

Appendix 15

Social impact management plan





ERA

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GLOSSARY

Abbreviation/ acronym	Description
ARRAC	Alligator Rivers Region Advisory Committee
ARRTC	Alligator Rivers Region Technical Committee
EIS	Environmental Impact Statement
ERA	Energy Resources of Australia Ltd
GAC	Gundjeihmi Aboriginal Corporation
MOU	Memorandum of Understanding
MTC	Minesite Technical Committee
NLC	Northern Land Council
NT	Northern Territory
RJCP	Regional Jobs and Communities Provider
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SSD	Supervising Scientist Division

1 INTRODUCTION

1.1 PURPOSE OF THE SOCIAL IMPACT MANAGEMENT PLAN

This Social Impact Management Plan (SIMP) details the actions Energy Resources of Australia Ltd (ERA) have committed to in order to respond to impacts, risks and opportunities identified in the Social Impact Assessment (SIA) conducted by Banarra (**Appendix 14**) for the purposes of the Environmental Impact Statement (EIS).

The SIMP responds to the following EIS Guidelines requirements:

- Describe how the Proponent proposes to manage any identified economic, social, cultural or tourism risks from the proposal, or its associated workforce;
- Describe how potential local and regional business and employment opportunities related to the proposed project will be identified and managed;
- Include a mechanism for monitoring and reporting any identified potential socio-economic and cultural impacts;
- Include measures to mitigate negative economic and social impacts on the locality and region;
- Provide outcome and assessment criteria that will give early warning that management and mitigation measures are not achieving the outcomes and benefits expected and identified by the Proponent; and
- Provide a stakeholder communications strategy including identification of, and ongoing consultation and negotiations with, all relevant stakeholders, ensuring the full range of community viewpoints are sought and included in the EIS.

In order to meet the above requirements, the SIMP has been developed by ERA using the outcomes of the SIA to identify current and future management responses in relation to the SIA risks and opportunities. Whilst this was an iterative process, the resulting commitments and actions will be owned and implemented by ERA. Refer to Appendix B: SIA Methodology contained within **Appendix 14** of the EIS for further information on the risk and opportunity assessment process undertaken.

1.2 STRUCTURE OF THE SOCIAL IMPACT MANAGEMENT PLAN

The structure of the SIMP is as follows:

- Section 2 provides an overview of the SIA;
- Section 3 provides a summary of the opportunities and risks identified by the SIA;
- Section 4 details the high and very high ranked risks and opportunities against which ERA has committed to a management response; and
- Section 5 details the action plan for each management response.

1.3 ERA CODE OF CONDUCT

ERA's vision is to be a world class uranium supplier that contributes to environmental sustainability and is trusted by Traditional Owners, the community and its people. ERA considers that the implementation of this vision will maximise shareholder value and benefit its stakeholders.

Code of Business Conduct

ERA strives to keep to the guiding principles set out in the *Code of Business Conduct*, particularly:

- Placing paramount importance on the safety and well-being of our people;
- Creating value for our shareholders;
- Building partnerships with our customers, aiming to exceed their expectations;
- Caring for our surrounding environment through exemplary management systems and a commitment to the principles of sustainable development;
- Respecting the culture and aspirations of Indigenous people in our community, particularly the Mirarr Traditional Owners of Ranger and Jabiluka;
- Strengthening the culture of compliance with the legal framework within which ERA operates.

ERA is also guided by the Rio Tinto statement of business practices; *The way we work*.

2 SOCIAL IMPACT ASSESSMENT

2.1 SOCIAL IMPACT ASSESSMENT PROCESS

ERA commissioned an independent consultant (Banarra) to undertake a SIA for the Project (**Appendix 14**). Banarra developed an SIA process that addressed the requirements of the EIS guidelines and provided information on ERA's current social performance. The SIA process was informed by Banarra's knowledge of, and experience in, SIA in the Australian resources sector and has been peer reviewed by Professor Frank Vanclay, at the University of Groningen, Netherlands.

A key component of the SIA was to conceptualise the social environment surrounding the Project into 10 inter-related aspects (**Table 1**). This enabled related social impacts to be grouped for purposes of analysis and communication.

