

AUGUST 2024



# Social Impact Management Plan

Richmond Shire



## Document control

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<b>Prepared by</b>	Andrew Grimshaw – Social Performance Advisor
<b>Reviewed by</b>	Ian Turton – Property Project Manager
	Raegen Perkins – Project Engagement Specialist

<b>Approved by</b>	Name	Title	Date
	Kerry O’Brien	Community and Social Performance Team Lead	26/08/2024

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## Glossary of terms

ABS	Australian Bureau of Statistics
ATODS	Alcohol, Tobacco, and Other Drugs Service
CDS	Community and Delivery Services
CEMP	Construction Environmental Management Plan
CHMP	Cultural Heritage Management Plan
CHMS	Cultural Heritage Management Strategy
CPB	Contractor name
CRM	Customer Relationship Management
CSEP	Communication and Stakeholder Engagement Plan
CTWD	Centre for Transformative Work Design
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DIDO	Drive In Drive Out
DLP	Delivery Launch Package
DSDI	Department of State Development and Infrastructure
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
EMS	Environmental Management System
ESG	Environment, Social and Governance
FIFO	Fly In, Fly Out
FTE	Full-time Equivalent
GHD	Company name

GOC	Government Owned Corporation
HR	Human Resources
HSW	Health Safety and Wellbeing
HSWMP	Health Safety and Wellbeing Management Plan
IPP	Indigenous Participation Plan
IR	Industrial Relations
IRSAD	Index of Relative Socio-economic Advantage and Disadvantage
JV	Joint Venture
km	kilometre
KPI	Key Performance Indicator
kV	Kilovolt
LAP	Land Access Protocol
LEPP	Local Economic Participation Plan
LGA	Local Government Area
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual
MID	Ministerial Infrastructure Designation
MITEZ	Mount Isa to Townsville Economic Development Zone
NEM	National Electricity Market
NGO	Non-Government Organisation
NQLC	North Queensland Land Council
NRCG	Northern Renewable Coordination Group
NWMP	North West Minerals Province



NWQROC	North West Queensland Regional Organisation of Councils
Powerlink	Powerlink Queensland
QCN	Queensland Capacity Network
QGSO	Queensland Government Statistician’s Office
Qld	Queensland
QPS	Queensland Police Service
RAP	Reconciliation Action Plan
REFF	Regional Economic Futures Fund
REZ	Renewable Energy Zone
RRG	Regional Reference Group
RV	Recreational Vehicle
SCDP	Supplier Capability Development Program
SDPWO	State Development and Public Works Organisation
SDPWO Act	<i>State Development and Public Works Organisation Act 1971</i>
SEIFA	Socio-Economic Indexes for Areas
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SIMR	Social Impact Management Report
SME	Small Medium Enterprise
TEL	Townsville Enterprise Limited
UGL	Contractor name
WAF	Workforce Accommodation and Facilities

WIP	Work in Progress
WQAC	Western Queensland Alliance of Councils
WSP	Company name

## 1. Project introduction

### 1.1 Project background

CopperString 2032 (the project), led by Powerlink Queensland (Powerlink), will connect Queensland's North West Minerals Province (NWMP) to the National Electricity Market (NEM) for the first time in Australia's history.

The project initially involves the construction and operation of approximately 840 kilometres (km) of high voltage overhead transmission lines extending from Mount Isa to the Powerlink transmission network via a connection point near Townsville. This will allow existing loads in the Mount Isa and Cloncurry areas to be fed from the NEM. It will also provide access to new mining loads and opportunities for renewable generation. Approximately 200km of additional transmission line will be required to connect new renewable generators to CopperString 2032.

The project involves the construction of up to six new substations at Pentland, Hughenden, Dajarra Road (Cloncurry), Mount Isa, Selwyn, Cannington Mine and Phosphate Hill Mine, as well as Workforce Accommodation and Facilities (WAFs) in strategic locations along the corridor.

Construction contractors for the project will oversee design, construction and commissioning of new substations and the high voltage transmission line between Mount Isa and near Townsville and the construction of WAFs. Construction started in Hughenden in mid-2024 and the project is anticipated to be completed in 2029.

The UGL CPB Contractors Joint Venture is the engaged contractor for the delivery of the project's early works phase.

### 1.2 Project scope

Since Powerlink took responsibility for project delivery on behalf of the Queensland Government in March 2023, the project's transmission line design and supporting infrastructure have been refined.

The transmission line from near Townsville to Hughenden is now planned to be 500 kilovolts (kV) instead of 330kV. This will allow increased access to renewable generation in the Flinders Renewable Energy Zone (REZ) which has the potential to be one of the largest REZs in Australia.

This connection forms part of the Queensland SuperGrid which will allow a planned and cohesive approach to the state's transition to renewable energy and forms part of the [Queensland Energy and Jobs Plan](#).

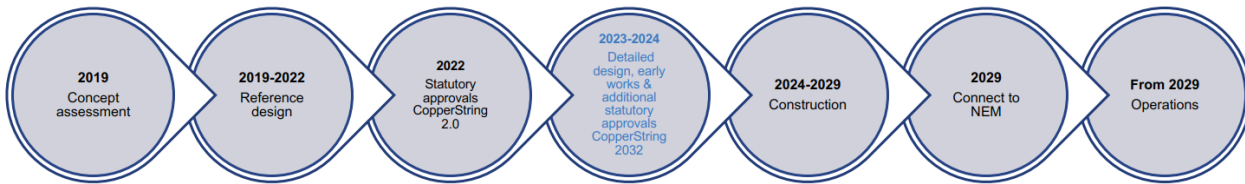
The overall expanded project has a budget of \$5 billion to connect the NWMP to the NEM and includes:

- ~360km of 500kV transmission line from near Townsville to Hughenden
- ~400km of 330kV transmission line from Hughenden to Cloncurry
- ~100km of 220kV transmission line from Cloncurry to Mount Isa
- up to six new substation sites
- WAFs and other facilities in strategic locations along the corridor.

### 1.3 Project timing and staging

Since 2019, work has focused on progressing the project’s transmission line design, statutory approvals and engagement with landholders and other key stakeholders along the proposed alignment (Figure 1.1).

Figure 1.1: Project phases and anticipated timing



Powerlink is continuing to work alongside the Queensland and Australian governments to progress project approvals. At the same time, work is continuing on detailed engineering design, field and geotechnical investigations, cultural heritage and ecological surveys, community engagement and landholder consultation.

Due to the size and scope of CopperString 2032, the project has been staged to ensure timely delivery and safe travel distances for workers.

The preparation of this Social Impact Management Plan (SIMP) for the Richmond Shire Local Government Area (LGA) is a requirement of the Coordinator-General’s conditions to start construction in Richmond Shire. The Coordinator-General requires the completion of separate SIMPs for each LGA along the CopperString 2032 corridor to ensure impacts, opportunities and legacy projects are considered for each distinct community.

This step will be followed by the Queensland and Australian government assessment of the transmission infrastructure and remaining WAFs and other facilities in project delivery stages one to four, as outlined in Figure 1.2.

Figure 1.2: Project sequencing



## 1.4 CopperString 2032 in Richmond Shire

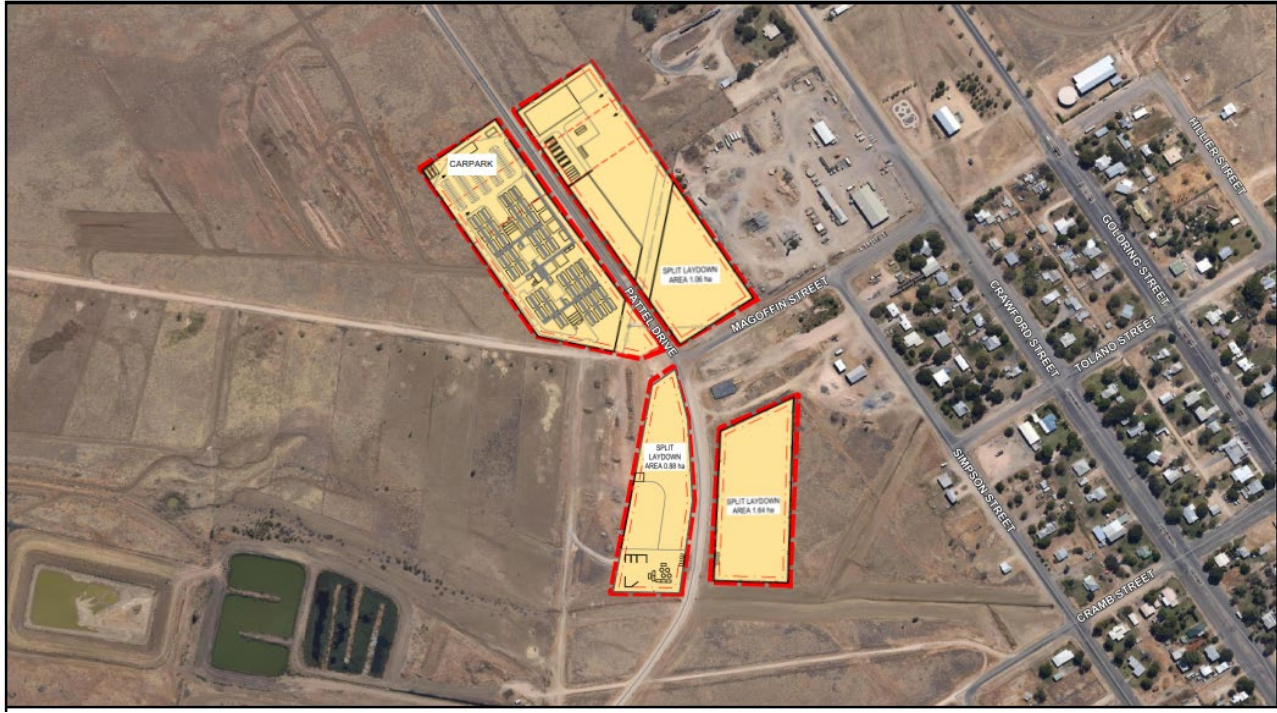
Construction in Richmond Shire will occur in Stage 1 of the project and will include the following infrastructure:

- **Richmond Workforce Accommodation and Facilities (WAF)** – The Richmond WAF will accommodate the project workforce over a four-year construction period. It will service works both east and west of Richmond. It is located 1.4km north-west of the Richmond township on a site owned by the Queensland Government and nominated by the Richmond Shire Council (see Figure 1.3). The Richmond WAF will include the following site features:
  - capacity for up to 250 personnel at its peak
  - accommodation and ancillary facilities including offices, meeting rooms, kitchen, laundry and recreation areas (including a gymnasium with free weights) for the workforce
  - a construction laydown area
  - a vehicle washdown area and refuelling bay and two parking lots
  - a concrete batching plant (planned on adjoining land but subject to further investigation due to stock route infrastructure restraints)
  - a design life of approximately five years.
- **Nonda Communications Hut** – This is an ancillary communications facility approximately the size of a shipping container that will support the operation of the transmission line.
- **Transmission line** – Approximately 103km of 330kV transmission line located 12km (at its closest point) from the town of Richmond.

### 1.4.1 Richmond WAF construction

Throughout the planning process, Powerlink has actively engaged with Richmond Shire Council and incorporated key insights into the project's development. For example, Powerlink selected the WAF site based on Richmond Shire Council's recommendation. Additionally, nearby residents have received letterbox drops about the works, been invited to a recent consultation event at the Richmond Field Days, and there is further direct in-person engagement planned and underway (see Section 5.(1)). The WAF location relative to the Richmond township is shown in Figure 1.3.

Figure 1.3: Richmond WAF location



The WAF’s first construction phase is planned to start from early September 2024 until mid to late 2025 (Figure 1.4). The WAF’s construction workforce will peak at 40 people on-site. Powerlink will manage this phase by housing the WAF construction workforce in local accommodation, motels, and a caravan park. No fly camp will be used. This follows the same strategy that is being used to set up the Hughenden WAF.

Figure 1.4: Richmond WAF delivery timeline

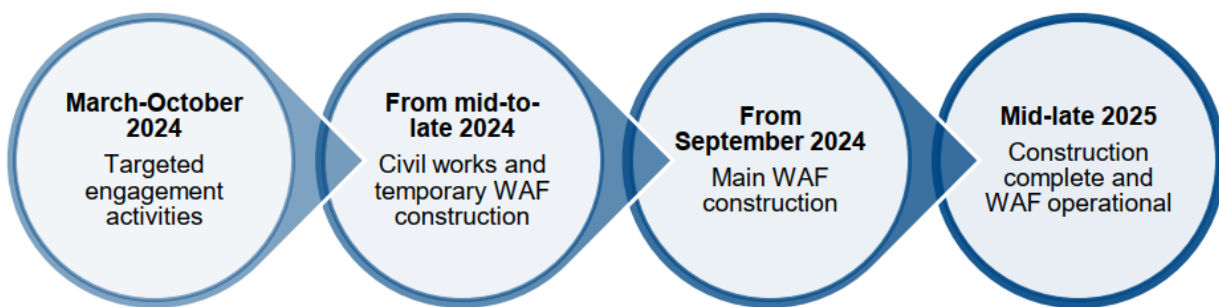


Table 1.1 outlines the local accommodation that is being booked in Richmond to house the WAF construction workforce (current as of July 2024).

Table 1.1: Richmond accommodation details for the WAF construction workforce

Location	Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	June 25
Number of rooms required (Richmond)								
Big Wheel Budget Accommodation (16 rooms total)	16	16	16	16	16	16	16	16
Ammonite Inn (25 rooms total)	0	0	4	4	4	4	4	0
Lakeview Caravan Park (approx. 21 rooms total)	0	0	12	12	12	12	12	12
<b>Rooms booked</b>	<b>16</b>	<b>16</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>28</b>

*Note: Accommodation shaded in blue are booked and confirmed; and booking is underway for those shaded in green.*

The figures in Table 1.1 are for all sub-contractors (the two main ones being Haans Earthmoving and ATCO), as well as Powerlink and CopperString 2032 personnel. An additional 10 personnel will be added to the numbers in Table 1.1 to reach the 40-person peak WAF construction workforce. At the time of writing, it is intended that these additional staff will stay at the Midway Motel.

## 2 SIMP introduction

Powerlink acknowledges its responsibility as the project proponent to:

- ensure all relevant social impacts of the project are identified and assessed
- recommend mitigation measures to avoid and minimise adverse impacts
- demonstrate the project is based on sound environmental and social principles and practices
- deliver benefits to impacted communities.

### 2.1 Signatory to the Energy Charter

Powerlink is a signatory to The Energy Charter. The Energy Charter is a national CEO-led collaboration that supports the energy sector towards a customer-centric future.

By committing to the Charter, Powerlink joins other organisations across the energy supply chain in committing to progress the culture and solutions needed to deliver more affordable, reliable and sustainable energy systems in line with our customer and community's expectations. The *Powerlink Queensland Energy Charter Disclosure Statement 2022/23* has prioritised 'better partnerships with communities in the delivery of our infrastructure'.

Powerlink is committed to working with Queensland communities who are hosting new infrastructure to deliver mutual co-existence, support the sharing of benefits across communities and ensure best approaches to community and landholder engagement.

### 2.2 Purpose and scope of this SIMP

Powerlink will implement a SIMP for each LGA applicable to the project.

This SIMP is for the Richmond Shire. Its purpose is to provide a framework for implementing management measures to address impacts and opportunities:

- identified in the Environmental Impact Statement (EIS) Social Impact Assessment (SIA) (see SIMP Section 5 Table 5.1)
- raised during additional consultation with key Richmond Shire stakeholders (see SIMP Section 5 Table 5.2).

This SIMP:

- is conditioned to be approved by the Coordinator-General prior to construction starting in Richmond Shire
- is required to be updated (if necessary) in response to changed circumstances or increased knowledge of impacts, and/or project components starting construction in Richmond Shire
- is required to be published on Powerlink's website within one month of its approval by the Coordinator-General
- is the second of the project's seven SIMPs and addresses how Richmond Shire is impacted by the project's first stage and WAF construction in Richmond.

The SIMP guides the project's social performance by:

- outlining the proposed management measures designed to minimise or manage identified social impacts as well as maximise opportunities



- providing a framework to monitor social outcomes through implementing the SIMP
- identifying social impact monitoring, review, and reporting mechanisms
- identifying roles and responsibilities of Powerlink and other parties to mitigate and manage social impacts throughout the project lifecycle.

Powerlink currently has eight Enterprise Priorities, including social performance, that underpin the transformations and improvements required to meet our Strategic Objectives. As an Enterprise Priority, social performance focuses on developing our resourcing and capabilities to assess and manage community impacts, social licence and engagement requirements for Powerlink projects and activities to further contribute to the social sustainability of communities. Social performance tools and approaches will be introduced to the CopperString 2032 project to further refine and support our commitment to the communities we serve.

This SIMP uses the terminology Workforce Accommodation and Facilities (WAF) rather than “camp” to recognise the potential future uses that could be given to the WAF infrastructure. This shift reflects Powerlink’s commitment to social performance values, impact mitigation and leaving a positive long-term legacy.

This SIMP will be reviewed and updated periodically, or as determined by the project executive, to address any changed circumstances or increased knowledge of impacts, to include input from stakeholders and/or to account for project components starting construction in Richmond LGA. By remaining a living document, the SIMP will enable agility and flexibility in our approach and response.

Powerlink will provide updated versions of the SIMP to the Coordinator-General for review and feedback, with any reviewed versions published to Powerlink’s website within one month of approval or one month of an updated SIMP submission to the Coordinator-General.

A full list of data sources used to compile this SIMP is set out in Appendix 1.

### 3 Environmental Impact Statement

The Coordinator-General declared the CopperString 2032 project to be a coordinated project for which an EIS is required under the *State Development and Public Works Organisation Act 1971* (SDPWO Act) in April 2019.

In September 2019, the Coordinator-General released the final Terms of Reference for the project, which required the preparation of an SIA consistent with the requirements of the Coordinator-General’s *SIA Guidelines (Department of State Development, Infrastructure, Local Government and Planning [DSDILGP] 2018)*. In 2020, GHD prepared the SIA in accordance with the SIA Guidelines.

In November 2023, the Coordinator-General released the *Social Impact Assessment: Supplementary material for assessing and managing the social impacts of projects under the Coordinator-General’s Social Impact Assessment Guideline (March 2018)*.

#### 3.1 Coordinator-General’s imposed conditions of approval on social matters

This SIMP has been prepared to address the Coordinator-General’s imposed conditions on social matters included in Appendix 1 of the *Coordinator-General’s change report for the Hughenden workers accommodation camp* which replaced the imposed conditions on social matters in Appendix 1 of the Coordinator-General’s evaluation report on the EIS released on 28 September 2022.

Table 3.1: Imposed conditions mapped to the SIMP

Coordinator-General condition	SIMP location
<b>Condition 1. General</b>	n/a
<b>Condition 2. Social Impact Management Plan</b>	All
a) The proponent must submit to the Coordinator-General for approval a <b>social impact management plan (SIMP)</b> prior to construction commencing in a local government area. The SIMP is to be reviewed, and if necessary, updated in response to changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the local government area. The updated SIMP is required to be submitted to the Coordinator-General.	<b>Section 2</b> <b>Section 8</b>
b) The SIMP for each local government area must outline the proposed <b>management measures</b> for key impacts identified in the project’s EIS social impact assessment.	<b>Section 5</b> Table 5.9 Table 5.14 Table 5.18 Table 5.25 Table 5.31
c) The SIMP for each local government area must include a <b>communications and stakeholder engagement plan</b> in accordance with Condition 3.	<b>Section 5.(1)</b>
d) The SIMP must include details of the <b>legacy projects</b> that are proposed and/or have been agreed with the local government or other stakeholders, including forecasted timeframes for implementation.	<b>Section 6</b>

Coordinator-General condition	SIMP location
e) The SIMP for each local government area must include a <b>monitoring and evaluation framework</b> that includes performance indicators and desired management outcomes for the identified key impact areas.	<p><b>Section 5</b></p> <p>Table 5.11</p> <p>Table 5.15</p> <p>Table 5.19</p> <p>Table 5.26</p> <p>Table 5.32</p>
f) The proponent must publish the SIMP for each local government area on their website within one month of the Coordinator-General’s approval of the plan. Each update of the SIMP must be published on the proponent’s website within one month of the updated SIMP’s submission to the Coordinator-General.	<p><b>Section 2</b></p> <p><b>Section 8</b></p>
g) The proponent must implement the SIMP for each local government area.	<p><b>Section 2</b></p>
<i>Condition 3. Communications and stakeholder engagement plan</i>	<p>see CSEP</p>
<b>Condition 4. Reporting on the implementation of the social impact management plan</b>	<p><b>Section 5</b></p> <p><b>Section 8</b></p>
a) The proponent must <b>report</b> on the implementation and effectiveness of measures to manage the project’s social impacts during the construction stages.	<p><b>Section 5</b></p> <p>Table 5.11</p> <p>Table 5.15</p> <p>Table 5.19</p> <p>Table 5.26</p> <p>Table 5.32</p> <p><b>Section 8</b></p>
b) The proponent is to provide an annual social impact management report (SIMR) to the Coordinator-General for each year of construction, from the commencement date of project construction.	<p><b>Section 8</b></p>
c) The SIMR must: <ul style="list-style-type: none"> <li>i. describe the social impact management actions undertaken with respect to each of the key impacts identified in the project EIS social impact assessment and the effectiveness of these actions in achieving the management objectives and performance indicators established for each impact area in the SIMP</li> <li>ii. describe how the social impact management actions address any cumulative impacts across local government areas affected by the project</li> <li>iii. where relevant, identify any new impacts (negative and positive) on project-affected communities from the project during the relevant construction stages and the management actions undertaken to address them</li> <li>iv. describe the status of legacy projects proposed and/or agreed with local governments or other stakeholders</li> <li>v. report key themes received from consultation on the project in line with the CSEP and via complaint mechanisms, including how key complaints were resolved.</li> </ul>	<p><b>Section 8</b></p>

Coordinator-General condition	SIMP location
d) Each SIMR must describe the construction workforce management and mitigation strategies that have been implemented. This must include a description of: <ul style="list-style-type: none"> <li>i. actions undertaken to support development of the skills base and future local workforce of the regional area</li> <li>ii. the number of workers who identify as having a disability, identify as an Aboriginal or Torres Strait Islander or are female</li> </ul>	Section 5.(2) Section 5.(5) Section 8
e) Each SIMR is to be made publicly available on the proponent’s website within one (1) month of review completion by the Coordinator-General.	Section 2 Section 8

### 3.2 Community and stakeholder consultation

This section provides an outline of community and stakeholder consultation conducted to inform the SIA (GHD, 2020a) and this SIMP.

#### 3.2.1 Community and stakeholder consultation – SIA 2020

Early consultation for the project began in 2010 and was guided by a comprehensive community engagement strategy that outlined stakeholders, likely issues and recommended appropriate communication with various stakeholder groups. The outcomes of this consultation can be found in the *EIS Volume 3 Appendix C Public consultation report* and guided the preparation of the SIA (GHD, 2020b).

Targeted consultation was undertaken to inform the SIA. Consultation included face-to-face meetings or telephone interviews with key stakeholders including local government representatives, impacted social infrastructure services and landholder consultation.

#### 3.2.2 Consultation to inform this SIMP

Due to the scale of the project, there has been a substantial timeline in the development of CopperString 2032. Initial project engagement began in 2010 and the SIA for the EIS was published in 2020. To present day, this is an almost 14-year timespan between various engagement activities and assessment of social impacts. Therefore, to inform the development of the Richmond SIMP and to understand the community’s current sentiments and feedback about the project, Powerlink commissioned WSP to conduct a targeted consultation campaign with stakeholders. A total of 17 people were engaged in July 2024 (nine external and eight internal stakeholders).

This includes the following external interviews:

- one interview with four representatives from Richmond Shire Council
- one interview with a representative from Richmond State School
- one interview with two representatives from DSDI
- one interview with two representatives from Critical Minerals Queensland.

Additionally, to inform the development of this SIMP, engagement included internal consultation and a five-hour workshop with individuals from the following Powerlink teams:

- one Indigenous engagement specialist to provide insights from their engagement with Richmond’s Traditional Owner group, the Wanamara People

- three communication and stakeholder specialists to understand engagement activities conducted to date in Richmond
- one member of the CopperString 2032 project management team to understand the scope of the project's activities in Richmond and obtain feedback on mitigations
- one specialist in the local business and industry procurement team who is coordinating this aspect of the CopperString 2032 project
- two social performance specialists to understand Powerlink's approach to social performance, and the work conducted for the Flinders SIMP.

In addition to this work conducted by WSP, Powerlink has been engaging with the community in Richmond on numerous occasions, including at the Richmond Field Days event. A full summary of this community engagement program is detailed in Section 5.(1) in the summary of the existing social environment.

#### *3.2.2.1 Key findings from the Richmond SIMP consultation*

This SIMP consultation produced key findings across many potential impact areas. It is worth noting that there are many interdependencies between each of these topics, in that a change in one issue may lead to easing or additional pressure in another area. The findings are summarised as follows:

- **Housing:** There is limited availability of housing in Richmond, which may lead to housing pressure if there is additional demand due to the project. It is currently difficult to rent a house and what is available for rent was cited as poor quality and expensive. The Richmond Shire Council noted there may be four houses available for rent, for \$400 per week. There are also limited properties for sale. Accessing finance to purchase a home is possible. However, it was noted that if a purchaser goes through a mortgage broker rather than the local bank, they are likely to be told that the bank does not loan to the Richmond postcode. The Richmond Shire Council would like to have another 50 or 60 houses in town. While Census data indicates a high proportion of unoccupied housing, consultation indicated that this is likely to be Queensland Government housing commission properties and/or low-quality housing that people are choosing not to live in. The Richmond Shire Council is currently seeking to open up more land for both residential and industry subdivisions. In terms of legacy projects, the Richmond Shire Council advised that "they would never say no to housing". Critical Minerals Queensland indicated that there have been some conversations in the region about developing workers accommodation that could become permanent housing for the community, and about developing a region-wide approach to housing. Table 5.2 identifies new housing-related impacts identified since the EIS SIA (GHD, 2020a). Identified during this SIMP's baseline update and consultation, the impacts include changes to cost of rentals, a potential housing shortage, and cumulative impacts related to the nearby Richmond-Julia Creek Vanadium Project.
- **Temporary accommodation:** There are approximately 145 rooms with ensuites in Richmond. Currently Powerlink appears to have booked out some properties for the WAF construction but have not booked rooms at other accommodation providers. The Richmond Shire Council is concerned the benefits to accommodation providers are not being shared around the community evenly, and that this will affect service providers and employees such as cleaners. It was also highlighted that rooms need to be available for existing clientele, tourists and other professionals who come through Richmond, such as Queensland Rail workers and Department of Education specialists (who are not provided housing in the same way teachers are). An

interview with the DSDI indicated that there could be an opportunity to leave the intended WAF in place in Richmond to provide additional temporary accommodation and other facilities, such as a conference space. They discussed that this could be operated by Richmond Shire Council and could provide additional revenue for the community. However, the Richmond Shire Council did not appear to have any knowledge of this plan and expected that the WAF and its associated infrastructure (footpaths, etc.) would be removed at the end of the project and the land returned to its original state.

- **Industrial land:** The Richmond Shire Council advised there has been a boom in demand for industrial land. They previously sold out of 24 blocks and there is a waitlist for more. There is currently a lack of places for people to run a business in Richmond. They stated a new water treatment plant at the industrial estate would be helpful.
- **Aerodrome:** The Richmond Shire Council is currently seeking funding to update the Richmond Aerodrome, including redeveloping the airstrip to allow for larger planes to land. The airstrip suffered damage during the 2019 floods and they said they have done all the repairs they can. They have currently secured \$7.5 million in funding and require an additional \$8 million. They advised that CareFlight need the entire 1,500m strip to be able to land, and that if flights to bring in workers for the nearby Richmond-Julia Creek Vanadium Project go ahead, they will need an even larger airstrip. The airstrip has also been reported to the Civil Aviation Safety Authority regarding the quality of its surface. The Richmond Shire Council has indicated that redeveloping the airstrip is their main priority in terms of legacy projects.
- **Inland port:** The interview with Critical Minerals Queensland identified that the Richmond Shire Council has developed an idea for an inland port in Richmond. This would be used to stockpile mining product during floods, which can disconnect the rail line between Mount Isa and Richmond.
- **Employment:** Consultation indicated that the unemployment rate is very low in Richmond (1.21%) and the town is always looking for skilled workers (discussed further in Section 5.(2)). Richmond Shire Council does not appear concerned about workers leaving to take-up opportunities on the CopperString 2032 project as it is only a four-year project. They did note that people would be more likely to take up opportunities with potential vanadium projects near Richmond as those are long term (approximately 25 year mine life). Critical Minerals Queensland highlighted that there is some concern about peaks and troughs of employment across projects in the region. Employers in the region do not appear to utilise migrant workforce options, such as the Designated Area Migration Agreement, except for possibly at the roadhouse. When they do have backpackers through town they often take jobs at the local pub.
- **Education:** The Richmond State School offers preschool to Year 10 and has 107 enrolments. The school is expecting lower enrolment numbers over the next few years. This raises concerns about staffing allocations and budgets. There are not the numbers to support years 11 and 12 and school students often go to boarding school in Year 7. However, the school would like to maintain secondary students in town. Students in years six through 10 would like to do apprenticeships, and the school is looking for training opportunities and access to STEM pathways. The school would like to see the CopperString 2032 project engaging with students about career opportunities and providing access to training and mentorship. If more people move to Richmond for either the CopperString 2032 project or the Richmond-Julia Creek Vanadium Project then school capacity

would need to be considered. The school is concerned about access to appropriately qualified staff and technology such as laptops, iPads, etc. Further, if more teachers and other specialists are required, the school must fund the housing and accommodation costs for them. Non-teaching staff are not eligible for housing, therefore the capacity of the school to grow is also constrained to some extent by housing availability. The childcare centre currently has 50 enrolments and is at capacity. It is a privately run centre and is turning a profit.

