



MULTICOM

SAINT ELMO MINE

Social Impact Management Plan

Reference: PLN-033



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1. INTRODUCTION

Multicom is the proponent for the Saint Elmo Vanadium Project (the Project). The Project is a greenfield open cut mine with associated infrastructure located approximately 25 kilometers (km) east of Julia Creek in the North West Minerals Province (NWMP) of north western Queensland, within the McKinlay Local Government Area (LGA).

In 2020, Multicom sought approval from the Queensland Department of Environment and Science (DES) and Commonwealth Department of Agriculture, Water and the Environment (DAWE) for the development of the Project. A voluntary Environmental Impact Statement (EIS) under the Environmental Protection Act 1994 (EP Act) was undertaken to determine the Project's potential environmental, social and economic impacts, risks and opportunities and to outline appropriate mitigate measures. As required by the EIS Terms of Reference (ToR), a Social Impact Assessment (SIA) (ERM 2020) was undertaken in accordance with the Social Impact Assessment Guideline (DSDMIP 2018) and submitted with the EIS.

The Project was granted approval from DES on 25 August 2020 and Controlled Action Approval from DAWE on 29 March 2021. On 27 August 2020, the Coordinator-General provided an evaluation report on the SIA expressing that the draft management plans (Section 8 of the SIA) sufficiently demonstrate Multicom's commitment to ensuring that the Project does not significantly impact on, and enhances opportunities for, the local and regional communities. The report stated eight (8) conditions that seek to further enhance social benefits and ensure the Project's social impacts are managed appropriately.

This Social Impact Management Plan (SIMP) has been updated based on the conditions of approval and ongoing stakeholder consultation outcomes. The SIMP sets out goals and objectives and describes the management strategies established to minimise the potential negative, and maximise the potential positive, social impacts identified through the SIA. It also provides a process for monitoring the impacts over time and pursuing continual improvement.

1.1 Purpose

The Project's Social Impact Management Plan (SIMP) aims to avoid or mitigate social impacts and maximise the Project's benefits for potentially impacted communities. The SIMP includes a program to monitor and report on the delivery and effectiveness of management strategies, and a process for review and refinement of the SIMP as necessary.

1.2 Objectives

The objectives of this SIMP are to:

- Summarise the findings from the SIA process and findings from further targeted engagement undertaken to define the potential impacts of the Project.
- Address the conditions as stated in the Coordinator-General's evaluation report of the EIS under the SSRC Act.
- Provide frameworks and management programs to address potential negative social impacts from the Project and facilitate enhancement measures; and
- Identify and define the roles of Multicom government, community and other stakeholders within the SIMP framework.

The SIMP has been developed with the principles of the Social Impact Assessment Guidelines- March 2018:

- Lifecycle-focused – considering the full lifecycle of the project.
- Reasonable – commensurate with the nature and scale of the project.

- Participatory – engagement to be inclusive, respectful and meaningful.
- Rigorous – based on objective and comprehensive analysis.
- Effective Management – effective social management measures that enhance potential benefits and mitigate potential negative impacts.
- Adaptive – including mechanisms for monitoring, reviewing and adjustment to ensure ongoing effectiveness.

1.3 Scope

The SIMP has been developed in accordance with the requirements and principles of the SIA Guideline and includes management plans for:

- Community and stakeholder engagement: The [Community and Stakeholder Engagement Plan \(PLN-027\)](#) outlines ongoing engagement approaches and consultation activities with potentially affected and interested stakeholders during construction and operations.
- Health and community wellbeing: The [Health and Community Wellbeing Plan \(PLN-028\)](#) proposes strategies to avoid or mitigate potential negative impacts to the health and wellbeing of the community and workforce, as well as existing social infrastructure, facilities and services.
- Workforce management: The [Workforce Management Plan \(PLN-029\)](#) details strategies for workforce attraction and integration during construction and operations.
- Housing and accommodation: The [Workforce Housing and Accommodation Plan \(PLN-030\)](#) details mitigation strategies to minimise Project impacts on the availability and affordability of housing and accommodation.
- Local business and industry procurement (Buy Local Plan): The [Buy Local Plan \(PLN-031\)](#) outlines strategies to maximise opportunities for local businesses and reduce barriers to entry where feasible.

Collectively, the five (5) management plans will:

- Mitigate the Project's social impacts on local communities and stakeholders;
- Maximise local employment, indigenous participation and encourage non-local employees to move to local communities; and
- Ensure that opportunities associated with the Project deliver long-term benefit for local communities.

1.4 Planning and Consultation

Multicom met with the McKinlay Shire Council throughout the development of the SIA and draft SIMP in 2018 and 2019 and has continued to meet regularly to progress the development of this version of the SIMP.

Further detail is provided in the [Community and Stakeholder Engagement \(PLN-027\)](#).

2. DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviations are used in this plan.

CEMP	Construction Environmental Management Plan
DAWE	Department of Agriculture, Water and the Environment
DES	Department of Environment and Science
DIDO	Drive in Drive out
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
EIS	Environmental Impact Statement
EP Act	Environmental Protection Act 1994
ERP	Emergency Response Plan
FIFO	Fly in Fly out
Km	Kilometres
KPIs	Key performance indicators
LGA	Local Government Area
NWMP	North West Minerals Province
OEMP	Operational Environmental Management Plan
OWSF	Offsite Water Storage Facility
ROM	Run of Mine
SSRC Act	Strong and Sustainable Resource Communities Act 2017
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SIMR	Social Impact Management Reporting
ToR	Terms of Reference
tpa	Tonnes per annum



TSF	Tailings Storage Facility
V2O5	Vanadium pentoxide
WAV	Workforce Accommodation Village

3. ROLES AND RESPONSIBILITIES

Key roles and responsibilities are provided in Table 1.