Following stakeholder identification, consultation was planned and completed over a nine-month period. Impact mapping was used to identify activities, factors influencing social change, and potential social impacts that specifically related to the Project. This process established clear causal pathways between the Project, how these pathways may affect social change, and the potential social risks and opportunities. The likelihood and consequence of each potential risk and opportunity was then assessed (**Appendix 14**).

Table 1: Definition and scope of the ten social aspects

Aspect	Definition and Scope
Aboriginal cultural values and activities	Aboriginal peoples' ability to access, protect and develop indigenous land, language, sacred sites, cultural values, knowledge, practices and lifestyles.
Rights	The ability of all people to exercise their human rights. This includes labour rights and rights specific to indigenous peoples.
National and cultural heritage	The ability of all people to enjoy and protect for future generations natural and cultural heritage including protected species, ecosystems, parks and landscapes, and cultural heritage sites.
Political representation, governance and administration	The existence, purpose, resources and capacity of governance bodies (including government) and organisations to represent the rights and interests of people and communities.
Population and communities	The characteristics, mobility and pace of change of populations including diversity, balance of community composition and rates of influx.
Health and well-being	The ability of people to maintain their health and a lifestyle that is not detrimental to their well-being (e.g. nutrition and diet, physical and mental health, alcohol and substance abuse).
Services and infrastructure	The quality, availability and accessibility of social services and infrastructure (e.g., health and emergency services, aged and child care, utilities, roads network and infrastructure, public transport, housing and accommodation and recreational facilities).
Employment and industries	The availability and accessibility of employment and business development opportunities and the existence, resilience and role of particular industries.

Aspect	Definition and Scope
Distribution of benefits and social equity	Equal access to education and resources and the fair distribution of the benefits from resource extraction. Equal opportunities to participate in political and cultural life and the ability of individuals and communities to control or self-determine their political, economic, social and cultural development.
Environmental quality and natural resources	The ability of people to access, manage and enjoy the environment and natural resources.

2.2 SUMMARY OF RISKS AND OPPORTUNITIES

The SIA identified 52 potential risks and 51 potential opportunities which have been categorised into the 10 areas of impact provided in **Table 1**. **Table 2** details a summary distribution of the risk and opportunities for each risk ranking across the 10 aspects.

Table 2: Distribution of opportunities and risks

Aspect	Opportunities identified	Risks identified
Aboriginal cultural values and activities	2 medium 2 low	8 low
Human rights	1 medium 2 low	1 high 3 low
Natural and cultural heritage	1 high 2 medium	5 low
Political representation, governance and administration	1 very high 3 low	1 high 1 medium 4 low
Population and communities	3 high 2 medium 1 low	4 low
Health and well-being	5 low	1 high 2 medium 6 low
Services and infrastructure	1 very high 1 high 1 medium 4 low	5 low
Employment and industries	1 very high 5 high 2 medium 1 low	1 high 1 medium
The distribution of benefits and social equity	2 high 2 medium 3 low	2 high 1 medium 1 low
Environmental quality and natural resources	1 high 2 low	5 low

3 MANAGEMENT OF OPPORTUNITIES AND RISKS

3.1 MANAGEMENT RESPONSES

Table 3 details ERA's management actions in response, primarily, to high and very high-rated risks and opportunities. Additional responses for a small number of medium and low-rated risks have also been identified.

The residual ratings were derived by considering the extent to which the consequence or likelihood of the corresponding risk or opportunity would change following implementation of the additional management responses.

For a full list of identified risks and opportunities, current management responses and residual ratings, refer **Appendix 14: Impacts Register**. Risks and opportunities have been grouped where a single management response applies to multiple opportunities and risks. Commitments made by ERA in this SIMP are also provided in the Commitments Register (**Appendix 18**), for cross-referencing purposes the commitment number from this register has been provided in **Table 3**.

In order to implement the above management responses, ERA has prepared an action plan, outlined in **Table 4**.

3.2 CONSULTATION AND ENGAGEMENT PLAN

All consultation, engagement, communication and review of the management responses and their implementation will be undertaken through existing forums such as the Minesite Technical Committee (MTC), Alligator Rivers Region Technical Committee (ARRTC), Alligator Rivers Region Advisory Committee (ARRAC) and the Relationship Committee. A brief summary of each of these forums are provided below.

