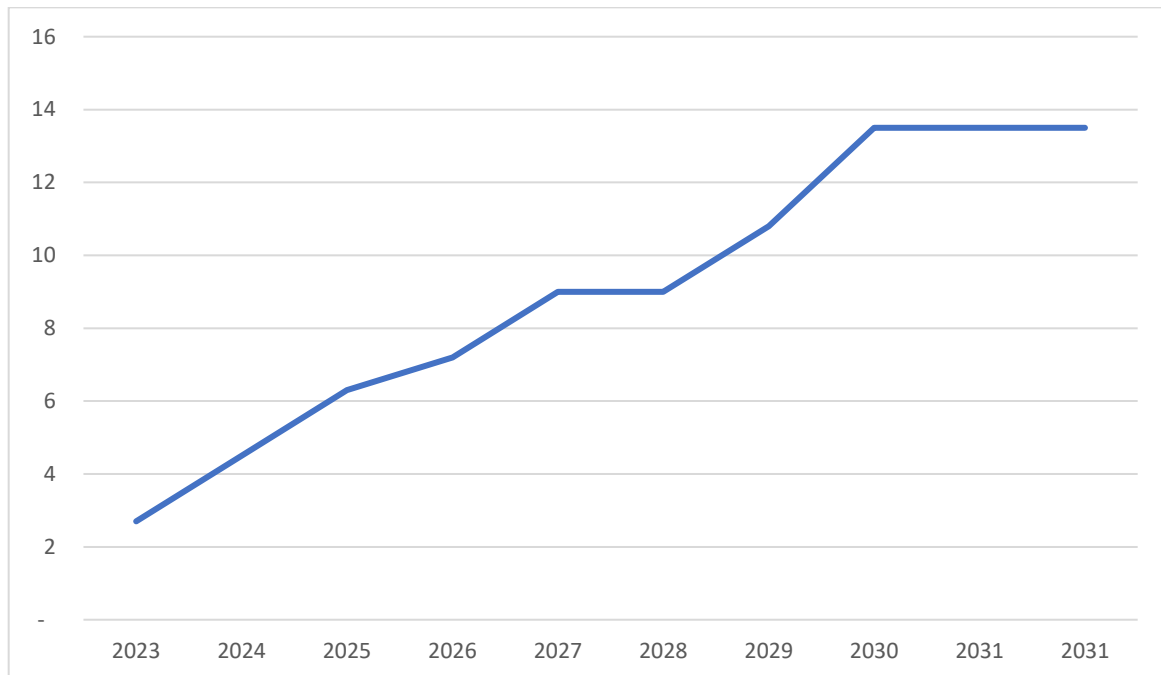
**Table 4 – Workforce percentages by source location - Operations<sup>1</sup>**

5,000 tpa by 2025	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Primary (existing)</b>	7%	7%	8%	8%	8%	8%	8%	8%	8%	8%
<b>Primary (new)</b>	3%	5%	7%	8%	10%	10%	12%	15%	15%	15%
<b>Secondary</b>	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
<b>Economic Catchment (rest)</b>	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
<b>Elsewhere (FIFO)</b>	30%	28%	25%	25%	22%	22%	20%	17%	17%	17%

**8.3 Operational Workforce Demand for Housing in Julia Creek**

It is estimated that over the first ten years of the Project, up to 14 workers including their families, will relocate to Julia Creek requiring housing. This will supplement the seven (7) existing residents estimated to be sourced from Julia Creek. Relocation of “new local” workers and families would take some time and is more likely to occur over a period of years, peaking in 2030. It has been estimated that up to five (5) employees may relocate over the first two years. Figure 1 shows the predicted number of new local workforce numbers over time for the operations phase of the project.

**Figure 1 – New Local Operations Workforce Numbers<sup>2</sup>**



<sup>1</sup> Note: percentages are cumulative by year.

<sup>2</sup> Note: numbers are cumulative by year.

## 9. HOUSING AND ACCOMMODATION STRATEGIES

This section outlines Workforce Housing and Accommodation strategies designed to meet the objectives of the Plan and in response to the identified impact areas and Coordinator General conditions, as summarised in **Table 5** below.