Table 1 – Key Roles and Responsibilities

Role	Responsibilities
Site Senior Executive (SSE) / Chief Operations Officer / Project General Manager	<ul style="list-style-type: none"> ▪ Ensures sufficient resources are available to enable this SIMP to be appropriately implemented ▪ Reviews and updates this SIMP ▪ Participates in the implementation of this SIMP, as required ▪ Ensures the Project adheres to the SIMP ▪ Monitors and reviews the performance of the Mine (construction and operations phase) and external activities with stakeholders in relation to this SIMP ▪ Organises internal and external audits of this SIMP and undertakes a revision to the SIMP, where necessary ▪ Oversees the non-compliance and any complaint-based investigations and develops a plan to avoid or mitigate potential similar future incidents ▪ Identifies improvement opportunities in this SIMP.
Contractor Management	<ul style="list-style-type: none"> ▪ Complies with the requirements of this plan ▪ Actively communicates the requirements of this SIMP to the workforce ▪ Reports on the performance against this SIMP
General site personnel (including contractors and subcontractors)	<ul style="list-style-type: none"> ▪ Adheres to the management requirements outlined in this SIMP ▪ Undertakes training and inductions provided by the SSE ▪ Reports any deviations from this SIMP to their supervisor or the SSE.

4. EIS CONDITIONS

The Coordinator-General stated eight (8) conditions in the evaluation report to ensure the Project’s social impacts are managed and potential benefits are realised. In accordance with section 11(3)(a) of the Strong and Sustainable Resource Communities Act 2017 (SSRC Act), the conditions provided in Appendix 1 of the Coordinator General’s evaluation report (**Table 2**) are enforceable conditions.

Table 2: EIS Conditions

Condition	Reference in SIMP
Condition 1: General conditions – construction	



Condition		Reference in SIMP
(a)	<p>The proponent must advise the Coordinator-General in writing within five (5) business days of whichever of the following occurs first:</p> <ul style="list-style-type: none"> (i) commencement of construction activities for the workforce accommodation village (ii) commencement of construction activities for the off-site water storage facility and associated infrastructure (iii) commencement of construction activities on MLA100162 for construction phase 1. <p>The advice must include the date that the construction activities commenced. This date will be taken as the commencement of construction of the project for reporting purposes.</p>	Key stakeholder notification protocols of Community and Stakeholder Engagement Management Plan
Condition 2: General conditions – operation		
(a)	The proponent must advise the Coordinator-General in writing that operation of the project has commenced within five (5) business days of commencing operation.	Section 4.3 of key stakeholder notification protocols of Community and Stakeholder Engagement Plan
Condition 3: General conditions – expanding production		
(a)	The proponent must advise the Coordinator-General in writing that construction phase 2 has commenced, within five (5) business days of commencing construction phase 2.	Section 4.3 of key stakeholder notification protocols of Community and Stakeholder Engagement Plan
(b)	The proponent must advise the Coordinator-General in writing that construction phase 2 has been completed, within five (5) business days of commissioning the processing facility to produce up to 20,000 tonnes per annum (tpa) of vanadium pentoxide product.	Section 4.3 of key stakeholder notification protocols of Community and Stakeholder Engagement Plan
Condition 4: Social impact management plan		
(a)	The proponent must submit to the Coordinator-General for approval a social impact management plan (SIMP) at least three (3) months prior to commencing construction.	This SIMP
(b)	<p>The SIMP must include the following updated plans:</p> <ul style="list-style-type: none"> (i) community and stakeholder engagement plan in accordance with Condition 5 (ii) community health and wellbeing plan (iii) workforce management plan (iv) housing and accommodation plan in accordance with Condition 6 (v) local business and industry procurement plan 	
Condition 5: Community and stakeholder engagement plan		
(a)	The updated community and stakeholder engagement plan must not be inconsistent with the community and stakeholder engagement plan described in Section 8.3 of Appendix A7 – Social Impact Assessment of the Saint Elmo Vanadium project amended EIS (June 2020).	
(b)	The community and stakeholder engagement plan must provide an updated program of stakeholder engagement that includes processes for providing advanced notice to relevant stakeholders of construction and operational activities with potential for disturbance, including: any works which may occur outside of standard working hours; interruptions to utility services; changed traffic, access and parking conditions; or periods of predicted high noise, vibration or traffic activities.	Section 4.3 (Key stakeholder notification protocols), Community and Stakeholder Engagement Plan
Condition 6: Housing and accommodation plan		

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	Condition	Reference in SIMP
(a)	The updated housing and accommodation plan must not be inconsistent with the housing and accommodation plan described in Section 8.5 of Appendix A7 – Social Impact Assessment of the Saint Elmo Vanadium project amended EIS (June 2020).	Housing and Accommodation Plan
(b)	The updated housing and accommodation plan must address the construction and operational phases of the project, and include: (i) the detailed plan for the Workforce Accommodation Village to be developed in consultation with McKinlay Shire Council, including: (A) planned size, capacity, layout and location (B) details of recreational facilities, health and social services for workers	Section 7.1 of Housing and Accommodation Plan
	(ii) the housing strategy to be developed in consultation with McKinlay Shire Council that describes where operational workers who move to Julia Creek would be accommodated, including: (A) the number of unoccupied dwellings in Julia Creek that will be used to accommodate operational workers who move to Julia Creek (B) the number of new houses to be developed in Julia Creek to accommodate operational workers who move to Julia Creek, and a proposed development schedule (C) details of any strategies or policies to encourage new local operational workers to build, purchase or rent in the local or regional communities.	Section 7.2 of Housing and Accommodation Plan
Condition 7: Maximising Aboriginal and Torres Strait Islander outcomes		
(a)	Prior to commencing construction of the workforce accommodation village, the proponent must consult with the Department of Aboriginal and Torres Strait Islander Partnerships to develop: (i) a target for Aboriginal and Torres Strait Islander employment on the project (ii) a target for Aboriginal and Torres Strait Islander business procurement on the project (iii) a detailed Aboriginal and Torres Strait Islander training and employment plan (iv) a detailed Buy Local Plan which includes actions to maximise Aboriginal and Torres Strait Islander business opportunities.	Targets for Indigenous employment are provided in Section 7.4. of the Workforce Management Plan Targets for Indigenous business procurement are provided in Section 7.5.1. of the Buy Local Plan The Indigenous Training and Employment Plan is provided in Section 7.4. of the Workforce Management Plan Actions to maximise Indigenous business opportunities are detailed in Section 7.5 of the Buy Local Plan
(b)	The Aboriginal and Torres Strait Islander employment target, including justification for the target, and detailed Aboriginal and Torres Strait Islander training and employment plan must be included within the workforce management plan (Condition 4(b)(ii)) as part of the SIMP.	Targets for Indigenous employment are provided in Section 7.4. of the Workforce Management Plan The Indigenous Training and Employment Plan is provided in Section 7.4. of the Workforce Management Plan
(c)	The Aboriginal and Torres Strait Islander business procurement target, including justification for the target, and detailed Buy Local Plan must be included within the local business and industry procurement plan (Condition 4(b)(iv)) as part of the SIMP.	Targets for Indigenous business procurement are provided in Section 7.5.1. of the Buy Local Plan