- **Local procurement:** The Richmond Shire Council advised that businesses in Hughenden have received contracts for work on CopperString 2032, for work to be undertaken in Richmond. This is of concern to the Richmond Shire Council as they feel that work in Richmond should be undertaken by Richmond businesses. They said this was a key benefit promoted by the project.
- **Connectivity:** There is poor mobile and internet connectivity in Richmond. It is considered unreliable even with repeaters. There are service outages and sometimes businesses need to step outside of their businesses to connect for an EFTPOS transaction. During the recent Richmond Field Days event, mobile connectivity was overloaded and people could not make calls, send texts, or use their EFTPOS machines. Internet speeds are slow in Richmond and it can be a struggle to watch a YouTube video. The Richmond Shire Council said Telstra is going to apply for funding in a future round of the Regional Connectivity Program to build a new mobile tower in Richmond. There is also an opportunity to advocate for better connectivity services in Richmond. During the writing of this SIMP, community members raised this issue with Telstra on social media – specifically in relation to Richmond Field Days and business resilience during such events. Connectivity is one issue that (if not resolved) has lead-on impacts to areas such as education and training and growth of local businesses.
- **Health services:** There is some concern the influx of people into Richmond may impact the ability of locals to access health services. Richmond Shire Council has raised that they only have one GP and there is some concern if there is an increase in demand for local services. Richmond Shire Council also advised that a new hospital has been announced for Richmond that is in the early planning phase. Currently, if people get injured they are usually flown out of town by services such as CareFlight and the Royal Flying Doctors Service. The ambulance in Richmond is part of the hospital and is staffed by hospital staff and a volunteer driver. However, Richmond Shire Council said that health staff do not like to undertake this service. They said that if someone gets injured it can take time for the ambulance to arrive and that people often drive themselves to the hospital. Richmond Shire Council has interest from paramedics wanting to work in Richmond and would like to see the Queensland Ambulance Service set up a station in town. The Richmond Shire Council has an appropriate site for the station. There is a Life Flight helicopter based in Mount Isa and this can provide aeromedical retrieval in 20 minutes.
- **Safety:** The influx of people expected from the project has been discussed with the Queensland Police Service. The school raised that there may be some risk to students walking to school with the increased traffic, and it will be important to regulate this – particularly as there are some students with disabilities. This is compounded by there being only one pedestrian crossing. Changes to sense of safety are addressed in the workforce management plan (Section 5.(2)) and the health and wellbeing plan (Section 5.(4)).

- **Other social infrastructure:** During a previous Queensland Rail project in Richmond in 2019, the gym was used heavily by a 100-person construction workforce. The Richmond Shire Council noted that if this going to be the case with this project then the local gym would need to be upgraded. The Council have land available for this.



### 3.3 Richmond Shire – Community profile

The wider Richmond Shire is predominantly rural, with the Richmond township being the administrative and population centre of the LGA. The Richmond township is classified in Queensland's *North West Regional Plan* as a 'district rural activity centre' (Queensland Government, 2010), providing essential services at a district to sub-regional scale – often to a widely dispersed population. The township contains the Richmond Multipurpose Health Service, a police station, an auxiliary rural fire service, and other recreational and heritage areas (Kronosaurus Korner Fossil Museum, Recreation Lake Fred Tritton, Saint John Baptist Anglican Church complex, a new BMX pump track and undercover skate park).

The residents of Richmond Shire are known for being proactive, resilient, self-sufficient, and positive. The community values the area's cultural history, location, sense of belonging, community spirit, and natural amenities (Richmond Shire Council, 2023a). During SIA consultation, community resilience and self-sufficiency were also highlighted as key community strengths (GHD, 2020a/2020b).

In its *Corporate Plan 2023-2028*, Richmond Shire Council identified challenges related to the lack of social infrastructure services, and difficulties attracting and retaining skilled workers (such as nurses, teachers, and dentists). Other recognised challenges include the provision of health services, the need to encourage economic diversity, the provision of facilities and services for the elderly, and the lack of senior schooling past grade 10 (Richmond Shire Council, 2023a). During SIMP consultation, Richmond Shire Council also highlighted that the LGA does not have a dedicated local ambulance service with trained paramedics.

Agriculture is the largest industry in Richmond LGA, where livestock products and meat processing are the dominant industries. Mining and tourism are smaller but noted industries, with emerging projects in gold, uranium and particularly vanadium mining (Richmond Shire Council, 2023). Of note, there are currently two mining projects in Richmond LGA that are in the EIS approvals process and could be assessed for cumulative impacts. These are:

- **The Richmond-Julia Creek Vanadium Project:** This project is located 45km north-west of Richmond township and is preparing a draft EIS with construction start date planned for 2025 (Queensland Government, 2023c). The project will have 110 construction jobs and 200 ongoing operation jobs for the 25-year mine life. The Richmond Shire Council raised that if this project is approved, there may be cumulative impacts related to the town's labour market (staff leaving existing roles for jobs on this project) and housing and accommodation (Richmond Shire Council said that there are currently only four properties available to rent in Richmond).
- **The Woolgar Gold Project:** This project is located 130km north of the Richmond township. It is developing exploration and low-risk mining activities for the Big Vein South mining leases and currently awaiting statutory approvals (QCoal Group, 2024).

This SIMP has focused on cumulative impacts from the Richmond-Julia Creek Vanadium Project as it is further progressed in terms of planning and approvals.

#### 3.3.1 Demographic information

The demographic profile of Richmond Shire is outlined in Table 3.2. The Richmond Shire LGA has a population of 761 residents, with 578 of those living in Richmond township itself. According to the Queensland Government Statistician's Office (QGSO), the population is projected to decrease by 76 individuals by 2046, which represents a

population decline of 9.9% (see Figure 3.1) (Queensland Government, 2023a). This projected decline highlights the need for a focus on attracting and retaining people in the region, especially given the significant project activity related to nearby planned projects mentioned above, the REZs, and the Critical Mineral Zones.

Figure 3.1: Projected population in Richmond LGA from 2021 to 2046

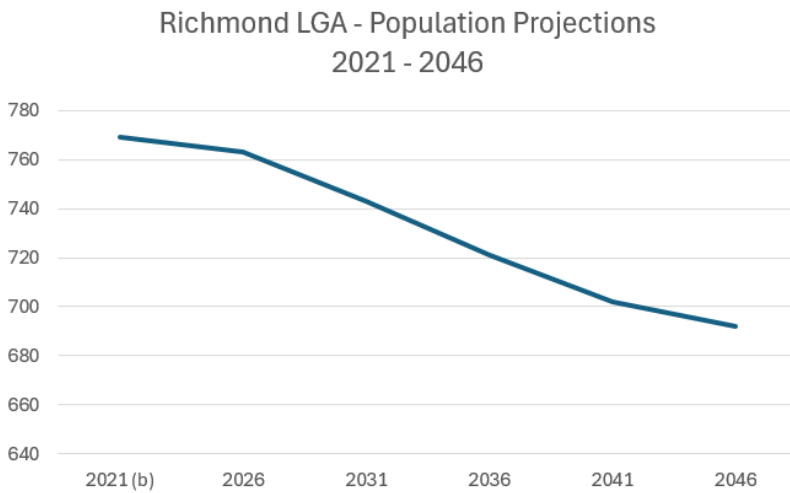


Table 3.2: Demographic profile – Richmond Shire LGA

LGA	Total population	Avg age	Median household income/wk	Aboriginal and/or Torres Strait Islander people	Highest education level	Highest employing industries (top 3)	Unemployment	Occupied private dwellings	Internet from dwelling
Richmond Shire	761	37	\$1,757	7.23%	Year 12: 14.9% Year 10: 15.6% Cert: 18.4%	Beef cattle farming Local government administration Supermarket and grocery stores	1.21%	73.41%	72.8%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

Approximately half the population in Richmond Shire LGA is female (48.8%). There is a slightly higher percentage of people aged 25 to 59 years old (i.e., those in the young and adult workforce) when compared to the same age cohort in Queensland. Richmond Shire LGA has 47.6% of its population in this age group, compared to Queensland’s 46.2%. Similarly, Richmond Shire LGA has a higher proportion of retirees and elderly people (60 to 85 and over 85 years old), at 23.3%, when compared to Queensland’s 22.8% (ABS, 2021).

### 3.3.2 Aboriginal and/or Torres Strait Islander people in Richmond

The Indigenous community in Richmond Shire includes both the Traditional Owners, the Wanamara People (who live largely off Country in Cairns and Yarrabah), and Aboriginal and/or Torres Strait Islander people who live in Richmond and make up 7.23% of the LGA's total population.

Engagement to date has indicated that the majority of Wanamara People live off Country as they were forcibly removed in the late 1800s and early 1900s. They were taken north to be 'settled' in what was then known as the Yarrabah Aboriginal Mission. Today, most Wanamara People do not have a presence or economic base on Country. Most Wanamara People would need to travel large distances to undertake cultural heritage work or other activities. While the Wanamara People can freely come and go on Country, the impact of this forcible removal continues to displace Wanamara People as the majority are still not living and raising families on Country or participating in the region's economic activity.

Census data shows that 82.8% of Richmond's Aboriginal and/or Torres Strait Islander adults (25 to 64 years old) are employed; this is compared to 89.8% of non-Indigenous adults in Richmond and 57.2% of Aboriginal and/or Torres Strait Islander people in Queensland. There are 20.8% of Aboriginal and/or Torres Strait Islander people working in the public administration and safety industry, and 33.5% list their occupation as labourers (Queensland Government, 2024a).

Some dates of significance for the Aboriginal and/or Torres Strait Islander community include the following:

- Mabo Day (June 3) – part of National Reconciliation Week and more focused on corporate and government sectors.
- NAIDOC Week (July) – community-focused celebration of Aboriginal and/or Torres Strait Islander history and culture.
- Indigenous Business Month (October).

### 3.3.3 Future planning

The Richmond Shire Council is striving to build a community that provides a high-quality lifestyle for both residents and visitors. The *Richmond Shire Council Annual Report 2022-2023* articulates its future goals, aspirations and vision as follows:

- capitalise on the Mount Isa to Townsville Economic Development Zone (MITEZ) through access to feasibility studies for new industries and funds for social planning and population research projects
- leverage Queensland's *North West Regional Plan* and the federal government's *Regional Development Australia Roadmap* to develop a sustainable economy, foster an inclusive community, and care for the environment and natural assets
- upgrade and maintain local streets (see Figure 3.2), securing and completing Main Roads construction contracts, and pursue opportunities to sealing the Winton-Richmond and Richmond-Croydon roads
- strengthen a tourism industry that reflect the local Outback culture and history, including continually enhance the Cambridge Heritage Display Centre through encouraging artifact donations
- foster employment and develop private enterprise in Richmond Shire (Richmond Shire Council, 2023b).



Figure 3.2: Bitumen condition of a road in the Richmond township

Richmond Shire is also part of the Critical Minerals Zones, which are outlined in the *Queensland Critical Minerals Strategy* (Queensland Government, 2023b). Critical Minerals Zones have received \$75 million in funding to support place-based approaches to the mine development that is occurring across the NWMP. In Richmond and Julia Creek, the Queensland Government is working on a coordinated approach to vanadium mining.

During SIMP consultation, Richmond Shire Council identified additional legacy projects in line with its current needs and goals for the future (see Section 6).

#### 3.3.4 Community changes since the EIS SIA

The project's SIA was completed in 2020 and therefore was based on 2016 Census data and information collected prior to COVID-19. Since then, 2021 Census data has become available.

During SIMP consultation, the Richmond Shire Council said they have been somewhat shielded from most of the pandemic's impacts. However, the region has been experiencing wider ongoing issues related to pressure on housing and healthcare.

Richmond Shire has seen the following changes occur between 2016 and 2021:

- The medium age has increased from 35 in 2016 to 37 in 2021.
- The medium household income per week has increased by \$574. This might indicate the area's overall economic conditions are improving, potentially related to increased employment opportunities, wage growth, or more high-income jobs.
- The percentage of Aboriginal and/or Torres Strait people has increased from 6.7% to 7.23%.

- In terms of education levels, minor changes were observed. In 2016, 14.2% of the population had completed Year 12. In 2021, this increased slightly to 14.9%. For Year 10 graduates, there was a notable decrease from 19.7% in 2016 to 15.6% in 2021 – which is a potential COVID-related impact. There was an increase in those attaining a Certificate-level education, rising from 15.8% to 18.4%. This trend may suggest more people attaining this type of education, potentially related to increased employment opportunities detailed below.
- The only notable change in the top employing industries was in retail trade. In 2016, 3.9% of the population was employed in this sector, and by 2021 this had risen to 7.07%.
- The unemployment rate decreased from 2.9% in 2016 to 1.21% in 2021, indicating a probable increase in the region's job opportunities. This may be due to growth in the cattle industry and in tourism.
- The percentage of occupied private dwellings has decreased since 2016. In 2016, 76.2% of private dwellings were occupied, while in 2021 this dropped to 73.41%. This might indicate a slight increase in the availability of dwellings.

## 4 SIA Guideline and project management plans

### 4.1 SIA Guideline requirements

The SIA Guideline requires that an SIA must address the following five key matters:

1. community and stakeholder engagement
2. workforce management
3. housing and accommodation
4. local business and industry procurement
5. health and community wellbeing.

As noted in the SIA Guideline (DSDILGP, 2018a), and in the supplementary material for assessing and managing the social impacts of projects under the Coordinator-General's SIA Guideline (DSDILGP, 2018b) – which were updated in November 2023 – the management measures must be outcomes-focused, reasonable, relevant, transparent, and monitorable.

Management measures implemented may differ in their effectiveness to alleviate impacts and at times there may be residual social impacts in the instance of negative impacts.

### 4.2 Management of social performance considerations

The project's social performance considerations are identified in and managed by the CopperString 2032 project management plans, Powerlink-required Construction Contractor management plans incorporating social performance considerations, and Powerlink policies and procedures (refer Appendix 1).

The suite of management plans, sub-plans, policies and processes contain mitigation and management measures that will be implemented to enhance opportunities and minimise or manage social impacts that may result from the project. The plans provide detail on key elements such as:

- desired outcomes for social performance
- a summary of identified social impacts and benefits intrinsic to the plan
- a management framework outlining the management measures to be implemented to achieve outcomes
- roles and responsibilities for implementation of measures and relevant stakeholders.

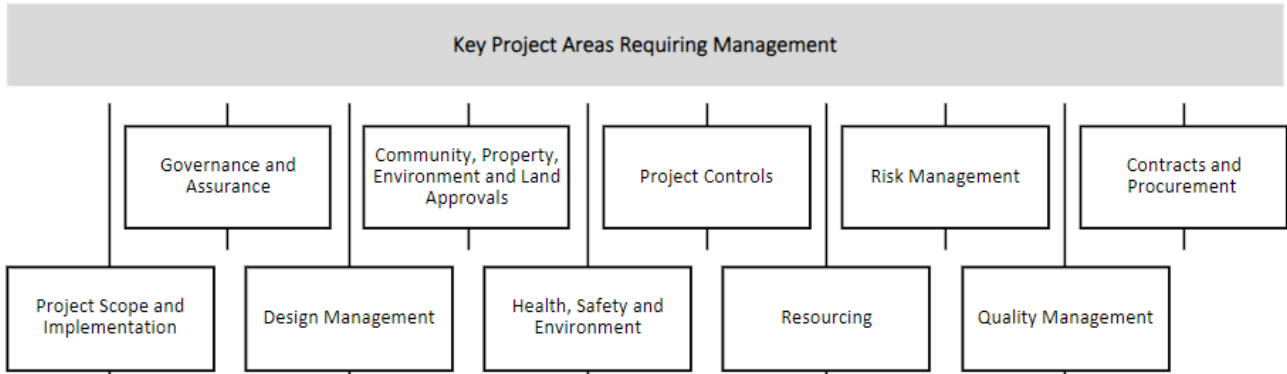
In addition to the management plans, Powerlink will support sustainable communities, assist in regional economic development, enhance community and social capacity, and build resilience through the implementation of project community investment approaches.

### 4.3 Management plan hierarchy

The CopperString 2032 project management plan hierarchy is structured in 10 key project areas which contain 61 (28 Powerlink CopperString 2032, 33 Construction Contractor) management plans.

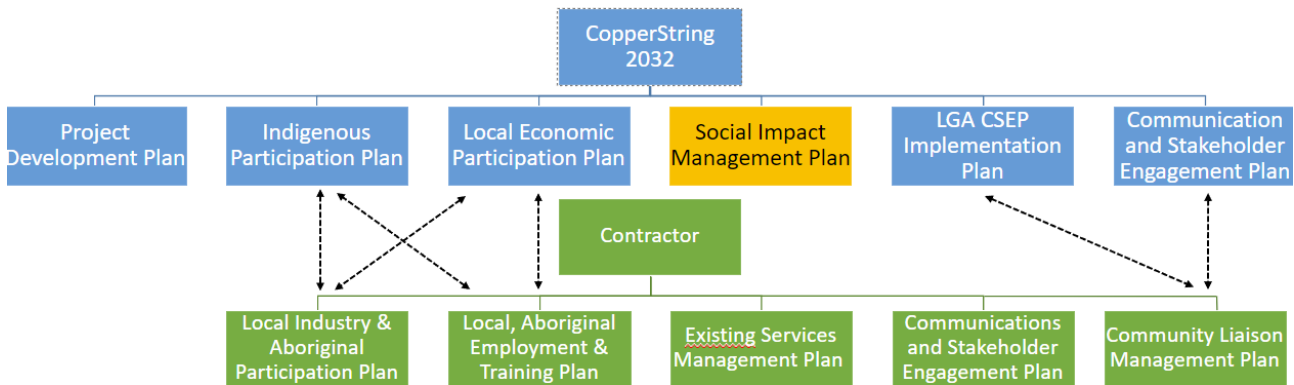
The 10 key project areas are shown in Figure 4.1.

Figure 4.1: Key project areas of the management plans



The SIMP sits within the Community, Property, Environment and Land Approvals key project area of the management plan hierarchy as shown in Figure 4.2.

Figure 4.2: Key project area management plan hierarchy containing the SIMP



#### 4.4 Mapping management plans to the SIA Guideline key matters

Table 4.1 maps the relevant management plans to each of the five key matters of the SIA Guideline.

Table 4.1: Management plans relevant to each of the SIA Guideline key matters

SIA Guideline key matter	CopperString 2032 management plan	Construction Contractor management plan
Community and stakeholder engagement	<ul style="list-style-type: none"> <li>SIMP Section 5.(1)</li> <li>Communication and Stakeholder Engagement Plan (CSEP, Appendix 3)</li> <li>Richmond Shire CSEP Implementation Plan (Appendix 4)</li> </ul>	<ul style="list-style-type: none"> <li>Community and Stakeholder Engagement Plan</li> <li>Community Liaison Management Plan</li> </ul>

SIA Guideline key matter	CopperString 2032 management plan	Construction Contractor management plan
Workforce management	<ul style="list-style-type: none"> <li>▪ <b>SIMP Section 5.(2)</b></li> <li>▪ Health, Safety and Wellbeing Management Plan</li> <li>▪ Human Resource Management Plan</li> <li>▪ Industrial Relations Plan</li> <li>▪ Indigenous Participation Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ IR/HR Management Plan</li> <li>▪ Local, Aboriginal Employment &amp; Training Plan</li> <li>▪ Local Industry &amp; Aboriginal Participation Plan</li> </ul>
Housing and accommodation	<ul style="list-style-type: none"> <li>▪ <b>SIMP Section 5.(3)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Accommodation Management Plan</li> </ul>
Local business and industry procurement	<ul style="list-style-type: none"> <li>▪ <b>SIMP Section 5.(4)</b></li> <li>▪ Local Economic Participation Plan</li> <li>▪ Indigenous Participation Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local Industry &amp; Aboriginal Participation Plan</li> </ul>
Health and community wellbeing	<ul style="list-style-type: none"> <li>▪ <b>SIMP Section 5.(5)</b></li> <li>▪ Health, Safety and Wellbeing Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early Works Health and Safety Management Plan</li> <li>▪ Health and Safety Implementation Plan</li> <li>▪ Traffic Management Plan</li> </ul>



## 5 Social impact management

This SIMP outlines the proposed management measures for key impacts:

- identified in the project’s EIS SIA as summarised in Table 5.1
- raised as significant during additional consultation with key stakeholders as summarised in Table 5.2.

### 5.1 EIS SIA

The EIS SIA profiled communities potentially impacted by the project, gathered baseline data through research and stakeholder consultation and described existing social challenges and issues. The SIA analysed the potential benefits and risks of the project for Richmond Shire (GHD, 2020a).

The SIA determined the following study areas:

- **Local study area:** area within the corridor selection. These properties are predominantly used for rural grazing and cattle breeding.
- **Regional study area:** area defined as the seven LGAs intersected by the project. The regional study area includes the Richmond Shire LGA.

The key impacts identified in the project’s EIS SIA are summarised in Table 5.1.

To account for new information and the updated baseline data, the sub-sections below provide an updated assessment of benefits and risks using the same risk assessment methodology used in the SIA. The risk matrix is included in Appendix 2.

Table 5.1: Update of the extract from EIS SIA Table 7-15: summary of potential social impacts

Social impact category (SIA page, phase)	+ve / -ve	SIA unmitigated risk rating	SIA description	Where addressed in this SIMP
Health and community wellbeing (p62, construction)	-	Medium	Planning and construction may reduce the wellbeing of landholders through feelings of stress, anxiety, and frustration	Health and Community Wellbeing (Section 5.4)
Community and stakeholder engagement (p62, construction)	-	Medium	Construction activities and the time required for landholders to engage with the project may increase requirements for property management and reduce property productivity	Communication and Stakeholder Engagement Plan (Section 5.1)
Health and community wellbeing (p62, construction)	-	Low	Construction may reduce the amenity and privacy of landholders	Health and Community Wellbeing (Section 5.4)
Health and community wellbeing	+	Medium	Construction and operation would result in an increase in economic output and real income	Workforce Management (Section 5.2)

Social impact category (SIA page, phase)	+ve / -ve	SIA unmitigated risk rating	SIA description	Where addressed in this SIMP
(p63, construction and operation)				
Health and community wellbeing (p63, construction) (p68, operation)	+ +	Low Negligible	Construction and operation would increase the availability of local and regional employment opportunities	Workforce Management (Section 5.2)
Health and community wellbeing (p63, construction) (p69, operation)	+ +	Low Negligible	Construction and operation would increase the availability of local and regional business opportunities	Local business and industry procurement (Section 5.5)
Housing and accommodation (p63, construction)	+	Low	Increased business opportunities for short-term accommodation providers	Housing and Accommodation (Section 5.3)
Housing and accommodation (p63, construction)	-	Negligible	The use of short-term accommodation by the project may displace other users	Housing and Accommodation (Section 5.3)
Health and community wellbeing (p64, construction)	-	Medium	Construction vehicles presence on the road network may result in a decrease in road safety	Health and Community Wellbeing (Section 5.4)
Health and community wellbeing (p64, construction)	-	Low	Workforce presence in communities may result in a decrease in safety	Workforce Management (Section 5.2)
Health and community wellbeing (p65, construction)	-	Low	Use of health and emergency services may compromise capacity to service the existing community	Health and Community Wellbeing (Section 5.4)
Workforce management (p66, construction)	-	High	Use of non-residential workforce practices may reduce wellbeing for the workforce	Workforce Management (Section 5.2)
Health and community wellbeing (p66, construction) (p69, operation)	- -	Negligible Negligible	Establishment may reduce the community use and enjoyment of nearby recreational areas	Health and Community Wellbeing (Section 5.4)

Social impact category (SIA page, phase)	+ve / -ve	SIA unmitigated risk rating	SIA description	Where addressed in this SIMP
Community and stakeholder engagement (p67, construction) (p69, operation)	-	Low Negligible	Workforce requirements may contribute to a cumulative demand for labour	Workforce Management (Section 5.2)
Health and community wellbeing (p68, operation)	-	Medium	The project’s establishment may restrict landholder activities within the easement and may increase the cost of property operation and maintenance	Health and Community Wellbeing (Section 5.4)
Health and community wellbeing (p68, operation)	-	Low	Establishment and operational activities may reduce the amenity and privacy of landholders	Health and Community Wellbeing (Section 5.4)

## 5.2 New impacts identified during additional consultation and updated baseline

Table 5.2 identifies new potential impacts identified during consultation and the baseline update (see Section 3). Table 5.2 also identifies cumulative impacts with the Richmond-Julia Creek Vanadium Project; no cumulative impacts with the Woolgar Gold Project have been assessed given it is still in planning and approvals. All these impacts are addressed in the following sub-sections.

Legacy projects to be delivered as part of the project will be the subject of ongoing discussions with Richmond Shire Council (Section 6).

Table 5.2: Additional social impacts raised or identified during production of the SIMP

Topic	Social impact	+ve / -ve	Where addressed in this SIMP
<b>Lack of awareness about Richmond WAF, and the project’s impacts and benefits</b>	Lack of information leading to negative sentiment and community feeling their perspective has not been captured in project planning	-	Community and Stakeholder Engagement (Section 5.1)
<b>Potential for breakdown in communication between key stakeholders such as Richmond Shire Council and Wanamara People</b>	Damage to community cohesion and/or fairness of who experiences the impacts and benefits of the project	-	Community and Stakeholder Engagement (Section 5.1)
<b>Road upgrades and traffic impacts</b>	Improvements to the Flinders Highway as part of the project will facilitate more vehicle movements and larger loads into the region	+	Health and Community Wellbeing (Section 5.4)
<b>Cost of travel</b>	Potential increased air traffic associated with project construction across the region may increase the cost of flights and reduce access for community – potentially exacerbated by lack of certainty around the future of REX Airlines which entered voluntary administration in July 2024	-	Local Business and Industry Procurement (Section 5.5)

Topic	Social impact	+ve/ -ve	Where addressed in this SIMP
<b>Workforce</b>	Opportunity for people with no previous experience to gain skills in construction	+	Workforce Management (Section 5.2)
<b>Local business development</b>	Enhanced business viability due to the long-term effects of a more skilled workforce	+	Local Business and Industry Procurement (Section 5.5)
<b>Aboriginal and/or Torres Strait Islander cultural heritage (tangible and intangible)</b>	Impacts to Aboriginal and/or Torres Strait Islander tangible (material objects of value) and intangible cultural heritage, such as areas of spiritual significance or broader cultural landscape value	-	Health and Community Wellbeing (Section 5.4)
<b>Indigenous participation</b>	Potential increase in the economic prosperity of Aboriginal and/or Torres Strait Islander residents in Richmond Shire through employment opportunities	+	Workforce Management (Section 5.2)
<b>Wanamara People and Aboriginal and/or Torres Strait Islander people accommodation in the WAF</b>	Impacts related to the WAF being a culturally safe place for Wanamara People and Aboriginal and/or Torres Strait Islander people who may be working on the project	-	Workforce Management (Section 5.2)
<b>Health and safety</b>	Wanamara People live largely in Cairns and Yarrabah, so there may be HSE impacts related to travelling long distances for cultural heritage surveys or sod-turning events	-	Workforce Management (Section 5.2)
<b>Essential services</b>	Increased demand for essential services such as water, sewerage and waste services leading to increased burden on Richmond Shire Council to provide additional capacity	-	Health and Community Wellbeing (Section 5.4)
<b>Legacy and community infrastructure</b>	Increase in overall social and economic wellbeing in the Richmond Shire through provision of community initiatives through targeted community investment and direct negotiations with Richmond Shire Council	+	Health and Community Wellbeing (Section 5.4)
<b>Pressure on retail sector</b>	WAF workers likely to frequent local stores, which may cause shortage of goods or increase in cost of goods for local residents	-	Local Business and Industry Procurement (Section 5.5)
<b>Temporary housing or accommodation shortage</b>	During the construction of the WAF, particularly in the initial period where approximately 40 people will be housed in local accommodation, there is potential to cause a temporary accommodation shortage	-	Housing and Accommodation (Section 5.3)
<b>Housing pressure due to new residents</b>	Increased demand for quality housing from workers relocating to Richmond to take up jobs related to CopperString 2032	-	Housing and Accommodation (Section 5.3)

Topic	Social impact	+ve/ -ve	Where addressed in this SIMP
<b>Cost of rental housing</b>	Potential for increase in rents due to increased demand for housing with no change to supply of housing	-	Housing and Accommodation (Section 5.3)
<b>Housing shortage</b>	Limited availability of houses to rent or buy which might limit the options available to workers moving to the region for work on the project or for its suppliers	-	Housing and Accommodation (Section 5.3)
<b>Distribution of benefits to accommodation providers</b>	Inequities in the distribution of benefits, related to some accommodations being booked out, while others are not used, during the construction of the WAF	-	Housing and Accommodation (Section 5.3)
<b>Change in cost of living</b>	Increased demand for accommodation, food and local services may impact LGA – notably impacting township residents who have a higher level of disadvantage compared to the wider Richmond LGA	-	Health and Community Wellbeing (Section 5.4)
<b>Internet connectivity</b>	Increased demand for internet and communications leading to strains on existing capacity	-	Health and Community Wellbeing (Section 5.4)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Changes to community wellbeing, sense of safety and security due to ongoing major project activity and changes in community composition	-	Health and Community Wellbeing (Section 5.4)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Community engagement fatigue from long-term project presence	-	Communication and Stakeholder Engagement (Section 5.1)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Impacts to social service provision and infrastructure – health and emergency services	-	Health and Community Wellbeing (Section 5.4)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Competing demand and capacity strain for goods, services and materials	-	Local Business and Industry Procurement (Section 5.5)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Changes to cost of living brought about by demand for goods and services	-	Local Business and Industry Procurement (Section 5.5)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Impacts to visitors and tourism due to higher costs and limited accommodation	-	Local Business and Industry Procurement (Section 5.5)
<b>Cumulative impact of the Richmond-Julia Creek Vanadium Project</b>	Increased demand for short-term accommodation	-	Housing and Accommodation (Section 5.3)

Topic	Social impact	+ve/ -ve	Where addressed in this SIMP
Community resilience	Impacts to the community’s wellbeing and resilience levels due to major project activity and interaction of changes related to community composition, demographic changes to the town (notably gender), safety, cost of living and access to services	-	Health and Wellbeing (Section 5.4)

### 5.3 Impact assessment and management

Key activities and potential social impacts from the project, and the measures to manage those impacts, have been grouped by the SIA Guideline themes in the following sub-sections of this document:

- 5.(1). Community and stakeholder engagement
- 5.(2). Workforce management
- 5.(3). Housing and accommodation
- 5.(4). Local business and industry procurement
- 5.(5). Health and community wellbeing.

Section 5 acts as an umbrella to the other components of the SIMP in sections 5.(1), 5.(2), 5.(3), 5.(4) and 5.(5) in its detailing of the methods for engagement and management of social impacts.

For each of themes 5.(2) to 5.(5), the SIMP provides:

- **objective:** the guiding management objectives and activities that apply
- **summary of social impacts:** a summary of changes that may occur because of the key activities of the project and the likely impact of these changes
- **management measures:** the measures to be used to ensure that the objectives are met
- **reporting and monitoring:** the procedures to be used to measure, monitor and report.

In addition, the community and stakeholder engagement section 5.(1) of this SIMP:

- outlines the project-wide engagement approach
- summarises key aspects of the Communication and Stakeholder Engagement Plan (Appendix 3) and the Richmond Shire CSEP Implementation Plan (Appendix 4)
- identifies key stakeholders and issues.

