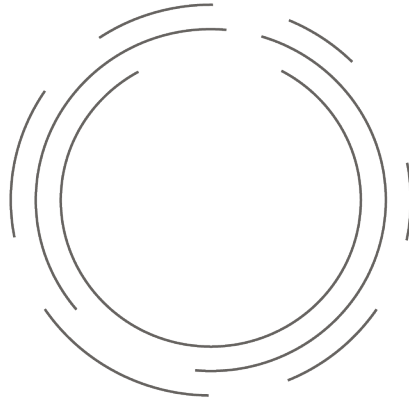


MANGOOLA OPEN CUT

GLENCORE



Social Impact Management Plan



Number: MANOC-1276546935-2

Owner: Environment and Community Manager

Status: Final

Version: 6

Effective: TBD

Review: TBD

Uncontrolled unless viewed on the intranet

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1. Introduction

Mangoola Coal Mine is an open cut coal mine located approximately 20 kilometres (km) west of Muswellbrook and 10 km north of Denman in the Upper Hunter Valley of NSW (refer **Figure 1 1**). Mangoola Coal Operations Pty Limited (Mangoola) has operated the Mangoola Coal Mine under Project Approval (PA) 06_0014 since mining commenced at the site in September 2010.

On 26 April 2021, Mangoola was granted Development Consent for State Significant Development (SSD) 8642 by the Independent Planning Commission (IPC) for continued operations at the Mangoola Coal Mine. SSD 8642 enables the continuation of mining at Mangoola Coal Mine at up to 13.5 million tonnes per annum (Mtpa) of Run of Mine (ROM) coal through to 2030. The Project Area for Mangoola Coal Mine is presented in **Figure 1.2**.

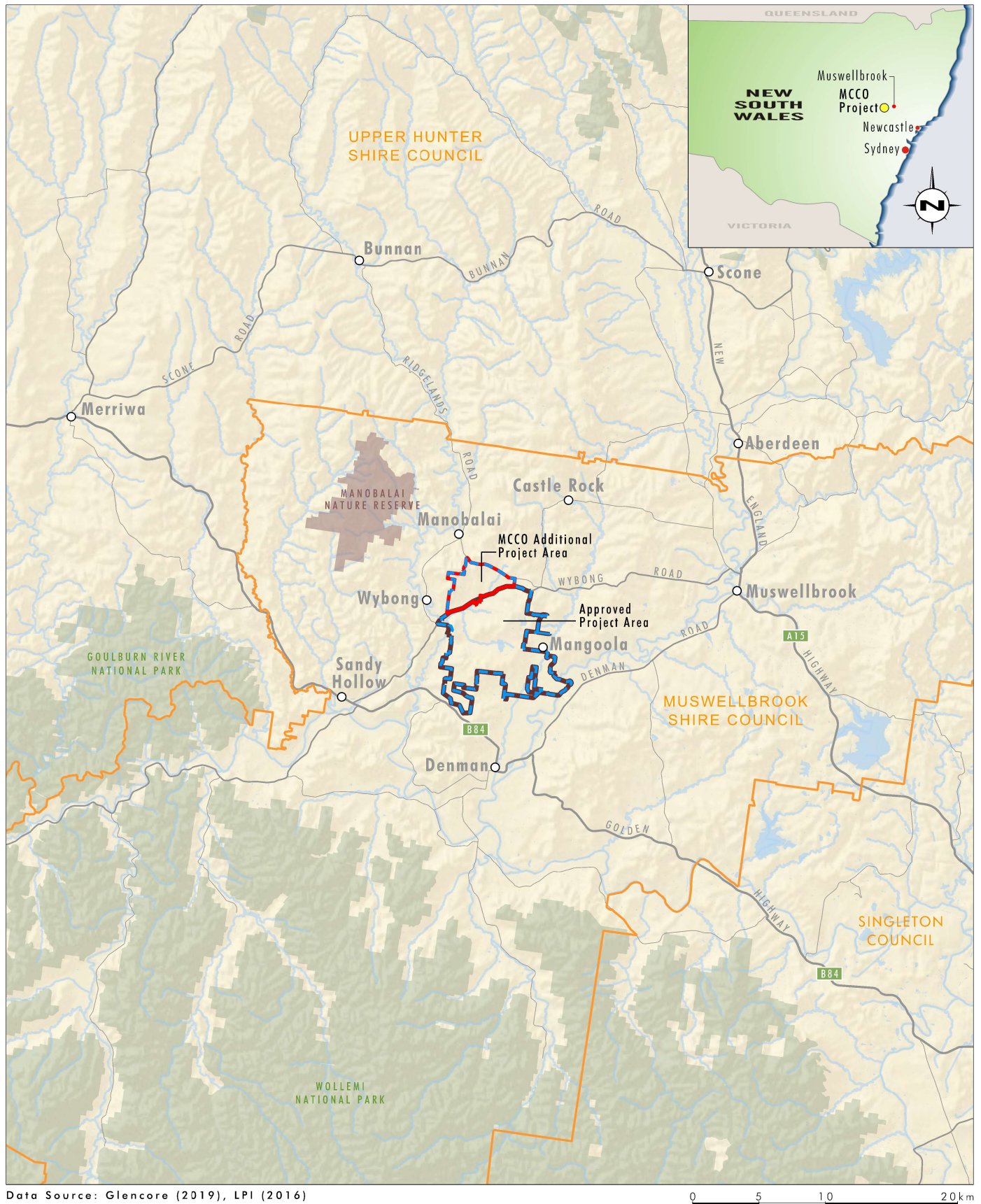
This Social Impact Management Plan (SIMP) has been prepared in accordance with the requirements of SSD 8642, Condition B108 to address potential social impacts and guide management opportunities at Mangoola. In accordance with Condition B108(a), the SIMP has been prepared by Umwelt (Australia) Pty Limited (Umwelt) under the direction of the National Social Practice Lead – Dr Sheridan Coakes (Umwelt) who is an appropriately qualified and experienced Social Impact Practitioner.