Condition		Reference in SIMP
Condition 8: Reporting on the implementation and effectiveness of social impact management measures		
(a)	The proponent must prepare an annual social impact management report (SIMR) for each year of construction and for the first five (5) years of operation.	Section 8.3.3 of this plan details the requirements for the annual social impact management report (SIMR).
(b)	The annual SIMR must be submitted to the Coordinator-General for approval within twenty (20) business days after the end of the relevant twelve (12) month period from the commencement of construction of the project.	
(c)	If construction phase 2 does not occur within the first (5) years of operation, the proponent must submit an SIMR to the Coordinator-General for approval within thirty (30) business days of commissioning the processing facility to produce up to 20,000 tpa of product.	
(d)	Using the monitoring protocol described in the SIMP, the SIMR must detail: <ul style="list-style-type: none"> (i) an assessment of the social impacts of the project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities (ii) the progress and effectiveness of the social impact management measures detailed in the SIMP (iii) how social impact management measures have been modified, where monitoring indicates measures have not been effective or in response to changed circumstances or greater knowledge of potential social impacts (iv) the actions taken to implement commitments made by the proponent listed in Section 21.4.12 and Section 21.4.13 of Chapter 21 – Commitments of the Saint Elmo Vanadium project amended EIS (June 2020). 	
(e)	The SIMR must present the workforce profile of the project including: <ul style="list-style-type: none"> (i) total number of workers employed (ii) proportion of local workers, new local workers and FIFO workers. 	
(f)	Each SIMR must be made publicly available on the proponent’s website within thirty (30) business days of the Coordinator-General’s approval of the relevant SIMR.	
(g)	The proponent must notify the Coordinator-General within five (5) business days of the SIMR being published on the proponent’s website.	

5. PROJECT SUMMARY

5.1 The Proponent

Multicom is a privately held Queensland based company incorporated in April 2015. Although a recently formed company, the key operational staff have a long history of experience and business within the Queensland resource sector.

Multicom is a mining company established for the purposes of acquiring vanadium exploration projects within Australia, focusing on the Queensland region and the underlying Toolebuc Formation, that were deemed to offer attractive opportunities for exploration and development. The Company has two wholly owned subsidiaries, Freedom Energy Pty Ltd (ACN 616 796 055) and Vanadis Technologies Pty Ltd (ACN 624 845 629).

5.2 The Project

The Project is a shallow open cut mine located approximately 25 kilometres (km) east of Julia Creek in the priority NWMP of north western Queensland, within the McKinlay Local Government Area (LGA) (see

Figure 1). The Project consists of a shallow open cut mine with associated infrastructure. Early construction works are anticipated to commence mid-2022, with the first vanadium exports in 2023.