### 5.(1) Community and stakeholder engagement

#### Objectives

The objectives of the CSEP are to:

- ensure stakeholders are identified and their needs understood and managed
- ensure information about the project is shared and understood by those who are likely to be affected by or who have interest in the project

- ensure engagement and communication activities are transparent, equitable and accessible, and that there are adequate opportunities for stakeholders to comment or provide feedback on the project
- regularly demonstrate to stakeholders how feedback has been, and will be, considered
- demonstrate a commitment to building long-term relationships with stakeholders based on trust and mutual respect
- record and report feedback received from stakeholders and ensure it is considered by Powerlink, particularly in relation to identifying impacts and measures to manage and/or mitigate those impacts.

### Engagement principles

Powerlink's Community Engagement Strategy details principles for engaging with communities in a way that recognises the importance of building relationships and the value and mutual benefits that can come from good community engagement. The principles enabling this strategy are:

- build relationships based on trust, and communicate in an accurate and clear way
- be an active community member: engage early and often
- deliver tangible benefits where we operate our network
- partner with key stakeholders in our communities
- enable open and transparent dialogue.

In addition to this, Powerlink's Stakeholder Engagement Framework guides our interactions with individuals and organisations and ensures our communication and engagement is effective and meaningful. The purpose of Powerlink's Stakeholder Engagement Framework is to enhance the way we interact and engage with our stakeholders to maintain our social licence to operate and deliver on our vision to connect Queenslanders to a world-class energy future.

CopperString 2032 abides by Powerlink's five principles for effective stakeholder engagement:

1. we will be honest and act with integrity at all times
2. we will share information on matters that are important to stakeholders
3. we will respond to stakeholders in a timely way
4. we will monitor and report on our performance and matters of importance to stakeholders
5. we will engage with stakeholders to understand, consider and respond on matters of importance to them and seek mutually beneficial outcomes.

The Stakeholder Engagement Framework, Customer Service Charter and Community Engagement Strategy, together confirm our commitment to customers, stakeholders, and the communities in which we work.

The project will continue to proactively engage with communities and stakeholders in the planning, construction and operation phases of the project on the issues outlined in Table 5.3.

To further support continuous improvement, a project close-out session will be held with relevant members of the project team and delivery partners on completion of project construction.

The purpose of this session will be to explore what worked well and opportunities for improvement to further refine Powerlink's communication and engagement approach, particularly in the delivery of major projects that support Queensland's energy future.

## Summary of existing social environment

Table 5.3 and Table 5.4 set out the stakeholder groups for the project and map their primary interests in the project. The details in these tables are derived from Table 4 in the Richmond Shire CSEP Implementation Plan (Appendix 4).

Table 5.3: Regional key stakeholders

Stakeholder group	Stakeholder	Primary interests
<b>Primary regulatory authorities and Australian Government departments</b>	<ul style="list-style-type: none"> <li>▪ Australian Department of Climate Change, Energy the Environment and Water (DCCEEW)</li> <li>▪ Queensland Office of the Coordinator-General</li> <li>▪ Department of Housing, Local Government, Planning and Public Works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental approvals</li> <li>▪ Statutory approval compliance</li> <li>▪ Implementation of SIMP and CSEP</li> <li>▪ MID process</li> </ul>
<b>Other Australian Government departments and agencies</b>	<ul style="list-style-type: none"> <li>▪ Department of Employment and Workplace Relations</li> <li>▪ National Indigenous Australians Agency</li> <li>▪ Workforce Australia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation implementation</li> <li>▪ Indigenous participation</li> <li>▪ Employment and business opportunities</li> </ul>
<b>Queensland Government departments and agencies</b>	<p>Queensland Government and subsidiary agencies including:</p> <ul style="list-style-type: none"> <li>▪ Department of Agriculture and Fisheries</li> <li>▪ Department of Energy and Climate</li> <li>▪ Department of Environment, Science and Innovation</li> <li>▪ Department of Premier &amp; Cabinet</li> <li>▪ Department of Regional Development, Manufacturing and Water</li> <li>▪ Department of Resources</li> <li>▪ Department of State Development and Infrastructure</li> <li>▪ Department of Transport &amp; Main Roads</li> <li>▪ Ergon Energy</li> <li>▪ Manufacturing Skills Queensland</li> <li>▪ Queensland Ambulance Service</li> <li>▪ Queensland Department of Treaty, Aboriginal and Torres Strait Islander</li> <li>▪ Department of Partnerships, Communities and the Arts</li> <li>▪ Queensland Fire &amp; Rescue Service</li> <li>▪ Queensland Health – Richmond Multipurpose Health Service</li> <li>▪ Queensland Police Service</li> <li>▪ Queensland Rail</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation implementation</li> <li>▪ Indigenous participation</li> <li>▪ Employment and business opportunities</li> <li>▪ Water security</li> <li>▪ Regional development</li> <li>▪ Environmental matters</li> <li>▪ Planning and public works</li> <li>▪ Impacts to utilities, roads and rail infrastructure</li> <li>▪ Community health and wellbeing</li> <li>▪ Impacts on health and emergency services</li> <li>▪ Safety</li> <li>▪ Construction and operational impacts</li> </ul>
<b>State and Federal elected representatives</b>	<ul style="list-style-type: none"> <li>▪ The Hon Robbie Katter, Member for Traeger (State)</li> <li>▪ The Hon Bob Katter, Member for Kennedy (Federal)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portfolio and constituent impacts and opportunities</li> <li>▪ Potential escalation point for landholders, community members and other key stakeholders</li> </ul>



Stakeholder group	Stakeholder	Primary interests
<b>Local government</b>	<ul style="list-style-type: none"> <li>▪ Richmond Shire Mayor</li> <li>▪ Richmond Shire Councillors and CEO</li> <li>▪ Richmond Shire Council operational representatives and support services</li> <li>▪ Western Queensland Alliance of Councils</li> <li>▪ North West Queensland Regional Organisation of Councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legacy infrastructure</li> <li>▪ Community investment</li> <li>▪ Local supply chain and industry participation</li> <li>▪ Biosecurity</li> <li>▪ Water</li> <li>▪ Sewerage</li> <li>▪ Jobs and economic development</li> <li>▪ Impacts to utilities</li> <li>▪ Local roads – impacts and upgrades</li> </ul>
<b>Traditional Owners</b>	<ul style="list-style-type: none"> <li>▪ Wanamara People</li> </ul>	<ul style="list-style-type: none"> <li>▪ Indigenous participation</li> <li>▪ Economic benefits</li> <li>▪ Cultural Heritage</li> <li>▪ Native Title</li> <li>▪ Environmental impacts on Country</li> <li>▪ Genuine pathway into project</li> </ul>
<b>Industry, service providers and advocacy bodies</b>	<ul style="list-style-type: none"> <li>▪ Mount Isa to Townsville Economic Zone (MITEZ)</li> <li>▪ Townsville Enterprise Limited (TEL)</li> <li>▪ Northern Renewables Coordination Group (NRCG)</li> <li>▪ CopperString 2032 Regional Reference Group (RRG)</li> <li>▪ Regional Development</li> <li>▪ Australia Townsville and North West Queensland</li> <li>▪ RSL Queensland</li> <li>▪ Townsville Multicultural Support Group</li> <li>▪ Energy Skills Queensland</li> <li>▪ HOME Pty Ltd (formerly Jangga Operations)</li> <li>▪ Aurizon</li> <li>▪ HIPCo</li> <li>▪ Windlab</li> <li>▪ Telstra</li> <li>▪ Queensland Capacity Network (QCN)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regional environmental impacts and issues</li> <li>▪ Renewable energy supply</li> <li>▪ Local business and supply chain involvement</li> <li>▪ Cumulative impacts</li> <li>▪ Liveability</li> <li>▪ Capability and capacity building</li> <li>▪ Sustainable economic development</li> <li>▪ Impacts to and opportunities for enhanced telecommunications</li> </ul>

Table 5.4: Local key stakeholders Richmond Shire

Stakeholder group	Stakeholder	Primary interests
<b>Local schools and community groups</b>	<ul style="list-style-type: none"> <li>▪ Richmond Health Service</li> <li>▪ Basalt Bodies Fitness</li> <li>▪ St Brigid’s Catholic Church</li> <li>▪ Clarity Hearing and Balance</li> <li>▪ Maxwelton Race Club</li> <li>▪ Me and My Mum Hub</li> <li>▪ Move it NQ</li> <li>▪ Kronosaurus Korner</li> <li>▪ Richmond Amateur Swimming Club</li> <li>▪ Richmond Bowling Club</li> <li>▪ Richmond Bush Sprints</li> <li>▪ Richmond Dirt Bike Club</li> <li>▪ Richmond Early Education Centre</li> <li>▪ Richmond Golf Club</li> <li>▪ Richmond Lions Club</li> <li>▪ Richmond Pistol Club Inc.</li> <li>▪ Richmond Pony Club</li> <li>▪ Richmond QCWA</li> <li>▪ Richmond Racecourse</li> <li>▪ Richmond Tennis Club</li> <li>▪ Richmond Tigers Junior Rugby League</li> <li>▪ Richmond Turf Club</li> <li>▪ Rural Fire Brigade</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community benefits</li> <li>▪ Sponsorships and partnerships</li> </ul>
<b>Adjacent landholders and residents</b>	<ul style="list-style-type: none"> <li>▪ Adjacent landholders and residents in Richmond</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local roads impacts</li> <li>▪ Visual amenity</li> <li>▪ Construction impacts</li> <li>▪ Operational impacts</li> </ul>
<b>Broader community and all other stakeholders</b>	<ul style="list-style-type: none"> <li>▪ Local accommodation providers</li> <li>▪ Kronosaurus Korner (Community Information Centre)</li> <li>▪ All residents in the communities across the Richmond Shire</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunities for project participation and feedback</li> <li>▪ Sponsorships and partnerships</li> <li>▪ Construction impacts</li> <li>▪ Operational impacts</li> </ul>

### Project engagement in Richmond

As part of CopperString 2032’s wider consultation program, Powerlink has undertaken stakeholder engagement activities in Richmond across both 2023 and 2024. These engagements are listed in Table 5.5.

Table 5.5: Record of recent CopperString 2032 project engagement activities

Date of Richmond engagement	Details of engagement
August 2023	Community information sessions – Ministerial Infrastructure Designation (MID)
November 2023	Local supplier sessions
16 January 2024	Richmond Shire Council meeting: Items discussed included water security, the substation at Richmond, WAFs and local suppliers
15-19 January 2024	Minister’s Roadshow
7 February 2024	North West Queensland Regional Organisation of Councils (NWQROC) – project update provided
14 February 2024	Northern Renewables Coordination Group (NRCG) meeting – project update provided
18 April 2024	NRCG meeting – project update provided
8 May 2024	NWQROC meeting – project update provided
8 May 2024	NWQROC Networking dinner where the team sought input into upcoming community engagement from elected officials and Council Executive Leadership
15 May 2024	UGL CPB Contractors Joint Venture community and business engagement
10 June 2024	Richmond Shire workforce accommodation – elected officials and CEO meeting
11 June 2024	WAF-adjacent landholders letterbox drop and invitation to meet with Powerlink’s Landholder and Community Engagement teams
12 June 2024	Richmond Shire workforce accommodation – CEO and Director of Engineering
13 June 2024	Local business engagement (face to face)
13 June 2024	Project collateral made available at Richmond Shire Council offices
13-15 June 2024	Richmond Field Days – exhibitor stall to provide project update to community and info on WAF site (including FAQs)
26 June 2024	Release of Supplier Capability Development Program (SCDP) Workshop 1 (Aboriginal and/or Torres Strait Islander stakeholders, industry and Richmond Shire Council) invitations
2 July 2024	Critical Minerals Queensland and Richmond Shire Council engagement
3 July 2024	Fortnightly Richmond Shire Council detailed design meeting
25 July 2024	SCDP workshop held in Richmond
25 July 2024	Powerlink’s Social Performance Advisor spoke with several community members and Richmond Shire Council to receive feedback about the project

Findings from these community consultations in Richmond are incorporated (where relevant) into each of the management sub-plans in this section. Powerlink has been working with Richmond Shire Council representatives to determine specific legacy initiatives in this SIMP. This SIMP has endeavoured to be specific in the identified

management measures, while also providing an opportunity for Richmond Shire Council to be involved in the SIMP process. As such, this SIMP may change as discussions progress.

Powerlink has engaged successfully with the Mayor and the Councillors of Richmond Shire. Consultation with Powerlink’s engagement specialists found that both the CEO of Richmond Shire Council and Mayor Wharton expressed their satisfaction with Powerlink community engagement prior to the WAF’s construction. During SIMP engagement, Richmond Shire Council said they would like to have ongoing communication with Powerlink.

Recent notable engagement occurred at the Richmond Field Days, which took place between 13 and 15 June 2024. This is an iconic regional event that has been held at the Richmond Racecourse for over 35 years, attracting an estimated 1,000 attendees in 2024. Powerlink set up an exhibitor stall to provide updates on the CopperString 2032 project. It is estimated that over 300 people were engaged and informed about the project and the associated WAF in Richmond. The team received positive feedback, with stakeholders showing particular interest in the apprenticeships program.

One-on-one engagement has also been offered to landholders directly adjoining the WAF through letterbox drops and phone call invitations. However, no response has been received. No specific feedback was provided by the landholders adjoining the WAF. Powerlink will continue to engage with Richmond Shire Council and immediate landholders surrounding the WAF as details around traffic management are finalised.

Powerlink has also been engaging with the Wanamara People for the project’s cultural heritage management process. This has involved the development of a Cultural Heritage Management Plan (CHMP) and a Cultural Heritage Management Strategy (CHMS). Work on the CHMP is in progress (surveys of the Wanamara People’s Country are complete) and the CHMS is complete, which includes agreement on mitigation strategies ahead of construction to ensure no harm is caused to the cultural heritage (tangible and intangible) of the Wanamara and local Aboriginal and/or Torres Strait Islander peoples.

There are 12 project-impacted landholders along the corridor who own 15 land parcels of land within the Richmond Shire (see Table 5.6). The project has dedicated Landholder Relations Advisors facilitating access to properties for project investigations and act as a single point of contact for landholder queries. Some landholders have raised concerns about impacts but at the time of writing this SIMP, every Richmond landholder along the project corridor has a negotiated option agreement – and these have all been exercised. Communication and engagement with landholders and their solicitors is ongoing, led by the Land Acquisition Specialist. All activities are undertaken in accordance with agreed property entry conditions and Powerlink’s [Land Access Protocol \(LAP\)](#) to ensure we uphold effective working relationships with all landholders.

Landholder engagement, including access negotiation and questions and concerns raised relating to project design, will continue to be undertaken via the project’s Landholder Relations team as the primary point of contact and in collaboration with the project team.

Table 5.6: Project-impacted landholders in Richmond Shire

Landholder activity	Number
LAPs negotiated	12
Options agreements in place	12
Land access requests submitted	38

## Summary of impacts

The project maintains a comprehensive risk register administered by the project controls team. The communication and engagement impacts associated with the project are summarised in Table 5.7 (source: CSEP Table 5).

Table 5.7: Community and stakeholder engagement: summary of impacts

Impact	Risks	Proposed mitigation
Lack of awareness of Richmond WAF and its potential impacts	Negative media coverage Direct pressure on government Loss of social licence Landholder and community discontent	<ul style="list-style-type: none"> <li>▪ Engage early and often, particularly with those who are directly impacted and adjacent to the WAF, and maintain open lines of communication</li> <li>▪ Promote mechanisms for project information and how to speak with and provide feedback to the project team</li> <li>▪ Undertake regular briefings with key stakeholders</li> </ul>
Lack of understanding of project construction sequencing and associated approvals	Community outrage Direct pressure on government Loss of social licence Landholder and community discontent	<ul style="list-style-type: none"> <li>▪ Broadly share project staging maps and visual tools alongside clear and easy-to-understand key messaging about the rationale for and benefits of project construction sequencing</li> <li>▪ Broadly share messaging and communication materials to explain the approvals process, including status and opportunities to provide feedback</li> <li>▪ Ensure the community and key stakeholders know how they can get in touch with the project team to seek information and have questions answered</li> </ul>
Construction activities and the time required for landholders to engage with the project may increase requirements for property management and reduce property productivity	Landholder and community discontent Loss of social licence Community outrage	<ul style="list-style-type: none"> <li>▪ Engage early and often with landholders who will be directly impacted by transmission line infrastructure and maintain open lines of communication</li> <li>▪ Promote mechanisms for project information and how to speak with and provide feedback to the project team</li> <li>▪ Undertake regular engagement with affected landholders</li> </ul>
Perceived lack of benefits to Richmond Shire and local supply chain results in negative sentiment	Community outrage Reputational damage Loss of social licence Direct pressure on government	<ul style="list-style-type: none"> <li>▪ Constructive and developmental feedback provided by the project procuring entities</li> <li>▪ Broad promotion of CopperString 2032 Community Grants Program</li> <li>▪ Key messages</li> <li>▪ Share local success and good news stories to demonstrate tangible benefits</li> <li>▪ Implement supplier development program and communicate results</li> <li>▪ Build trust and rapport through transparent and responsive engagement</li> <li>▪ Monitor and report on issues raised and close the feedback loop</li> </ul>

Impact	Risks	Proposed mitigation
Engagement fatigue due to long history of project and delivery timeline (including cumulative impacts of projects such as the Richmond-Julia Creek Vanadium Project)	Negative sentiment Project opposition Loss of social licence Reduced engagement participation	<ul style="list-style-type: none"> <li>Clear and consistent messaging at each phase of project delivery to show progress and build understanding</li> <li>Leverage project communication and engagement activities to share benefits and opportunities, and create excitement and anticipation</li> <li>Engage genuinely with community and key stakeholders to establish and maintain relationships</li> <li>Use relationship management tool to track and report on all communication and engagement and monitor sentiment</li> </ul>
Inadequate planning for stakeholder engagement activities leading to community discontent	Landholder and community discontent Loss of social licence Reputational damage	<ul style="list-style-type: none"> <li>Undertake both desktop and on-ground stakeholder analysis and continue to refine activities based on feedback</li> <li>Design and deliver communication and engagement activities that meet the needs of stakeholders</li> <li>Ensure clear roles and responsibilities for communication and engagement activities, including adequate resourcing</li> <li>Use relationship management tool to track</li> </ul>
Construction and operational activities within the Richmond Shire impact the community	Reputational damage Negative sentiment Loss of social licence	<ul style="list-style-type: none"> <li>Work with delivery partners to ensure adherence to communication and engagement management plans and minimise impacts</li> <li>Communicate roles and responsibilities of Powerlink and delivery partners and feedback channels</li> <li>Clear and consistent messaging</li> <li>Build strong relationships that outweigh potential impacts</li> </ul>
Breakdown in communication between key stakeholders such as Richmond Shire Council and Wanamara People damages project reputation or impacts on project approvals	Community outrage Negative media coverage Negative sentiment	<ul style="list-style-type: none"> <li>Establish clear protocols and procedures for activities including procurement, site access, and cultural heritage between all relevant stakeholders</li> <li>Communicate protocols and procedures with relevant stakeholders early and commit to upholding these throughout project delivery</li> <li>If a non-conformance occurs, be transparent and commit to an investigation and process review to minimise the risk of reoccurrence</li> </ul>

Activity-specific issues and risks are identified, and mitigations proposed, in the Richmond Shire CSEP Implementation Plan (Table 1). Table 5.8 outlines feedback received from Richmond Shire Council representatives, landholders, the Wanamara People, and other key stakeholders.

Table 5.8: Richmond Shire Council and Wanamara People feedback and actions

Theme	What we heard	Our commitments
<b>Water and wastewater</b>	<ul style="list-style-type: none"> <li>Richmond Shire Council is supportive of the proposed WAF site location as existing infrastructure for water and wastewater already exists</li> </ul>	<ul style="list-style-type: none"> <li>We will work closely with Richmond Shire Council and our Construction Contractor to progress detailed design discussions for enabling infrastructure to ensure minimal impact to existing services and facilities</li> </ul>

Theme	What we heard	Our commitments
<p><b>Road upgrades and traffic impacts</b></p>	<ul style="list-style-type: none"> <li>▪ Richmond Shire Council would like the condition of the Flinders Highway to be improved to enable higher vehicle movements and larger loads into the region</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are working closely with the Department of State Development and Infrastructure, and regularly briefing a Queensland Government agency forum including the Department of Transport and Main Roads, Queensland Rail, and representatives from emergency services, health, training and education on project development, timing and likely needs</li> </ul>
<p><b>Legacy and community infrastructure</b></p>	<ul style="list-style-type: none"> <li>▪ Richmond Shire Council has a strong view on the project leaving a positive legacy – i.e., community investment, sustainable housing for growth</li> <li>▪ Council has identified the following community infrastructure opportunities:                             <ul style="list-style-type: none"> <li>○ airstrip</li> <li>○ new community gym</li> <li>○ help developing new industrial and residential subdivisions</li> <li>○ a second smaller water treatment plant in the industrial estate</li> <li>○ upgrade to the multipurpose sports courts (new playing surface and lights)</li> <li>○ Shire hall redevelopment (new toilet block and meeting rooms)</li> </ul> </li> </ul> <p><i>Note:</i> The full list of identified legacy items (including these) are provided in Section 6.</p>	<ul style="list-style-type: none"> <li>▪ We are working with Richmond Shire Council representatives to understand what’s important from a legacy perspective. Through ongoing engagement, Council will have the opportunity to identify, discuss and progress community infrastructure legacy opportunities</li> <li>▪ We will work with Richmond Shire Council to provide project information which will support business cases or funding applications to other government departments with the aim of supporting community infrastructure and broader community benefit outcomes</li> <li>▪ We will develop a list of potential community investment opportunities which align with Richmond Shire Council priorities. These will be reviewed and progressed with consideration given to joint contributions from other proponents in the renewable energy space</li> <li>▪ We will support improved community and economic outcomes through the staged delivery of the SuperGrid Telecommunications Program alongside QCN</li> <li>▪ We are working closely with Richmond Shire Council in developing the Richmond SIMP to discuss project legacy opportunities</li> <li>▪ A round of small grants for Richmond Shire’s community groups will start 22 August 2024 (with a total allocation of \$25,000 for Richmond)</li> </ul>

Theme	What we heard	Our commitments
<p><b>Local participation</b></p>	<ul style="list-style-type: none"> <li>▪ Richmond Shire Council has the capability and capacity to deliver work in the region. This includes works related to road construction and maintenance, concrete works, concrete supply, water and wastewater truck infrastructure and services, as well as ongoing inspection and maintenance services</li> <li>▪ Richmond Shire Council advised that while the community are aware of and have little concern about workforce accommodation, they want to know how the project will support small business throughout the project</li> <li>▪ Small businesses are feeling ‘sized-out’ of the procurement process and felt overwhelmed by the process and language used</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are likely to engage Richmond Shire Council and its local supplier panel to undertake local civil works and road upgrades following a request for proposal to respond to the project’s initial package of works</li> <li>▪ We are working with the UGL CPB Contractors Joint Venture to break down packages into smaller components suitable for local involvement</li> <li>▪ We will support supplier capability and capacity building in Richmond Shire through the project’s supplier development program which aims to prepare suppliers for CopperString 2032 and future procurement opportunities in the region</li> <li>▪ We have hosted additional information sessions and opportunities for businesses to register their interest in recent months that build on the project’s local and Indigenous supplier roadshow in late 2023</li> <li>▪ We will engage with local and Indigenous businesses and clearly communicate opportunities for involvement</li> <li>▪ We will work with Richmond Shire Council to facilitate information sharing and inclusive activities</li> </ul>
<p><b>Aboriginal and/or Torres Strait Islander participation</b></p>	<ul style="list-style-type: none"> <li>▪ Council expressed the need for the project to support Aboriginal and/or Torres Strait Islander benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are engaging directly with Traditional Owners, the Wanamara People</li> <li>▪ We have developed an Indigenous Participation Plan which seeks to drive positive outcomes and ensure opportunities for involvement in CopperString 2032 are maximised</li> <li>▪ We will work with our Construction Contractor to support increased job and supply opportunities for Aboriginal and/or Torres Strait Islander jobseekers and businesses</li> <li>▪ We will consider legacy-building activities which support Wanamara culture and heritage</li> </ul>
<p><b>Community and landholder engagement</b></p>	<ul style="list-style-type: none"> <li>▪ Council advised a personal approach to communication and engagement is well-received in Richmond and surrounds</li> <li>▪ Information needs to be accessible and easy to understand</li> </ul>	<ul style="list-style-type: none"> <li>▪ We will continue to letterbox drop information and undertake 1:1 engagement as required with landholders and residents impacted by Richmond WAF and other project infrastructure</li> <li>▪ We will share information on project activities and opportunities for involvement in advance through established and trusted mechanisms such as the <i>North West Weekly</i> and community Facebook groups</li> <li>▪ We will continue to actively engage with community in person by supporting and attending local events and activities to share project information and answer questions</li> <li>▪ We held a community information stall at Richmond’s largest annual event (Richmond Field Days) informing community about the project and associated opportunities</li> </ul>



## Management measures

The Key Performance Indicators (KPIs) outlined in Table 5.9 will be used to measure the project’s engagement activities.

Table 5.9: Community and stakeholder engagement: management measures

KPI	Measurement	Timing
Landholders, Traditional Owners and other stakeholder acceptance of and satisfaction with the project	<ul style="list-style-type: none"> <li>Direct feedback provided during all phases of project delivery</li> </ul>	Ongoing
Complaints are managed and responded to in a timely and effective manner (per Powerlink’s defined processes)	<ul style="list-style-type: none"> <li>All complainants are contacted within one business day of the complaint being received to acknowledge the complaint and advise them of an estimated date of resolution and completion</li> <li>Complaints are resolved to the complainant’s satisfaction</li> </ul>	Ongoing
Legal challenges are managed and responded to in a timely and effective manner	<ul style="list-style-type: none"> <li>Monitor any legal issues related to the project, taking advice from the Powerlink legal team regarding process and next steps</li> </ul>	Ongoing
Landholders and other stakeholders are informed about project developments and impacts	<ul style="list-style-type: none"> <li># of phone calls and face-to-face meetings held</li> <li># of enquiries and/or complaints received</li> <li>% of enquiries and/or complaints that are resolved to the satisfaction of enquirers/complainants</li> <li># of communication tools issued, e.g., newsletters, community notices, newspaper advertisements</li> <li>Website updated with key information in a timely manner</li> </ul>	Ongoing
Media enquiries are effectively managed in a timely manner	<ul style="list-style-type: none"> <li>Any media enquiries are responded to the same day or before advised deadline</li> </ul>	Within deadline or same day
Neutral/positive traditional and social media coverage	<ul style="list-style-type: none"> <li>Media monitoring</li> </ul>	Ongoing
Management of non-media issues	<ul style="list-style-type: none"> <li>Issues are proactively identified and action taken as appropriate</li> </ul>	Ongoing
Effective engagement with landholders and other stakeholders does not result in significant delays to project delivery	<ul style="list-style-type: none"> <li>Project milestones are reached on time with any significant delays stemming from factors other than deficiencies in Powerlink’s engagement approach</li> </ul>	Ongoing

## Initiatives, policies, and programs

The project has developed an action plan to guide engagement activities throughout the development, construction and operation of the project. The plan is based on current knowledge but will be adapted as new information comes to hand or circumstances change. Table 5.10 outlines these initiatives.

Table 5.10: Community and stakeholder engagement: initiatives

Initiative	Responsibility	Stakeholder groups	Timeframe
Establish project webpage and feedback channels to facilitate broad information sharing and two-way communication	Communication & Stakeholder Relations	All	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Engage with impacted and adjacent landholders and monitor impacts	Landholder Relations	Landholders	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Engage with local and Aboriginal and/or Torres Strait Islander business community and job seekers to support opportunities for involvement	Communication & Stakeholder Relations Indigenous Partnerships	Local businesses, supply chain and job seekers	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Establish and maintain respectful and transparent relationship with Wanamara People	Indigenous Partnerships Communication & Stakeholder Relations	Traditional Owners	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>

Initiative	Responsibility	Stakeholder groups	Timeframe
Establish and maintain strong working relationship with Richmond Shire Council throughout project delivery to manage impacts and leverage opportunities	Government Relations Communication & Stakeholder Relations Community and Social Performance	Local Government	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Establish and maintain strong working relationships with regulatory bodies, government departments and agencies and elected representatives for two-way information sharing and collaboration	Government Relations Communication & Stakeholder Relations	Queensland Government departments and agencies Regulatory authorities Elected representatives	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Establish and maintain strong working relationships with industry, service providers and advocacy bodies	Communication & Stakeholder Relations Community and Social Performance	Industry and advocacy bodies	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Facilitate regular and inclusive communication and engagement with local communities, including forums for discussion	Communication & Stakeholder Relations Landholder Relations Community and Social Performance Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>

Initiative	Responsibility	Stakeholder groups	Timeframe
Apply established communication and engagement protocols and procedures including issues identification and management	Communication & Stakeholder Relations Landholder Relations Government Relations Indigenous Partnerships Community and Social Performance Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Communicate changes to local access, roads, traffic conditions, utility services impacts and other environmental factors during construction and operations	Communication & Stakeholder Relations Landholder Relations Construction Contractor	All	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> </ul>
Produce and share quarterly project updates to share information, milestones, impacts and opportunities with community and key stakeholders – including reporting on social performance metrics and also reporting for the SIMR	Communication & Stakeholder Relations Community and Social Performance	All	<ul style="list-style-type: none"> <li>▪ Statutory approvals</li> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>
Engage with the community through CopperString 2032 Community Grants Program and other community investment initiatives	Community and Social Performance Communication & Stakeholder Relations	Local schools and community groups Broader community	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>

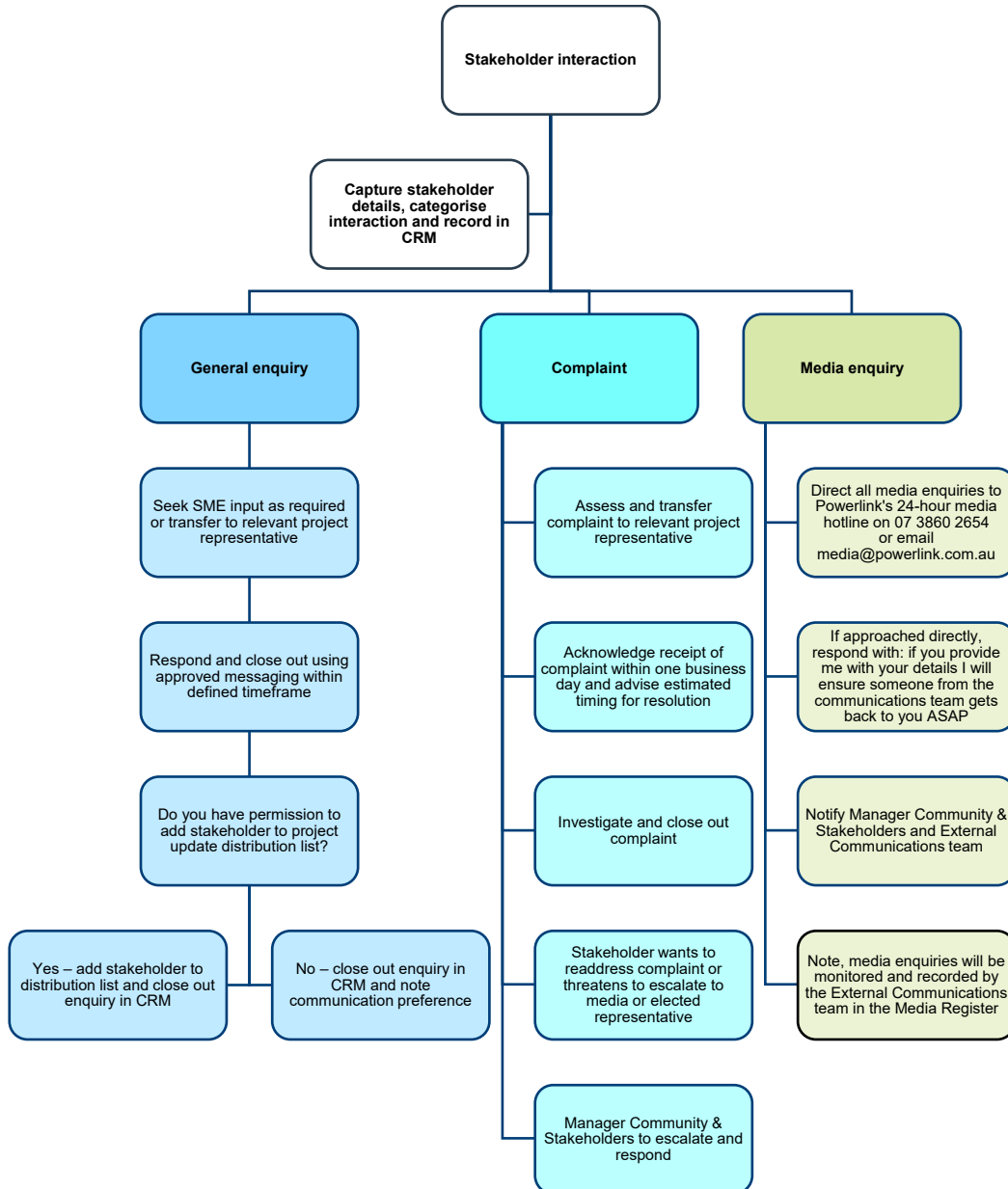
Initiative	Responsibility	Stakeholder groups	Timeframe
<p>Manage community complaints effectively through a proactive, responsive and consistent approach to identifying and handling complaints</p>	<p>Communication &amp; Stakeholder Relations                      Landholder Relations                      Community and Social Performance,                      Construction Contractor</p>	<p>All</p>	<ul style="list-style-type: none"> <li>▪ Pre-construction (including early works)</li> <li>▪ Construction</li> <li>▪ Operations</li> <li>▪ Decommissioning (legacy)</li> </ul>

*Complaints management process*

A proactive, responsive, and consistent approach to identifying and handling enquiries and complaints is critical to managing project issues and risks. A project-wide database of approved key messages will be used to support this approach.