1.1 Overview of Approved Operations

Operations permitted to be undertaken at Mangoola Coal Mine generally comprise:

- Open cut mining at up to 13.5 Mtpa ROM coal using truck and excavator mining methods through to 2030
- Continued operations within the existing Mangoola Coal Mine including the use of existing infrastructure facilities
- Mining operations in a new mining area located north of the existing Mangoola Coal Mine, Wybong Road, south of Ridgeland Road and east of the 500 kilovolt (kV) Electricity Transmission Line (ETL)
- Construction works which commenced in December 2021 and are scheduled to be complete in April 2023. These Construction works include:
 - Establishment of water management structures including clean water diversion drains, sediment dams and associated drains.
 - construction of a haul road overpass over Big Flat Creek and Wybong Road which includes a temporary diversion of Wybong road.
 - Closure of a section of Wybong Post Office Road.
 - Establishment of visual bunds and tree screens.
 - Relocation of powerlines and environmental monitoring stations
- Establishment of an out-of-pit overburden emplacement area
- Financial contribution to Muswellbrook Shire Council (MSC) to be used by MSC to upgrade sections of Yarraman Road.

- Continued use of the Mine Access Road for the existing operating mine and access to/ from Wybong Road, Wybong PO Road and Ridgeland Road to the MCCO Project Area for construction, emergency services, environmental monitoring and property management



Legend

- MCO Project Area
- Approved Project Area
- MCO Additional Project Area
- Local Government Area