3.2.1 Alligator Rivers Region Technical Committee

ARRTC was established under the Commonwealth *Environment Protection (Alligator Rivers Region) Act 1978* and reviews the appropriateness and quality of scientific research conducted by Northern Territory (NT) and Australian Government agencies, ERA and others relating to protection of the environment from the potential impacts of uranium mining in the Alligator Rivers Region. Members of the Committee are appointed by the Commonwealth Government Minister for the Environment and include an independent chairperson, the Supervising Scientist, independent scientific members with specific expertise nominated by the Federation of Australian Scientists and Technological Societies, and representatives of the Northern Land Council (NLC), NT Department of Mines and Energy, ERA, Uranium Equities Limited (current holder of the Nabarlek lease), and Parks Australia.

The committee recommends research programs and promotes strategies for the efficient coordination and integration of research through agreed Key Knowledge Needs.¹ It meets twice yearly and provides advice to the Commonwealth Minister for the Environment. Committee meeting minutes are available from the Department of the Environment's website.²

3.2.2 Alligator Rivers Region Advisory Committee

ARRAC was established under the Commonwealth *Environment Protection (Alligator Rivers Region) Act 1978* and facilitates communication between government, industry and community stakeholders on environmental issues associated with uranium mining in the Alligator Rivers Region. The Committee includes representatives from several NT Government departments, Charles Darwin University, Office of the Administrator of the NT, several Australian government departments, non-government organisations, ERA, and other mining companies that operate in the region.

The Alligator Rivers Region Advisory Committee formally convenes twice a year and offers a forum for stakeholders to exchange views and information relating to the protection and rehabilitation of the Alligator Rivers Region environment from any potential effects of uranium mining. Committee meeting minutes are available from the Department of the Environment's website.³

3.2.3 Minesite Technical Committee

The Minesite Technical Committee (MTC) is the formal forum for key advisory and stakeholder groups, including representatives of the NT Department of Mines and Energy (Chair), Office of the Supervising Scientist, ERA, Gundjeihmi Aboriginal Corporation (GAC) and the NLC,⁴ to discuss and resolve technical environmental management issues relating to the operation of the Ranger mine. The committee discusses matters relevant to the regulatory functions of the NT Government and the supervisory and assessment functions of the Supervising Scientist, as well as operational requirements of ERA and the views of the Mirarr and affected Aboriginal people.

In addition to general business relating to operations at Ranger mine, the committee addresses:

- practices, procedures and measures for the management, storage and disposal of water, tailings and waste materials;
- performance of the approved water and tailings management systems and structures;
- radiological exposures to workers and members of the public;

¹ "Key Knowledge Needs" is a collective term for relevant research and studies that will generate knowledge leading to improved management and protection of the Alligator Rivers Region. They include monitoring that will be sufficiently sensitive to assess whether or not the environment is protected to the high standard demanded by the Australian government and community.

² www.environment.gov.au/ssd/communication/committees/arrtc/index.html

³ <http://www.environment.gov.au/node/23142>

⁴ The Commonwealth Department of Industry is an observer to the MTC.

- environmental monitoring programs, reports and the environmental impact of mining operations;
- applications for changes to the Authorisation, including approval to implement site works, where practicable, within the required time frame for action; and,
- rehabilitation planning and works.

The committee makes recommendations for changes to operating and rehabilitation practices at the Ranger mine to the NT Minister for Mines and Energy. Part of the committee's objective is to devise and agree standards and measures for rehabilitation of the RPA.

3.2.4 Relationship Committee

In January 2013 a new suite of Mining Agreements for the Ranger Project Area were signed between ERA, the Commonwealth, the NLC and GAC. One of these new agreements was the *Ranger Uranium Mining Project Mining Agreement*,⁵ under this agreement there were a number of obligations set out for signatories. This included the establishment of the Relationship Committee for the purpose of the need to maintain as far as practicable, transparency and openness in relation to the exchange of information between the Parties, the Traditional Owners, the NT and the Commonwealth.

The Relationship Committee has a GAC representative, two Traditional Owner representatives, a representative of the NLC and four ERA representatives.

The committee meets a minimum of four times a year and also has provision for government observers to attend.

⁵ This is a confidential Agreement.