While responses to enquiries and reporting of those responses are the responsibility of the relevant team, the project communication and engagement team will triage enquiries and complaints according to Figure 5.1.

Figure 5.1: Community and stakeholder engagement: enquiries and complaints management



*Community consultation registers*

The project’s communication protocols dictate a stringent record-keeping process for all community and stakeholder interactions including enquiries and complaints.

As a Government Owned Corporation (GOC), Powerlink is required to comply with the *Public Records Act 2002 (Qld)* and has several policies, frameworks, and standards to support compliance with its legislative obligations. These include:

- Powerlink Information Management Framework
- Powerlink Records Management Standard
- Powerlink Data Management Standard
- Records Management Checklist
- Privacy Statement.

All stakeholder interactions must be recorded in the Engagement+ Customer Relationship Management (CRM) and reported in line with project requirements. Information recorded must include the stakeholder, issues raised, commitments made, actions required and status of the interaction.

*Support for landholders*

Powerlink offers free mental health support for landholders and/or community members via a professional counselling service called [Rural Health Connect](#). Services are available via video or phone call with an independent and confidential psychologist.

**Monitoring and reporting**

Regular reporting, including a content overview and frequency, of the communication and stakeholder engagement activities is summarised in Table 5.11. Additional ad hoc reports will be run in line with project and broader Powerlink needs.

*Table 5.11: Community and stakeholder engagement: monitoring and reporting*

Report	Content summary	Frequency
<b>Work in Progress (WIP) activity report</b>	Project communication and engagement team status report including activities underway and upcoming, as well as time and priority monitoring.	Weekly
<b>Delivery Launch Package (DLP) tracker</b>	Reporting to capture completed, ongoing and agreed activities as well as a three-month milestone lookahead for Stakeholder Engagement stream to monitor progress against DLP objectives.	Weekly
<b>Enquiries, complaints and feedback report</b>	Regular reporting on and tracking of community and key stakeholder interactions. Data shared with the project team to incorporate stakeholder feedback into project-specific impact mitigation strategies and compliance with KPIs.	Weekly
<b>Commitments tracker</b>	Record of expectations expressed by stakeholders and communities in relation to project delivery in their area. Expectations will be assessed by Powerlink and commitments recorded, tracked and communicated.	Weekly
<b>Media register</b>	Record of upcoming media activities and opportunities for Powerlink projects including indicative timing.	Weekly

Report	Content summary	Frequency
<b>Landholder reporting</b>	Reporting on number of LAPs negotiated and Options Agreements in place, as well as the number of land access requests for site investigations and early works on landholder properties. This information will also be incorporated into CSEP Implementation Plans for each LGA.	Monthly
<b>Media and social media analysis report</b>	Summary prepared by Powerlink’s External Communications team to report on project mentions, sentiment, issues and opportunities and monitor compliance with KPIs.	Monthly
<b>Risk register</b>	Review and analysis of existing/emerging issues/risks.	Monthly
<b>Divisional report</b>	Contribution to high-level report curated for the Powerlink executive.	Monthly
<b>Project community sentiment surveys</b>	The project will initially undertake two community sentiment surveys annually to gain insights into how stakeholders and community members perceive the project and our approach to comply with KPIs.	Biannually
<b>Stakeholder perceptions survey</b>	Powerlink undertakes a perceptions survey amongst a range of stakeholders including government, landholders, and environmental groups each year. The results provide valuable insights into social license and reputation, key stakeholder issues and customer service.	Annually
<b>Community sentiment research</b>	Annual community research is undertaken to gauge sentiment about Powerlink and renewable development/transition.	Annually
<b>Employee engagement survey</b>	All employees are encouraged to participate in an annual engagement survey to help Powerlink understand what’s working well and what can be improved, including actions to move forward.	Annually
<b>Social Impact Management Report</b>	Input into annual report to the Coordinator-General on the implementation and effectiveness of measures to manage the project’s social impacts during each year of construction.	Annually
<b>Social performance metrics and reporting</b>	Quarterly and annual reporting of social performance metrics related to complaints, engagement and procedural fairness, grievance mechanisms, community investments, emergency preparedness and response (for both division and corporate level reporting)	Quarterly and annual
<b>Supplier Satisfaction Survey</b>	Input from local suppliers regarding their experience with the procurement process.	Monthly



## 5.(2) Workforce management

This Workforce Management Plan outlines the proposed management and monitoring of the CopperString 2032 workforce. The plan is designed to address impacts of the project on the workforce, maximise future benefits brought by an increase in workers to the local community and mitigate against negative impacts the workforce presence may have on the local community.

### Objectives

The objectives of the project's workforce management are to:

- maximise employment opportunities for local residents (targeting Aboriginal and/or Torres Strait Islander people, where possible) through training and education programs that deliver education and skills required to work on the project
- ensure workforce adhere to a code of conduct and manage behaviour appropriately
- support the mental health and wellbeing of the workforce through well-designed accommodation facilities, access to telecommunications, Wi-Fi, broadband and increased understanding of mental health
- integrate workforce with the local community to support ongoing community cohesion and safety, particularly for women and children.

### Summary of existing social environment – Richmond Shire

Richmond Shire's primary industries are beef cattle, irrigated agriculture, dryland farming and gold mining (MITEZ, n.d.). Originally sheep were the primary source of income; however, recent years have seen cattle become the predominant market commodity (Richmond Shire Council, 2023).

Richmond Shire has developed an important tourism industry after being declared the Fossil Capital of Australia due to its vast fossil fields and nearly century-old discoveries (MITEZ, n.d.). The region has effectively developed a tourism sector centred around its rich archaeological heritage with attractions like the Kronosaurus Korner Fossil Museum and Visitor Information Centre, and the Fossil Hunting experience on Croydon Road.

There is potential for future employment opportunities associated with Flinders REZ, one of 12 REZs identified by the Queensland Government. CopperString 2032 will also connect the NWMP to the grid and job opportunities are expected to grow in the critical minerals industry. Notably, the Richmond-Julia Creek Vanadium Project is estimated to generate 100 construction jobs during the building phase and 200 ongoing operational jobs over its 25-year mine life (Queensland Government, 2023c).

As mentioned in the community profile, the Richmond Shire LGA presents a lower unemployment rate (1.21%) when compared to Queensland (5.37%) and Australia (5.09%). This unemployment rate decreased from 2.9% in 2016. Most of Richmond's workforce have full-time positions (73.85%), while only 19.61% have part-time jobs. This might indicate that the area has a strong economy with a high demand for labour, leading to a larger proportion of full-time employment opportunities.

The labour market in Richmond Shire is characterised by a strong focus on beef cattle farming, which employs 32.7% of the workforce (up slightly from 32.2% in 2016). This is followed by local government administration (decreased to 16.1% in 2021 from 19.1% in 2016), and supermarket and grocery stores (increased to 3.2% in 2021 from less than 2% in 2016). In terms of job roles, managers make up the largest proportion at 29.02%, indicating a

significant number of leadership positions. Labourers represent 20.98% of the workforce, while machinery operators and drivers constitute 11.22%. This distribution reflects the region’s agricultural focus and the need for skilled labour and management in these sectors.

Table 5.12: Labour market statistics for Richmond Shire

LGA	Total population	Labour force %	Labour by Industry %	Top 3 occupations	Unpaid domestic work
Richmond Shire	761	Full time: 73.85% Part time: 19.61% Away from work: 2.18% Unemployed: 1.21%	Beef cattle farming: 32.7% Local government admin: 16.1% Supermarket and grocery stores: 3.2%	Managers: 29.02% Labourers: 20.98% Machinery operators and drivers: 11.22%	Did not do: 20.20% Less than 5 hours: 18.38% Between 5 and 30 hours or more: 41.39%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

### Summary of impacts

The project is likely to generate positive social impacts with the 250-person workforce bringing benefits to local businesses through additional demand for goods and services. Interviewed stakeholders identified the community is looking forward to a growth in business opportunities. The project may also help local people develop more skills as businesses expand to support the project. Powerlink and its Construction Contractor, the UGL CPB Contractors Joint Venture, are committed to prioritising local employment and skills training for local people. While Richmond Shire has very low unemployment in general, where possible the project will target opportunities for those who are currently not employed or underemployed. Powerlink is committed to helping bring additional income into the region that will support local families and businesses.

However, increased employment and business opportunities in this constrained employment market could result in skilled worker shortages and increased labour costs for local businesses or other projects. This could be exacerbated by additional employment opportunities in the region from the projects outlined in Section 3. This may lead to cumulative impacts on workforce availability and place strain on existing businesses and the retail sector as it services the construction workforce. During SIMP consultation, the Richmond Shire Council noted this as a concern, particularly related to the Richmond-Julia Creek Vanadium Project that starts construction in 2025.

A summary of impacts from the presence of the project workforce is set out in Table 5.13. An assessment of benefits and risks has been applied to impacts using the same risk assessment methodology that was used in the SIA. The risk matrix used to determine the pre- and post-managed impacts is included in Appendix 2.

Table 5.13: Workforce management: summary of impacts and measures

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
Change in supply and demand for labour due to new employment opportunities with CopperString 2032 in Richmond Shire	Construction and operation would increase the availability of employment opportunities in Richmond, including for people who are currently unemployed or underemployed	Richmond workforce, unemployed people and job seekers within the Richmond Shire’s under-represented groups including Indigenous people, women, and young people.	Low unemployment in Richmond (1.21%) might represent long-term unemployment, therefore unlikely those currently unemployed would be a source for the project workforce	Low (+)	<ul style="list-style-type: none"> <li>Equal opportunity programs are applied</li> <li>Prioritise advertising locally and with clear statements committing to a diverse workforce</li> <li>Ensure accessible, inclusive and culturally sensitive recruitment processes</li> </ul>	Medium (+)
Potential increase in the economic prosperity of Aboriginal and/or Torres Strait Islander through employment opportunities	Improved employment opportunities for Aboriginal and/or Torres Strait people	Local Aboriginal and/or Torres Strait people and Wanamara People	<ul style="list-style-type: none"> <li>Wanamara People are currently engaged for the project’s CHMP. Wanamara People have stated their primary focus is to secure employment on the project, rather than to establish or increase commercial activities. This is due to complexities related to generational displacement from Richmond, the distance to where they currently live, and most not</li> </ul>	Medium (+)	<ul style="list-style-type: none"> <li>Liaise with Traditional Owner groups to identify and encourage potential applicants for project roles</li> <li>Wanamara People and Aboriginal and/or Torres Strait Islander people are provided with additional assistances, if required, to maximise their likelihood of retention on the project</li> </ul>	High (+)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
			having an established presence on Country <ul style="list-style-type: none"> <li>Relatively high proportion of Aboriginal and/or Torres Strait Islander people who live in Richmond (7.23%)</li> </ul>			
Change in labour availability due to increase in work opportunities	Diminished workforce availability for local employers and other projects in Richmond Shire due to increased competition from the CopperString 2032 project (direct and cumulative)	Richmond community Richmond Shire Council Other industries in the Richmond Shire Local businesses	<ul style="list-style-type: none"> <li>Richmond has a constrained employment market</li> <li>Richmond-Julia Creek Vanadium Project might exacerbate this impact</li> </ul>	High (-)	<ul style="list-style-type: none"> <li>Identify skill gaps and prioritise training for local people</li> <li>Work with local and state agencies to upskill potential recruits</li> <li>Engage with Richmond State School to identify apprenticeships opportunities for upcoming graduates</li> </ul>	Medium (-)
Change in the availability and supply of skills within Richmond Shire	Opportunity for people with no previous experience to gain skills in construction	Richmond community	Given low unemployment rate, it is likely that most apprenticeships and traineeships will be filled by high school students and graduates	Low (+)		Medium (+)
Increase in local labour costs due to presence of two major projects within the LGA	Cumulative increase of labour costs due to shortage of local workforce	Richmond community Richmond Shire Council Other industries in the Richmond Shire Local businesses	Low unemployment rate in Richmond LGA might represent long-term unemployment, therefore likely that those who decide to work for the project would already be employed locally either full time or part-time	Medium (-)	<ul style="list-style-type: none"> <li>Work with local businesses to develop strategies to address the rising labour cost. Strategies might include identifying opportunities to automate, offer incentives to reduce staff turnover, enhance work culture</li> </ul>	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
Change to worker wellbeing due to shift work, FIFO, feelings of isolation and workforce composition	Workforce presence in communities may result in a decrease in safety, sense of safety and community cohesion	Richmond community Richmond Shire Council Queensland Police Service	The largely male WAF workforce will equal almost half of the LGA’s entire population. The shift in demographics will cause changes to residents’ sense of safety – particularly for the 48.8% of female residents. Concerns related to drug and alcohol use and domestic violence	High (-)	<ul style="list-style-type: none"> <li>▪ Code of Conduct for all CopperString 2032 workers</li> <li>▪ Implement a worker’s code of conduct which describes expected standards of behaviour that contribute positively to local community, prohibit negative behaviours with clear ramifications for non-conformance</li> <li>▪ Scheduled engagement with Queensland Police Service representatives to address anti-social or disruptive behaviour from workforce in local communities</li> <li>▪ Promote community complaints procedure for people to raise concerns directly with the project team</li> <li>▪ Reduce barriers to women and vulnerable community members engaging with the project team about impacts by providing</li> </ul>	Medium (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
					inclusive, and psychologically safe consultation processes <ul style="list-style-type: none"> <li>▪ Arrange culturally appropriate events and activities to facilitate social cohesion and local connection/contribution</li> </ul>	
	Increase in risks to mental health, safety and wellbeing of non-resident workers, leading to potential for increased burden on mental health services	Project workforce Health service in Richmond Shire Emergency services in Richmond Shire Families of project workforce	Extended shift work schedules can affect individual and family wellbeing and mental health. The Centre for Transformative Work Design (CTWD) found that ‘psychological distress (including feelings of anxiety and depression) scores were significantly higher for FIFO workers’, outlining known psychosocial risk factors associated with FIFO work to include excessive work demands (emotional, mental, physical) (CTWD, 2018)	High (-)	<ul style="list-style-type: none"> <li>▪ Health and safety systems including management of risks associated with drugs and alcohol</li> <li>▪ Fatigue management policy</li> <li>▪ Mental health training for managers and supervisors</li> <li>▪ First aid facilities at work sites with first aid workers on every shift and trained paramedic at Richmond WAF</li> <li>▪ Promotion of Employee Assistance Program (EAP) for workers and families</li> </ul>	Medium (-)
Change in supply and demand for labour due to	Aboriginal and/or Torres Strait Islander workforce experiences a culturally unsafe environment at the Richmond WAF	Project workforce	The Queensland Government has identified that many Aboriginal and/or Torres Strait Islander peoples report experiencing	High (-)	<ul style="list-style-type: none"> <li>▪ Cultural awareness training for non-Indigenous workers</li> <li>▪ Mentoring program</li> </ul>	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
new employment opportunities with CopperString 2032 in Richmond		Aboriginal and/or Torres Strait Islander workforce	racism in the workplace, including being subjected to racist jokes or comments, and or experiencing prejudice from customers/clients (Queensland Government, 2024b)		<ul style="list-style-type: none"> <li>Assign an Indigenous-identified role to support employment, mentoring and engagement strategies for Aboriginal and/or Torres Strait Islander people</li> <li>Delivering a scaled-down sod-turning event on Wanamara Country to demonstrate respect by having the Wanamara People turn the first sod</li> <li>Celebrate relevant dates for Aboriginal and/or Torres Strait Islander people</li> <li>Naming some site features (such as the WAF roads, pathways or central facilities) according to the suggestion of Wanamara People</li> </ul>	
HSE risk related to Wanamara People travelling from Cairns and Yarrabah	Wanamara workforce experiences fatigue and HSE risk due to travelling long distances for events such as sod-turning and cultural heritage surveys	Wanamara People Project workforce	Wanamara People currently engaged by the project, are based in Cairns and Yarrabah, having to drive long distances to participate in employment	Medium (-)	<ul style="list-style-type: none"> <li>Offer sponsored travel to avoid Wanamara people driving from Cairns and Yarrabah to Richmond</li> </ul>	Low (-)

## Initiatives, policies, and programs

Powerlink is committed to implementing initiatives, policies and programs that will ensure that will contribute to the management of social impacts and the enhancement of benefits. Some of the most significant of these are outlined below.

### Powerlink Innovate Reconciliation Action Plan

Powerlink launched its second Reconciliation Action Plan (RAP) in February 2024. The Innovate RAP expresses Powerlink's vision and commitments to Aboriginal and/or Torres Strait Islander people. The vision is built upon respect, understanding and acknowledgement of the past allow the organisation to move forward with Aboriginal and/or Torres Strait Islander people toward a shared, equitable and inclusive future.

Powerlink aim to create a work culture and environment where the importance of Aboriginal and/or Torres Strait Islander cultures are valued and celebrated and all staff and partners feel safe to engage and thrive. Through its core business and key role in delivering the energy industry transformation, Powerlink will work to continue to develop mutually beneficial regional partnerships that will help maintain and protect Australia's oldest living culture and heritage, knowledge and connection, and deliver economic outcomes for Aboriginal and/or Torres Strait Islander people while caring for Country.

Powerlink's RAP provides a commitment to practical actions that build respectful relationships and create opportunities with Aboriginal and/or Torres Strait Islander people – inside and outside our organisation. The Powerlink RAP is committed to creating sustainable opportunities for Aboriginal and/or Torres Strait Islander people. Our organisation, we will foster a culturally and socially inclusive environment to enable equitable participation through access to employment opportunities, professional development and retention. We will continue to support improved economic outcomes through our supplier diversity and culturally appropriate community partnerships and engagement.

### Local recruitment

Strategies to create opportunities for local workers to participate in the project are detailed in the CopperString 2032 Local Economic Participation Plan (LEPP) including targets and activities – and also in Section 5.(5) of this report.

### Indigenous Participation Plan

The CopperString 2032 Indigenous Participation Plan seeks to ensure that all appropriate measures are taken to facilitate the equitable treatment of Indigenous workers and that steps are taken to support and retain Indigenous employees. The Indigenous Participation Plan takes a holistic approach and includes initiatives such as ensuring individuals are aware of job opportunities through local networks, project-wide cultural awareness training, individual mentoring programs, training and education programs, making procurement opportunities accessible to Indigenous owned businesses and providing them with support to increase business capabilities.

Figure 5.2 identifies how CopperString 2032 will support Aboriginal and/or Torres Strait Islander people through employment and training opportunities.



Figure 5.2: Indigenous Training & Employment Strategy for CopperString 2032



### Equal opportunity policy

Powerlink’s strategic objective of *Unleash Our Potential* to drive a high performance, future ready and culturally aligned workforce will be strengthened through a diverse workforce and an inclusive culture, where people feel psychologically safe to speak up without fear of repercussion. The project will leverage existing Powerlink practices and materials to establish a culture that values and promotes cultural and linguistic diversity, Aboriginal and/or Torres Strait Islander peoples, LGBTQIA+, People with Disability, Gender Diversity and Women in Leadership, along with any other identified population segment as deemed relevant.

### Training initiatives

Powerlink has a suite of training initiatives designed to bolster the skills of prospective employees and businesses hoping to participate in CopperString 2032.

The project will provide apprenticeships and traineeships for local and Indigenous people as well as pre-employment training for job seekers in conjunction with state agencies and other relevant stakeholders. Powerlink will also facilitate job seeker access to participate in industry skills-based training that meets minimum entry-level requirements for construction and operational roles.

Powerlink is also committed to encouraging and supporting local people to access further education through cadetships and graduate intake programs, with particular focus in Indigenous workers.

The Indigenous Participation Plan includes training for Indigenous businesses on how to prequalify for tenders, how to gain supplier accreditation, training in health and safety systems and support to develop internal health and safety systems, as well as support for other business functions including environmental management, finance and administration.

#### Employee health and safety program

The Health, Safety and Wellbeing Management Plan (HSWMP) provides an overall outline for management of Health, Safety and Wellbeing (HSW) on CopperString 2032 and defines the minimum HSW requirements.

The purpose of this is to ensure:

- health and safety of individuals at the workplace
- health and safety of the public
- safe operation of plant and equipment
- compliance with all relevant legislation, standards and procedures, and other HSW obligations and targets.

#### Mates in Energy

Workers in the construction, mining, and energy sectors are six times more likely to die from suicide than an accident at work.

Suicide seems to be a part of the reality of working in the construction, mining, and energy industries. Work within the industry is highly transient with most workers employed on a project-by-project basis, for periods ranging from a few weeks to a few years, at best.

All Powerlink personnel are introduced to the Mates in Energy program. Mates in Energy is an industry-specific suicide intervention program to:

- connect workers to the best available help and support
- raise awareness of suicide as a preventable problem
- build stronger and more resilient workers
- partner with researchers to inform industry around best mental health practice.

#### Management measures

Powerlink has reviewed the social impacts associated with workforce management and has measures in place to ensure social impacts are managed well and the project adds positively to the economy and wellbeing of the region.

Table 5.15 outlines the workforce management measures to which Powerlink has committed as of August 2024 and intends to develop with key stakeholder involvement during the remainder of 2024.

Table 5.14: Workforce management: management measures

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in long-term employment opportunities for local workforce and local underrepresented groups such as women, Indigenous people and young people	Equal opportunity programs are applied	Women, Indigenous people and young people in Richmond Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	Powerlink People Policy
	Prioritise advertising available positions locally and ensure local contractors are managed through the local business and industry procurement plan (Section 5.(5))	Local community	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
	Job advertisements have clear statements of proponent’s commitment to recruiting diverse and inclusive workforce	Women, Indigenous people and young people in Richmond Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	Powerlink People Policy CopperString 2032 Local Economic Participation Plan
	Ensure accessible, inclusive and culturally sensitive recruitment processes	Women, Indigenous people and young people in Richmond Shire	Pre-construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan CopperString 2032 Indigenous Participation Plan
Improved employment opportunities for Aboriginal and/or Torres Strait people	Liaise with Wanamara People to identify and encourage potential applicants for project roles	Traditional owner groups Indigenous people	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Wanamara People and Aboriginal and/or Torres Strait Islander people are provided with additional assistances, if required, to maximise their likelihood of retention on the project	Local Aboriginal and/or Torres Strait people and Wanamara People	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Opportunity for people with no previous experience to gain skills in construction	Identify skill gaps and prioritise training for local people and work with local and state agencies to upskill potential recruits	Local community Richmond State School Richmond Shire Council State agencies	Pre-construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
	Engage with Richmond State School to identify opportunities for upcoming graduates, such as apprenticeships or other employment pathways	Richmond State School	Pre-Construction Construction	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan
Increase of labour costs due to shortage of local workforce	Work with local businesses to develop strategies to address the rising labour cost. Strategies might include: identifying opportunities to automate, offer incentives to reduce staff turnover, enhance work culture	Richmond Shire Council Other major projects in the region Workforce Local businesses Local workforce suppliers State agencies	Pre-Construction Construction	Powerlink Construction Contractor	CopperString 2032 Local Economic Participation Plan

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Workforce presence in communities may result in a decrease in safety, sense of safety and community cohesion	Establish a Code of Conduct for all CopperString 2032 workers (resident and non-resident) that establishes behavioural expectations for interactions between workers and with the community	Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct
	Detail expectations and standards for dealing with external parties and the broader community and promote community complaints procedure for community to raise concerns directly with the project team	Richmond community Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct Powerlink Land Access Protocol
	Reduce barriers to women and vulnerable community members engaging with the project team about impacts by providing inclusive, and psychologically safe complaints processes	Richmond community Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Code of Conduct CopperString 2032 Communication and Stakeholder Engagement Plan
	Provide emergency services (police, auxiliary fire and ambulance) in Richmond and surroundings advanced notice of workforce mobilisation and operational changes	Police Auxiliary Fire services Ambulance services in Hughenden or Julia Creek	Construction Operations	Powerlink Construction Contractor	Partnership with Police, Fire and Ambulance services CopperString 2032 Communication and Stakeholder Engagement Plan

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in risk to mental health, safety and wellbeing of workforce including job stress associated with fatigue and isolation	Manage workforce health and safety through health and safety systems including management of risks associated with drugs and alcohol	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan
	Fatigue management policy in place consistent with legislative requirements and Powerlink policies to manage worker fatigue	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan CopperString 2032 Joint Venture (UGL CPB) Accommodation Management Plan
	Mental health training for managers and supervisors	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan Powerlink Employee Assistance Program
	Mental health training and domestic violence training for all on-site workforce	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Plan Powerlink Employee Assistance Program
	First aid facilities at work sites with first aid workers on every shift and trained paramedic at WAFs	Workforce	Construction Operations	Construction Contractor	CopperString 2032 Health, Safety & Wellbeing Management Plan
	Promotion of EAP for workers and families of workers through information at work sites	Workforce	Construction Operations	Powerlink Construction Contractor	Powerlink Employee Assistance Program

Impact	Management Measure	Relevant Stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Aboriginal and/or Torres Strait Islander workforce experiences a culturally unsafe environment at WAF	Cultural awareness training for non-Indigenous workers	Workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Mentoring program for Aboriginal and/or Torres Strait Islander workers	Aboriginal and/or Torres Strait Islander workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Assign an Aboriginal and/or Torres Strait Islander identified role to support employment, mentoring and engagement strategies for Aboriginal and/or Torres Strait Islander people	Aboriginal and/or Torres Strait Islander workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Delivering a scaled-down sod-turning event on Wanamara Country to demonstrate respect by having the Wanamara People turn the first sod	Aboriginal and/or Torres Strait Islander workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Celebrate relevant dates for Aboriginal and/or Torres Strait Islander people	Aboriginal and/or Torres Strait Islander workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
	Name some site features (such as WAF roads, pathways or central facilities) according to the suggestions of the Wanamara People	Aboriginal and/or Torres Strait Islander workforce	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan
HSE risk related to Wanamara People travelling from Cairns and Yarrabah	Offer sponsored travel to avoid Wanamara People driving from Cairns and Yarrabah to Richmond	Workforce Wanamara People	Pre-Construction Construction Operations	Powerlink Construction Contractor	CopperString 2032 Indigenous Participation Plan

## **5.4 Monitoring and reporting framework**

Powerlink has developed a monitoring and reporting framework (Table 5.15) to ensure that the measures identified to manage the social impacts of the project workforce are delivered.