FIGURE 1.1

Regional Locality Plan

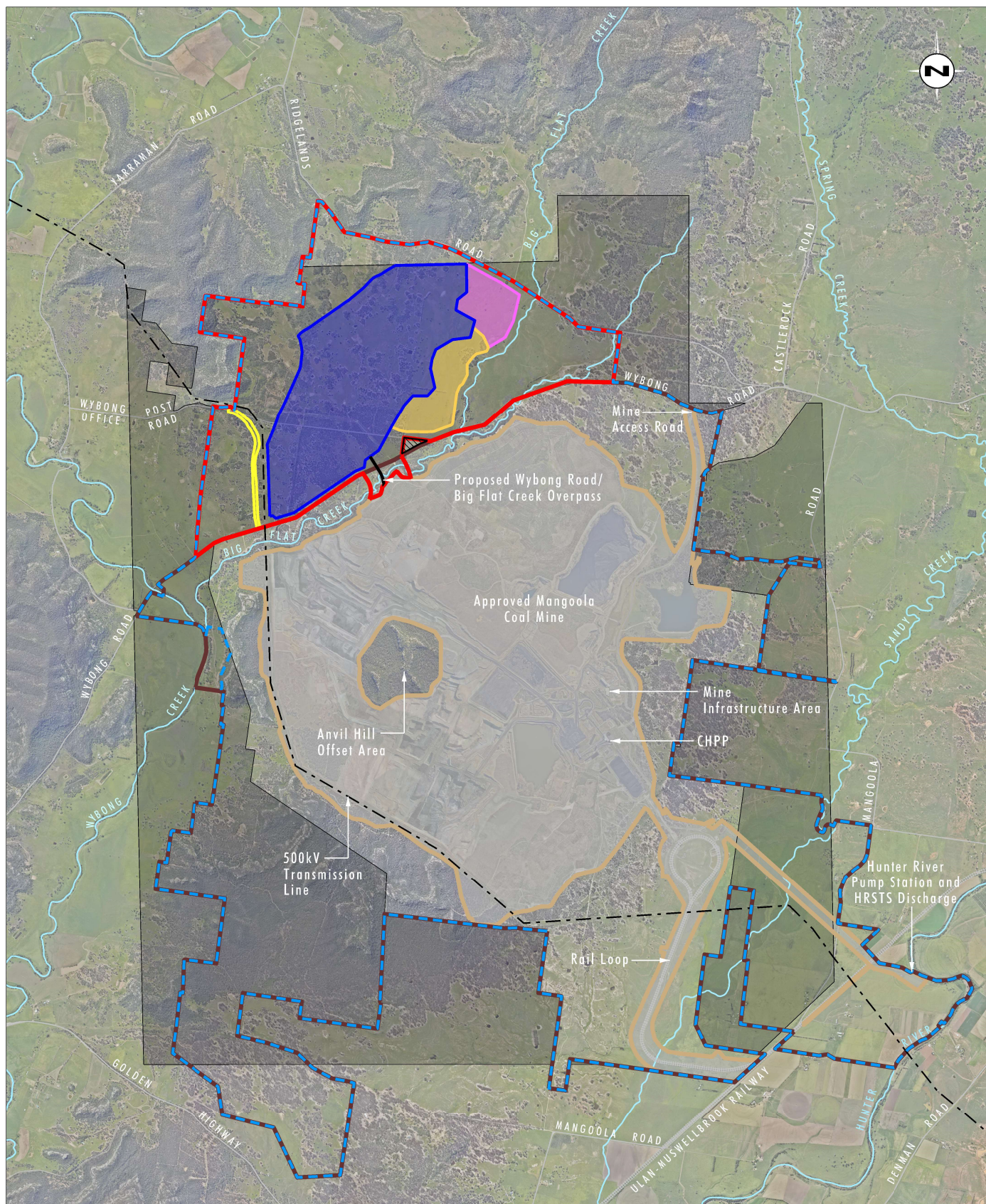


Image Source: Glencore (April 2018)
Data Source: Glencore (2019)

0 1.0 2.0 3.0 km

Legend

- MCCO Project Area
- Approved Project Area
- Approved Mangoola Coal Mine Disturbance Area
- MCCO Additional Project Area
- Proposed Additional Mining Area
- Proposed Emplacement Area
- Proposed Topsoil Stockpile Area
- Wybong Post Office Road Realignment
- Crown Land (TSR) Excluded from MCCO Project Area
- Assessment Lease 9

FIGURE 1.2

Key Features of the Mangoola Coal Continued Operations Project

1.2 Purpose and Scope

The purpose of the SIMP is to guide the management of social impacts by Mangoola. This includes meeting the requirement of the development consent (SSD 8642) and addressing relevant Glencore Coal Assets Australia (GCAA) values and guidelines, as documented in **Section 1.3**.

The SIMP aims to address the potential social impacts and opportunities associated with the Mangoola operation and to demonstrate how it is proposed that these will be managed. Specifically, it seeks to:

- identify positive and negative social impacts resulting from the development locally and regionally
- identify opportunities to enhance positive and mitigate negative social and economic impacts of the mining operation on neighbouring communities
- identify appropriate social impact monitoring, review and reporting mechanisms
- outline a process to engage with relevant stakeholders and communities as the mining operation proceeds and the SIMP is implemented, and
- identify appropriate roles and responsibilities in the implementation of the SIMP.

Refer to **Table 1.1** as to where each matter is addressed throughout this report.

The SIMP applies to all employees and contractors that work at Mangoola Coal Mine. The plan also relates to the local communities that surround the Mangoola Coal Mine, including the localities of Wybong, Mangoola, Manobalai, Castle Rock, Denman and Sandy Hollow, as well as the regional centre of Muswellbrook. The plan has been developed in consultation with key stakeholders from these communities (refer to **Section 2.1**).

1.3 Guidelines and Requirements

1.3.1 Department of Planning and Environment Requirements

The SIMP has been prepared to address conditions B108, B109 and B110 of SSD 8642.

Table 1.1 outlines each of the specific requirements and where they are addressed within the SIMP. Appendix A - provides additional SSD 8642 conditions that have been addressed.