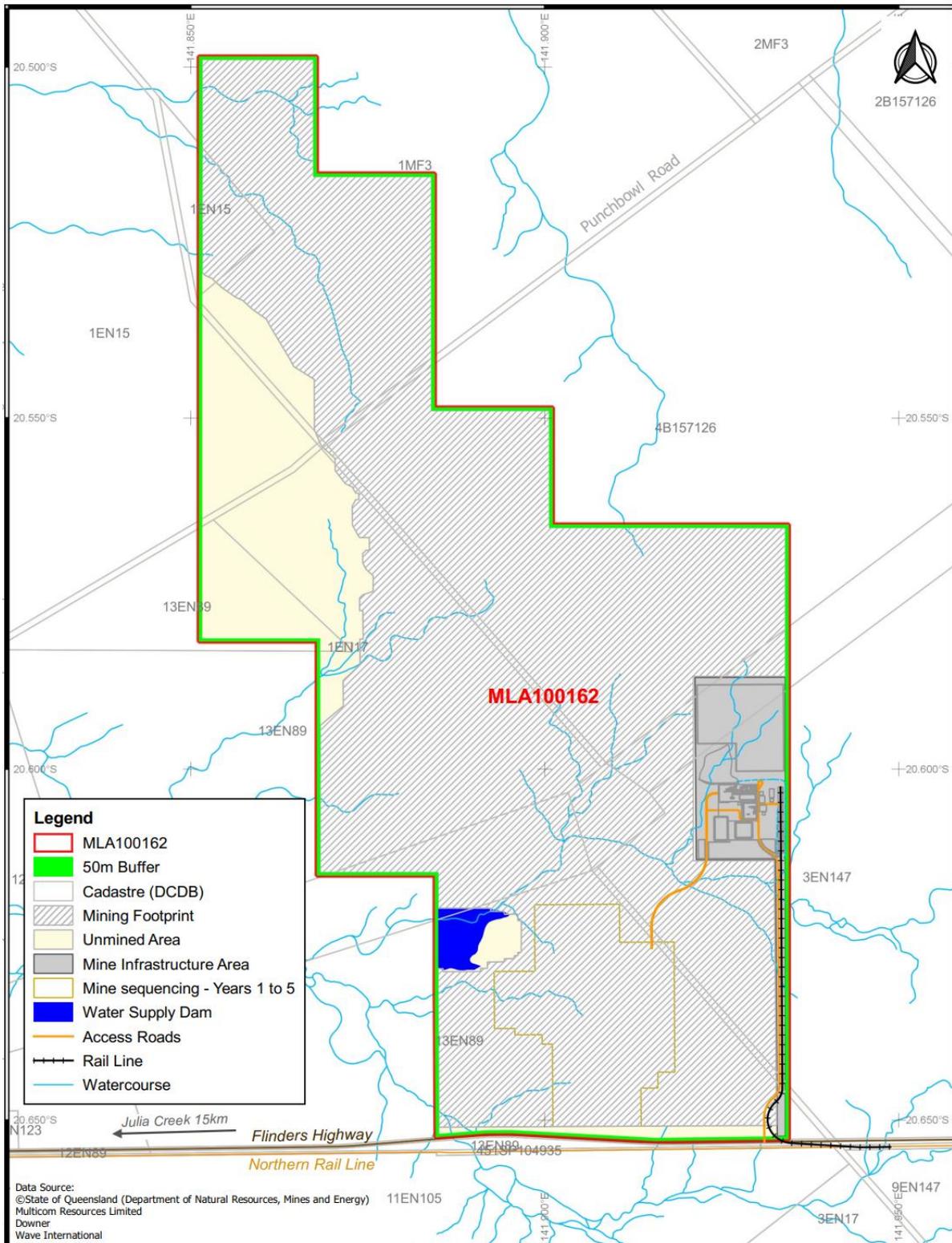


Figure 1: Location Map

Operational production is scalable and based on market demand, with an initial target of 5,000-10,000 tonnes per annum (tpa) and a maximum tonnage of 20,000 tpa V₂O₅ product over at least a 30-year mine life. Run of Mine (ROM) operations to produce the maximum 20,000 tpa will be up to 15 million tpa.

The Project will consist of:

- Shallow (on average 20 m, however in some areas may reach depths of up to 40 m depending on the depth of overburden) open cut pits, with north-south aligned strip-mining panels to be sequentially mined, backfilled and rehabilitated;
- A ROM stockpile area, with adequate storage capacity to stockpile at least three days mine production;
- Overburden and topsoil storage and management areas;
- A processing plant, to extract V205;
- Access for semi or B-double trucks to deliver reagents to the processing plant and pick up product for transport off-site;
- A rail spur line into the site, connected to the pre-existing Northern Rail Line;
- An infrastructure area, including security and administrative offices, laboratories, workshops and stores;
- A sewerage treatment plant and effluent disposal area;
- A water management network including a potable water treatment plant, potable water storage and a reverse osmosis plant as required;
- An operating water supply stored in an Offsite Water Storage Facility (OWSF). The OWSF and associated infrastructure are located approximately 21 km to the east of MLA100162;
- A tailings storage facility;
- Progressive rehabilitation of disturbed areas;
- Electrical transmission infrastructure, located to minimise distance between major power demand elements and existing grid power infrastructure;
- Suitable electricity generator from a third-party supplier, located near to primary infrastructure with sufficient access for fuel delivery and storage or appropriate considerations for solar power generation; and
- Workforce Accommodation Village within the Julia Creek township.

5.3 Key Project Milestones

The management of social impacts will vary throughout the different phases of the Project, as such it is fundamental to understand the key Project milestones and timeframes for the development of stakeholder engagement activities (**Figure 2**).

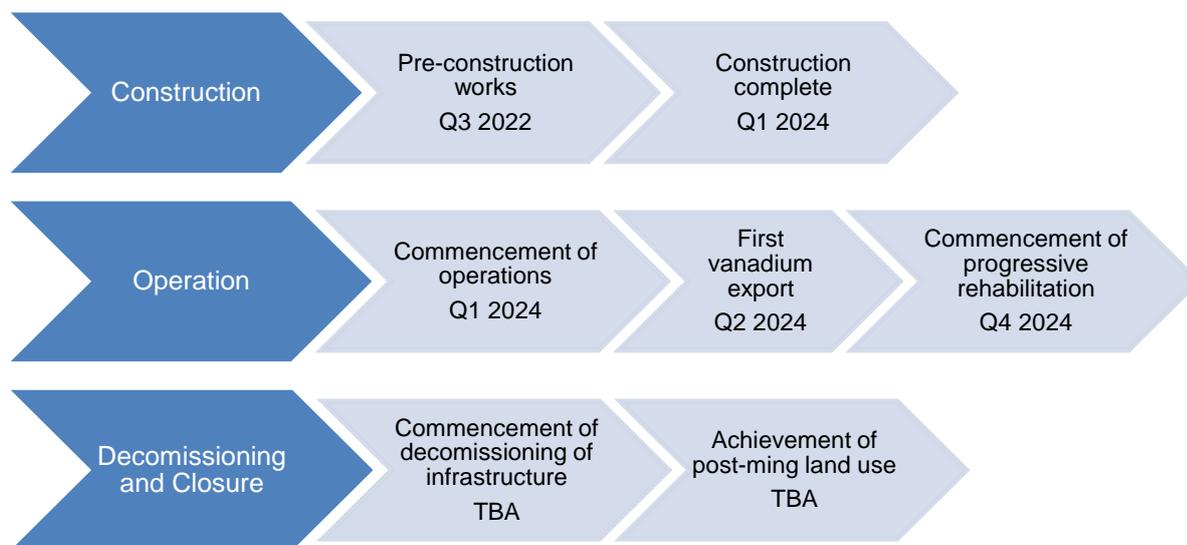


Figure 2: Key Project Milestones

5.4 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
Construction (annual peak)	50	175	30								
Operation (annual peak)	5	50	100	100	100	100	100	100	100	100	100
Workforce total	55	225	130	100	100	100	100	100	100	100	100

5.5 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, Richmond and surrounds (existing locals)
- Julia Creek (new locals)



- Secondary catchment (Mt Isa, Cloncurry)
- Rest of the economic catchment
- FIFO from elsewhere

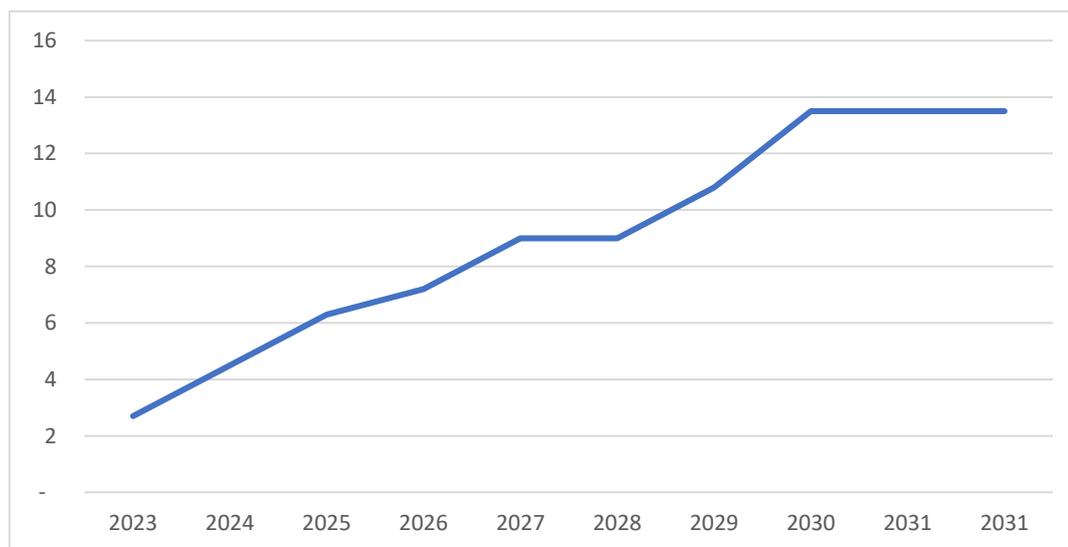
Table 4 – Workforce percentages by source location - Operations¹