Table 5.15: Workforce management: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Existing equal opportunity programs are applied	Increased workforce diversity	% of workforce from underrepresented groups	>15% of leadership positions across the project are filled by women (in line with participation rates in the Australian construction industry)	Monthly	Powerlink	CopperString 2032 HSW performance data and statistics Annual Social Impact Management Report
Prioritise advertising available positions locally – target ads by geographic region	Prioritise providing jobs to local residents, according to the <i>Strong and Sustainable Resource Communities Act 2017</i> order of priority: 1) workers from local and regional communities 2) workers who will live in regional communities	% of workers from local area	12.5% of project workforce Full-time Equivalent (FTE) across the project is from regional study area	Annual	Powerlink	Annual Social Impact Management Report
Job advertisements have clear statements of project’s commitment to recruiting diverse and inclusive workforce	Increased employment for locals, with a particular focus on under-represented groups	# of job ads with appropriate inclusive statements included	100%	Every six months	Powerlink	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Ensure accessible, inclusive and culturally sensitive recruitment processes	Increased employment for under-represented groups	Powerlink Employee Engagement Survey	5% of the construction workforce across the project includes under-represented groups (youth, culturally and linguistically diverse (CALD) people, people with disability)	Six months	Powerlink	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Liaise with Indigenous groups and the Wanamara People to identify and encourage potential applicants for project roles	Increased employment for Indigenous people	% of Indigenous workers involved in the project	5% of the construction workforce across the project is Indigenous	Annual	Powerlink	Annual Social Impact Management Report
Wanamara People and Aboriginal and/or Torres Strait Islander people are provided with additional assistances, if required, to maximise their likelihood of retention on the project	Employment retention for Indigenous people	Retention rate of Indigenous workers involved in the project	70% of Indigenous workers are retained on the project during construction	Six months	Powerlink	Biannual Indigenous Participation Plan review

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Identify skill gaps and prioritise training for local people and work with local and state agencies to upskill potential recruits	Increase in skills of local workforce through traineeships and apprenticeships or skills programs in schools	Quarterly meeting with state and other relevant agencies # of people who complete traineeships, apprenticeships and/or skills programs	100% of recruits complete training program	Six months	Powerlink	Annual Social Impact Management Report
Engage with Richmond State School to identify opportunities for upcoming graduates, such as apprenticeships or other employment pathways	Richmond State School graduates consider upskilling and undertaking training	% of Richmond State School graduates who have participated in apprenticeship and training information session with Powerlink	100% of Richmond State School graduates participate in apprenticeship and training information session	Annual	Powerlink	Annual Social Impact Management Report
Work with local businesses to develop strategies to address the rising labour cost. Strategies might include identifying opportunities to automate, offer incentives to reduce staff turnover, enhance work culture	Ongoing availability of local workforce for the different industries and projects in development	# of available workers from local area	Biannual training workshop for local businesses	Six months	Powerlink	CopperString 2032 HSW performance data and statistics  Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Establish a Code of Conduct for all CopperString 2032 workers (resident and non-resident) that details behavioural expectations for interactions between workers and the community	Zero tolerance of anti-social behaviour from workforce	# of complaints/breaches of the zero-tolerance policy	100% of complaints resolved to complainant satisfaction  100% of complaints related to anti-social behaviour resolved within 60 days	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report  Powerlink Complaints Management Procedure
Manage workforce health and safety through health and safety systems including management of risks associated with drugs and alcohol	Upholding Powerlink’s zero tolerance for alcohol and drug intoxication on site	Drug and alcohol testing, including the following indicators: <ul style="list-style-type: none"> <li># of drug/alcohol tests administered</li> <li>% of negative drug/alcohol results</li> <li>How positive drug/alcohol results are addressed (i.e., providing duty of care to those who need support)</li> </ul> Powerlink to provide testing at on-site medical facility to reduce impact on local health services	100% negative drug and alcohol results  100% of those with a positive drug test receive access to health services and/or education	Annual	Powerlink	CopperString 2032 HSW performance data and statistics  Annual Social Impact Management Report
Fatigue management policy in place consistent with legislative requirements and Powerlink policies to manage worker fatigue	Mitigation of harmful effects of fatigue	# of road-related incidents linked to fatigue	0 road-related incidents linked to fatigue	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report  CopperString 2032 HSW performance data and statistics

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Mental health training for managers and supervisors	Mental health support for managers and supervisors	# of mental health training sessions conducted % of managers and supervisors trained in mental health	100% of managers and supervisors trained in mental health	Quarterly	Powerlink	Annual Social Impact Management Report CopperString 2032 HSW performance data and statistics
Mental health training and domestic violence training for all on-site workforce	Mental health support for workers and training in anti-domestic violence	# of mental health training sessions conducted # of anti-domestic violence training sessions conducted % of workforce trained in mental health and domestic violence	100% of workforce trained in mental health and domestic violence	Quarterly	Powerlink	Annual Social Impact Management Report CopperString 2032 HSW performance data and statistics
First aid facilities at work sites with first aid trained workers on every shift	Safe workplace	# of workers with first aid training	100% of field workers with first aid training	Quarterly	Powerlink Construction Contractor	CopperString 2032 HSW performance data and statistics Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Scheduled engagement with Queensland Police Service to address anti-social or disruptive behaviour in local communities	Anti-social behaviour does not occur and does not impact local community	Quarterly meetings held with Queensland Police Service	At least four meetings held each year	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
		# of anti-social incidents reported	Zero anti-social behaviour incidents reported	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Provide police, fire and ambulance services in Richmond Shire with advanced notice of workforce mobilisation and operational changes	Sufficient availability of emergency services to support Richmond Shire	Frequent communications with Police, Fire and Ambulance services and indicators including: <ul style="list-style-type: none"> <li># of communications with police, fire and ambulance services</li> <li># of issues raised</li> <li># of issues resolved</li> </ul> Engagement conducted by project leadership	Quarterly meetings with no issues identified  If issues are raised, they are all resolved to satisfaction of parties	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report  CopperString 2032 Communication and Stakeholder Engagement Plan
Promotion of EAP for workers and families of workers through information at work sites	EAP accessible to all workers	EAP materials available on site and in worker induction pack  # of staff provided access to EAP mental health services if required	100% of workers know about EAP  100% of workers have access to the EAP	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Cultural awareness training for non-Indigenous workers	Workforce is educated about Indigenous culture	<ul style="list-style-type: none"> <li>▪ % of attending participants</li> <li>▪ # of cultural awareness training sessions conducted</li> <li>▪ # of staff completed and passed training</li> </ul>	100% of participants that attend, complete and pass training	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Mentoring program for Indigenous workers	Indigenous workers have opportunities to voice concerns and aspirations, and receive advise	# of Indigenous workers undergoing mentorship	100% of Indigenous workers having a mentor	Six months	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Assign an Aboriginal and/or Torres Strait Islander identified role to support employment, mentoring and engagement strategies for Aboriginal and/or Torres Strait Islander people	Creating a culturally safe environment for Indigenous workers	Frequent communications with Aboriginal and/or Torres Strait Islander indicators including: <ul style="list-style-type: none"> <li>▪ # of communications / check-ins with Indigenous workers</li> <li>▪ # of issues raised</li> <li>▪ # of issues resolved</li> </ul>	Quarterly meetings with no issues identified  If issues are raised, they are all resolved to satisfaction of parties	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review

Management measures	Desired outcome	Monitoring indicator(s)	KPI target	Frequency of monitoring	Monitoring responsibility	Reporting
Delivering a scaled-down sod-turning event on Wanamara Country to demonstrate respect by having the Wanamara People turn the first sod and celebrate relevant dates for Aboriginal and/or Torres Strait Islander people	Workforce is educated about Indigenous culture	# of non-Indigenous participants to at least one event per year	100% of non-Indigenous workforce attends to one event per year	Six months	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Naming some site features (such as the WAF roads, pathways or central facilities) according to the suggestion of Wanamara People	Workforce is educated about Indigenous culture	# of initiatives that show and promote Aboriginal and/or Torres Strait Islander culture	2 initiatives per year	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
Offer sponsored travel to avoid Wanamara People driving from Cairns and Yarrabah to Richmond	Mitigation of harmful effects of fatigue	# Road-related incidents linked to fatigue	0 road-related incidents of Wanamara People driving from Cairns and Yarrabah to Richmond	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report CopperString 2032 HSW performance data and statistics



## 5.(3) Housing and accommodation

This Housing and Accommodation Plan outlines the management and monitoring of potential social impacts associated with housing and accommodating the anticipated workforce during the construction and operation of CopperString 2032.

### Objectives

The objectives of this Housing and Accommodation Plan are to:

- minimise the pressure of on local housing availability during the construction of the proposed WAF
- minimise the pressure on local housing availability through during construction of the transmission lines through accommodation of the construction workforce in proposed WAF in Richmond
- contribute to local civil infrastructure of the town to facilitate future town expansion and maximise the project's positive legacy.

### Summary of existing social environment – Richmond Shire

In the Richmond Shire LGA, there are a total of 435 dwellings, of which 243 are occupied and 88 are unoccupied, according to the 2021 Census. The Richmond Shire's *Local Housing Action Plan* noted that the high level of unoccupied dwellings indicated by this data should be investigated further (Richmond Shire Council, 2023d).

However, during SIMP consultation, the Richmond Shire Council indicated that unoccupied dwellings are made up of a combination of Queensland Government-owned housing and private housing that is not available to the market. They also indicated if housing is unoccupied then it is likely in poor condition.

According to the Census, 155 of the unoccupied dwellings are in the Richmond township – indicating a concentration of such residences in the town. Additionally, 57.6% of these dwellings are owned, while only 23.5% are rented.

Most of the household composition is formed by family households (73%), with only 25.3% consisting of single persons. This indicates a community that is largely family-oriented, with a strong emphasis on familial bonds and relationships. Data indicates a lower proportion of transient or temporary residents, such as students or short-term workers, who are more likely to live alone.

Table 5.16: Housing and accommodation statistics for Richmond Shire LGA and SAL

Location	All private dwellings	Dwelling count	Dwelling type	Household composition	Tenure type
Richmond Shire LGA	435	Occupied: 243 Unoccupied: 88	Separate house: 86% Semi-detached: 0% Flat/apartment: 0%	Family household: 73% Single person household: 25.3% Group household: 1.7%	Owned outright: 36.2% Owned with mortgage: 21.4% Rented: 23.5% Other: 13.2%
Richmond township	354	Occupied: 185 Unoccupied: 82	Separate house: 89.2% Semi-detached: 0% Flat/apartment: 0%	Family household: 70.7% Single person household: 29.3% Group household: 0%	Owned outright: 38.9% Owned with mortgage: 23.8% Rented: 25.9% Other: 7.6%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

The key housing issues in Richmond are:

- Housing demand and supply:** The Western Queensland Alliance of Councils (WQAC) Housing Solutions Study revealed the region’s shortage of housing is posing a significant obstacle to community, employment, and business growth (WQAC, 2021). Richmond Shire Council developed a Local Housing Action Plan in 2023 (the Action Plan) that confirmed there is significant need for more housing stock in Richmond. The Richmond Shire Council has 10 vacant positions that cannot be filled due to the lack of suitable accommodation (they have 35 staff properties). In addition to the private market, Richmond Shire Council operates two community housing complexes in Richmond township. The Wyangarie Units is a cluster of six free-standing unfurnished one- and two-bedroom units (Richmond Shire Council, 2023d).
- Purchase market:** Historically there have been very limited sales and rental property data available in Richmond Shire. However, the Action Plan highlights that the property market is tightly held and there are few property sales and rental properties available. Since the publication of the Action Plan, a real estate agent has been established in Richmond and as of July 2024, there are eight houses and one block of land for sale in Richmond (Wharton & Co, 2024). The WQAC report indicates that prospective homeowners are struggling to secure financing and there are lengthy waits for builders. Richmond Shire Council highlighted that if people borrow through the local bank, NAB, then financing is generally not an issue. However, if people use a mortgage broker then often they are told that financial institutions will not lend in this postcode.
- Rental market:** There is a complete lack of available rental properties in Richmond. The Richmond Shire Council also indicated rental properties in town are limited, and they are rented very quickly. They indicated there would be perhaps four houses in town, which are currently for sale, that could be converted to rental properties, if the rent was \$400 per week.
- Development plans:** Richmond Shire Council has developed one-acre blocks at a cost of \$34,000 each, which it intends to sell for \$20,000. There are plans to develop another five lots of 1,600 square metres on the

outskirts of town. Richmond Shire Council has identified that Richmond could use an additional 50 houses and 30 units, and six social housing dwellings.

- **Other projects in the region:** The Richmond-Julia Creek Vanadium Project will involve the development of an open-cut vanadium operation, located 45 km north-west of Richmond. Construction is expected to start in 2025 and include 100 construction jobs and 200 operational jobs (Queensland Government, 2023c). The Council highlighted that this project could bring 100 people to town, creating significant demand for houses.

In Richmond township there are six establishments providing accommodation services specifically for tourists, Queensland Rail workers, and other travellers. The names of these accommodation facilities are as follows:

- Midway Motel
- Ammonite Inn
- Entrikens Pioneer Motel
- Richmond Lakeview Caravan
- Mud Hut Hotel/Motel
- Federal Palace Hotel
- The Big Wheel

In the SIMP interview with the Richmond Shire Council, they indicated that there are 145 rooms with ensuites available in Richmond. The Council noted that currently the project appears to have booked out a large proportion of the accommodation in the Richmond Lakeview Caravan Park. They noted that it would be beneficial for the project to use a number of accommodation providers, rather than just one, to ensure all providers have a share in the increased business. It was also noted that accommodation needs to be available for Queensland Rail workers and other travellers when they come through Richmond.

Overall, Richmond township currently faces a significant shortage of long-term housing and short-term housing could be greatly impacted by the project. The demand for new housing comes from the Council's need to expand its staff and housing facilities, as well as the necessity to accommodate the workforce involved in regional infrastructure and mining projects. The lack of housing is currently affecting the ability for the Council to fill its current vacancies. It is worth noting that short-term accommodation is used by tourists visiting the area. This issue contributes to the cumulative impacts in the area, with multiple projects being developed simultaneously, all requiring accommodation and skilled workforce from out of town.

CopperString 2032 plans to construct a WAF in Richmond Shire, equipped with 250 beds for project development. This facility is expected to limit any additional strain on the existing accommodation stock in Richmond Shire. Moreover, it could contribute to the local community through potential legacy civil infrastructure and provision of temporary accommodation.

The project's planning and design phase is likely to create short-term demand for temporary accommodation in Richmond Shire. Construction of the WAF will be undertaken from early September 2024 until May 2025. The WAF construction workforce will peak at 40 people on-site, with the construction workforce accommodated in local temporary accommodation, including, motels, caravan parks, with the set-up of a fly camp as a back-up option.

## Summary of impacts

The social impacts of the project on housing and accommodation in the Richmond Shire are summarised in Table 5.17. An assessment of impacts has been applied using the same methodology that was used in the Richmond SIA. The risk matrix used to determine the severity of the pre- and post-managed impacts is included in Appendix 2.

Table 5.17: Housing and accommodation: summary of impacts and mitigations

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Post-mitigated impact justification	Post-managed
Change to demand for short-term accommodation providers during the construction of the WAF	The use of short-term accommodation by the project may displace other users during construction of the WAF	Tourists Other professionals Health and education services	The intention to house the WAF construction workers in short-term accommodation will likely displace other users and may reduce other organisations to bring staff to town	High (-)	Engagement with short-term accommodation users will support coordination regarding accommodation use to ensure accommodation is available for other users, while also being utilised equally by the project	Medium (-)
	Inequities in the distribution of benefits to local short-term accommodation providers	Short-term accommodation providers	Consultation has identified that bookings during the WAF construction period are being made with one short-term accommodation provider, therefore creating inequities in the benefits of increased business	Medium (-)		Low (-)
	Increased business opportunities for short-term accommodation providers	Short-term accommodation providers in Richmond Shire	During construction of the WAF there will be increased use of short-term accommodation in Richmond	High (+)		High (+)
Change to supply and demand for	Increased demand for quality housing from workers relocating	Richmond Shire community	As a part of the project design, a WAF will be constructed in Richmond to	Medium (-)	The use of the WAF, in combination with monitoring of local housing indicators	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Post-mitigated impact justification	Post-managed
housing within the Richmond Shire due to increase in non-resident workers on the project	to Richmond to take up jobs related to CopperString 2032		house the project workforce. However, some staff members with different work requirements may be located in Richmond, creating additional demand for local housing		will ensure that any additional stress on the local housing market can be managed as require	
	Potential for increase in rent prices due to increased demand for housing with no change to supply of housing	Property owners Richmond shire renter		Low (+)		Low (+)
	Limited availability of houses to rent or buy which might limit the options available to workers moving to the region for work on the project or for its suppliers	Richmond Shire workforce Richmond Shire community		Medium (-)		Low (-)
Change in demand for short-term accommodation from short-term contractors working on the project	Increased business opportunities for short-term accommodation providers	Short-term accommodation providers in Richmond Shire	While use of short-term accommodation will be limited as far as possible through the use of the Richmond and Hughenden WAFs, some additional use of short-term accommodation is also possible	Low (+)	The use of the WAF will largely limit the extent of this impact and no other mitigation is recommended	Low (+)
	Inequities in the distribution of benefits to local short-term accommodation providers	Short-term accommodation providers	Consultation has identified that bookings during the WAF construction period are being made with one short-term accommodation provider, therefore creating inequities in the benefits of increased business	Medium (-)	Engagement with short-term accommodation users will support coordination regarding accommodation use to ensure accommodation is available for other users, while also being utilised equally by the project	Low (-)
	The use of short-term accommodation by the project	Tourists	While use of short-term accommodation will be limited as far as	Medium (-)	Engagement with short-term accommodation users will support	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Post-mitigated impact justification	Post-managed
	may displace other users during the project	Other professionals Health and education services in Richmond Shire	possible through the use of the Richmond and Hughenden WAFs, some additional use of short-term accommodation is also possible		coordination regarding accommodation use to ensure accommodation is available for other users	

## Initiatives, policies, and programs

Powerlink has put in place several policies and programs to ensure the social impacts of housing and accommodation of project workforce will be minimised. Some of the most significant of these are outlined below.

### Workforce accommodation

Construction of the WAF is proposed close to Richmond. Powerlink and the UGL CPB Contractors Joint Venture are consulting with Richmond Shire Council representatives about the potential for trunk water and sewerage connections from town supplies to the WAF to be used by the Council for development of future housing and industry blocks. The project uses 'WAF' terminology (rather than 'camp') to recognise the impact language has on the permanence of such structures within the mind of the community and to support positive connotations in the case of any proposed legacy projects.

The Construction Contractor has developed the Workforce Accommodation Plan for Richmond. Like all workforce accommodation infrastructure for the project, the Richmond WAF will be demountable unless alternative community and project benefits are identified prior to commencement. The contractor has considerable experience in setting up WAFs of this type and has factored in the need for site offices, meeting rooms, first aid rooms, accommodation units, internet and Wi-Fi, mobile service boosters, access to streaming services, gym facilities, self-serve laundry, full serviced kitchen facilities and cleaning services<sup>1</sup>.

### Workforce Accommodation Strategy Working Group

Powerlink recognise its responsibility to mitigate the impacts of our activities upon the communities within which we operate. This may be manifested through pressure upon existing housing and temporary accommodation markets. .

Powerlink have identified Workforce Accommodation as a Community and Delivery Services (CDS) Divisional Priority and are currently developing a scope and range of deliverables that will see the development of a workforce accommodation strategy to support requirements for project uplift, operational and maintenance activities with consideration to Enterprise Agreements, managing safety, cost effectiveness and cumulative impacts. The strategy will:

- identify triggers for accommodation needs including strategic acquisitions, temporary workforce accommodation and rentals
- develop a framework for funding model options and engagement methodologies across stakeholders to support required activities.
- identify future accommodation needs including housing availability and social impacts
- define roles and responsibilities to enable efficient an approach to the identification, planning and co-ordination of accommodation activities.

While this group is currently an internal working group, there is scope for membership to be expanded to include local stakeholders as the project progresses.

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<sup>1</sup> *Accommodation Management Plan*, UGL CPB CopperString 2032 JV

## Management measures

Measures have been developed to manage the social impacts of the project on housing and accommodation in the Richmond Shire, during the construction of the WAF and the transmissions lines. Much of the social impact will be addressed via construction of the purpose-built WAF to house all workers on the project. The management measures also include a monitor and response measure to ensure Powerlink responds to any additional stress on the Richmond market, as required. This measure includes decision points at different housing and accommodation thresholds to determine the most effective approach for housing staff in Richmond while also limiting impacts on the housing supply in the Shire.

Legacy projects are also being explored in relation to the provision of trunk water, sewerage, and electrical connections that can be leveraged for future land development in Richmond. As well as this, there is the potential for the project to transfer to Council some semi-permanent dwellings constructed in town to house key Powerlink personnel, something not previously contemplated by the project. The specific timing and scope of legacy projects are currently being discussed and will be negotiated with Council over the coming months. Any changes will be reflected in this document.



Table 5.18: Housing and accommodation: management measures

Social impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
<p>The use of short-term accommodation by the project may displace other users during construction of the WAF</p> <p>Inequities in the distribution of benefits to local short-term accommodation providers during the construction of the WAF</p> <p>Increased productivity of short-term accommodation providers with rooms likely to face high occupancy rates</p>	<p>Engagement with local short-term accommodation providers about expect demand and coordination regarding equitable bookings</p>	<p>Tourists</p> <p>Other professionals</p> <p>Health and education services</p> <p>Short-term accommodation providers</p>	<p>Pre-construction</p>	<p>Powerlink Construction Contractor</p>	<p>Construction Contractor Workforce Accommodation Plan</p>
<p>Increased demand for quality housing from workers relocating to Richmond to take up jobs related to CopperString 2032</p>	<p>Construction of a new WAF in Richmond is designed to accommodate up to 250 workers during the construction process</p> <p>Monitor the impact of any workforce not staying in the WAF and apply additional housing supply measures if impact thresholds are met</p>	<p>Richmond Shire community</p>	<p>Pre-construction</p> <p>Construction</p>	<p>Powerlink Construction Contractor</p>	<p>Construction Contractor Workforce Accommodation Plan</p>
<p>Potential for increase in rent prices due to increased demand for housing with no change to supply of housing</p>	<p>Construction of a new WAF in Richmond is designed to accommodate up to 250 workers during the construction process</p> <p>Monitor the impact of any workforce not staying in the WAF and apply additional housing supply measures if impact thresholds are met</p>	<p>Property owners</p> <p>Renters in the Richmond community</p>	<p>Pre-construction</p> <p>Construction</p>	<p>Powerlink Construction Contractor</p>	<p>Construction Contractor Workforce Accommodation Plan</p>
<p>Limited availability of houses to rent or buy which might limit the options available to workers moving to the region for work on the project or for its suppliers</p>	<p>Construction of a new WAF in Richmond is designed to accommodate up to 250 workers during the construction process</p> <p>Monitor the impact of any workforce not staying in the WAF and apply additional housing supply measures if impact thresholds are met</p>	<p>Richmond Shire workforce</p> <p>Richmond Shire community</p>	<p>Pre-construction</p> <p>Construction</p>	<p>Powerlink Construction Contractor</p>	<p>Construction Contractor Workforce</p>

Social impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
					Accommodation Plan
Increased productivity of temporary accommodation providers with rooms likely to face high occupancy rates	No management measure applicable	Short-term accommodation providers in Richmond Shire	Pre-construction Construction	N/A	N/A
The use of short-term accommodation by the project may displace other users during the project	Construction of a new WAF in Richmond is designed to accommodate up to 250 workers during the construction process Ensure short-term contractors and consultants (i.e. non-permanent workers) engaged on the project are housed in the WAF Engagement with local short-term accommodation providers about expect demand and coordination regarding equitable bookings	Tourists Other professionals Health and education services in Richmond Shire Short-term accommodation providers	Construction	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Inequities in the distribution of benefits to local short-term accommodation providers during the project					

## **Monitoring and reporting framework**

The monitoring and reporting framework outlined in Table 5.19 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the CopperString 2032 project on housing and accommodation. Elements of the monitoring framework may change over time to ensure that the framework remains effective and adapts to new information and new circumstances that arise over the life of the project.

Table 5.19: Housing and accommodation: monitoring and reporting framework

Management Measures	Desired Outcome	Monitoring Indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Construction of a new WAF in Richmond is designed to accommodate up to 250 workers during the construction process	Maintain availability of temporary accommodation for tourists and professionals	Workers accommodated in the WAF	100% of workers accommodated in the WAF	Annually during construction	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting
	Maintain current levels of available housing for local people	Workers not accommodated in the WAF				
Ensure that short-term contractors and consultants (i.e. non-permanent workers) engaged on the project are housed in the WAF	Maintain availability of temporary accommodation for tourists and professionals	Short-term contractors and consultants accommodated in the WAF	100% of short-term contractors and consultants accommodated in the WAF	Quarterly during construction	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting

Management Measures	Desired Outcome	Monitoring Indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Monitor the impact of any workforce not staying in the WAF and apply additional housing supply measures if impact thresholds are met	<p>Maintain availability of temporary accommodation for tourists and professionals</p> <p>Maintain current levels of available housing for local people</p>	<p>Workers not accommodated in the WAF who are required to be in Richmond for an extended period of time</p> <p>Tracking available rental market and housing occupancy. If rental vacancy is 3% or higher, seek rental accommodation (ensuring it meets worker’s needs). If not, consider purchasing or building additional housing</p>	<p># of workers not being accommodated in the WAF for an extended period of time</p> <p>Tracking rental vacancy rate (if at 3% or higher)</p>	Quarterly	<p>Powerlink Construction Contractor</p> <p>Richmond Council</p>	Annual Social Impact Management Plan Reporting
Engagement with local short-term accommodation providers about expect demand and coordination regarding equitable bookings	Maintain availability of temporary accommodation for tourists and professionals	<p>Engagement activities with short-term accommodation providers</p> <p>Short-term accommodation bookings</p>	Equitable short-term accommodation bookings	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Plan Reporting

## 5.(4) Health and community wellbeing

Powerlink’s approach to health and community wellbeing is designed to manage the social impact of the project on communities and stakeholders in the Richmond Shire resulting from the project’s planning, construction and ongoing operation.

This Health and Community Wellbeing Plan is supported by a range of management plans and policies from both Powerlink and the UGL CPB Contractors Joint Venture.

### Objectives

The objectives of the health and community wellbeing approach are to:

- contribute in a positive way to the community’s health and wellbeing
- mitigate any negative impacts on communities by ensuring the project does not add pressure to key services including health, emergency services, environmental management and social infrastructure
- support the health and wellbeing of the community during pre-construction, construction and operations particularly related to community cohesion, safety of women, health impacts related to dust, public safety (including road safety).

### Summary of existing social environment – Richmond Shire

The population in Richmond Shire LGA has 21.2% of people who are under 18 years old, and 23.3% who are over 60 years old. This indicates that it is not a particularly aging community.

When examining disability data, only 2.9% of people in Richmond require assistance with core activities. This percentage is lower than the 6% observed in Queensland as a whole. However, 8.28% of people are engaged in caregiving activities for people with disabilities, health conditions, or those of old age. While this is slightly lower than the 11.48% seen in Queensland, it provides some insights about the potential need for support and resources for caregivers in the area.

The Richmond Shire population has chronic diseases such as asthma (7.5%), mental health conditions (4.86%), and arthritis (4.73%). All these percentages are lower than in Queensland generally. This might indicate that the Richmond Shire LGA population has a relatively healthier profile in terms of these specific chronic conditions compared to the broader Queensland population.

Additionally, 32.7% of Aboriginal and/or Torres Strait Islander people in Richmond live with one or more long-term health conditions, compared to 20.8% of the entire Richmond LGA population.

Table 5.20: Health and community wellbeing statistics for Richmond Shire LGA

LGA	Population age range	% of single person homes	Persons who need assistance with core activities (%)	People caring for people with a disability, health condition or old age	Persons aged 0-17 years with need for assistance	Long-term health conditions
Richmond Shire	People <18 yrs: 21.2%	34.4%	2.9%	8.28%	2.84%	Asthma: 7.5%
	People >60 yrs: 23.3%					Mental health condition: 4.86% Arthritis: 4.73%

Source: Australian Bureau of Statistics (2021) Census of Population and Housing, 2021 Census Quickstats

The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) is a valuable tool for analysing vulnerability data. It offers insights into the socio-economic conditions of residents and households within a specific area by combining measures of both relative advantage and disadvantage. In terms of IRSAD scores, a lower score signifies a greater level of disadvantage, while a higher score indicates a higher level of advantage and lower levels of disadvantage (ABS, 2023a).

In terms of the IRSAD scores (where one represents the lowest quintile and five the highest), Richmond Shire LGA falls within the fourth quintile. This suggests a relatively high level of socio-economic advantage. However, the Richmond township itself is in the second quintile, indicating a higher level of socio-economic disadvantage. This disparity indicates that while the broader LGA enjoys a higher level of advantage, the specific area of Richmond township faces more socio-economic challenges. This could be due to a variety of factors such as income levels, employment rates, education levels, and access to services.

Table 5.21: Socio-Economic Indexes for Areas (SEIFA) for IRSAD for Richmond Shire LGA

	IRSAD Score	IRSAD Quintile
Richmond Shire LGA	975	4
Richmond township	954	2

Source: ABS Census of Population and Housing, 2021 Census Quickstats

When comparing the rate of socio-economic disadvantage in Richmond to that in Queensland, there is an approximate 60-40 split between quintile 2 and quintile 4 (see Table 5.22).

Table 5.22: SEIFA data for Richmond compared to Queensland

LGA/State	Quintile 1 (most disadvantaged)	Quintile 2	Quintile 3	Quintile 4	Quintile 5 (least disadvantaged)
	%				
Richmond	0.0	60.6	0.0	39.4	0.0
Queensland	20.0	20.0	20.0	20.0	20.0

Source: ABS Census of Population and Housing: SEIFA, 2021

## Relations with Traditional Owners

The Richmond Shire LGA consists of an Aboriginal and/or Torres Strait Islander population who live in the Richmond Shire LGA as well as Traditional Owners (the Wanamara People), most of whom now live in Cairns and Yarrabah. The majority no longer live on Country due to forcible removal in the late 1800s and early 1900s.

The North Queensland Land Council (NQLC) is the representative organisation to assist Aboriginal people with all aspects of their Native Title claims in the area. Richard Hoolihan is the Director for Charter Towers/Hughenden Ward, which includes the Richmond Shire (NQLC, n.d.).

In 2006, the Yirendali people, with the support of the Central Queensland Land Council, lodged a Native Title claim that covered an area exceeding 13,000 km<sup>2</sup> in Flinders Shire and part of Richmond Shire. However, in 2017, it was determined that the Native Title did not exist (National Native Title Tribunal, n.d.).

According to news articles, the Wanamara people supported this claim, which led to some differences of opinion with the Richmond community and John Wharton, who was the mayor in 2007 and continues to hold the position today. ABC News reported that the Richmond mayor said landowners feared that the Native Title claim might lead to individuals disrespecting their property rights and potentially squatting on the land. Even though this occurred quite some time ago, it could serve as evidence of community tension between Aboriginal and non-Aboriginal people in the Richmond Shire (ABC News, 2007a/2007b).

## Health

The Richmond township is served by the Richmond Multipurpose Health Service (Figure 5.3), which provides a range of services including emergency care, aged care, and daily outpatient services. Additionally, it offers visiting services such as paediatrics, optometry, school oral health, dietetics, podiatry, physiotherapy, occupational therapy, speech therapy, dentistry, and community health services. It is important to note that some people from Hughenden have been travelling to Richmond to access GP services (IHCP-NQ Project Team, 2024). In 2020/2021 the health services had 128 admissions (Johnston, K., Smith, D., with the IHCP-NQ Project Team, 2022).



Figure 5.3: Richmond Multipurpose Health Service



The community health services include a community nurse, a visiting school-based youth health nurse, Alcohol, Tobacco, and Other Drugs Service (ATODS), community mental health services, and social workers through their outreach services. There are also various well-women’s clinics staffed by a doctor or nurse, and sexual health services.