Table 1.1 SSD 8642 Condition Requirements

Condition Requirement	Section in SIMP
B108. The Applicant must prepare a Social Impact Management Plan for the development to the satisfaction of the Planning Secretary. This plan must:	
(a) be prepared by a suitably qualified and experienced person/s;	Section 1.2
(b) be prepared in consultation with Council, the CCC, local affected communities and other interested stakeholders;	Section 3
(c) identify both positive and negative social impacts resulting from the development and following mine closure, both locally and regionally;	Section 3
(d) specify adaptive management and mitigation measures to avoid, minimise, and/or mitigate negative social impacts from the development and following mine closure;	Section 3.1
(e) identify opportunities to secure and enhance positive social impacts from the development, including opportunities to assist in maintaining community services and facilities;	Section 3.1

Condition Requirement	Section in SIMP
(f) include a stakeholder engagement plan to guide the evaluation and implementation of social impact management and mitigation measures; and	Section 2.3
(h) include a program to monitor, review and report on the effectiveness of these measures, including updating the plan 3 years prior to mine closure.	Section 3 and 4
(B109) The Applicant must not commence mining operations north of Wybong Road until the Social Impact Management Plan is approved by the Planning Secretary	<i>Noted</i>
(B110) the Applicant must implement the Social Impact Management Plan as approved by the Planning Secretary.	<i>This document, Section 4.1, Appendix B</i>

The Social Impact Assessment Guideline for State Significant Projects (DPE 2021) has been considered in the development of the SIMP. **Section 3**, provides guidance on the management of social impacts to protect and enhance the social environment throughout the life of the project.

In addition, principles of effective social impact management and monitoring, such as those outlined in the SIA Guideline, and recognised in international best practice (IAIA 2015) have been considered in the development of the SIMP.

1.3.2 Mangoola Community Consultative Committee

Mangoola is required to have a Community Consultative Committee (CCC) in place prior to construction as per Condition A20 of SSD 8642. The CCC was established at Mangoola in 2006 and is governed in accordance with the CCC Guidelines (DPE 2019) and any further guideline updates, to facilitate communication between the community and Mangoola. The CCC will continue to perform as an important advisory and consultative mechanism that will:

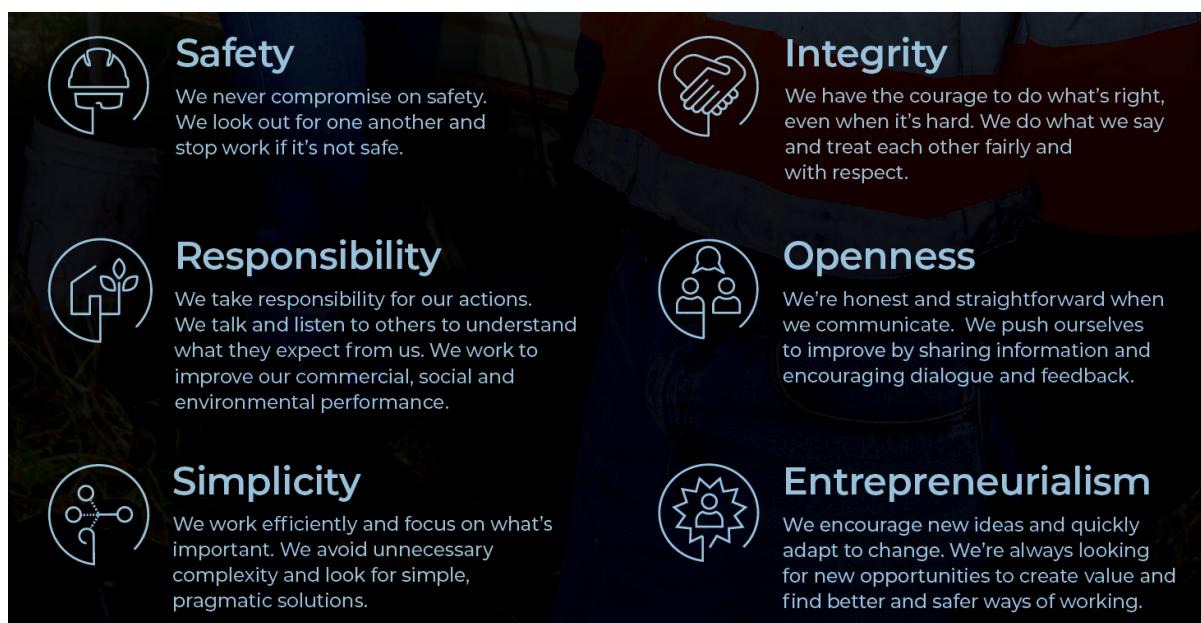
- facilitate information sharing between Mangoola and the local community
- allow Mangoola to keep the community informed about the Mangoola operation and the strategies outlined in the SIMP (refer to **Section 3**)
- allow the community to provide feedback on strategies that afford the delivery of balanced economic, environmental, and social outcomes for the community.