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Table 3: Responses to identified opportunities and risks

Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Aboriginal cultural heritage values and activities	O-2.1	Improved participation of Traditional Owners and other affected Aboriginal peoples in relation to land and environmental management associated with Ranger 3 Deeps	Low	Relationship committee Joint water monitoring initiative Heritage surveys Cultural heritage management system 2013 Ranger Mining Agreement and Memorandum of Understanding (MOU) with GAC Environmental monitoring and management plans Minesite Technical Committee	Implementation of joint cultural heritage projects on the RPA in collaboration with the Gundjeihmi Aboriginal Corporation and the Northern Land Council. ERA will collaborate with relevant agencies and organisations to improve communications aimed at addressing concerns about environmental performance and possible or perceived contamination of water and food resources over the life of the Project.	60	Traditional Owners Local and regional communities	Low
Aboriginal cultural heritage values and activities	O-2.2	ERA's environmental management practices are sufficient for Traditional Owners and other affected Aboriginal people to have confidence and trust in Ranger 3 Deeps	Medium	Quarterly business updates Communications plan Information days ERISS engagement				
Aboriginal cultural heritage values and activities	O-2.3	Effective information sharing, participation and engagement regarding environmental management between ERA, Traditional Owners and other affected Aboriginal people builds stronger relationships	Medium					
Health and well-being	R-7.1	Ranger 3 Deeps contributes to continued or increased concern amongst local and regional communities about possible, or perceived, contamination of water and food resources, and the health	High					

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
		implications of consuming them						
Environmental quality and natural resources	R-11.5	Ranger 3 Deeps contributes to a reduction in the use of the environment and natural resources for the purposes of daily living, health and well-being, economic activity or leisure and recreation due to perceptions regarding environmental quality	Low					
Aboriginal cultural heritage values and activities	O-2.4	Initiatives funded by Ranger 3 Deeps royalties support the strengthening or revitalisation of Aboriginal cultural knowledge, beliefs and practices	Low	2013 Ranger Mining Agreement and MOU with GAC Funding of the Kakadu West Arnhem Social Trust ERA Cultural Heritage Management System	ERA has an extensive cultural heritage management system. In parallel with and incorporating the Project, this system will be formalised into a cultural heritage management plan for the RPA.	61	Traditional Owners and other affected Aboriginal people	Medium
Natural and cultural heritage	O-4.3	Ranger 3 Deeps enables improved capacity within ERA to plan and manage rehabilitation over the life of the mine, resulting in an improved ability for the RPA to be successfully incorporated into Kakadu National Park	High	Environmental management plans and procedures Environmental requirements Participation on ARRTC Participation on ARRAC Closure plan Integrated tailings water	Inclusive of the Project, ERA will continue to incorporate local and traditional indigenous knowledge into the closure planning process	62	Traditional Owners and other affected Aboriginal people -	High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Environmental quality and natural resources	O-11.1	Closure and rehabilitation activities enabled by Ranger 3 Deeps enhance the quality of the natural environment	High	and closure prefeasibility study Joint closure projects Independent surface water working group Cultural heritage management system MTC Informal Kakadu National Park/ERA land management practices Traditional burning programs with GAC				High
Political representation, governance and administration	O-5.1	Ranger 3 Deeps enhances the opportunity for key organisations (including those with governance roles) to plan for the future of Jabiru	Very high	2013 Ranger Mining Agreement and MOU with GAC Participation on Jabiru Town Development Authority	ERA will continue to engage with all key stakeholders to develop a plan and a process which considers the social and community implications associated with the closure of Ranger including impacts and opportunities of the Project.	64 M-20	Regional and local governance bodies Local governance organisations;	Very high
Political representation, governance and administration	R-5.2	Ranger 3 Deeps enables a business as usual approach in the governance of Jabiru and inadequate future planning is undertaken	High	Joint dialogue with GAC, NLC and NT government (re town future) Support for Aboriginal Land Rights Act scheduling of Jabiru Review cost sharing agreement with NT government Quarterly engagement with small businesses Participation in NT Chamber of Commerce West Arnhem Regional Council engagement		M-21 M-22 M-23 M-24	Local businesses; Local services; Local residents; Government.	Medium