The Richmond Health Service offers telehealth appointments for all specialties available at Townsville University Hospital. This allows patients to access a wider range of healthcare services without the need for travel. Additionally, there is a private general practice called Richmond Medical Surgery. The aged care service in Richmond is offered through a Home Care Package. This package serves as an alternative for individuals who require some level of assistance to remain at home.

Regarding available medical professionals in Richmond Shire LGA, Table 5.23 shows the numbers by occupation.

Table 5.23: Health professionals in Richmond Shire LGA

Professional	Dentist	Nurses and midwives	Occupational therapists	Physiotherapists	Psychologists
Number of professionals in Richmond Shire LGA	4	30	5	7	8

Source: IHCP-NQ Project, 2022

In its WAFs, CopperString 2032 will feature a first aid room managed by an on-site medic. Additional on-site services will include a physiotherapist, nutritionist, remedial massage therapist, and wellness technician. The specific services offered will be evaluated on a site-by-site basis, taking into account the space limitations of each WAF and the availability of similar services in the nearby town.

Richmond Shire Council raised that there is only one doctor in Richmond Shire, so their preference is for the WAF to have its own GP or where possible for workers to conduct regular check-ups in the towns from which they originate.

#### Emergency services

The Richmond township is equipped with local police and an auxiliary station for fire emergency services, but notably it does not have a Queensland Ambulance Service. In 2023, the Richmond Shire Council developed a Local Disaster Management Plan. This plan outlines strategies for prevention/mitigation, preparedness, response, and recovery in the event of emergencies and disasters within the Richmond Shire LGA (Richmond Shire Council, 2023c).

The two primary hazards for the Richmond Shire are flooding and bushfires. Flooding occurs due to the Flinders River. The three major crossings to the north – the Flinders River Crossing on the Croydon Road, the Villadale Road Crossing on the Flinders River, and the Hulberts Bridge Crossing at Maxwelton on the Maxwelton Frontage Road – can become inundated, cutting off access from the Richmond township to approximately 150 properties. In the south of Richmond Shire, black soil plains can render most properties inaccessible from the main arterial roads of the Flinders Highway and Winton Road. As a result, the remaining 150 properties in the south may also become isolated from Richmond township during the wet season.

In terms of bushfires, the risk in Richmond Shire is considered low. However, it does have a history of bushfires affecting the community, with incidents recorded in Woolgar (2010–2019), Saxby (2010–2019), Burleigh (2010–2015), and the floodplains of the Flinders River system (2013–2015). Bushfire risk has been mitigated through planned burns in areas such as the Flinders Highway by organisations like the Department of Transport and Main Roads in association with Rural Fire Brigades. Cattle grazing has also contributed to risk reduction.

CopperString 2032 will manage emergencies in line with the local established Emergency Management Plan.

#### Crime rates

According to the Queensland Police Service (QPS), the crime rate in Richmond Shire for the year ending in June 2022 was 6,552 incidents per 100,000 population (AU Crime Rate, 2024). This represents a 19% decrease compared to the previous year. This is a notable decrease since the previous SIA. Furthermore, there were 50

reported offences in the 2022–2023 period. Of these, five were offences against individuals, and 27 were property-related offences.

### Local sporting facilities

Richmond Shire offers a variety of local sporting facilities:

- **Charlie Wehlow Oval:** Located in Simpson Street, this oval is home to the Richmond Tigers Junior and Senior Rugby League Teams. It is used for the school athletics carnivals and community sports.
- **Tennis Courts:** The Richmond Tennis Courts is located on Crawford Street and has four grass courts under lights and a recently installed new clubhouse.
- **Swimming Pool:** Richmond has a 25-m public swimming pool.
- **Lake Fred Tritton:** The lake provides locals and visitors alike with the opportunity to enjoy freshwater-based activities such as swimming, skiing, canoeing, sailing, fishing, jet skiing, and even snorkelling.
- **Skate Park:** Located in Crawford Street West, the skate park is a recent addition to Richmond’s recreational facilities.
- **Jack Brown Lions Park:** This park houses the Richmond War Memorial and is where the town celebrates Anzac Day services every year.
- **Bobby Murray Memorial Park:** Located in Goldring Street adjacent to Kronosaurus Korner, this park has clean amenities, BBQ, picnic tables, ample shade, and a large play gym for children.

In addition to these, Richmond has a gymnasium that Richmond Shire Council flagged is in need of repair and/or expansion (see Figure 5.4). There is also a golf course, bowling club, racecourse, and a caravan park.

Figure 5.4: Richmond Community Gym



## Education

In Richmond Shire, the primary provider of education is the Richmond State School, which is known for its quality education and nurturing environment. It services children up until year 10, has 107 enrolments, and is expecting fewer enrolments in coming years. The school has STEM pathways for its students and has made some investments in 3D printers and robotics. The school identified there is a need for technology (laptops, iPads, etc.) and also support with retaining staff and support service allocations. The school has some vulnerable students, including some Aboriginal and/or Torres Strait Islander students with disabilities.

There is not a school in Richmond that offers education up to Year 12. The closest school that provides this level of education is Hughenden State School, located 115km away in Hughenden (75 minutes' drive to the east).

For early childhood education, services are provided by the Richmond Early Education Centre. Richmond Shire Council said the childcare is a privately run facility that is currently at capacity and services up to 50 children.

## Nature/national parks

Richmond Shire is well-known for its local attractions related to dinosaurs and fossils: the Kronosaurus Korner Fossil Museum and Visitor Information Centre, and the Fossil Hunting experience in Croydon Road. However, it is important to note there are no National Parks in Richmond Shire. In the surrounding region, there are several national parks. These include Porcupine Gorge National Park, located north of Hughenden, as well as Blackbraes National Park and Rungulla National Park.

## Summary of impacts

The construction and operation of CopperString 2032 will have positive and negative social impacts on Richmond Shire LGA and notably for the township of Richmond due to its proximity to the Richmond WAF. The addition of a 250-person peak construction workforce to a town with a total population of 578 will be a change for the community. It will increase the township's population by 43%. Powerlink is taking actions to mitigate the identified impacts via a series of management measures – including the construction of the Richmond WAF to house workers.

A large influx of construction workers may impact perceptions of community safety and values of the community in the Richmond township. The WAF will be located north of the Richmond township in Macgoffin Street and in front of the Richmond skatepark. It is being designed with reference to the *Economic Development Queensland Non-Resident Worker Accommodation Guidelines (2015)* to ensure accommodation supports the needs of the workforce with reference to mental health and wellbeing. In addition, codes of conduct and support for mental health for workers and programs to integrate non-residents workers into the town are expected to address any risk of a drop in community cohesion.

Construction impacts will be felt by the community for the four-year construction period and to a lesser extent during operations.

The positive and negative impacts of the project on the local community have been discussed with the Richmond Shire Council. The Powerlink team met with Richmond Shire Council on 16 January 2024 to discuss various aspects of the project and concerns including water security, the substation at Richmond, the WAF, and local suppliers. Initial feedback from the council has been positive. There is a need for further discussions particularly around agreed management measures and legacy outcomes that will benefit the community long-term.

An assessment of impacts has been applied using the same methodology that was used in the SIA. The risk matrix used to determine the pre- and post-managed impacts is included in Appendix 2.

Table 5.24: Health and community wellbeing: summary of impacts and proposed mitigations

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
Increase in numbers of people residing and working within the Richmond Shire LGA from 761 people to almost 1,000 people at the peak of project construction and change in demographics such as gender	Project establishment may reduce the community use and enjoyment of nearby recreational areas	Richmond community Richmond Shire Council	Limited capacity of some recreational areas and services	Low (-)	Maintain initiatives to contribute to local community through active engagement in local events and activities including but not limited to: <ul style="list-style-type: none"> <li>▪ sporting clubs and gymnasiums</li> <li>▪ support for local events and festivals</li> <li>▪ connections with local school</li> <li>▪ support for community groups, charities</li> <li>▪ small grants funding to support community organisations</li> </ul>	Low (+)
Impacts to Aboriginal and/or Torres Strait Islander cultural heritage	Impacts to Aboriginal and/or Torres Strait Islander cultural heritage tangible (material objects of value) and intangible cultural heritage values, such as areas of spiritual significance	Wanamara People Aboriginal and/or Torres Strait Islander community in Richmond Richmond Shire Council Richmond community	The project CHMP has identified material objects (e.g., stone axes and scarred trees) located in the project area which will need to	High (-)	Surveying of the project area to identify any cultural heritage values and appropriate protection of both tangible and intangible heritage values	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
	or broader cultural landscape value		protected and/or relocated		Reaching agreement with Wanamara People on the mitigation strategies to be used to ensure no harm caused to Aboriginal and/or Torres Strait Islander and Wanamara cultural heritage	
Change in demand for critical town services from increase in population adding pressure to existing service capacity – health, emergency services, critical infrastructure including telecommunications	Increased demand for local health and emergency services leading to increased burden for health care providers and access difficulties for residents	Richmond Shire Council Health services	Richmond Shire Council reported that the provision of health services is a key challenge for the community – specifically the community does not have a local ambulance service and trained paramedics and also only has one doctor in Richmond Shire	Medium (-)	Provide on-site medical facilities within WAF including paramedic vehicle and trained paramedic. First aid trained officers will be on every shift to provide service for minor medical incidents and to act as first responders in emergencies or site accidents  Implementation of Health, Safety and Wellbeing Management Plan to minimise workplace accidents, promote employee health and wellbeing while on site to minimise emergency incidents	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
Change in road use due to the project's use of road network to transport heavy machinery and construction materials as well as mine specification vehicles	Increased demand for Internet and communications leading to strains on existing capacity, which is already insufficient for the community's needs	Richmond Shire Council Local businesses Residents	Increased demand for Internet causes slower speeds or causes the network to become non-functional, which stakeholders say is an issue of concern for the community  The impacts include retail stores being able accept payments and safety issues related to lack of connectivity	Medium (-)	Work closely with QCN to increase capacity to improve telecommunication standards for Richmond Shire as part of the SuperGrid project	Low (-)
	Increased risk of road incidents on the Flinders Highway, on access road to the Richmond WAF and on local roads due to increased road movements and driver fatigue	Road users Richmond Shire Council Project construction workforce Richmond State School	Of particular concern are nearby sensitive receivers such as at the Richmond State School, where there are young students	Very high (-)	All non-resident workers will be housed in the WAF which will minimise worker movements within town  Implementation of Traffic Management Plan and driver fatigue policies to ensure safe road use	Medium (-)
	Improvements to the Flinders Highway as part of the project will facilitate more vehicle movements	Road users Richmond Shire Council	Existing condition of Flinders Highway not able to handle construction of project	Medium (-)	As part of the Traffic Management Plan, the project will undertake road infrastructure upgrades in	Medium (+)



Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
Change in amenity to landholders who are approached to host infrastructure or negotiate easements	and larger loads into the region				sections of the Flinders Highway	
	Increased interactions between the project and landholders has potential to result in feelings of stress, anxiety and frustration, particularly for landholders who do not want to host infrastructure	Landholders	There are 12 project-affected landholders in Richmond, some of whom have expressed concern about impacts	High (-)	Landholder wellbeing will be managed through: <ul style="list-style-type: none"> <li>▪ Development of individual land access management plans for each landholder</li> <li>▪ Development and implementation of Construction Contractor Construction Environmental Management Plan</li> <li>▪ CopperString 2032 Environmental Management Plan</li> <li>▪ Powerlink Environmental Management Plan</li> <li>▪ Implementation of the Construction Contractor Early Works Health and Safety Management Plan</li> <li>▪ Powerlink’s Code of Conduct</li> </ul>	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
					<ul style="list-style-type: none"> <li>Stakeholder engagement plan to communicate project updates</li> <li>Robust complaint management procedure</li> </ul>	
Change in amenity to local residents and landholders near construction sites	Temporary increase in noise and dust associated with project construction as well as reduction in privacy of landholders	Residents near the WAF Landholders	Construction and WAF located close to nearby residents	Low (-)	Noise, dust and privacy issues will be addressed through the development of a Construction Environmental Management Plan and land access management plans for each landholder Provide advanced notice to landholders and neighbours prior to construction commencing	Low (-)
	The project's establishment may restrict landholder activities within the easement and may increase the cost of property operation and maintenance	Landholders	Nearby landholders within the easement may have activities restricted during construction and operation and maintenance	Medium (-)	Provide advance notice to landholders and neighbours prior to construction commencing	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
Change to level and type of community initiatives and programs	Increase in overall social and economic wellbeing in the Richmond Shire through provision of community initiatives	Richmond community Richmond Shire Council	Richmond Shire Council has identified several key areas that could benefit from community initiatives and programs	Medium (+)	Implement a targeted community investment approach in Richmond Shire to identify and fund agreed community programs through: <ul style="list-style-type: none"> <li>▪ Grants and sponsorship</li> <li>▪ Community benefits/resilience funds</li> <li>▪ Community investment</li> <li>▪ Focus on cultural heritage and preservation and legacy items in partnership with the Wanamara People</li> </ul>	High (+)
Cumulative change to cost of living, level of affordability and amenity for residents in Richmond Shire	Cumulative increase in demand for accommodation, social service provision and infrastructure, and health and emergency services may lower affordability for residents in Richmond Shire	Richmond community Richmond Shire Council	Richmond township has a high level of socio-economic disadvantage (IRSAD’s second quintile), therefore it is likely that any increase of cost to services will affect the affordability for residents	High (-)	Construction of a dedicated WAF will minimise demand for short-term accommodation from the project  Work with Richmond Shire Council, State Government agencies, and Richmond-Julia Creek Vanadium Project to minimise impacts to accommodation and social service provision through	Medium (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
					engagement and active management of issues	
	Cumulative increase in engagement fatigue as project continues and other infrastructure projects are developed	Richmond community Richmond Shire Council	Engagement activities led by Richmond-Julia Creek Vanadium Project and the project are likely to cause consultation fatigue amongst stakeholders	Medium (-)	The CopperString 2032 Communication and Stakeholder Engagement Plan is designed to monitor engagement fatigue and adjust engagement activities accordingly	Low (-)
	Cumulative changes to community wellbeing and overall resilience, sense of safety and security due to ongoing major project activity and changes in community composition (particularly the notable change in the gender ratio)	Richmond community Richmond Shire Council	The influx of non-residential workforce from both projects is likely to alter sense of safety and community composition and character – particularly in the Richmond township itself where there is a higher level of disadvantage (therefore less baseline resilience to change) compared to the wider Richmond LGA	High (-)	Work with Richmond Shire Council, State Government agencies, and Richmond-Julia Creek Vanadium Project to minimise impacts to wellbeing and sense of safety through engagement and active management of issues	Low (-)
Changes to sense of belonging and attachment to place	Lack of connection due to the changes in the town causing a loss of attachment	Richmond community Richmond Shire Council	The large workforce numbers, in relation to the town, will alter the	Med (-)	Engage with Richmond Shire Council to identify and manage any impacts that are affecting	(-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre- managed	Proposed mitigation	Post-managed
	to place and lowered sense of belonging		demographic composition and potentially cause changes to the way the town looks and feels		the community's attachment to place and sense of belonging, i.e., engagement in community events, etc.	

## Initiatives, policies, and programs

Powerlink has several initiatives that will support the delivery of measures to manage the social impact of the project on the health and wellbeing of the Richmond Shire community. Some of the most significant of these are outlined below.

### Community investment approach

Powerlink's community investment approach has three pillars: grants and sponsorships, community benefits/resilience funds, and community investment directed at promoting sustainable communities and economic development.

The CopperString 2032 Community Grants Program is being designed to facilitate small grants for community projects. The program is expected to start in mid-2024 and is likely to consider grant applications every six months. This program is likely to focus on communities that are directly impacted by the project.

Partnerships will be considered when support for a community organisation has the potential to deliver positive social impacts for communities within the project footprint. The impacts identified in this SIMP will guide the evaluation of partnerships which will also be assessed against Powerlink's community investment table. The partnership program will be launched in the second half of 2024.

Sponsorships will be considered as part of Powerlink's wider corporate sponsorship program and will focus on opportunities to promote CopperString 2032 to potential employees and suppliers, and to create positive community relationships along the project footprint.

### Health, Safety, and Wellbeing Management Plan

Powerlink's Health, Safety and Wellbeing Management Plan provides an outline for the management of health, safety and wellbeing on CopperString 2032 and ensures the health and safety of individuals in the workplace, health and safety of the public, the safe operation of plant and equipment and compliance with all relevant legislation, standards and procedures and other HSW obligations.

The plan outlines project-specific safety requirements including fitness for work requirements that require workers to pass random drug and alcohol tests, comply with all fatigue management systems put in place by the Construction Contractor, and pass physical and mental health and wellbeing examinations prior to starting work on the project. The plan also sets out requirements for medical support for workers, the requirement to meet electrical safety standards, wearing of protective equipment and clothing to minimise safety incidents and minimise the need for workers to access local health and emergency services.

Powerlink's Human Resources Plan for the project provides for a Manager Health, Safety and Wellbeing who is responsible for implementing the HSW strategy and assisting leaders to achieve HSW targets, as well as lead audit and assurance activities and develop wellbeing initiatives for workers in remote areas.

### Code of Conduct

Powerlink's Code of Conduct bring to life the values, culture and commitment we make to our customers and communities in which we work. It sets out the standards of behaviour we expect from our workforce. The Code of Conduct is available on Powerlink's website. Breaches of the code are treated seriously and reporting of breaches is considered an important way in which Powerlink's culture can be improved.

### Powerlink Land Access Protocol

The LAP outlines Powerlink’s approach to accessing land for planning, investigation, easement acquisition, construction and maintenance activities. Powerlink is committed to working closely with landholders when developing a new transmission line.

The LAP includes communication and consultation with landholders, use of land, use of roads and tracks to access locations, use of gates including entry conditions, biosecurity and weed management, strategies to mitigate fire risk and use of public roads.

Landholder-specific LAPs include property-specific information, rules, and entry conditions that are negotiated directly with the landholder. LAPs are embedded into Option Agreements and further refined prior to any construction commencing to incorporate specific landholder requirements and mitigate disturbance to landholder operations.

### Traffic Management Plan

The Construction Contractor has developed a Traffic Management Plan designed to ensure project construction meets safety standards and promotes community awareness of construction traffic and safe behaviours. The plan has been designed to manage the efficiency of the road network impacted by the project including consideration of existing periods of peak use and protecting sensitive users including school bus operation and during tourism events.

The plan includes provision of information to local road users about the construction traffic haul routes, including visitors to the area through engagement with the local Tourist Information Centre. The plan also outlines the Construction Contractor commitment to maintain local roads and ensure they are free of damage from project construction traffic.

### Construction Environmental Management Plan

The Construction Contractor has developed a Construction Environmental Management Plan (CEMP) which defines the management of environmental compliance on all activities undertaken by them. The CEMP provides a high-level structure on how the CopperString 2032 project will manage its environmental obligations and responsibilities across all work activities. It is structured so that it can be used as a system implementation tool to ensure compliance with the Environmental Management System (EMS). The plan:

- explains the content, structure, and relationship with other systems used by the project
- establishes how the project will maintain environmental compliance with legislation, standards, guidelines and approvals establishing best practice in environmental management
- outlines the project risk profile, core function and work activities
- sets performance objectives and targets
- identifies, based on environmental aspects, feasible mitigation measures to avoid, prevent and/or minimise potential impacts and harm to communities and the environment.

Within the CEMP, construction mitigation measures include:

- The construction contractor workforce and subcontractors will only use approved access tracks/roads.
- Approved access tracks/roads will be signed and available routes will be shown on the GIS platform.

- Impacts on stock routes operation from construction traffic and crossings will be minimised by addressing soil management, biosecurity and waste. Temporary closure of stock routes requires stock route notification under the Planning Scheme (pursuant to the Stock Route Management Regulation 2003) and requires permits from Local Government. This process will be managed by Powerlink Queensland.

### **Management measures**

The measures identified to manage the social impacts of the project on health and community wellbeing are outlined in Table 5.25.



Table 5.25: Health and community wellbeing management measures

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Project establishment may reduce the community use and enjoyment of nearby recreational areas, particularly related to the change in demographics (such as gender) related to the construction workforce	<p>Maintain initiatives to contribute to local community through active engagement in local events and activities including but not limited to:</p> <ul style="list-style-type: none"> <li>• sporting clubs and gymnasium</li> <li>• support for local events and festivals</li> <li>• connections with local school and initiatives like STEM career sessions at Richmond State School by CopperString 2032 personnel</li> <li>• support for community groups, charities</li> <li>• small grants funding to support community organisations</li> </ul>	Richmond community	Construction Operations	Powerlink Construction Contractor	Annual Social Impact Management Report
Impacts to Aboriginal and/or Torres Strait Islander cultural heritage tangible (material objects of value) and intangible cultural heritage values, such as areas of spiritual significance or broader cultural landscape value	<p>Surveying of the project area to identify any cultural heritage values and appropriate protection of both tangible and intangible heritage values</p> <p>Reaching agreement with Wanamara People on the mitigation strategies to be used to ensure no harm caused to Aboriginal and/or Torres Strait Islander and Wanamara cultural heritage</p>	<p>Wanamara People Aboriginal and/or Torres Strait Islander community Project workforce Richmond community</p>	Pre-construction Construction Operations	Powerlink Construction Contractor	<p>Cultural Heritage Management Plan Cultural Heritage Management Strategy</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
	Provide on-site medical facilities within WAF including paramedic vehicle and trained paramedic. First aid trained officers will be on every shift to provide service for minor medical incidents and to act as first responders in emergencies or site accidents	Richmond health services	Construction Operations	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Increased demand for local health services leading to increased burden on health care providers and access difficulties for local residents	Engage with local health care service providers to help ensure undue pressure is not being placed on services in Richmond, particularly around access to GP services. If access issues identified, some solutions may include: <ul style="list-style-type: none"> <li>▪ Allowing local community to access certain on-site medical facilities</li> <li>▪ Commissioning and then sharing of additional health or GP services between Hughenden and Richmond WAF</li> </ul>	Richmond health service	Construction Operations	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
	Reduce reliance on local health services by implementing Health, Safety and Wellbeing Management Plan to minimise workplace accidents, promote employee health and wellbeing while on site to minimise emergency incidents	Workforce Emergency services	Construction Operations	Powerlink Construction Contractor	CopperString 2032 Health Safety and Wellbeing Plan Powerlink Employee Assistance Program
Increased demand for internet and communications on existing infrastructure leading to slow speeds or even no access	Work closely with QCN to increase capacity to improve telecommunication standards for Richmond Shire as part of the SuperGrid project	Richmond Shire Council QCN	Construction Operations	Powerlink Construction Contractor	QCN SuperGrid project

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
during times of increased demand (i.e., Richmond Field Days event)	All non-resident workers will be housed in the WAF, which will minimise worker movements within town	Road users Richmond community	Construction Operations	Powerlink Construction Contractor	Construction Contractor Workforce Accommodation Plan
Increased risk of road incidents on Flinders Highway, on the access road to WAF and on local roads due to increased road movements and driver fatigue	Implementation of the Traffic Management Plan and driver fatigue policies to ensure safe road use  Particular attention given to roads around Richmond State School, where youth will be walking during school commute hours (7.30-9am and 2.30-3.30pm) – including some students with disabilities	Road users Richmond Shire Council Richmond community Richmond State School	Construction	Powerlink Construction Contractor	Construction Contractor Traffic Management Plan  CopperString 2032 Health, Safety and Wellbeing Management Plan  Construction Contractor Fatigue policy

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increased interactions between the project and landholders has potential to result in feelings of stress, anxiety and frustration for landholders, particularly for those who do not want to host infrastructure	<p>Landholder wellbeing will be managed through:</p> <ul style="list-style-type: none"> <li>▪ development of individual land access management plans for each landholder</li> <li>▪ development and implementation of Construction Contractor Construction Environmental Management Plan</li> <li>▪ CopperString 2032 Environmental Management Plan</li> <li>▪ Powerlink Environmental Management Plan</li> <li>▪ implementation of the Construction Contractor Early Works Health and Safety Management Plan</li> <li>▪ Powerlink’s Code of Conduct</li> <li>▪ stakeholder engagement plan to communicate project updates</li> <li>▪ robust complaint management procedure</li> </ul>	Landholders	Construction Operations	Powerlink Construction Contractor	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p> <p>Powerlink Land Access Protocol</p> <p>Construction Contractor Environmental Management Plan</p> <p>Powerlink Environmental Management Plan</p> <p>Powerlink Code of Conduct</p> <p>Powerlink Complaint Management Procedure</p>
The project’s establishment may restrict landholder activities within the easement and may increase the cost of property operation and maintenance	<p>Development of individual land access management plans for each landholder</p> <p>Robust complaint management procedure</p>	Landholders	Construction Operations	Powerlink Construction Contractor	<p>Powerlink Land Access Protocol</p> <p>Powerlink Complaint Management Procedure</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
<p>Temporary increase in noise and dust associated with project construction as well as reduction in privacy</p>	<p>Noise, dust and privacy issues will be addressed through the development of a Construction Environmental Management Plan and land access management plans for each landholder</p> <p>Provide advanced notice to landholders and neighbours prior to construction commencing</p>	<p>Landholders</p>	<p>Construction</p>	<p>Powerlink Construction Contractor</p>	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p> <p>Powerlink Land Access Protocol</p> <p>Construction Environmental Management Plan</p>
<p>Increase in overall social and economic wellbeing in the Richmond Shire through provision of community initiatives</p>	<p>Implement a targeted community investment approach in Richmond Shire to identify and fund agreed community programs through:</p> <ul style="list-style-type: none"> <li>▪ grants and sponsorship</li> <li>▪ community benefits/resilience funds</li> <li>▪ community investment</li> </ul> <p>Focus on cultural heritage and preservation in partnership with the Wanamara People including establishing a cultural heritage artefacts storage area to safely store materials for viewing and processing for future cultural use</p>	<p>Richmond community</p> <p>Richmond Shire Council</p> <p>Wanamara People</p>	<p>Pre-construction</p> <p>Construction</p> <p>Operations</p>	<p>Powerlink Construction Contractor</p>	<p>Powerlink’s community investment approach</p> <p>Construction Contractor Workforce Accommodation and Facilities Plan</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party	Initiative, policy, program
Increase in demand for accommodation, food and local services may increase cost of living and lower affordability for residents in Richmond Shire	<p>Construction of a dedicated WAF will minimise demand for short-term accommodation from the project</p> <p>Work with Richmond Shire Council and State Government agencies to minimise impacts through engagement and active management of issues</p>	<p>Richmond Shire Council</p> <p>State government agencies</p>	<p>Pre-Construction</p> <p>Construction</p> <p>Operations</p>	<p>Powerlink</p> <p>Construction Contractor</p>	<p>CopperString 2032 Local Economic Participation Plan</p> <p>CopperString 2032 Indigenous Participation Plan</p> <p>CopperString 2032 Communication and Stakeholder Engagement Plan</p>
Cumulative increase in engagement fatigue as project continues and other infrastructure projects are developed	<p>The CopperString 2032 Communication and Stakeholder Engagement Plan is designed to monitor engagement fatigue and adjust engagement activities accordingly</p> <p>Coordinate, where possible, with the Richmond-Julia Creek Vanadium Project’s engagement activities to minimise the number of community information sessions</p>	<p>Richmond community</p>	<p>Construction</p> <p>Operations</p>	<p>Powerlink</p> <p>Construction Contractor</p>	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p>
Cumulative changes to community wellbeing, sense of safety and security due to ongoing major project activity and changes in community composition	<p>Work with Richmond Shire Council, State Government agencies and Richmond-Julia Creek Vanadium Project to minimise impacts through engagement and active management of issues</p>	<p>Richmond community</p>	<p>Construction</p> <p>Operations</p>	<p>Powerlink</p> <p>Construction Contractor</p>	<p>CopperString 2032 Communication and Stakeholder Engagement Plan</p>
Lack of connection due to the changes in the town causing a loss of attachment to place and lowered sense of belonging	<p>Engage with Richmond Shire Council to identify and manage any impacts that are affecting the community’s attachment to place and sense of belonging</p>	<p>Richmond Shire Council</p>	<p>Construction</p> <p>Operations</p>	<p>Powerlink</p> <p>Construction Contractor</p>	<p>CopperString 2032 Communications and Stakeholder Engagement Plan</p>

## **Monitoring and reporting framework**

The monitoring and reporting framework outlined in Table 5.26 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the project on health and community wellbeing. Elements of the monitoring framework may change over time to ensure that the framework remains effective and can adapt to new information and new circumstances that may arise over the life of the project.