Given the current CCC has been in place since 2006, it is the intention to seek Approval from the Secretary to combine the CCC for SSD 8642, with the previous established CCC for the Mangoola Coal Project to provide for integration and continuity.

1.3.3 Glencore Guiding Principles

Mangoola seeks to be a good neighbour and valued member of its surrounding communities and is guided by the Glencore Group policy framework, which encompasses Glencore's values, Code of Conduct and a suite of policies, standards, procedures and guidelines. Glencore's Social Performance Policy outlines the fundamental elements of Glencore's approach to engagement and participation in society.

Glencore's core values that relate directly to the development and implementation of the SIMP, include:



1.3.4 International Council of Mining and Metals

Glencore is a member of the International Council of Mining and Metals (ICMM), which outlines principles and performance expectations for members, with the following principles relevant to the SIMP:

Pursue continual improvement in social performance and contribute to the social, economic, and institutional development of host countries and communities.



Performance Expectations:

- 9.1 Development of Local Communities
- 9.2 Local Economic Opportunities
- 9.3 Local Stakeholder Engagement
- 9.4 Artisanal Mining (Improvements)

Proactively engage key stakeholders on sustainable development challenges and opportunities in an open and transparent manner, effectively report and independently verify progress and performance.



Performance Expectations:

- 10.1 Transparency in Stakeholder Engagement
- 10.2 Payments to Governments
- 10.3 Annual Reporting
- 10.4 Assurance and Validation

Source: ICMM, <https://www.icmm.com/mining-principles>

Guided by these principles, Mangoola will maintain a focus on developing open and inclusive relationships with stakeholders, working together with the local community, and partnering with local community organisations.

2. Development and Structure of the SIMP

The development of the SIMP has been informed by:

- Review and analysis of relevant data sources including:
 - Existing Socio-Economic Context (**Appendix C**)
 - Social Impact Assessment (Umwelt 2019b)
 - Mangoola Coal management plans, approval documentation and previous engagement outcomes
 - Mangoola Coal Enquiries and Complaints Analysis
- Targeted engagement activities conducted to inform the SIMP development undertaken in May and June 2022 (refer to **Section 2.1** and **Appendix D** - for further details).

The SIMP includes two programs to assist in mitigating the negative social impacts of the operation and enhance opportunities, these include the:

- Community Management Program
- Community Enhancement Program.

The implementation of these strategies is supported by the Mangoola Coal Stakeholder Engagement Strategy and a number of environmental management plans (refer to **Figure 2.1**).