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
				Environmental requirements Relationship committee SIA/EIS/SIMP Communications plan Community relations team				
Population and communities	O-6.1	Increased certainty over the future of Jabiru leads to retention of Jabiru residents and increased use of the town by visiting Aboriginal people and casual visitors, e.g. tourists	High	Communications plan Human resources practices In-kind support and discretionary spending Funding of the Kakadu West Arnhem Social Trust Education partnership	ERA will continue to invest in the local community such as through support for the West Arnhem Social Trust, Education Partnership, Community Partnership Fund, and local services and infrastructure.	67	Traditional Owners and other affected Aboriginal people Local businesses; Local services; Local residents; Service providers	High
Population and communities	O-6.2	Ranger 3 Deeps enables investment in cultural heritage maintenance, directly by ERA, and indirectly through royalties, encouraging the retention of the regional Aboriginal population	High	Community partnership fund In-kind support and discretionary spending Electricity generation for Jabiru				High
Population and communities	O-6.3	Ranger 3 Deeps enables the continued funding of Jabiru services and infrastructure maintenance, directly by ERA, and indirectly through royalties, encouraging the retention of the regional population	High	Maintenance and operation of the Jabiru airport Maintenance of Jabiru residential and town centre infrastructure				High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Services and infrastructure	O-8.1	Ranger 3 Deeps enables the ongoing funding of the Kakadu West Arnhem Social Trust and associated initiatives either directly by ERA or indirectly through royalties	Very high					Very high
Services and infrastructure	O-8.2	The extension of revenue and royalties from Ranger 3 Deeps provides for continuation of, or development of new, partnerships or initiatives to deliver social services	High					High
Health and well-being	O-7.5	Ranger 3 Deeps revenue enables investment in financial or in-kind support by ERA in health services	Low	Community partnership fund In-kind support and discretionary spending	ERA will collaborate with the GAC and health authorities to develop a health partnership.	65	Health service providers and users of health services	Medium
Employment and industries	O-9.1	Ranger 3 Deeps enables ERA to support indirect employment linked to Ranger sustaining the level of employment in the Region	High	Pre-employment programs Education partnership Supplier contract – service procurement contract 2013 Ranger Mining Agreement and MOU with	ERA will maintain its existing focus on regional employment including its pre-employment, indigenous traineeships and apprenticeship programs, diversity, employment and recruitment selection policies. ERA will expand its focus to build	66	Local and regional jobseekers; ERA employees and their families. Local and	High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Employment and industries	O-9.2	Ranger 3 Deeps enables ERA to maintain high levels of direct employment at Ranger, sustaining or increasing the level of employment in the region	Very high	GAC Funding of the Kakadu West Arnhem Social Trust Employment policies Recruitment selection policy Diversity policy Employment policies (local preference) Labour hire programs	capacity and employment pathways for the regional population through support for local businesses, and improved involvement with the Regional Jobs and Communities provider.		regional Aboriginal jobseekers; Local businesses; Local and regional service providers; Aboriginal corporations and associations	Very high
Employment and industries	O-9.7	Ranger 3 Deeps enables ERA to indirectly support Aboriginal employment in other industries, businesses and service providers (incl. GAC)	High					High
Employment and industries	O-9.8	Ranger 3 Deeps enables ERA to continue its high levels of Aboriginal employment at Ranger	High					High
Employment and industries	O-9.3	Ranger 3 Deeps reduces uncertainty over Ranger's future by providing more stability in the local economy and enhancing the potential for increased	High	Employment policies Procurement policy Local contracts Communications plan	ERA commits to maintaining a local presence in Jabiru, a local employment focus and use of local business for services and goods whilst the Project is in operation.	69	Regional jobseekers; ERA employees and their families	High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
		investment by government and commercial operators					Local businesses.	
Employment and industries	O-9.6	Ranger 3 Deeps enables continuation of ERA's education partnership, training and apprenticeship programs, thus supporting regional skills development	High	Education partnership Indigenous employment programs Vocational Education Training School based apprenticeship Indigenous traineeships Pre-vocational traineeship Vocational work experience	ERA will include underground mining related aspects in its traineeships programs.	68	Local and regional jobseekers	High
Distribution of benefits and social equity	O-10.2	Through continued revenue, royalties and presence in Jabiru, Ranger 3 Deeps enables ERA to leverage relationships and networks to reduce socio-economic inequity across the region	High	Relationship committee EIS/SIA/SIMP Communications plan 2013 Mining Agreement and MOU with GAC Funding of the Kakadu West Arnhem Social Trust	ERA will continue with regional investment and community participation such as support for partnerships, the Kakadu West Arnhem Trust, implementation of the 2013 suite of mining agreements and its community relations strategy.	70	-	High
Distribution of benefits and social equity	O-10.3	Ranger 3 Deeps enables the continuation of social initiatives funded/administered by the GAC from royalties	High				-	High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Employment and industries	R-9.2	Ranger 3 Deeps contributes to continued dependence by Aboriginal organisations on royalties contributing to a socio-economic reliance on mining and a delay to a post-mining economy	High	2013 Mining Agreement and MOU with GAC Relationship Committee Funding of the Kakadu West Arnhem Social Trust Pre-employment program Diversity approach (i.e. encouragement of suppliers/ contractors to employ indigenous staff) Local/regional procurement commitment Participation on Jabiru Town Development Authority NLC oversight Participation in Gunbang Action Group	ERA will continue to advocate for and collaborate with the Gundjeihmi Aboriginal Corporation regarding implementation of the 2013 suite of mining agreements, Jabiru Town Development Authority, Kakadu West Arnhem Social Trust, Relationship Committee and Gunbang action group.	71	Regional businesses; Aboriginal corporations and associations; Regional governance organisations Traditional Owners and other affected Aboriginal people.	High
Distribution of benefits and social equity	R-10.1	The distribution of royalties from Ranger 3 Deeps exacerbates tensions and conflicts between Traditional Owners and other affected people regarding equity in the distribution of benefits from Ranger	High					High