Table 5.26: Health and community wellbeing: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
<p>Maintain initiatives to contribute to local community through active engagement in local events and activities including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ sporting clubs and gymnasium</li> <li>▪ support for local events and festivals</li> <li>▪ connections with local school and initiatives like STEM career sessions at Richmond State School by CopperString 2032 personnel</li> <li>▪ support for community organisations groups and charities</li> <li>▪ grants funding to support community organisations</li> </ul>	The project has a positive impact on Richmond Shire	Community events supported	Four initiatives supported annually during construction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
<p>Surveying of the project area to identify any cultural heritage values and appropriate protection of both tangible and intangible heritage values</p> <p>Reaching agreement with Wanamara People on the mitigation strategies to be used to ensure no harm caused to Aboriginal and/or Torres Strait Islander and Wanamara cultural heritage</p>	<p>Aboriginal and/or Torres Strait Islander cultural heritage values are protected</p> <p>Wanamara People are shown respect and their voice is present in the mitigation strategies</p>	<p>All identified cultural heritage values remain unchanged</p> <p>Agreement reached with Wanamara People on mitigation strategies</p>	<p>100% of identified cultural heritage values are protected and unharmed</p> <p>100% of mitigation measures for cultural heritage are approved by the Wanamara People</p>	Annual	Powerlink Construction Contractor	<p>Annual Social Impact Management Report</p> <p>Cultural Heritage Management Plan</p>



Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Provide on-site medical facilities within WAF including paramedic vehicle and trained paramedic. First aid trained officers will be on every shift to provide service for minor medical incidents and to act as first responders in emergencies or site accidents	Local health care services are sufficient to meet demand Workforce healthcare needs are met	Access to local medical services is unchanged	Average GP wait time is in line with pre-project level	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Engage with local health care service providers to help ensure undue pressure isn't being placed on services in Richmond, particularly around access to GP services. If identified, some solutions may include: <ul style="list-style-type: none"> <li>Allowing local community to access certain on-site medical facilities</li> <li>Potential commissioning and sharing of additional health or GP services between Hughenden and Richmond WAFs.</li> </ul>	Community members maintain their current level of healthcare access	Access to local medical services remains unchanged	Average wait time for health services is in line with pre-project level	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Implement the Health, Safety and Wellbeing Management Plan to minimise workplace accidents, promote employee health and wellbeing while on site to minimise emergency incidents	Workforce accidents are minimised	# of workers undertaking safety training	100% of workers have completed safety training	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Work closely with Richmond Shire Council to manage use of water, sewerage and waste services	Capacity of local infrastructure is sufficient to support local and project needs	Ongoing discussions with Council	Raised in quarterly meeting with Richmond Shire Council	Quarterly	Powerlink	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Work closely with QCN to increase capacity to improve telecommunication standards for Richmond Shire – and monitor if additional Powerlink-provided Wi-Fi must be provided	Improved telecommunication services for Richmond Shire	Ongoing discussions with QCN # of complaints related to connectivity	Raised in annual meetings with QCN	Annually	Powerlink	Annual Social Impact Management Report
All non-resident workers will be housed in the WAF which will minimise worker movements within town	Local community is not unduly disturbed by worker movements within town	# of complaints # of road-related safety incidents	100% of complaints resolved to complainant satisfaction 0 road-related safety incidents	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Implementation of Construction Contractor Traffic Management Plan and Fatigue Management Plan to ensure safe road use  Particular attention given to roads around Richmond State School, where youth will be walking during school commute hours (7.30-9am and 2.30-3.30pm) – including some students with disabilities	Community feels safe using local road network	# of road-related incidents due to fatigue	0 road-related incidents due to fatigue	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report HSW performance data and statistics
Monitor dust complaints to ensure community health is not impacted, particularly for those with existing health conditions	Zero dust complaints from nearby community	# of complaints	100% of dust complaints resolved to complainant's satisfaction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report
Monitor noise and vibration complaints to ensure community health is not impacted, particularly for those with existing health conditions	Zero noise and vibration complaints from nearby community	# of complaints	100% of noise and vibration complaints resolved to complainant's satisfaction	Annual	Powerlink Construction Contractor	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Provide advance notice to landholders and neighbours prior to construction commencing	Positive relations with the local community	# of complaints # of residents participating in community events	100% of complaints resolved to complainant satisfaction  Works notifications are issued to all impacted landholders in line with LAPs	Quarterly	Powerlink Construction Contractor	Annual Social Impact Management Report Construction Works Notices
Implement community investment approach in Richmond Shire to fund agreed community projects through: <ul style="list-style-type: none"> <li>grants and sponsorship</li> <li>community benefits / resilience funds</li> <li>community investment</li> <li>focus on cultural heritage and preservation and legacy items in partnership with the Wanamara People</li> </ul>	Ensure that the local community derives benefit from the project	# of community investments approved	Four initiatives approved annually during construction	Annually	Powerlink Construction Contractor	Annual Social Impact Management Report Biannual Indigenous Participation Plan review
The CopperString 2032 Communication and Stakeholder Engagement Plan is designed to monitor engagement fatigue and adjust engagement activities accordingly  Coordinate with Richmond-Julia Creek Vanadium to coordinate consultation efforts and coordinate investments in legacy initiatives to maximise benefits at a regional level.	Community health and wellbeing is not negatively impacted by engagement fatigue	Ongoing discussions with Richmond-Julia Creek Vanadium Project to coordinate consultation, share findings, and legacy initiatives	Engagement teams meet with Richmond-Julia Creek Vanadium Project quarterly to coordinate engagement activities and legacy initiatives	Quarterly	Powerlink	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Work with Richmond Shire Council, State Government agencies, and Richmond-Julia Creek Vanadium Project to minimise impacts to accommodation and social service provision, health services, and changes to sense of safety through engagement and active management of issues	Powerlink actively manages its cumulative impacts in the region	Ongoing discussions with Richmond Shire Council, State Government agencies and the Richmond-Julia Creek Vanadium Project	Cumulative impacts raised in quarterly meetings with Richmond Shire Council, State Government agencies and the Richmond-Julia Creek Vanadium Project	Quarterly	Powerlink	Annual Social Impact Management Report
Work with Richmond Shire Council to identify and manage any impacts that are affecting the community's attachment to place and sense of belonging	Powerlink actively manages impacts to sense of belonging caused by interaction of various project-induced changes	Ongoing discussions with Richmond Shire Council	Engagement team raises during quarterly meeting with Richmond Shire Council	Quarterly	Powerlink	Annual Social Impact Management Report

## 5.(5) Local business and industry procurement

Creating opportunities for local suppliers and workers is an important part of the project. The CopperString 2032 LEPP outlines Powerlink's approach to ensure the project provides opportunities for local and Indigenous suppliers, and subsequently uses local resources as much as possible. There are processes and systems in place to develop local capability and ensure local suppliers can meet project compliance standards and performance objectives. The Indigenous Participation Plan sets out how the project will deliver economic benefits through supply chain engagement and employment for project area Traditional Owner members and other Aboriginal and/or Torres Strait Islander workers. The Indigenous Participation Plan is designed to enable increased Indigenous participation (procurement and employment opportunities brought about by the project).

### Objectives

The objectives of the LEPP are to:

- maximise the opportunity to increase local business participation in construction activities during CopperString 2032 through a tailored approach to local procurement and participation
- improve the capacity of businesses within the Richmond Shire to deliver the project to standards of safety, quality, sustainability and construction
- maximise the employment opportunities for residents within the Richmond Shire with particular focus on Aboriginal and/or Torres Strait Islander people who are unemployed, young people, women, people from culturally and linguistically diverse backgrounds and veterans.

The LEPP has two key drivers:

1. **capability:** to increase the local and regional supply chain's expertise, systems, practices, and technical proficiency to meet and deliver the CopperString 2032 project to standards of safety, quality, sustainability, and construction.
2. **capacity:** to increase the size, availability, competency, and co-ordination of the local and regional material, plant and human resources required to mobilise and efficiently deliver the CopperString 2032 project.

Targets have been set to monitor the outcomes of the LEPP and are designed to:

- increase supply chain capability and capacity to tender competitively for work with the CopperString 2032 project and beyond
- increase supply chain reliability to deliver on awarded packages of work
- increase stakeholder confidence in the projects preparedness to procure and employ locally.

The LEPP focuses specifically on implementing a Supplier Capability Development Program that will build the capability of local businesses through a dedicated eight-step program over the course of six months. All local businesses are welcome to attend the workshops (places limited to 30) and participate in the program. Suppliers who attend the program will have an increased capability to supply goods and services for not just the project, but also for other projects in the Flinders REZ.

The objectives of the Indigenous Participation Plan are to:

- maximise the employment opportunities for residents with the Richmond Shire with particular focus on employment of members of project area Traditional Owner groups and Aboriginal and/or Torres Strait Islander people
- seek to procure goods and services from local and regional Aboriginal and/or Torres Strait Islander owned businesses
- in collaboration with Traditional Owner groups provide opportunities to support delivery of social investment/initiatives.

### Summary of existing social environment – Richmond Shire

The Richmond Shire has a small population of 761 permanent residents. The median household income/week is \$1,757, which is approximately 5% above the median Queensland household income.

In total, there are 220 businesses in the Richmond Shire LGA. Specifically, there are 151 businesses that do not employ any staff and 51 businesses that employ between 1 and 4 employees. These numbers may indicate a greater number of small businesses and a limited large employers’ industry in Richmond.

In addition to agriculture and cattle farming, the major employers in town are the state school, the Richmond Shire Council, Queensland Education, Queensland Health, and Queensland Rail. These all contribute to the region’s educational and vocational training opportunities (Richmond Shire Council, 2023b).

Table 5.27: Business counts by employment size Richmond Shire LGA

LGA	Non-employing	1–4 employees	5–19 employees	20–199 employees	200+ employees	Total
Richmond Shire	151	51	15	3	0	220

Source: ABS, 2023b

The financial turnover of the 220 businesses in Richmond Shire demonstrates economic diversity, with businesses of various sizes and financial capacities contributing to the local economy. However, small businesses, specifically the 211 businesses with a turnover of less than \$5 million make up the majority. Additionally, there are four high turnover businesses with a turnover of \$10 million or more. These businesses are primarily involved in the agriculture, forestry, and fishing industry. Given that agriculture and cattle farming are the main economic activities in the town, these high turnover businesses are likely significant contributors to the local economy.

Table 5.28: Business counts in Richmond by turnover

LGA	\$0 to less than \$200k	\$200k to less than \$5m	\$5m to less than \$10m	\$10m or more	Total
Richmond Shire	95	116	5	4	220

Source: ABS, 2023b

## Local roads and transport

The Flinders Highway and Richmond Woolgar Road-Goldring Street are the primary roads in the Richmond Shire township. These roads serve as the main mode of transport within the LGA, accommodating general passenger traffic and non-mining freight. Most freight from the region's mines is delivered by road to rail heads to be transported via rail to Townsville (Queensland Government, 2010).

The region offers regular commercial air services, including in Mount Isa, Cloncurry, and Townsville. Rex Airlines operates a service that connects Townsville to Mount Isa, with stops at Hughenden, Richmond, and Julia Creek. Note: there is some uncertainty around the future of REX Airlines as the provider went into voluntary administration in July 2024. Additionally, during SIA consultations, local stakeholders said the high cost of flights contributes to the region's isolation. This expense is seen by some as reducing the attractiveness of the region to families, as the expense to visit relatives or take holidays is seen as cost prohibitive. Additionally, stakeholders identified a new runway is needed at the Richmond Airport, which may be exacerbated by additional air traffic due to projects planned in the area. This is discussed as a legacy initiative in Section 6.

The transport plan for CopperString 2032, particularly for the Richmond WAF, will be developed as follows:

- Civil Crews – ex Brisbane:
  - Flight Brisbane to Cloncurry
  - Bus Cloncurry to Richmond WAF (2hr 55 mins)
- Tower Erection Crew:
  - 30% ex Brisbane – flights Brisbane to Cloncurry
  - 30% ex Adelaide – flights Adelaide to Brisbane, Brisbane to Cloncurry
  - 40% ex Sydney – flights Sydney to Brisbane, Brisbane to Cloncurry
  - Bus Cloncurry to Richmond WAF (2hrs 55 mins)
- Tower Stringing Crew:
  - 30% ex Brisbane – flights Brisbane to Cloncurry
  - 30% ex Adelaide – flights Adelaide to Brisbane, Brisbane to Cloncurry
  - 40% ex Sydney – flights Sydney to Brisbane, Brisbane to Cloncurry
  - Bus Cloncurry to Richmond WAF (2hrs 55 mins)
- Substations:
  - 30% ex Brisbane – flights Brisbane to Cloncurry
  - 30% ex Adelaide – flights Adelaide to Brisbane, Brisbane to Cloncurry
  - 40% ex Sydney – flights Sydney to Brisbane, Brisbane to Cloncurry
  - Bus Cloncurry to Richmond WAF (2hrs 55 mins).

It is also important to note that all crews based at the Richmond WAF will have an average driving distance of 41 minutes. This shorter commute could potentially reduce the risk of accidents associated with long driving hours. In addition, it is estimated there will be an average of 50 heavy vehicle movements each day, taking into account both arrivals and departures from the WAF.

## Summary of impacts

The construction and operation of CopperString 2032 will have predominantly positive impacts on Richmond Shire. A summary of impacts is outlined in Table 5.29.

Table 5.29: Local business and industry procurement: summary of impacts and mitigations

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
Change in provision of good and services opportunities for businesses in the Richmond Shire during Project construction	Increased business opportunities for local and regional businesses	Richmond Shire community Local/regional businesses	Consultation found that local businesses throughout the regional study area are experienced in delivering the services likely to be required by the project	Low (+)	<ul style="list-style-type: none"> <li>Maximise local business participation by working with local businesses for the procurement of manufactured goods</li> <li>Maximise regional business participation by maintaining relationships with Queensland (and Australian) manufacturers and notifying them of relevant opportunities.</li> <li>Reduce barriers to entry into the supply chain and to maximise local participation.</li> </ul>	Low (+)
Higher prices in goods and potential shortages in local businesses that may affect residents	Richmond WAF workers are likely to frequent local stores, which may cause shortage of goods or increase in cost of goods for residents	Richmond Shire community	At its peak, the Richmond WAF will accommodate approximately 250 people over a four-year construction period. This workforce will represent nearly half of the total population of Richmond township	Low (-)	Richmond WAF will include all essential amenities such as offices, meeting rooms, first aid, individual accommodation units, internet, mobile services, entertainment, gyms, and fully serviced kitchen and laundry facilities to maintain a stable workforce. This should decrease the reliance of the workforce for good and services in local businesses	Low (-)



Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
Change in long-term capacity and capability of businesses in Richmond Shire	Enhanced business viability due to the long-term effects of a more skilled workforce	Richmond Shire community Local/regional businesses	<ul style="list-style-type: none"> <li>It is expected that with the arrival of a skilled workforce to the Richmond Shire area, other regional and local businesses will also be able to hire those skilled workers in the long-term</li> <li>Richmond Shire Council has identified a shortage of local workforce for construction work</li> </ul>	Low (+)	Powerlink partnership program (Community Investment Pillars) will be launched in the second half of 2024. This program might support economic development by partnering with local businesses, educational institutions, and industry associations to ensure the arriving skilled workforce is effectively utilised in local and regional areas	Low (+)
Change in usage of the region's airports due to the arrival of construction workforce	Potential increase in cost of flights related to construction workforce	Richmond Shire community Richmond Shire Council	Increased demand for air traffic in the region, including at nearby airports in Hughenden, may increase cost of travel in the region and/or in Richmond	Medium (-)	<ul style="list-style-type: none"> <li>Prioritise the use of Drive In Drive Out (DIDO) from nearby regional airports</li> <li>Track the price of flights in Richmond and nearby airports and coordinate with airlines if there is a need to schedule flights during peak construction periods</li> </ul>	Low (-)
Cumulative impact of the Richmond-Julia Creek Vanadium Project: higher cost of living associated with flights and travel for local community and businesses	Potential cumulative increases in air traffic might also affect flight pricing and availability in local community and businesses	Richmond Shire community Richmond Shire Council	With the initiation of the Richmond-Julia Creek Vanadium Project and CopperString 2032 in Richmond Shire, there may be an increased reliance on flights to transfer the FIFO workforce	Medium (-)	Coordination with airlines to schedule additional flights during peak periods to meet increased demand and prevent prices increase	Low (-)
Cumulative impact of the Richmond-Julia Creek Vanadium Project: affected local businesses and	Competing demand and capacity strain for goods, services and materials	Local/regional businesses	Multiple stakeholders and larger projects in the area might compete due to an increase demand for resources, services and others	Medium (-)	Develop a Strategic Resource Plan in partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council	Low (-)

Social change process	Social impact	Stakeholder group	Impact significance			
			Pre-mitigated impact justification	Pre-managed	Proposed mitigation	Post-managed
projects' procurement processes due to competing demand of resources and services		Richmond-Julia Creek Vanadium Project CopperString 2032			to coordinate procurement and use of goods, services and materials in the local area	
Cumulative impact of the Richmond-Julia Creek Vanadium Project: higher cost of living associated to goods and services due to multiple projects in Richmond Shire	Changes to cost of living bought about by demand for goods and services	Richmond Shire community	Considering the possible increased of workforce in Richmond Shire LGA, goods and services might increase their prices	Medium (-)	<ul style="list-style-type: none"> <li>Partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council to monitor changes in cost of living</li> <li>If cost of living increases, introduce subsidies or financial support programs for low-income households to help them cope with increased living costs</li> </ul>	Low (-)
Cumulative impact of the Richmond-Julia Creek Vanadium Project: changes in tourism industry due to decrease in available accommodation in Richmond township produced by multiple projects in the Richmond Shire	Impacts to visitors and tourism due to higher costs and limited accommodation	Local/regional businesses Richmond Shire Council	Considering the possible increased of workforce in Richmond Shire LGA due to multiple larger projects, tourism might decrease due to limited accommodation options	Medium (-)	<ul style="list-style-type: none"> <li>Construction of WAF might reduce pressure to local short-term accommodation</li> <li>Use of local workforce for the construction of WAF, reducing pressure in local short-term accommodation</li> </ul>	Low (-)

## Initiatives, policies, and programs

The management measures included in the LEPP are to be integrated into new and existing initiatives, policies and programs of the CopperString 2032 project. Some of the most significant of these are outlined below.

It is important to note that no Aboriginal and/or Torres Strait Islander businesses were identified in the Richmond Shire LGA or Richmond township. Additionally, during consultations, it was found that Traditional Owners are more interested in training and skills development programs rather than developing their own businesses. Therefore, no management measures were included in this subplan for Aboriginal and/or Torres Strait Islander businesses.

### Local Content Working Group

Powerlink has established a Local Content Working Group to drive the creation of an internal framework and guiding principles related to local content sourcing. This group is made up of representatives from across Powerlink's divisions, who are developing an organisation-wide approach to local content that aligns with both government and community expectations. The high-level goal is to drive social and economic developing across all Powerlink's project regions.

### Supplier Capability Development Program

The project is committed to facilitating the development of local and regional businesses to prepare them for future procurement opportunities that may arise from the project. This program is intended to improve the capacity of the supply chain for both the benefit of the project and to leave a legacy of community infrastructure following the completion of the project. The program has been designed so that local suppliers will be better able to participate and increase their market share of local and Indigenous participation in the mineral and resources market that is forecast to develop once CopperString 2032 is operational.

Powerlink is undertaking a series of workshops to develop the supply chain and support local businesses who would like to participate in CopperString 2032. The first SCDP workshop occurred at the Richmond Civic Centre on 25 July 2024 (see Figure 5.5). The full program of five workshops in Richmond will be rolled out as follows:

- W1 – Be visible and compliant (Richmond, 25 July 2024)
- W2 – Be prepared for tendering (Richmond, 4 September 2024)
- W3 – Meeting buyer requirements (Richmond, 23 October 2024)
- W4 – Be prepared for contract management (Richmond, 5 March 2025)
- W5 – Meet the buyer event (Richmond, 6 May 2024).

Figure 5.5: First SCDP workshop in Richmond (July 2024)



## Community investment

Powerlink’s community investment approach considers partnerships when support for a community organisation has the potential to deliver positive social impacts for communities within the project footprint. The impacts identified in this SIMP will guide the evaluation for successful partnerships which will also be assessed against Powerlink’s Community Investment table shown in Table 5.30. The community investment approach will be launched in the second half of 2024.

Table 5.30: Community investment: three pillars

THEMES	FOCUS AREAS	<b>ALIGNS TO<sup>1</sup>:</b> <b>POWERLINK:</b> <ul style="list-style-type: none"> <li>Community engagement strategy</li> <li>Sponsorship framework</li> <li>Reconciliation action plan</li> </ul> <b>QLD GOVERNMENT:</b> <ul style="list-style-type: none"> <li>Objectives for the community<sup>2</sup></li> <li>Sponsorship policy</li> <li>Queensland indigenous procurement policy</li> </ul>	DESIRED OUTCOMES		
			PILLAR 1 – Grants & sponsorships	PILLAR 2 – Community benefits/resilience funds	PILLAR 3 – Community Investment
<b>SUSTAINABLE COMMUNITIES</b>	Community resilience & social capacity; environment	<ul style="list-style-type: none"> <li><b>Create sustainable communities</b></li> <li><b>Enhance community and social capacity</b></li> <li><b>Build resilience</b></li> <li><b>Support safety and well-being</b></li> <li><b>Support communities facing vulnerable circumstances.</b></li> <li><b>Create a positive legacy</b></li> <li>Protecting the environment</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening local support services</li> <li>Enhancing community conservation</li> </ul>	<ul style="list-style-type: none"> <li>Improving connectedness between country<sup>3</sup>, people and place</li> <li>Improving access to information to assist with building sustainable communities</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened environment &amp; community resilience to enable localised responses to events (<i>i.e. natural disasters</i>) and opportunities (<i>i.e. economic change</i>) through community-level initiatives</li> <li>Increased ability of community to collectively leverage regional opportunities through enhanced capacity and connectedness</li> </ul>
<b>ECONOMIC DEVELOPMENT</b>	Local purchasing; skills and training & employment	<ul style="list-style-type: none"> <li><b>Assist in economic development</b></li> <li><b>Build resilience</b></li> <li><b>Support communities facing vulnerable circumstances.</b></li> <li><b>Create a positive legacy</b></li> <li>Investing in skills</li> <li>Growing our regions</li> <li>Supporting jobs</li> </ul>	<ul style="list-style-type: none"> <li>Supporting jobs and a strong economy through partnership associations</li> <li>Key stakeholders’ participate in important issues and forums</li> <li>Improving local education/vocation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Supporting communities to leverage economic resources and opportunities more effectively</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities for employment and training</li> <li>Improved ability for local enterprises to meaningfully participate in economic opportunities</li> </ul>

## Management measures

Management measures have been identified for each of the expected positive and negative impacts on local economic participation within the Richmond Shire (Table 5.31).

Table 5.31: Local business and industry procurement: management measures

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
Increased opportunities for local and regional businesses	<p>Maximise local industry participation by:</p> <ul style="list-style-type: none"> <li>— working with local businesses for the procurement of manufactured goods</li> <li>— ensuring contractors adhere to project standards</li> <li>— establishing efficient supply chains through the CopperString 2032 supplier register</li> <li>— developing the capability and capacity of local suppliers to be part of the project</li> <li>— developing the capability and capacity of local economic stakeholders to leverage other projects in the future</li> <li>— developing the capability and capacity of local suppliers to service other areas of their community (Q-Build capability)</li> </ul> <p>Maximise regional industry participation by:</p> <ul style="list-style-type: none"> <li>— maintaining relationships with Queensland (and Australian) manufacturers and notifying them of relevant opportunities</li> <li>— partnering with third party organisations to reduce barriers to participation</li> </ul>	<p>Richmond Shire community</p> <p>Local/regional businesses</p>	<p>Pre-construction</p> <p>Construction</p>	<p>Powerlink Construction Contractor</p>	<p>CopperString 2032 Local Economic Participation Plan</p>

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
Richmond WAF workers are likely to frequent local stores, which may cause shortage of goods or increase in cost of goods for local residents	Reduce barriers to entry into the supply chain and to maximise local participation by: <ul style="list-style-type: none"> <li>— implementing the SCDP</li> <li>— advertise smaller contracts to local businesses</li> <li>— allowing small businesses to share contracts</li> </ul>	Local/regional businesses	Pre-Construction Construction	Powerlink	CopperString 2032 Local Economic Participation Plan
	Richmond WAF will include all essential amenities such as offices, meeting rooms, first aid, individual accommodation units, internet, mobile services, entertainment, gyms, and fully serviced kitchen and laundry facilities to maintain a stable workforce. This should decrease the reliance of the workforce for good and services in local businesses.	Richmond Shire community	Pre-Construction Construction	Powerlink Construction Contractor	CopperString 2032 Accommodation Management Plan
Enhanced business viability due to the long-term effects of a more skilled workforce	Powerlink partnership program – Community Investment Pillars: Powerlink will support economic development by partnering with local businesses, educational institutions, and industry associations to ensure the arriving skilled workforce is effectively utilised in local and regional areas. The partnership program will be launched in the second half of 2024. Developing the capability and capacity of local economic stakeholders to leverage other projects in the future	Richmond Shire community Local/regional businesses	Construction Operation	Powerlink	Powerlink’s Community Investment Pillars
Potential increases in air traffic in the region might also affect flight pricing and availability in local community and businesses	Coordination with airlines to schedule additional flights during peak periods to meet increased demand and prevent prices increase	Powerlink Local airlines	Pre-construction Construction	Powerlink	N/A

Impact	Management measure	Relevant stakeholders	Timeframe for implementation	Responsible party(s)	Initiative, policy, program
Competing demand and capacity strain for goods, services and materials	Develop a Strategic Resource Plan in partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council to coordinate procurement and use of goods, services and materials in the local area	Powerlink Richmond-Julia Creek Vanadium Project Richmond Shire Council	Pre-construction Construction	Powerlink	N/A
Changes to cost of living brought about by demand for goods and services	Partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council to monitor changes in cost of living  If cost of living increases, introduce subsidies or financial support programs for low-income households to help them cope with increased living costs	Powerlink Richmond-Julia Creek Vanadium Project Richmond Shire Council	Pre-construction Construction	Powerlink	N/A
Impacts to visitors and tourism due to higher costs and limited accommodation	Construction of WAF might reduce pressure to local short-term accommodation	Local/regional businesses	Pre-construction Construction	Powerlink Construction Contractor	CopperString 2032 Accommodation Management Plan
	Use of local workforce for the construction of WAF, reducing pressure in local short-term accommodation	Richmond Shire Council			



## Monitoring and reporting framework

The monitoring and reporting framework outlined in Table 5.32 shows how Powerlink will hold itself to account for the delivery and success of measures designed to ameliorate the impacts of the project on local employment and procurement.

Elements of the monitoring framework may change over time to ensure that the framework remains effective and can adapt to new information and new circumstances that may arise over the life of the project.

Table 5.32: Local business and industry procurement: monitoring and reporting framework

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
Maximise local industry participation by: <ul style="list-style-type: none"> <li>— working with local businesses for the procurement of manufactured goods</li> <li>— ensuring contractors adhere to project standards</li> <li>— establishing efficient supply chains through the CopperString 2032 supplier register</li> </ul>	Increased economic activity for local businesses	Proportion of accessible procurements awarded to local businesses	10%* local manufactured procurement (project wide)	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report
Maximise regional industry participation by: <ul style="list-style-type: none"> <li>— maintaining relationships with Queensland (and Australian) manufacturers and notifying them of relevant opportunities</li> <li>— partnering with third party organisations to reduce barriers to participation</li> </ul>	Increased economic activity for regional businesses	Proportion of accessible procurements awarded to regional businesses	50%* Queensland manufactured procurement (project wide)	Monthly	Powerlink Construction Contractor	Annual Social Impact Management Report

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
<p>Reduce barriers to entry into the supply chain and maximise local participation by:</p> <ul style="list-style-type: none"> <li>— implementing the SCDP</li> <li>— advertise smaller contracts to local businesses allowing small businesses to share contracts</li> </ul>	<p>Increased economic activity for Small/Medium Enterprises (SME) across supply chains</p>	<p>Proportion of accessible procurements awarded to SME</p> <p># of businesses under the SCDP</p> <p># of complaints received regarding SCDP</p>	<p>30%* supply chain SME procurement (project wide)</p> <p>100% of suppliers receive feedback from the procurement process</p> <p>100% of suppliers/subcontractors are given information and guidance on how to access SCDP</p>	<p>Monthly</p>	<p>Powerlink Construction Contractor</p>	<p>Annual Social Impact Management Report</p>
<p>Richmond WAF will include many essential amenities such as offices, meeting rooms, first aid, individual accommodation units, internet, mobile services, entertainment, gyms, and fully serviced kitchen and laundry facilities to maintain a stable workforce. This should decrease the reliance of the workforce for good and services in local businesses</p>	<p>Ensure that the presence of the project workforce does not cause shortages of goods or increases in cost for local residents</p>	<p># of complaints related to impacts on retail sector and grocery stores</p> <p>Engage with local providers to monitor any price or availability changes to key goods and services</p>	<p>0% complaints related workforce behaviour impacting retail sector negatively</p> <p>Monitored goods and services have the same cost and availability as before construction</p>	<p>Monthly</p>	<p>Powerlink Construction Contractor</p>	<p>Annual Social Impact Management Report</p>

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
<p>Powerlink partnership program – Community Investment Pillars.</p> <p>Powerlink will support economic development by partnering with local businesses, educational institutions, and industry associations to ensure the arriving skilled workforce is effectively utilised in local and regional areas.</p> <p>The partnership program will be launched in the second half of 2024</p>	<p>Powerlink leaves a positive legacy in terms of availability of skilled workforce in the Richmond Shire area</p>	<p>% of new skilled workforce in Richmond Shire LGA</p>	<p>Project will engage with Richmond Shire Council and Powerlink’s Human Resources department to determine appropriate target</p>	<p>Every six months</p>	<p>Powerlink Richmond Shire Council</p>	<p>Annual Social Impact Management Report</p> <p>Annual Report Richmond Shire Council</p>
<p>Coordination with airlines to schedule additional flights during peak periods to meet increased demand and prevent prices increase</p>	<p>No increase in flight prices</p>	<p>Flight pricing and availability before, during, and after project start date</p>	<p>Between 10-15% variation in flight prices</p>	<p>Monthly</p>	<p>Powerlink Local airlines</p>	<p>Annual Social Impact Management Report</p>
<p>Develop a Strategic Resource Plan in partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council to coordinate procurement and use of goods, services and materials in the local area</p>	<p>Normal availability of goods, services and materials for local businesses, Richmond Shire Council and communities</p>	<p>Local Business Capacity: capacity and performance of local businesses in meeting increased demand</p>	<p>% of local businesses able to meet increased demand without significant delays or shortages</p> <p>Average lead time for local businesses to fulfill orders during peak demand periods</p>	<p>Monthly</p>	<p>Powerlink Richmond-Julia Creek Vanadium Project Richmond Shire Council</p>	<p>Annual Social Impact Management Report</p> <p>Community engagement activities</p>

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
		Community feedback: collect feedback (survey) from local businesses and community members regarding the impact of increased demand on their operations and resources	Satisfaction rating from local businesses and community members regarding the impact of increased demand of goods and services  # of reported issues or complaints from local businesses and community members related to resource strain and service availability			
Partnership with Richmond-Julia Creek Vanadium Project and Richmond Shire Council to monitor changes in cost of living	No increase in cost of living for local communities of the Richmond Shire LGA	Track prices in goods and services, housing and utilities	% change in the Consumer Price Index (CPI) for the local area  % change in average rental and property prices	Monthly	Powerlink Richmond-Julia Creek Vanadium Project Richmond Shire Council	Annual Social Impact Management Report  Community engagement activities
If cost of living increases, introduce subsidies or financial support programs for low-income households to help them cope with increased living costs		Track price changes from local businesses for commonly used goods and services	% change in utility costs (electricity, water, gas)  % change in the prices of a standard basket of essential goods and services from local businesses			

Management measures	Desired outcome	Monitoring indicator	Key performance indication/ target	Frequency of monitoring	Monitoring responsibility	Reporting
		Community feedback: collect feedback from residents through surveys and community meetings regarding their perceptions of cost of living changes	Satisfaction rating from communities regarding cost of living  # of reported concerns or complaints related to cost of living changes			
The Richmond WAF might reduce pressure on local short-term accommodation	Avoid demand on local short-term accommodation by providing dedicated housing for the workforce	Occupancy rates of local short-term accommodations before, during, and after the construction of the WAF to assess the impact on local housing demand	# of complaints from short-term accommodation providers	Annual	Powerlink	Annual Social Impact Management Report
Use of local workforce for the construction of the WAF, reducing pressure on local short-term accommodation	Reduce the strain on local short-term accommodation by employing local workers, who are less likely to need additional housing	% of local workers employed in the construction of the WAF and track the corresponding occupancy rates of local short-term accommodations to evaluate the effectiveness of this measure in reducing housing pressure	12.5%* of project workforce FTE across the project is from the local study area	Annual	Powerlink	Annual Social Impact Management Report

\* **Note:** CopperString and the JV are continually revising and reviewing scopes of work and market soundings of capability and capacity for each LGA. These factors will contribute to some variability between the WAFs, with these targets designed as corridor-wide measures.