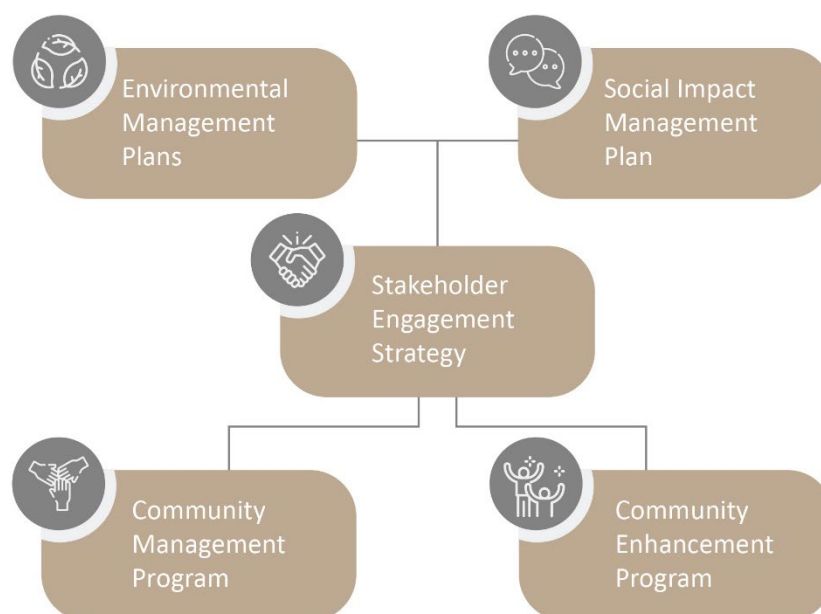
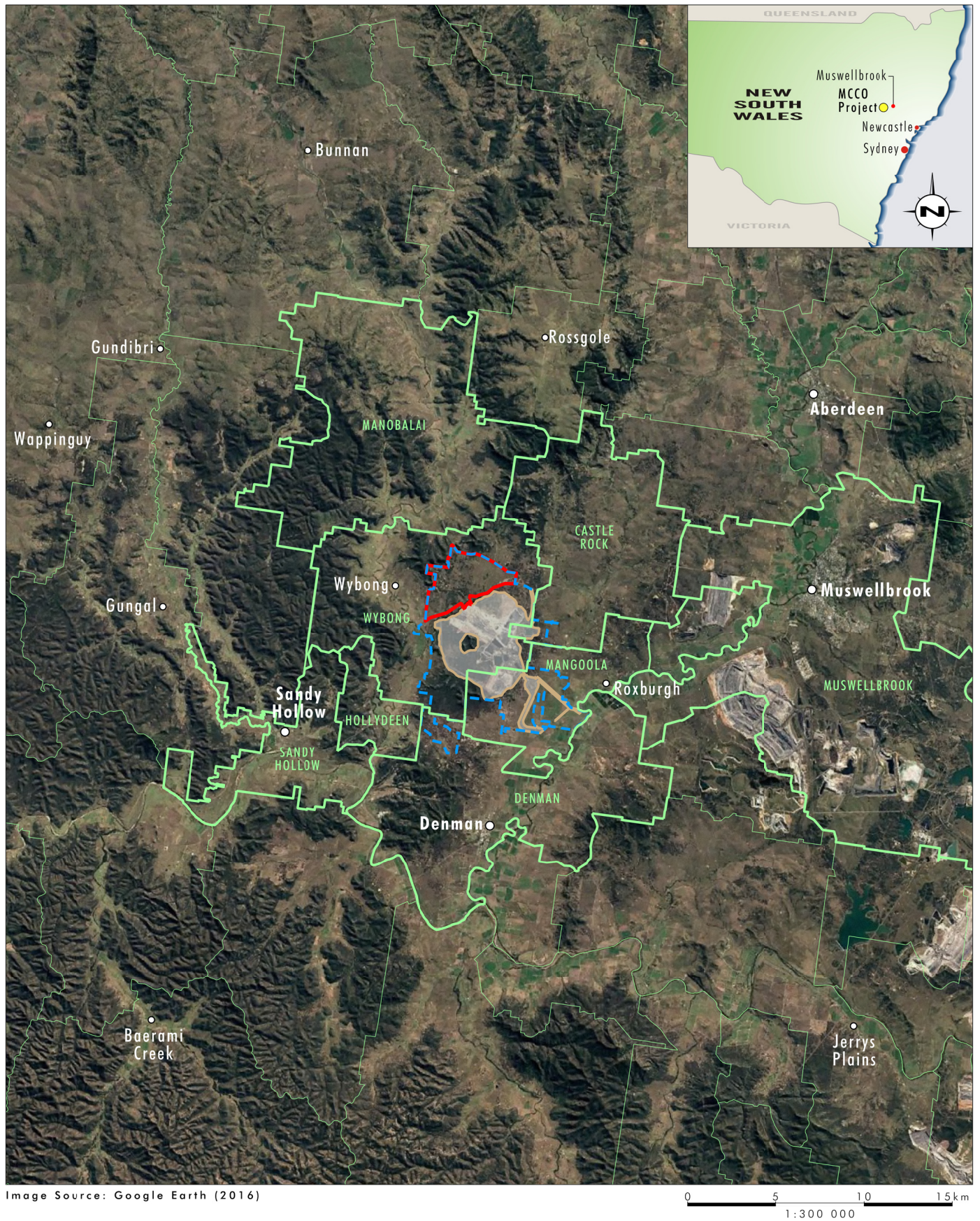


Figure 2.1 Interconnection of relevant Plans and Programs

2.1 Engagement to Inform SIMP Development

The engagement program undertaken to support the development of the SIMP builds on previous engagement undertaken as part of the ongoing operation of Mangoola, and consultation undertaken in the development of the SIA for SSD 8642 which occurred from 2018 (refer to **Appendix D**).

As identified by Condition B108 a number of stakeholders were invited to be involved in the SIMP engagement program, including MSC, members of the Mangoola CCC and residents of potentially impacted communities. Methods used to engage stakeholders in the development of the SIMP are described in **Table D.1 (Appendix D)**, with outcomes detailed in Appendix D1.2 which have been developed in accordance with Condition A22 of SSD8642 (refer to **Appendix A**).