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Aspect	Reference	Opportunity/Risk	Risk Register Rating	Current management response	Additional management responses	Commitment reference	Stakeholders targeted	Residual rating
Rights	R-3.1	Traditional Owners and other affected Aboriginal peoples are aggrieved as FPIC is not required for Ranger 3 Deeps approval under conditions of the Ranger Authority	High					High
Distribution of benefits and social equity	R-10.3	Continuation of royalties as a result of Ranger 3 Deeps contributes to continued social cohesion challenges, including alcohol use, violence and other forms of antisocial behaviour	High					High

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Table 4: Action Plan

Proposed management response	Actions	Department Responsible	Proposed Timeframe	Review
Implementation of joint cultural heritage projects on the RPA in collaboration with the Gundjeihmi Aboriginal Corporation and the Northern Land Council.	Incorporate proposal into Relationship Committee Agenda; Agree timeframes, approach, research projects; Pilot, then implement	Shared responsibility between GAC, NLC and ERA ERA Responsible Department: People and Communities Department	2014 – 2021	Assess and evaluate progress at each Relationship Committee meeting
ERA will collaborate with relevant agencies and organisations to improve communications aimed at addressing concerns about environmental performance possible or perceived contamination of water and food resources over the life of the Project.	Identify improvements in stakeholder engagement and communication in collaboration with stakeholders; Collaborate with Supervising Scientist Division (SSD) and NLC to develop regular targeted engagement regarding ERA's operations and monitoring regime and results Develop a Stakeholder Engagement and Communications Plan for ERA in collaboration with stakeholders; Implement the newly developed plan in collaboration with stakeholders; Monitor improvements in engagement and communication with stakeholders.	Shared responsibility between SSD, NLC and ERA ERA Responsible Department: People and Communities External Relations	2014 – 2015	Assess and evaluate progress of actions six-monthly. Assess and evaluate the Stakeholder Engagement and Communications Plan annually for the life of the plan.
ERA has an extensive cultural heritage management system. In parallel with and incorporating the Project, this system will be formalised into a cultural heritage management plan for the RPA.	Develop the cultural heritage management plan in conjunction with the GAC Implement the plan.	Shared responsibility GAC and ERA ERA Responsible Department: People and Communities	2014 – 2015	Assess and evaluate progress annually for the life of the plan.
Inclusive of the Project, ERA will continue to incorporate local and traditional indigenous knowledge into	Incorporate culture and traditional knowledge aspects within the scope of planned activities including closure	ERA Responsible Department: People and Communities	2014 – 2021	Assess and evaluate progress annually;