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

5.6 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 Numbers²



¹ Note: percentages are cumulative by year.

² Note: numbers are cumulative by year.

6. KEY FINDINGS FROM THE SIA

6.1 Summary of Existing Socio-Economic Environment

The Project is in Queensland's NWMP. Centred around Mount Isa and Cloncurry, the NWMP is one of the world's richest mineral-producing regions. It has delivered significant economic benefits to Queensland for decades.

Julia Creek is located approximately 25 km to the west of the Project site and is the only town within daily driving distance with respect to management of driver fatigue. Julia Creek can be characterised as a family-oriented rural township of approximately 400 people. The McKinlay LGA has a population of approximately 800 people, falling from approximately 1,000 persons in 2011. In order to promote population growth across the Shire, McKinlay Shire Council is actively seeking economic diversification to improve the resilience of the area. Accordingly, through the likely construction and operational workforce numbers, this Project has the potential to return the population to 2011 levels.

The 2016 Census data indicates that the local population has skills relevant to the mining industry, and there is existing underutilised housing as well as plans for new subdivisions in the town, which may provide options for longer-term accommodation. The viability of local businesses also has the potential to increase through having creation of new sources of revenue, through both direct and indirect spending associated with the Project.

Beyond Julia Creek are the townships of Cloncurry, Richmond and Mount Isa. While all three towns are located more than a one hour drive from the Project, it is noted that Cloncurry, Richmond and Mount Isa:

- Comprise larger communities than Julia Creek, and therefore have increased community infrastructure and housing opportunities. For example, the Mount Isa Hospital is the nearest major hospital to the Project site. As such, these communities (particularly Cloncurry and Mount Isa) have the potential to attract and support a regional workforce, and therefore are likely to be a source of DIDO personnel for the Project;
- Have access to a large skilled mining workforce (particularly Cloncurry and Mount Isa); and
- Increase the range of suitable suppliers and service operators who can support the Project.

6.2 Summary of Potential Project Impacts and Opportunities

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

6.2.1 Population Changes

It is estimated that over the first ten years of the Project, up to 14 workers, plus their families, will relocate to Julia Creek requiring housing. Using average household size for Queensland, this equates to a population increase of approximately 36 people. In-migration 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 (2) years.

The Project is likely to have a positive impact on population stability by:

- Increasing job opportunities for existing residents which may encourage people to remain in Julia Creek, Richmond and surrounding communities and provide opportunities for young people finishing at boarding school or University to return to the region
- Attracting new resident workers and their families to the community who will become long term residents
- Offering employment opportunities over a 30 year period.

6.2.2 Increased Pressure on Infrastructure and Service Providers

6.2.2.1 Emergency and Health Services

During construction the Project is expected to have a temporary impact on social infrastructure as a result of increased demand for health and emergency services.

The additional pressures on the existing health and emergency services is likely to increase during the operational phase as it is anticipated that non-local workers will relocate to Julia Creek with their families, therefore, likely to increase demand for local health facilities.

6.2.2.2 Childcare and Educational Services

There is potential that employees during the operational phase will relocate to Julia Creek with their families. Julia Creek has only one childcare facility and primary school, and there is potential for an increase in the pressure placed on existing educational services. During consultation, it was established that while the primary school currently has capacity to support increased growth in numbers, the childcare / early learning centre is at capacity. Furthermore, Julia Creek currently lacks any after or before school care options which is seen to limit full-time employment opportunities for some residents. McKinlay Shire Council is investigating the opportunity to establish an Early Years Learning Hub which would allow increased capacity of services and co-location of child and early years services, including allied health.

6.2.2.3 Recreational Facilities

The increased number of residents during the operation phase may lead to pressures upon the existing recreational facilities (i.e. gym, parks, sport centres, tennis courts and swimming pool) for the local community. This pressure may result either from workers participating in after work activities or because of their families using the facilities after relocating to Julia Creek.

6.2.3 Environmental Impacts

The Project is expected to have potential environmental impacts such as dust, noise, traffic and visual amenity which may impact direct and adjoining landowners and the local community during construction and operations.

6.2.4 Local and Regional Employment Creation

The Social Impact Assessment (SIA) found that the major employment industries in the McKinlay Shire LGA (which include agriculture, forestry and fishing, public administration and safety, mining and construction) all provide a potential pool of transferable skills for the Project. Similarly, the quantum of people in the secondary Study Area employed in the mining and construction industries make this area a potential direct pool of labour for the Project to draw on for its local and Drive-In-Drive-Out (DIDO) workforces.

This potential labour pool is reinforced by the occupations of residents of these areas - including Labourers, Technicians and Trades Workers and Machinery Operators and Drivers. Such occupations are highly relevant to the employment needs of the Project for construction, mining, maintenance and process operations.

Where possible, Multicom will source locals from the primary and secondary study areas where the labour skills match vacant positions required for any given time during mining construction / operations.

6.2.5 Aboriginal and Torres Strait Islander Employment and Training

The SIA also undertook analysis to understand the capacity of the Aboriginal and Torres Strait Islander population within the secondary Study Area, and their potential to participate in direct and indirect

employment activities with the Project. Findings indicated a suitable pool of appropriately skilled and experienced workers are available within the greater region.

6.2.6 Workforce Impacts on Community Cohesion

Although the Project will prioritise the employment of local people, a large proportion of the Project workforce will be sourced from the surrounding communities. This mixture of workforce sourcing may result in social implications for the close-knit Julia Creek community if not appropriately managed. This includes the potential for disruption to community cohesion, sense of place and cultural identity.