**Table 5 – Workforce Housing and Accommodation Framework**

Impact Area	Commitments
Workforce Accommodation	<ul style="list-style-type: none"> <li>▪ Multicom will develop a Workforce Accommodation Village (WAV) to support construction and which will remain in place for operations. The Workforce Accommodation Village will accommodate non-local employees and only during their work roster, with those employees then returning to their place of residence during their off-roster.</li> </ul>
Housing for ‘New Local’ Workforce	<ul style="list-style-type: none"> <li>▪ Multicom will rely upon rental housing to accommodate its ‘New Local’ workforce in the first two years of operations</li> <li>▪ Multicom will work in partnership with McKinlay Shire Council to look at expanding the available housing stock in Julia Creek in the medium to longer term.</li> </ul>
Short-term Accommodation Providers	<ul style="list-style-type: none"> <li>▪ Multicom will continue to engage with accommodation providers to understand available supply and timing of vacancies, particularly during construction of the Workforce Accommodation Village, to ensure that Project demand does not impact on tourists and other visitors.</li> <li>▪ Multicom may facilitate the expansion and / or upgrade of existing facilities in collaboration with the owners of those facilities.</li> </ul>
Housing Affordability	<ul style="list-style-type: none"> <li>▪ In partnership with McKinlay Shire Council, Multicom will:                             <ul style="list-style-type: none"> <li>▫ Establish a mechanism to track rental prices within Julia Creek and the surrounding townships</li> <li>▫ Develop a register of houses available for sale or rent in Julia Creek.</li> <li>▫ Support Council to monitor house rental and sales prices</li> </ul> </li> </ul>
Long-Term integrated Housing	<ul style="list-style-type: none"> <li>▪ Work with McKinlay Shire Council to develop and implement options for housing developments and improvements, including:                             <ul style="list-style-type: none"> <li>▫ Identification of potential development sites for integrated housing</li> <li>▫ Support Council to develop housing subdivisions as appropriate, and alongside any other forms of Government funding, concluding but not limited to, Grants.</li> <li>▫ Measures to incentivise owners of vacant properties to improve or redevelop their sites, e.g. commitment to longer term leases following appropriate improvements having been made</li> </ul> </li> </ul>

### 9.1 Workforce Accommodation Village

To mitigate impacts on housing and accommodation availability, a WAV will be developed to support construction and will remain in place for operations (*Strategy 26.2 of the McKinlay Shire Community Plan*). The WAV will accommodate the non-local employees that reside greater than a one-hour (circa) drive from the Project site while on shift and then travel home at the end of their swing. For those personnel based in other towns within the secondary Study Area, including Richmond, Cloncurry and Mount Isa, bus transport and car-pooling to the Project will be made available. The WAV will be of a sufficient size to accommodate the peak non-local construction workforce. This is anticipated to be sufficient to also accommodate the peak non-local operational workforce.

## 9.1.1 WAV Location and Description

The location of the WAV is still under consideration however it will be located in Julia Creek in collaboration with the McKinlay Shire Council and local landowners.

Access to existing utilities and services will be reviewed with Council and where there is insufficient capacity in the existing systems, the WAV will adopt a self-reliance system or the appropriate upgrades to the existing system, in collaboration with the Council.

Discussions with the McKinlay Shire Council are progressing regarding the optimum location of the village, such that it provides appropriate integration with the existing community and offers services which complement the existing town facilities. The village may also be available to the community and has appropriate consideration for associated infrastructure / utilities.

## 9.1.2 WAV Facilities and Services

The WAV will consist of the following infrastructure:

- Prefabricated, accommodation units with individual ensuite (both permanent and temporary);
- Village kitchen, dining room, mess building and outdoor area;
- Barbeque areas;
- Site Gym;
- Maintenance building;
- Covered pedestrian walkways;
- Potable Water Treatment Plant and reticulation including firefighting supply;
- Sewage reticulation, Sewage Treatment Plant and effluent disposal area;
- Substation and power reticulation;
- Car and bus parking;
- Back-up generators and compound, including fuel storage; and
- Landscaping.

## 9.1.3 Contractor Requirements (Construction)

During the construction phase, the primary construction contractor will be required to:

- Contract and maintain availability of accommodation in the WAV for all non-local construction and operational personnel
- Identify and monitor any workforce accommodation / housing needs
- Monitor personnel numbers in the WAV
- Monitor personnel satisfaction with the WAV and take corrective action if required.

## 9.2 Housing Strategy for 'New Local' Workforce

In partnership with McKinlay Shire Council, Multicom will integrate housing throughout Julia Creek and prioritise for families willing to relocate for work at the mine (Strategy 26.3 of the 2019-2026 McKinlay Community Plan).

Operations personnel will include existing Julia Creek and McKinlay residents, DIDO workers from neighbouring Shires and "new local" recruits. As described in Section 6.3, it is estimated that over the first 10 years of the project, up to 14 workers, plus their families, will relocate to Julia Creek requiring housing,

supplementing the seven (7) existing residents estimated to be sourced from Julia Creek. In-migration of “new local” workers and families would take some time and is more likely to occur over a period of years. Therefore, it has been estimated that 5 per cent of the workforce or up to 5 employees may relocate over the first three years.