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Proposed management response	Actions	Department Responsible	Proposed Timeframe	Review
the closure planning process				Review scope of all closure plans or strategies as published
ERA will continue to engage with all key stakeholders to develop a plan and a process which considers the social and community implications associated with the closure of Ranger including impacts and opportunities of the Project.	Contribute/facilitate town-based closure planning strategy Undertake a closure SIA	Principle Advisor Agreements and Land Tenure; and People and Communities Department	2014 – 2021	Assess and evaluate progress annually;
ERA will continue to invest in the local community such as through support for the West Arnhem Social Trust, Education Partnership, Community Partnership Fund, and local services and infrastructure.	These are all existing programs that will be maintained	ERA Responsible Department: People and Communities	2014 – 2021	Assess and evaluate progress annually;
ERA will collaborate with the Gundjeihmi Aboriginal Corporation and health authorities to develop a health partnership.	Collaborate with Gundjeihmi, the health authorities and Kakadu West Arnhem Trust to determine the services required. Support health authorities to establish MOU's with third party support services. Support health authorities in accessing funding through the Kakadu West Arnhem Trust	Shared responsibility with GAC and Kakadu West Arnhem Trust ERA Responsible Department: People and Communities External Relations	2014 – 2016	Assess and evaluate progress 6 monthly
ERA will maintain its existing focus on regional employment including its pre-employment, indigenous traineeships and apprenticeship programs, diversity, employment and recruitment selection policies.	These are all existing programs that will be maintained	ERA Responsible Department: People and Communities	2014 – 2021	Assess and evaluate progress annually;
ERA will expand its focus to build capacity and employment pathways	Collaborate to establish a rotation program in conjunction with other regional employers such as the	People and Communities	2014 – 2016	Assess and evaluate progress six-monthly in conjunction with

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Proposed management response	Actions	Department Responsible	Proposed Timeframe	Review
for the regional population through support for local businesses, and improved involvement with the Regional Jobs and Communities Provider (RJCP).	West Arnhem Regional Council (post pre-employment program) Improve/expand labour hire programs Assess employment opportunities for employees with disabilities and youth Include underground mining in existing traineeships and skills development programs Improve involvement with RJCP provider	Department		training partners Track employment and training placements quarterly
ERA commits to maintaining a local presence in Jabiru, a local employment focus and use of local business for services and goods whilst the Project is in operation.	Review and update procurement policy to maximise benefits from 3 deeps to local and regional community; Maintain compliance with the Ranger Mining Agreement.	ERA Responsible Department: People and Communities Commercial Operations	2014 – 2021	Assess and evaluate progress annually;
ERA will include underground mining related aspects in its traineeships programs.	Complete a skills audit for the project Identify appropriate roles for traineeships Recruit for the traineeships	Ranger 3 Deep Pre-feasibility team People and Communities	2016 – 2021	Assess and evaluate progress six-monthly
ERA will continue with regional investment and community participation such as support for partnerships, the Kakadu West Arnhem Trust, implementation of the 2013 suite of mining agreements and its community relations strategy.	These are all existing programs that will be maintained Establish a local enterprise development strategy specifically targeting indigenous businesses	People and Communities	2014 – 2021	Assess and evaluate progress six-monthly
Incorporate aesthetic considerations and a range of environmental controls in project design, as detailed in the environmental risk register	Implement project design controls from the Environmental Management Plan during construction	Ranger 3 Deep project team Environment Department	2015 – 2016	Assess and evaluate progress at key development milestones.

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Proposed management response	Actions	Department Responsible	Proposed Timeframe	Review
<p>ERA will continue to advocate for and collaborate with the Gundjeihmi Aboriginal Corporation regarding implementation of the 2013 suite of mining agreements, Jabiru Town Development Authority, Kakadu West Arnhem Social Trust, Relationship Committee and Gunbang action group.</p>	<p>These are all existing engagement forums which ERA will continue to participate in.</p>	<p>ERA nominated representatives for each of the forums.</p>	<p>2014 – 2021</p>	<p>Assess and evaluate progress six-monthly</p>