Legend

- MCO Project Area
- Approved Mangoola Coal Mine Disturbance Area
- MCO Additional Project Area
- NSW Suburb Boundary

FIGURE 2.1

Regional Locality Plan

3. Managing and Monitoring Social Impacts

This section outlines the strategies to be implemented in response to the predicted social impacts associated with the construction and operation of the Mangoola operations.

The social impacts and opportunities that are addressed in the SIMP are those that have been ranked in the SIA as of moderate or high impact (refer to **Appendix D**), or those impacts that were raised as significant during engagement with the community in the process of SIMP development.

The impacts addressed by the SIMP are summarised in **Table 3.1**.

Table 3.1 Social Impacts

Social Impact	Description
Livelihood – <i>Employment and procurement opportunities</i>	Positive impacts on livelihoods, including sustained and additional local employment and procurement. Indirect economic impacts to the locality and region
Community – <i>Sense of community</i>	Impacts on way of life and sense of community in the Wybong locality
Access and surroundings – <i>Traffic</i>	Impacts on surroundings, way of life, access, and safety, as a result of increased traffic volume in the construction and operational phase
Livelihoods – <i>Personal and Property Rights</i>	Perceptions related to declining property value and subsequent livelihood impacts
Social Amenity – <i>Dust</i> – <i>Noise</i>	Impact on social amenity due to nuisance dust and noise
Health and Wellbeing – <i>Stress, Anxiety</i> – <i>Dust</i> – <i>Noise</i>	Impact on mental health, including stress and anxiety resulting from the presence of the operation and its activities Health and wellbeing concerns due to dust impacts from the operation Health and wellbeing concerns due to noise impacts from the operation

As noted in the SIA guideline (DPE 2021), social impact management strategies should be developed to show a clear connection/nexus between the measure proposed and the social impact being mitigated or enhanced. Strategies to be implemented may differ in their effectiveness and/or ability to alleviate impacts, with some residual social impacts remaining in the case of negative impacts.

The SIA Guideline (DPE 2021), outlines that mitigation measures may be:

- **Performance-based** – identify performance criteria that must be complied with to achieve an appropriate outcome.
- **Prescriptive** – actions that need to be taken or things that must be done, with justification as to why this approach is appropriate by providing scientific evidence or referencing relevant guidelines or case studies.

- **Management-based** – where potential impacts can be satisfactorily avoided or mitigated by implementing known management approaches.

This section addresses both the mitigation of negative social impacts and strategies to enhance positive social impacts in relation to the mining operation, particularly in the local community and surrounding region where the mining operation is located.

Through the engagement process for SSD 8642 and in the development of the SIMP, participants identified several mitigation and enhancement strategies for Mangoola to consider in managing and enhancing social impacts associated with the presence of the mining operation. Mangoola has considered this input, with the strategies raised by stakeholders summarised in **Appendix D**.

3.1 Social Impact Management and Enhancement

Mangoola has developed two main approaches to assist in mitigating the negative and enhancing the positive social impacts of the presence of the mining operations. These approaches are detailed in the following sections and include a:

- Community Management Program (**Section 3.3**)
- Community Enhancement Program (**Section 3.4**).

The implementation of the abovementioned programs is supported by a Commitments Register, which outlines a range of proposed activities, actions, timing, and responsibilities to be undertaken to address and enhance social impacts of the operation.

The Voluntary Planning Agreement (VPA) entered into by Mangoola with MSC will also continue to be implemented. The CEP will be run in addition to the funds distributed in the VPA.

In addition, the programs are supported by a range of engagement activities that are outlined in the Mangoola Open Cut Stakeholder Engagement Strategy (SES) and outlined in the section below.

3.2 Mangoola Open Cut Stakeholder Engagement Strategy

The Mangoola Open Cut Stakeholder Engagement Strategy (SES) was developed to guide the implementation of appropriate engagement strategies to promote positive, long term and sustainable relationships with community residents and stakeholders through the mining and operational lifecycle.

The SES governs all engagement activities undertaken in association with the Mangoola operation, and relevant exploration activities, and applies to all employees and contractors associated with the Mangoola operation.

The SES includes a Stakeholder Engagement Plan (SEP) that provides detail on who, how and when identified stakeholders are to be engaged and mechanisms for effective communication and engagement; and a Community Management Plan (CMP), that outlines how Mangoola will contribute to the development, capacity, needs and aspirations of key stakeholders and the local community.