It is anticipated that the highest potential level of impact will be during the construction phase due to the more transient nature of Project workers when compared to the operations workforce. The operations workforce will likely to be longer term and a greater proportion sourced from the regional communities of Mount Isa, Richmond and Cloncurry with existing networks in the region.

6.2.7 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.

6.2.8 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.

6.2.9 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.

6.2.10 Indirect Economic Benefits

Existing accommodation options within Julia Creek 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.

7. MANAGEMENT STRATEGIES

This section outlines management strategies and actions designed to meet the objectives of the Plan and in response to the identified impact areas and Coordinator General conditions. The Action Plans that align with each of the SIMP Management Plans have a status column which will be updated in the annual Social Impact Management Reporting (SIMR).

7.1 Multicom's Commitments

Multicom is committed to:

- Transparency and accountability in the delivery of the SIMP and associated management plans;
- Implementing adaptive management measures in response to community feedback and monitoring data outputs;
- Supporting local business in Julia Creek and surrounding townships;
- Supporting a safe and secure environment for the workforce;
- Maximise employment opportunities generated during construction and operation of the Project, including fostering opportunities for local and regional businesses to contribute to the Project's supply chain, whilst also minimising the negative impact on the manufacturing and grazing industries;
- Encouraging local residents, contractors and labourers to seek employment opportunities;
- Engaging and attract a capable and competent workforce from the local community during all phases of the Project;
- Promoting fair and equitable access to businesses in the region to supply chain opportunities associated with the Project;
- Providing education, training and skills development for local community members to enhance employment opportunities;
- Implementing a complaints register to ensure that all stakeholder concerns are addressed respectfully, appropriately and in a timely manner;
- Identifying ways to engage, notify and consult with relevant stakeholders, including directly affected and neighbouring landholders, residents and local businesses and relevant Government departments regarding social impacts, mitigation measures and commitments;
- Ensuring the Project avoids or mitigates negative social impacts and capitalises on opportunities to improve the health and well-being of local and regional communities;
- Ensuring the Project does not adversely impact on the level of service to local and regional communities from existing social services, facilities and infrastructure.

7.2 Community and Stakeholder Engagement Plan

The objectives of the [Community and Stakeholder Engagement Plan](#) include the following:

- Identify stakeholders that are affected or have an interest in the Project
- Identify stakeholders' issues and information needs
- Facilitate two-way engagement with stakeholders
- Provide accurate, timely and relevant information to stakeholders
- Establish consultation methods that promote ongoing and effective relationships with key stakeholders
- Establish a complaints management and dispute resolution process to ensure complaints are recorded and responded to in a timely and effective manner
- Ensure project planning and delivery are informed by stakeholder views
- Ensure transparent and inclusive community and stakeholder engagement informs the SIMP and the ongoing management and monitoring of potential social impacts during all phases of the project

Table 3: Community and Stakeholder Engagement – key actions and activities

Impact Area	Action / Activity	Project Phase	Responsibility
Ensure transparent and up to date Project information is available as the Project progresses	Establish detailed Community and Stakeholder Engagement Plan.	Pre-construction	Multicom
	Establish project website and ongoing communication protocols with key stakeholders.	Pre-construction	Multicom
	Establish ongoing communication protocols to provide advanced notice to relevant stakeholders of construction and operational activities with potential for disturbance, particularly directly affected landholders and near neighbours.	Pre-construction	Multicom
	Advise the Coordinator-General in writing of commencement of construction	Construction	Multicom
	Regular communication with directly affected landholders and near neighbours	Construction	Multicom / Contractor
	Advise the Coordinator-General in writing of commencement of operations	Operations	Multicom
	Provide regular project updates via social media, print media and website	Construction Operations	Multicom
Engage with key external stakeholders	Establish agreements with state and local government agencies	Pre-construction	Multicom
	Undertake further consultation with McKinlay Shire Council and service providers regarding potential project impacts on primary healthcare, education services, childcare and housing.	Pre-construction	Multicom
	Conduct workshops with emergency service providers to identify project risks and management / response measures	Pre-construction	Multicom
	Establish protocols for communication and information transfer with Police and emergency services	Pre-construction	Multicom
	Consult with the Department of Aboriginal and Torres Strait Islander Partnerships to establish plans and targets for training and employment and business procurement	Pre-construction	Multicom
	Timely communication with health, education and childcare service providers of project ramp-up timing and changes in workforce numbers	Construction Operations	Multicom
	Liaise with Council regarding housing availability and management	Construction Operations	Multicom
Engage local communities in employment and business opportunities	Hold pre-construction business briefings and tendering information workshops	Pre-construction	Multicom
	Conduct pre-operations tender readiness workshops and local / regional business briefings	Construction	Multicom / Contractor
	Implementation of Indigenous participation strategies	Construction Operations	Multicom / Contractor
	Participate in Regional Industry Network forums	Construction Operations	Multicom
Complaints Management	Develop a complaints management process and register / database	Pre-construction	Multicom
	Maintain complaints management process and database	Construction Operations	Multicom
	Respond to and resolve complaints in a timely manner	Construction Operations	Multicom / Contractor

7.3 Health and Community Wellbeing Plan

The objectives of the [Health and Community Wellbeing Plan](#) are:

- To mitigate any predicted negative social impacts on social infrastructure (community facilities and services) that may be experienced by local communities and stakeholders residing within the primary and secondary Study Areas; and



- To minimise potential environmental and amenity impacts (dust, noise, traffic, visual amenity) associated with the construction and operational phases of the Project on direct and adjoining landowners and the local community.
- To support community projects and programs in the McKinlay Shire Local Government Area (LGA) that promote community capacity, health and wellbeing.