## 6 Legacy initiatives

Powerlink has collaborated closely with Richmond Shire Council to develop initiatives to manage and mitigate the impact of CopperString 2032 on the residents of the Richmond Shire and the environment in which they live.

Executive staff of the Richmond Shire Council were interviewed in July 2024 to identify the legacy measures in Table 6.1. Most of the measures remain the subject of ongoing discussions between Powerlink and its key stakeholders in Richmond Shire. These initiatives will require additional consultation to understand the final legacy project and impacts – and through this process additional items may be identified. This SIMP is a living document and will be updated to reflect future agreements or new items identified with Richmond Shire Council as the project progresses and legacy initiatives are solidified.

Table 6.1 outlines a non-exhaustive list of potential legacy projects being considered by Powerlink and Richmond Shire Council. Additional legacy items may be added to the SIMP as the project is developed.

The approach taken to gathering data about legacy initiatives follows Powerlink’s community investment approach.

### 6.1 CopperString 2032 Community Legacy Investment Approach

The CopperString 2032 project offers a unique opportunity to invest in North Queensland's communities, creating long-term benefits aligned with sustainable development. Powerlink is in the process of developing a model to support the delivery of its community investments across all seven LGAs – to be implemented over the next 10 years. The goal will be to ensure investments are fair, equitable, transparent and agile while actively engaging with key stakeholders to identify impactful opportunities.

### 6.2 Regional coordination

Powerlink is engaging in conversations about legacy projects with local and state government, including the DSDI and Critical Minerals Queensland, to identify and investigate opportunities for shared funding. During SIMP consultation, stakeholders re-iterated their desire for regional coordination. There is a significant amount of investment occurring in the region that would benefit from coordination, including the recently announced Regional Economic Futures Fund (REFF) for newly approved projects across regional areas including North-West Queensland. Powerlink will be engaging with key stakeholders to align with strategic-level plans.

Table 6.1: Legacy projects under consideration (noting some identified projects may fit into Powerlink’s sponsorships and/or grants programs)

Theme	Legacy project	Status	Timeframe for implementation
Community infrastructure	New or upgraded community gymnasium. While there is a gymnasium in the Richmond WAF, an upgrade may support more people accessing these facilities in town and address any potential change in usage and diminished access for different demographics (women, rehabilitation, aged care support, etc.)	Raised by Richmond Shire Council in July 2024	Pre-construction Construction
	Upgrade to the multipurpose sports courts, which need a new playing surface and lights	Raised by Richmond Shire Council in July 2024	Pre-construction Construction Operations
	Shire hall redevelopment, which needs a new toilet block and meeting rooms. NWQROC identified a \$3 million funding gap for this project (NWQROC, 2024)	Raised by Richmond Shire Council in July 2024	Pre-construction Construction Operations
	Automatic car washdown bay to remove seeds from underneath cars. For reference, there is a similar one in Charters Towers	Raised by Richmond Shire Council in August 2024	Pre-construction Construction Operations
	Upgrade to the Richmond Bowling Club, specifically in relation to replacing the grass green with a synthetic green	Raised by Richmond Shire Council in August 2024	Pre-construction Construction Operations

Theme	Legacy project	Status	Timeframe for implementation
Connectivity	Adding lighting to the Richmond Racecourse track so the community could hold night races, as it is often too hot for daytime races	Raised by Richmond Shire Council in August 2024	Pre-construction Construction Operations
	Support with advocacy (in collaboration with Richmond Shire Council) to improve connectivity issues related to slow or impeded internet, particularly when there are additional people in Richmond. As an indicator, it was cited that the standard speed is so slow that people cannot watch a video on YouTube. This project may include advocating with service providers to make use of the access QCN will provide, so that service extends to residential users	Powerlink is working closely with QCN to increase capacity to improve telecommunication standards for Richmond LGA Raised by Richmond Shire Council and the DSDI in July 2024 and further discussions are planned	Construction Operations
Cultural heritage	Focus on cultural heritage and preservation in partnership with the Wanamara People including potentially establishing a cultural heritage artefacts storage area to safely store materials for viewing and processing for future cultural use	A similar storage area is being constructed as part of the Hughenden WAF and potentially for all subsequent accommodation facilities along the CopperString route (including the Richmond WAF).	Pre-construction Operations
Health and wellbeing	Support with state government advocacy so that Richmond can establish a permanent Queensland Ambulance Service with two trained paramedics. The Richmond Shire Council raised emergency response as an ongoing issue in the community. Potential for this to be exacerbated if there are incidents as part of CopperString 2032 construction, for example related to increased traffic and construction	Raised by Richmond Shire Council in July 2024	Construction Operations
	Funding for not-for-profit charity called Selectability to begin providing disability support services. The organisation would like to have a base in Richmond – potentially in 2024 if they are able to secure funding	Raised by Richmond Shire Council in August 2024	Construction Operations



Theme	Legacy project	Status	Timeframe for implementation
Housing and accommodation	Explore opportunities for semi-permanent and/or permanent housing to be built in Richmond for Powerlink key project staff that can be transitioned to the community after construction ends. Richmond Shire Council indicated they would like 50-60 houses  Housing is a key issue affecting the community and has potential to be affected by cumulative impacts from projects such as the Richmond-Julia Creek Vanadium Project	Raised by Council in July 2024; they stated they are always open to housing. This is the subject of ongoing discussions with Powerlink	Construction Operations
	Consideration of the Wanamara People’s request to transfer some of the WAF infrastructure to establish a base on Country. This would allow them to stay on Country for cultural business. Additionally, an aspiration of the Wanamara people is to start a small cattle operating station to train youth and provide a source of independent income – reducing reliance on cultural heritage services from project proponents.	Raised informally in 2024, and the subject of ongoing discussions with Powerlink	Construction Operations
Land development and infrastructure	Trunk infrastructure for water, sewerage and waste services is being discussed with Richmond Shire Council as a legacy of the project.	Subject of discussions with Richmond Shire Council	Construction Operations
	A second smaller water treatment plant in the industrial estate	Raised by Richmond Shire Council in July 2024 with further discussions planned	Construction Operations
	There is a need to open up more industrial land for both residential and industrial uses. There is a wait list for industrial blocks. Potential discussions include future uses of the WAF site and any head infrastructure, and if it is possible to repurpose	Raised by Richmond Shire Council in July 2024 with further discussions planned	Construction Operations
Local supplier and procurement	Opportunities that foster employment and the development of private enterprise in Richmond Shire. A potential option raised by Powerlink stakeholders includes support for setting up a Chamber of Commerce or local business group in Richmond	Opportunities identified from the Richmond Shire Council planning	Pre-construction Construction Operations

Theme	Legacy project	Status	Timeframe for implementation
Roads and transport	<p>Improve the community’s overall capability and position Richmond for future growth through aligning the SCDP to other industry sectors such as Q-Build, DTMR and Agriculture so that local suppliers can service more than just the project</p>	<p>Opportunities identified during engagement</p>	<p>Pre-construction Construction</p>
	<p>Explore opportunities to improve the runway at the Richmond Airport by expanding length and width of airstrip. Council flagged that an \$8 million investment is required and this is their main priority in terms of an investment. The upgrade is needed for additional flights anticipated due to potential growth in region due to future projects</p>	<p>Raised by Council in July 2024 and the subject of ongoing discussions with Powerlink</p>	<p>Construction Operations</p>

## 7 Roles and responsibilities

### 7.1 Organisational roles and responsibilities

Development, coordination, and implementation of this SIMP requires collaboration with key stakeholders, including local and state government and communities. The organisational roles and responsibilities are outlined in Table 7.1.

Table 7.1: Organisational roles and responsibilities

Organisation	Role in SIMP development and review	Responsibility in SIMP implementation
<b>Office of the Coordinator-General</b>	<ul style="list-style-type: none"> <li>Provide advice on the adequacy of proposed management measures</li> <li>Provide advice on development of management measures to respond to cumulative social impacts</li> </ul>	<ul style="list-style-type: none"> <li>Approve SIMP in accordance with imposed conditions placed on the project in the change report under the SDPWO Act</li> </ul>
<b>Powerlink (as proponent)</b>	<ul style="list-style-type: none"> <li>Prepare, review and provide input into adequacy of proposed management measures</li> </ul>	<ul style="list-style-type: none"> <li>Approve SIMP (and updates to SIMP) for lodgement to the Coordinator-General</li> <li>Approve Social Impact Management Report annually during construction for lodgement to the Coordinator-General</li> <li>Implement the SIMP once approved by the Coordinator-General</li> </ul>
<b>CopperString 2032 project team – Powerlink</b>	<ul style="list-style-type: none"> <li>Develop management measures in collaboration with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Implement management measures developed to respond to social impacts</li> <li>Ongoing monitoring of overall SIMP effectiveness including annual reporting to the Coordinator-General</li> <li>Adopt relevant management measures into operations and procedures</li> <li>Proactively coordinate with stakeholders on SIMP implementation</li> </ul>
<b>CopperString 2032 project team – Construction Contractor</b>	<ul style="list-style-type: none"> <li>Provide input into development of management measures</li> </ul>	<ul style="list-style-type: none"> <li>Implement management measures developed to respond to social impacts</li> <li>Ongoing monitoring of overall SIMP effectiveness</li> <li>Adopt relevant management measures into operations and procedures</li> <li>Proactively coordinate with stakeholders on SIMP implementation</li> </ul>
<b>Richmond Shire Council</b>	<ul style="list-style-type: none"> <li>Provide input on adequacy of proposed management measures</li> <li>Develop and agree on legacy projects in collaboration with Powerlink and the CopperString 2032 project team</li> </ul>	<ul style="list-style-type: none"> <li>Notify Powerlink if a management measure is not effective when implemented during regular one-on-one meetings with Powerlink and the Construction Contractor</li> </ul>

Organisation	Role in SIMP development and review	Responsibility in SIMP implementation
Other stakeholders	<ul style="list-style-type: none"> <li>Provide input on adequacy of proposed management measures</li> </ul>	<ul style="list-style-type: none"> <li>Notify Powerlink if a management measure is not effective when implemented</li> </ul>

\* e.g. community, emergency services, social infrastructure services, industry groups, Aboriginal and/or Torres Strait Islander groups

## 7.2 Project team roles and responsibilities

Powerlink and its contractors have a collective and collaborative responsibility in managing, monitoring and reporting the social impacts identified in this SIMP. Primary responsibilities of the project team roles are outlined in Table 7.2. These roles and responsibilities will be revised accordingly as and when project circumstances change.

Table 7.2: Project team roles and responsibilities

Role	Responsibilities
Project Director/Project Management Team	<ul style="list-style-type: none"> <li>Sufficient resources for the implementation of the SIMP</li> <li>Ensure compliance with relevant laws, regulations, permits, and industry standards governing social performance and community engagement</li> <li>Respond promptly to community inquiries, complaints, and grievances, and work towards resolving issues in a timely and satisfactory manner</li> <li>Work closely with relevant experts and consultants to assess the potential risks and develop mitigation measures to minimise negative impacts</li> <li>Ensure compliance with regulatory requirements and industry standards related to SIA and management</li> <li>Lead internal project teams, including engineering, construction, environmental, and communications, legal departments, to integrate social considerations into project planning and decision-making processes</li> <li>Foster a culture of social responsibility and ethical conduct within the organisation and among project stakeholders</li> <li>Identify and assess social and reputational risks associated with the project, and develop risk management strategies to mitigate adverse impacts</li> <li>Monitor and report on social performance indicators to track progress, identify areas for improvement, and demonstrate accountability to stakeholders</li> </ul>
Social Performance Advisor	<ul style="list-style-type: none"> <li>Develop, strategic input, deliver, monitor and support for social performance and impact issues, coordinate community investment plans</li> <li>Establish, build and lead social performance objectives and outcomes, linked to social impacts, performance, research, project delivery, planning and engagement strategies</li> <li>Identify/manage/negotiate/communicate/consult on risks related to complex &amp; critical social performance, impacts, issues, engagement, access</li> <li>Develop and implement coordinated social risk analysis and impact assessments</li> </ul>
Environment and Sustainability Manager	<ul style="list-style-type: none"> <li>Responsible for environmental oversight and ongoing management and monitoring of:                             <ul style="list-style-type: none"> <li>Construction Environmental Management Plan and any associated work packages</li> <li>Road Use Management Plan</li> <li>Biosecurity Plan</li> <li>Review and reporting internally and from contractors on progress against CEMP</li> <li>Coordinate ongoing review of CEMP</li> </ul> </li> </ul>

Role	Responsibilities
Senior Landholder Relations Advisor	<ul style="list-style-type: none"> <li>▪ Land Access Protocols</li> <li>▪ Landholder compensation agreements</li> <li>▪ Reporting on progress against SIMP</li> <li>▪ Establish effective communication channels to keep stakeholders informed about project developments, timelines, and potential impacts</li> <li>▪ Conduct regular meetings, workshops, and consultations to gather feedback, address concerns, and build consensus</li> </ul>
Manager Community & Stakeholders	<ul style="list-style-type: none"> <li>▪ Identify and engage with key stakeholders, including local communities, Indigenous groups, government agencies, NGOs, and other relevant parties</li> <li>▪ Establish effective communication channels to keep stakeholders informed about project developments, timelines, and potential impacts</li> <li>▪ Conduct regular meetings, workshops, and consultations to gather feedback, address concerns, and build consensus</li> <li>▪ Internal stakeholder for:                             <ul style="list-style-type: none"> <li>○ Engagement Implementation and Action Plan for Hughenden workforce accommodation and facilities and other project activities within Richmond Shire</li> <li>○ Workforce Management Plan</li> <li>○ Local business engagement Plan</li> <li>○ Complaints management and grievance plan/process</li> <li>○ Local Economic Participation Plan</li> <li>○ Community investment and grants</li> <li>○ Reporting and review internally and from Construction Contractors and delivery partners on progress against stakeholder and engagement plan, complaints, employment statistics, sentiment surveys</li> </ul> </li> </ul>
Community Relations Advisor	<ul style="list-style-type: none"> <li>▪ Build, develop and maintain relationships with communities, stakeholders &amp; landholders</li> <li>▪ Be an active presence in the community to facilitate positive community relationships</li> <li>▪ Lead/assist to develop, deliver and implement specific/targeted community relations standards, strategies, plans and processes (in collaboration with key internal stakeholders)</li> <li>▪ Implementation of community investment plans, initiatives and activities</li> <li>▪ Identify risks associated with community, landholder relations, land access, stakeholder engagement</li> </ul>
Communications Manager	<ul style="list-style-type: none"> <li>▪ Develop and implement community relations strategies to foster positive relationships with affected communities</li> <li>▪ Organise community events, outreach programs, and educational initiatives to promote transparency and mutual understanding</li> <li>▪ Respond promptly to community inquiries, complaints, and grievances, and work towards resolving issues in a timely and satisfactory manner.</li> <li>▪ Communication management</li> <li>▪ Review and reporting of progress against SIMP Internally and externally</li> <li>▪ Complaints management and grievance process/plan</li> </ul>
Indigenous Partnerships Manager	<ul style="list-style-type: none"> <li>▪ Collaborate with Indigenous communities and cultural heritage experts to identify and protect culturally significant sites and artifacts</li> <li>▪ Develop Cultural Heritage Management Plans to safeguard Indigenous heritage during the construction phase</li> <li>▪ Facilitate cultural awareness training for project workforce and delivery partners to promote respectful engagement with Indigenous heritage</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Responsible for:                             <ul style="list-style-type: none"> <li>○ Indigenous Participation Plan</li> <li>○ Reporting and review of progress against SIMP internally and externally</li> <li>○ Employment/traineeships/apprenticeships/mentoring</li> <li>○ Additional cultural programs</li> <li>○ Cultural awareness</li> <li>○ Local on Country initiatives</li> </ul> </li> </ul>
Local Participation Manager	<ul style="list-style-type: none"> <li>▪ Responsible for the review and ongoing management of the LEPP</li> <li>▪ Engagement with industry development groups, customers and suppliers, suppliers and development programs all in support of the LEPP</li> </ul>

## 8 Monitoring, SIMR, SIMP review and update

Consistent with the SIA principle of adaptive management, Section 5 of this SIMP includes monitoring and reporting frameworks for each sub-plan. These frameworks detail specific KPIs and targets which measure the effectiveness of the project's social performance and management of its identified impacts on the Richmond Shire.

### 8.1 Monitoring

The SIMP monitoring frameworks for the Richmond Shire are presented in Table 5.11, Table 5.15, Table 5.19, Table 5.26, and Table 5.32.

Powerlink's internal monitoring requirements of the social performance of the project are significantly more frequent and comprehensive than the SIMP monitoring frameworks for reporting to the Office of the Coordinator-General. These robust reporting mechanisms enable Powerlink to monitor progress, identify areas for improvement, and demonstrate its commitment to social responsibility and sustainable development throughout the project lifecycle.

The project's comprehensive reporting mechanisms to track progress, assess impacts, and ensure accountability will include:

- quarterly reporting from the construction contractor advising on the status of implementation of all commitments embedded in the contractor's obligations
- reporting on KPIs and metrics to measure social performance throughout the project lifecycle
- regular updates on project activities, milestones, timelines, changes in plans, schedules, and budgets
- updates on stakeholder engagement activities including as meetings, consultations, feedback received, actions taken to address them including complaints management and resolution
- tracking and reporting on KPIs related to stakeholder satisfaction, community wellbeing, cultural heritage preservation, and other relevant areas
- revision of management plans including social, cultural, and associated economic impacts of the project on local communities throughout its lifecycle
- reporting on methodologies used, key findings, and recommendations for mitigating negative impacts and enhancing positive outcomes
- updates on the implementation of mitigation measures and any changes in impact predictions
- reporting on community investment initiatives and legacy projects including the allocation of resources, expenditures incurred, outcomes achieved and community feedback on the effectiveness and fairness of benefit-sharing initiatives and projects
- documentation of compliance efforts, regulatory approvals obtained, and any non-compliance issues identified and addressed
- submitting periodic reports to regulatory agencies and oversight bodies as required by permits or contractual obligations
- analysing trends over time, identifying areas for improvement, and taking corrective actions as needed to achieve social performance objectives

- sharing social performance reports internally with project teams, senior management, and relevant departments to foster social performance culture, transparency and accountability
- using reports to inform decision-making processes, allocate resources effectively, and prioritise actions to address social performance issues.

The project’s reporting of social performance targets involves a multi-faceted approach that aligns with government regulations, industry standards, and stakeholder expectations. The project’s review and reporting of social performance will be published via multiple channels including those detailed in Table 8.1.

Table 8.1: Social performance channels of reporting

Channel	Details
<b>Annual reports</b>	<ul style="list-style-type: none"> <li>▪ include a dedicated section in Powerlink’s annual report highlighting our social performance targets, initiatives, and achievements</li> <li>▪ provide detailed information on SIAs, stakeholder engagement activities, community investment programs, and other relevant aspects of social responsibility</li> <li>▪ present KPIs and metrics related to social performance, along with progress towards targets and objectives</li> </ul>
<b>Sustainability and social performance updates</b>	<ul style="list-style-type: none"> <li>▪ publish standalone sustainability reports or sections within the annual report that focus on Environmental, Social, and Governance (ESG) performance</li> <li>▪ outline Powerlink’s sustainability strategy, goals, and performance against targets in areas such as community engagement, diversity and inclusion, employee wellbeing, and social investment</li> </ul>
<b>Engagement platforms</b>	<ul style="list-style-type: none"> <li>▪ use Powerlink websites, social media channels, and other digital platforms to communicate social performance targets and engage with stakeholders</li> <li>▪ provide regular updates, news articles, case studies, and multimedia content highlighting Powerlink’s responsibility initiatives and outcomes</li> <li>▪ facilitate two-way communication by inviting feedback, comments, and questions from stakeholders and responding in a transparent and timely manner</li> </ul>
<b>Regulatory reporting</b>	<ul style="list-style-type: none"> <li>▪ comply with regulatory requirements related to governance, reporting standards, and disclosure obligations</li> <li>▪ submit relevant information on social performance targets, actions, and outcomes to government agencies, regulatory bodies, and oversight authorities as required by law</li> </ul>
<b>Industry associations and initiatives</b>	<ul style="list-style-type: none"> <li>▪ participate in industry associations, working groups, and collaborative initiatives focused on social licence and social performance</li> <li>▪ contribute to industry benchmarking exercises, voluntary reporting frameworks, and peer-learning opportunities to share best practices and demonstrate leadership in social performance</li> </ul>
<b>Partnerships and collaborations</b>	<ul style="list-style-type: none"> <li>▪ collaborate with external partners, including non-profit organisations, community groups, school and training institutions, and other stakeholders, to address social challenges and achieve shared goals</li> <li>▪ jointly report on the outcomes of collaborative projects, initiatives, and programs that contribute to social development and wellbeing in local communities</li> </ul>
<b>Board and ministerial meetings</b>	<ul style="list-style-type: none"> <li>▪ present updates on social performance targets, progress, and challenges to Powerlink’s board members and Executive as well as ministerial meetings/briefings</li> <li>▪ seek input, guidance, and support from Powerlink Board members and Executive, Ministers and government departments in setting strategic priorities and allocating resources to advance social performance objectives</li> </ul>



## 8.2 Social Impact Management Report

Powerlink will provide an annual SIMR to the Coordinator-General for each year of construction, from the commencement date of project construction.

The KPIs and targets to be reported in the SIMR for Richmond Shire are presented in Table 5.9, Table 5.14, Table 5.18, Table 5.25, and Table 5.31 of this SIMP.

Each SIMR will provide a report of the project's performance against the KPIs and targets of each of the five sub-plans detailed in this SIMP, including:

- describing the social impact management actions undertaken with respect to each of the key impacts identified in the project's EIS SIA and the effectiveness of these actions in achieving the management objectives and performance indicators established for each impact area in the SIMP
- describing how the social impact management actions address any cumulative impacts across local government areas affected by the project
- where relevant, identifying any new impacts (negative and positive) on project-affected communities from the project during the relevant construction stages and the management actions undertaken to address them
- describing the status of legacy projects proposed and/or agreed with local governments or other stakeholders
- reporting key themes received from consultation on the project in line with the CSEP and via complaint mechanisms, including how key complaints were resolved
- describing the construction workforce management and mitigation strategies that have been implemented, including a description of actions undertaken to support development of the skills base and future local workforce of the regional area and the number of workers who identify as having a disability, identify as an Aboriginal and/or Torres Strait Islander or are female.

Each SIMR will be published on Powerlink's website within one month of review completion by the Coordinator-General.

## 8.3 SIMP review and update

Powerlink will review and update the SIMP periodically or as determined by the project leadership team to address any changed circumstances or increased knowledge of impacts, and/or project components commencing construction within the LGA, thereby enabling agility and flexibility in our approach and response. Updated Plans will be provided to the Coordinator-General and published on Powerlink's website.

To facilitate continual improvement and to monitor effectiveness of management measures Powerlink will regularly review the project's performance against targets. Results will be published within the annual SIMR report and on Powerlink's website.

Reviews will incorporate feedback received during monitoring and review processes to identify further opportunities to adjust existing, introduce new measures and remove obsolete measures as deemed necessary. Additionally, feedback received from community and stakeholder groups through surveys and other measures will be further incorporated to ensure ongoing relevance.

Powerlink will work collaboratively and cohesively with its delivery partners to continue to identify social impact management targets during the lifecycle of the project. Powerlink's delivery partners, inclusive of the construction contractor, will be required to provide a plan on how they will satisfy and deliver social benefits.

Powerlink have engaged WSP to assist in the creation of Social Performance Metrics and best practice reporting for Powerlink across all its operations. The social performance metrics will be cascaded throughout the business and will be applied to projects including CopperString 2032. Relevant metrics will be captured in future iterations of the SIMP.

## Appendix 1: SIMP information sources

This SIMP has been informed by review and analysis of the following documents:

- SIA Guidelines (Department of State Development, Infrastructure, Local Government and Planning, March 2018)
- Social Impact Assessment: Supplementary material for assessing and managing the social impacts of projects under the Coordinator-General’s Social Impact Assessment Guideline (March 2018)
- Coordinator-General’s evaluation report on the environmental impact statement Appendix 2 (28 September 2022)
- Economic Development Queensland; Non-Resident Worker Accommodation Guidelines (2015)
- Coordinator-General’s change report for the Hughenden workers accommodation camp (May 2024)
- CopperString 2.0 EIS Volume 2 Chapter 14 Social
- CopperString 2.0 EIS Volume 3 Appendix Z Social Impact Assessment (SIA)
- CopperString 2.0 EIS Volume 3 Appendix C Public Consultation Report
- CopperString 2032 Communication and Stakeholder Engagement Plan (CSEP, Appendix 3)
- CopperString 2032 Communications Strategy
- CopperString 2032 Local Economic Participation Plan (LEPP)
- CopperString 2032 Indigenous Participation Plan (IPP)
- CopperString 2032 Richmond Shire LGA CSEP Implementation Plan (Appendix 4)
- CopperString 2032 Health, Safety and Wellbeing Management Plan (HSWMP)
- CopperString 2032 Human Resource Management Plan (HRMP)
- CopperString 2032 Industrial Relations Management Plan (IRMP)
- CopperString 2032 JV (UGL CPB) Accommodation Management Plan
- CopperString 2032 JV (UGL CPB) Traffic Management Plan
- CopperString 2032 JV (UGL CPB) Construction Environmental Management Plan
- CopperString 2032 JV (UGL CPB) Local Industry & Aboriginal Participation Plan
- CopperString 2032 JV (UGL CPB) Local, Aboriginal Employment & Training Plan
- CopperString 2032 JV (UGL CPB) Early Works Health and Safety Management Plan

- CopperString 2032 JV (UGL CPB) Health and Safety Implementation Plan
- Powerlink Queensland Energy Charter Disclosure Statement 2022/23
- Powerlink Stakeholder Engagement Framework
- Powerlink Land Access Protocol
- Powerlink Code of Conduct
- Powerlink community investment approach
- Powerlink Innovate Reconciliation Action Plan 2024
- Powerlink People Policy
- Powerlink Information Management Framework
- Powerlink Records Management Standard
- Powerlink Data Management Standard
- Records Management Checklist
- Privacy Statement
- Queensland Capacity Network ([www.qcn.com.au](http://www.qcn.com.au))

Additionally, the baseline update for this Richmond SIMP draws on the following references (as cited in this document):

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- ABC News (2007b). *Native title claim launched on Richmond land*. Retrieved from: [Native title claim launched on Richmond land – ABC News](#)
- AU Crime Rate (2024). *AU Crime Rate*. Retrieved from: [Australia Crime Rate and Safety Statistics \(aucrimerate.com\)](#)
- Australian Bureau of Statistics (2016). *Census of Population and Housing, Richmond Shire LGA*.
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- Australian Bureau of Statistics (2023a). *Index of Relative Socio-economic Advantage and Disadvantage*.
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- DSDILGP (2018a). *Social Impact Assessment Guideline–March 2018*. Department of State Development, Infrastructure, Local Government and Planning.

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- GHD (2020a). *CopperString 2.0 EIS Volume 3 Appendix Z Social Impact Assessment (SIA)*.
- GHD (2020b). *CopperString 2.0 EIS Volume 2 Chapter 14 Social*.
- CTWD (2018). *Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers*. Retrieved from: <https://www.mhc.wa.gov.au/media/2548/impact-offifo-work-arrangement-on-the-mental-health-and-wellbeing-of-fifo-workers-summary-report.pdf>
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- NWQROC (2024). *North West Queensland Enabling Infrastructure Masterplan 2024*. Retrieved from: [NWQ-InfrastructureMasterplan-2024-LR.pdf \(squarespace.com\)](https://www.squarespace.com)
- Queensland Government (2024a). *Queensland Regional Profiles: First Nations Profile, Richmond (S) Local Government Area (LGA) (ASGS 2021)*. Queensland Government Statistician’s Office. Retrieved 29 July 2024.
- Queensland Government (2024b). *Creating culturally safe workplaces for Aboriginal and Torres Strait Islander peoples*. Retrieved from: [Creating culturally safe workplaces for Aboriginal and Torres Strait Islander peoples | Business Queensland](#)
- Queensland Government (2023a). *Population projections 2021-2046*. Retrieved from: [Population projections: Regions | Queensland Government Statistician’s Office \(qgso.qld.gov.au\)](https://www.qgso.qld.gov.au)
- Queensland Government (2023b). *Queensland Critical Minerals Strategy*. Retrieved from: [Queensland Critical Minerals Strategy \(resources.qld.gov.au\)](https://www.resources.qld.gov.au)
- Queensland Government (2023c). *Richmond-Julia Creek Vanadium Project – Project Overview*. Retrieved from: <https://www.statedevelopment.qld.gov.au/coordinator-general/assessments-and-approvals/coordinated-projects/current-projects/richmond-julia-creek-vanadium-project>
- Queensland Government (2010). *North West Regional Plan*. Retrieved from: [North West Regional Plan \(cabinet.qld.gov.au\)](https://www.cabinet.qld.gov.au)

- Queensland Government (n.d.). *Richmond Multipurpose Health Service*. Retrieved from: [Richmond Multipurpose Health Service | Townsville Hospital and Health Service](#)
- Queensland Government (n.d.). *Parks and forests*. Retrieved from: [Find a park or camping area | Parks and forests | Department of Environment, Science and Innovation, Queensland \(desi.qld.gov.au\)](#)
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- Richmond Shire Council (2023a). *Corporate Plan 2023-2028*. Retrieved from: [Corporate Plan 2023-28.pdf \(impartmedia.com\)](#)
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## Appendix 2: EIS risk assessment matrix

Likelihood	Consequence				
	Minimal	Minor	Moderate	Major	Severe
<b>Almost Certain</b>	Medium	Medium	High	Very High	Very High
<b>Likely</b>	Low	Low	Medium	High	Very High
<b>Possible</b>	Low	Low	Medium	High	High
<b>Unlikely</b>	Negligible	Low	Medium	Medium	High
<b>Rare</b>	Negligible	Negligible	Low	Medium	High

Source: CopperString 2.0 Social Impact Assessment Volume 3 Appendix Z Table 2-5

## **Appendix 3: Communication and Stakeholder Engagement Plan**



## **Appendix 4: Richmond Shire CSEP Implementation Plan**

# Contact us

<b>Registered office</b>	33 Harold St Virginia Queensland 4014  ABN 82 078 849 233
<b>Postal address</b>	PO Box 1193 Virginia Queensland 4014
<b>Telephone</b>	+61 7 3860 2111 (during business hours)
<b>Email</b>	Copperstring2032@powerlink.com.au
<b>Website</b>	powerlink.com.au
<b>Social</b>	<a href="#">in</a> <a href="#">f</a> <a href="#">@</a> <a href="#">X</a> <a href="#">v</a>