## 9.2.1 Encouraging and Supporting Operations Personnel to Live Locally

Operations personnel will have the choice to live locally or commute. The Project will promote its ‘live local’ policy and encourage operational personnel from outside the McKinlay Shire LGA to relocate to local towns. Actions to support this will include:

- Maintaining a register of accommodation which is available to personnel;
- Promoting incentives for local settlement to non-local recruits, and explaining the range of housing options (availability, type and cost of dwellings for purchase and rental) in local towns;
- Facilitation of access to housing at or below market rent for a period of 12-24 months;
- Providing a one-off incentive payment to assist employees to pay rental bonds, relocate their families and / or purchase housing; and / or
- Rental subsidies to encourage personnel to rent in the private market (subject to a commitment to stay at least three years).

## 9.2.2 Long Term Housing Development

To manage the impacts of anticipated additional demand for housing in Julia Creek, Multicom is working through options, in partnership with McKinlay Shire Council, to address medium to longer-term housing needs in the LGA. Key elements under consideration include:

- Identification of potential development sites for integrated housing
- Opportunities for co-development, including potential contractual arrangements to support private housing development to meet Project needs
- Measures to incentivise owners of vacant properties to improve or redevelop their sites
- Establishing a mechanism to track rental prices within Julia Creek and the surrounding townships
- A register of houses available for sale or rent in Julia Creek
- Identifying and implementing strategies and policies to encourage new local operational workers to build, purchase or rent in the local or regional communities.

In addition to the Housing Strategy, Multicom will also contribute to the McKinlay Council Housing Needs Assessment identified in the 2019-2026 McKinlay Community Plan and establish a register of available housing in Julia Creek.

## 9.2.3 Memorandum of Understanding

Multicom and McKinlay Shire Council are currently finalising an MOU which outlines their joint-commitment to implementing a strategy for housing development / improvements and monitoring housing availability and affordability.

## 9.3 Short-term Accommodation Providers

To mitigate impacts of availability of visitor accommodation on the tourism industry and other businesses, Multicom will work with existing visitor accommodation providers in Julia Creek and in surrounding townships, including caravan park and motel operators. Consultation will seek to understand supply, availability and timing of vacancies, particularly during construction of the WAV, to ensure that Project

demand does not impact on tourists and other visitors but provides opportunities for those suppliers (including providing accommodation for project-related personnel, contractors, suppliers and workers undertaking transitional arrangements as part of relocating to Julia Creek).

**9.3.1 Offset / Mitigation for Loss of Visitor Accommodation**

Multicom will work with the McKinlay Council to understand additional visitor accommodation demand that might arise as a result of accommodation being utilised by the project workforce during the construction phase.

It is anticipated that any under-supply of tourist accommodation could be supplemented using the WAV once it is constructed and fully operational.

Procedures would need to be developed to ensure that integration between tourists and the workforce is carefully managed and Multicom will work collaboratively with the Council to ensure that all stakeholders can benefit from the WAV when ready for occupation.

## 10. MONITORING AND REPORTING

Multicom and their contractors are required to report on each item listed below in Table 6 at the stated frequency while engaged to work on the Project. Multicom will provide its Contractors with a reporting template aligned with Table 6 to ensure there is consistent and accurate data being provided.

**Table 6 – Workforce Housing and Accommodation – Monitoring and Reporting Framework**

Key Performance Indicators	Data Source	Reporting Frequency	Who
Number of usable vacant dwellings	McKinlay Shire Council	Prior to construction	Multicom
Property Statistics Rental availability (%) House purchase availability (%) Rental prices (avg \$) House prices (avg \$)	McKinlay Shire Council	Prior to construction	Multicom
Develop Workforce Accommodation Plan in conjunction with Council	Layout design of WAV	Prior to construction	Multicom
Employee satisfaction with WAV	Employee survey	Ongoing	Multicom
Number of employees housed within WAV	Employment records	Quarterly during construction	Multicom
Number of employees housed within housing outside of WAV	Employment records	Quarterly during construction	Multicom
Vacancy rates (%) in visitor accommodation	McKinlay Shire Council	Quarterly during construction	Multicom
Provide McKinlay Shire Council current and planned workforce demographics	Employment records	Quarterly during construction	Multicom

## **11. REFERENCES AND RELATED DOCUMENTS**

- Queensland Department of Housing and Public Works (2004), Building Condition Assessment, Second Edition (includes minor updates as at December 2017).
- Saint Elmo Vanadium Project Social Impact Assessment (ERM 2020) (Appendix 7 of the Project Environmental Impact Statement (EIS));
- Saint Elmo Vanadium Project Economic Impact Assessment, (AEC Group Ltd. 2020) (Appendix A8 of the Project Environmental Impact Statement (EIS));
- Section 3.3 of the Social Impact Assessment Guideline (DSDMIP 2018);
- Community Consultation and Social Chapters of the Project EIS

## **12. ATTACHMENTS**

- Nil