Table 4: Health and Community Wellbeing – key actions and activities

Impact Area	Action / Activity	Project Phase	Responsibility
Health Services	Provide health service providers with up-to-date information on Project start-up and anticipated workforce numbers.	Pre-construction	Multicom
	Provide updates to North West Health and the GP service of Construction ramp-up.	Construction	Multicom
	Continue to monitor workforce demand on GP and other health services and inform health service providers.	Construction and Operations	Multicom
Education and Childcare Services	Provide Julia Creek State School and childcare services with up-to-date information on the transition to operations and anticipated employee demand on education and childcare services.	Construction	Multicom
	Provide updates to Julia Creek State School and childcare services on employees relocating to Julia Creek and family composition.	Operations	Multicom
	Monitor workforce demands on childcare services and support McKinlay Shire Council to expand service capacity as necessary.	Operations	Multicom / McKinlay Shire Council
Recreation Facilities	If existing facilities are unlikely to handle the increased demand, the Company will consider the inclusion of a fully serviced gymnasium for use by the workforce, as well as an inground pool, at the Workforce Accommodation Village (WAV).	Pre-construction	Multicom / McKinlay Shire Council
	Monitor the use of public recreation facilities by construction personnel.	Construction	Multicom / Contractor
	Continue to monitor workforce demands on community recreation facilities and work with McKinlay Shire Council to implement strategies to manage this demand as necessary.	Operations	Multicom / McKinlay Shire Council
Emergency Services	Finalise Emergency Response Plan (ERP) and callout protocols.	Pre-construction	Multicom / Emergency Services Providers / McKinlay Shire Council
	Monitor the implementation of the ERP and protocols and adjust as necessary in partnership with emergency services providers.	Construction and operations	Multicom / Contractor / Emergency Services Providers / McKinlay Shire Council
	Monitor the effectiveness of road safety policies and programs and adjust as necessary in consultation with emergency services providers.	Construction and operations	Multicom / Contractor / Emergency Services Providers
Environmental Management	Ongoing monitoring of environmental emissions in accordance with CEMP and OEMP.	Construction and operations	Multicom / Contractor
	Ongoing monitoring and management of complaints related to environmental emissions.	Construction and operations	Multicom / Contractor



Impact Area	Action / Activity	Project Phase	Responsibility
Community Investment	In collaboration with Council, develop and implement a Community Sponsorship and Donations Program.	Operations	Multicom / McKinlay Shire Council / Community organisations
	Ongoing engagement with community organisations and Council to monitor the impact of the Community Sponsorship and Donations Program.	Operations	Multicom / McKinlay Shire Council / Community organisations

7.4 Workforce Management Plan

The objectives of the [Workforce Management Plan](#) include the following:

- Target local employment as a priority;
- Provide equitable access to Project employment for existing local residents, women, youth and Aboriginal and Torres Strait Islander people;
- Support the development of a skilled workforce through targeted training programs;
- Support workforce health and wellbeing;
- Support active workforce integration in the Julia Creek community; and
- Mitigate potential social impacts, such as disruption to community cohesion, particularly in Julia Creek.

Table 5: Workforce Management – key actions and activities

Impact Area	Action / Activity	Project Phase	Responsibility
Local and Regional Employment Creation	Finalise recruitment hierarchy.	Pre-construction	Multicom
	Provide workshop briefings for interested residents in Julia Creek, Richmond, Cloncurry and Mount Isa prior to the commencement of construction and operations to learn about the Project and register for contact.	Pre-construction	Multicom / Contractor
	Implement recruitment hierarchy.	Construction Operations	Multicom / Contractor
	Undertake recruitment advertising.	Construction Operations	Multicom / Contractor
Development and Training	Complete Training and Development Plan (Training Scheme Plan), including apprenticeship program and support for tertiary pathways.	Pre-construction Construction	Multicom
	Implement Training and Development Plan.	Operations	Multicom / Contractor Cloncurry and Mount Isa TAFE, DSDSATSIP Mount Isa Regional Aboriginal and Torres Strait Islander training organisations
Aboriginal and Torres Strait Islander	Complete Aboriginal and Torres Strait Islander Training and Employment Plan for operations.	Pre-construction Construction	Multicom
	Established target for Aboriginal and Torres Strait Islander employment on the Project (4%).	Pre-construction	Multicom DSDSATSIP

Impact Area	Action / Activity	Project Phase	Responsibility
Training and Employment	Implement Aboriginal and Torres Strait Islander Training and Employment Plan.	Operations	Multicom / Contractor
Workforce Health, Safety and Wellbeing	Finalise roster arrangements to support the health, safety and wellbeing of workers.	Pre-construction	Multicom
	Develop a Workforce Code of Conduct.	Pre-construction	Multicom
	Develop a Healthy Workforce Plan	Pre-construction	Multicom
	Implement Workforce Code of Conduct	Construction Operations	Multicom / Contractor
Workforce Integration	Work with McKinlay Shire Council to publish an information pack including a profile of local communities to support workers to understand the amenity, services and housing options on offer.	Pre-construction	Multicom / McKinlay Shire Council

7.5 Workforce Housing and Accommodation Plan

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.

Table 6: Workforce Housing and Accommodation – key actions and activities

Impact Area	Action / Activity	Project Phase	Responsibility
Workforce Accommodation	Finalise location for WAV	Pre-construction	Multicom McKinlay Shire Council
	Finalise detailed design for WAV	Pre-construction Construction	Multicom McKinlay Shire Council
	Construct WAV in stages aligned with Project ramp up	Construction Operations	Multicom / Contractor
Short-term Accommodation Providers	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.	Pre-construction Construction Operations	Multicom
	Monitor Project related demand on short-term accommodation.	Construction Operations	Multicom / Contractor Accommodation Providers
	Complete an audit of vacant dwellings in Julia Creek.	Pre-construction	Multicom / McKinlay Shire Council

Impact Area	Action / Activity	Project Phase	Responsibility
Housing Availability and Affordability	Establish a mechanism to track rental prices within Julia Creek and the surrounding townships	Pre-construction Construction	Multicom / McKinlay Shire Council
	Develop a register of houses available for sale or rent in Julia Creek.	Pre-construction Construction Operations	Multicom / McKinlay Shire Council
	Support Council to monitor house rental and sales prices	Pre-construction Construction	Multicom / McKinlay Shire Council
Long-Term integrated Housing	Work with McKinlay Shire Council to develop and implement options for housing developments and improvements, including: <ul style="list-style-type: none"> ▪ Identification of potential development sites for integrated housing ▪ Support Council to develop housing subdivisions as appropriate, and alongside any other forms of Government funding, concluding but not limited to, Grants. ▪ 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 	Pre-construction Construction Operations	Multicom / McKinlay Shire Council

7.6 Buy Local Plan

The objectives of the [Buy Local Plan](#) include the following:

- Maximise opportunities for competitive and capable local businesses to provide goods and services to the Project;
- Provide local suppliers, contractors and manufacturers with full, fair and reasonable opportunities to tender and participate in the project;
- Reduce barriers to entry for local businesses where feasible;
- Build relationships with local business and industry; and
- Align major contracts and contractors to the Project’s Local Procurement Strategies.

Table 7: Buy Local – key actions and activities

Impact Area	Action / Activity	Project Phase	Responsibility
Local business opportunities	Develop and maintain a register of local, regional and Indigenous businesses	Pre-construction	Multicom DSDSATSIP McKinlay Shire Council
	Create local and regional awareness of the Project’s procurement opportunities through ongoing engagement with the business community, such as newsletters and community forums (refer to Community and Stakeholder Engagement Plan)	Pre-construction Construction Operations	Multicom
	Publish the Buy Local Policy and Plan on McKinlay Shire Council’s website	Pre-construction	Multicom McKinlay Shire Council
	Identify Indigenous businesses in the Project’s economic catchment area and engage in the construction supply chain.	Pre-construction Construction	Multicom DSDSATSIP



Impact Area	Action / Activity	Project Phase	Responsibility
Indigenous businesses	Establish a target for Aboriginal and Torres Strait Islander business procurement on the project.	Construction Operations	Multicom DSDSATSIP
Local Business Capability	Partner with Registered Training Organisations to provide local businesses with access to capacity building programs	Pre-construction Construction Operations	Multicom RTOs in Mt Isa
	Support the development of the Julia Creek Smart Hub	Construction Operations	Multicom McKinlay Shire Council
Barriers to Entry	Require all Major Contractors to comply with the Buy Local Plan.	Construction Operations	Multicom / Contractors

8. MONITORING, REVIEW AND REPORTING

8.1 Monitoring

Multicom will monitor the SIMP’s performance and effectiveness throughout the Project lifecycle to ensure that commitments and actions are delivered, and desired outcomes are achieved. The purpose of monitoring is to:

- Track the progress and assess the appropriateness and effectiveness of the management measures;
- Assess the actual Project impacts against the potential impacts and social indicators identified in the SIA;
- Capture information with which to advise potentially impacted communities and government on progress and achievements; and
- Facilitate engagement, consultation and collaboration with stakeholders.

Stakeholder feedback and data collected through the monitoring process will be used to update the SIMP to support continual improvement and ensure responsiveness to changes either in the Project or local context.

Specific monitoring and reporting frameworks, including key performance indicators (KPIs) are included in the relevant management plans.

8.2 SIMP Review

The SIMP will be a living document that can be updated over time to reflect:

- Changes in the Project design or implementation;
- New insights gained through primary data collection (e.g. through the complaint mechanism system or dedicated monitoring surveys);
- Changes in the social baseline reflected by secondary data (e.g. ABS Census data);
- Adjustments made to impact management measures;
- Issues arising from cumulative effects of new, additional developments; and
- Any additional technical studies.

The SIMP will be reviewed annually and updated based on monitoring data, including stakeholder feedback. A comprehensive review of the SIMP will be undertaken during Year three (3) of operations, and / or prior to the development of the second phase of production. These reviews will be based on a continuous improvement approach throughout the Project lifecycle involving the review and adaption, where required, of potential impacts, management measures, and outcomes. Subsequent SIMP revisions will be undertaken for ensuing ten (10) year periods. Future activities will include development of community development programs, in consultation with local stakeholders.

8.3 Reporting

8.3.1 Internal Data Collection and Reporting

Refer to relevant management plans for data collection and reporting associated with Social Impact Management.

8.3.2 External Reporting

To maintain transparency around the monitoring process, monitoring data will be published to facilitate public access and stakeholders will be involved in the monitoring process.

Data collected will be outlined in public reporting (e.g. via newsletter, link to website) on a quarterly basis during construction, and annually during operations.

8.3.3 Social Impact Management Report (SIMR)

In accordance with Condition 8 (**Table 22**), Multicom will prepare an annual SIMR for each year of construction and for the first five (5) years of operation.

The annual SIMR will be submitted to the Coordinator-General for approval within twenty (20) business days after the end of the relevant twelve (12) month period from the commencement of construction of the Project. If construction phase 2 does not occur within the first (5) years of operation, Multicom will submit an SIMR to the Coordinator-General for approval within thirty (30) business days of commissioning the processing facility to produce up to 20,000 tpa of product.

The SIMR will include:

- An assessment of the social impacts of the project against the potential social impacts identified in the SIA including consideration of impacts of other proposed developments in the local communities;
- The progress and effectiveness of the social impact management measures detailed in the SIMP;
- Detail how social impact management measures have been modified, where monitoring indicates measures have not been effective or in response to changed circumstances or greater knowledge of potential social impacts;
- Report on the actions taken to implement commitments made by the proponent listed in Section 21.4.12 and Section 21.4.13 of Chapter 21 – Commitments of the Saint Elmo Vanadium project amended EIS (June 2020);
- Report on the total number of workers employed; and
- Detail the proportion of local workers, new local workers and FIFO workers.

Each SIMR will be made publicly available on Multicom's website within thirty (30) business days of the Coordinator-General's approval of the relevant SIMR. Multicom will notify the Coordinator-General within five (5) business days of the SIMR being published on Multicom's website.

9. REFERENCES AND RELATED DOCUMENTS

- AEC 2020, Saint Elmo Vanadium Project EIS – Economic Impact Assessment, AEC Group Pty Ltd
- DSDMIP 2018, Social Impact Assessment Guideline, Department of State Development, Manufacturing, Infrastructure and Planning, The Coordinator-General, Queensland Government.
- ERM 2020, Saint Elmo Vanadium Project – Social Impact Assessment, Environmental Resources Management Pty Ltd, Brisbane.
- [PLN-027 Community and Stakeholder Engagement Plan](#)
- [PLN-028 Health and Community Wellbeing Plan](#)
- [PLN-029 Workforce Management Plan](#)
- [PLN-030 Workforce Housing and Accommodation Plan](#)
- [PLN-031 Buy Local Plan](#)

10. APPENDICES

- Nil