Outcomes of the SIMP, including engagement required to implement the commitments of the Community Management Program and Community Enhancement Program have been incorporated into the SES, including the SEP (refer to **Appendix E**).

3.3 Community Management Program

The Community Management Program aims to minimise the negative impacts and enhance the positive impacts of the Mangoola operations for the community and local businesses and suppliers. The Community Management Program also aims to build on existing engagement activities and further develop positive and collaborative company-community relationships over the life of the mine and operation.

The strategies proposed address social impacts relating to surroundings and social amenity, engagement, health / wellbeing, decision-making / engagement and livelihoods, and propose to achieve the following social outcomes as defined in **Table 3.2**.

Table 3.2 Intended Social Outcomes

Social Impact Category	Intended Social Outcomes
Surroundings and social amenity – air quality / noise / visual / traffic	Improved social amenity for near neighbours Maintain public safety for near neighbours and road users Improved visual amenity
Health and wellbeing – air quality / noise	Provision of environmental monitoring outcomes to increase community knowledge of air quality and noise management and reduce concerns relating to health and wellbeing impacts from the operation
Engagement and decision making	Improved community awareness and knowledge of environmental monitoring data Improved trust in the company given transparency of information provision relating to the management of key environmental impacts Stakeholder satisfaction with information provision and engagement processes undertaken
Livelihoods – property damage (blasting)	Minimise concern relating to the impacts of dust on solar panel efficiency Near neighbours are not disadvantaged because of any property damage caused by blasting operations
Livelihoods – local employment, procurement, and training	Maintain a majority local workforce Facilitate procurement opportunities for local business and suppliers for the SSD 8642 construction period Improved training and employment opportunities for residents (including school leavers and Aboriginal community members)

Target stakeholders of relevance to the Community Management Program include:

- Adjacent private neighbours/landholders that share a boundary with the operation
- Private residents within 6kms of active mining areas that may be impacted by operational impacts e.g., dust and noise, including residents defined within the operation's management zones
- Residents within the localities of Mangoola, Manobalai, Wybong and Castle Rock

- Mangoola employees, contractors, and suppliers
- Muswellbrook and Hunter Region businesses and suppliers
- Aboriginal stakeholders.
- Local Service Providers – education and employment providers.

In accordance with the NSW Government's *Voluntary Land Acquisition and Mitigation Policy for State Significant Mining, Petroleum and Extractive Industry Developments* (VLAMP) (NSW Government, 2018), several receivers have been provided with acquisition rights under Condition C1 of SSD 8642 (see **Table 3.3**). SSD 8642, Condition C2 also identifies receivers that have been afforded additional mitigation upon request in line with the requirements of the VLAMP (refer to **Table 3.4**).

In relation to air quality, no air quality treatment measures are required under the VLAMP, however, Mangoola has committed to a regular water tank inspection program (and cleaning as required), and a program to instal and maintain first flush systems at eligible properties as discussed in **Section 3.2.1**.

Table 3.3 Land subject to acquisition upon request

Acquisition Basis	Land
Noise	R25, R66, R110, R130, R139, R148, R205
Noise and Air Quality	R83

Table 3.4 Land subject to additional mitigation upon request

Mitigation Basis	Land
Noise	R128, R144, R154, R171, R176, R193, R261, R263, R109A, R109B, R109C, R109D, R109E, R109F, R125A, R134A, R182B, R164, R177, R251, R174A, R174B

3.3.1 Community Management Program Commitments Register

Table 3.5 outlines the commitments to be undertaken as part of the Community Management Program.

Table 3.5 Community Management Program Commitments Register

Community Management Program Actions/Commitments	Relevant Social Impact Category	Target Stakeholders	Mechanism	Key Performance Indicator / Measure	Timing	Relevant Management Plan
Implementation of the tank inspection and cleaning program Communicate eligibility for mitigation and outline measures offered	Surroundings – Social Amenity Health and Wellbeing	Private residences within 6km of the active mining area	Newsletter to communicate eligibility Personal involvement of residents within 6 km of the active mining area via resident meetings Resident evaluation survey	Annual inspections for residences within 4 km Bi-annual inspections for residences within 4-6 km No. of tanks cleaned annually as required Participating resident satisfaction (as measured through a short resident evaluation survey)	Annual Bi-annual	Stakeholder Engagement Plan Air Quality Management Plan
Implement a solar panel cleaning program for proximal residents	Surroundings – Social Amenity Livelihoods	Private residences within 4 km of the active mining area	Newsletter to communicate eligibility Personal involvement of residents within 4 km of the active mining area via resident meetings Resident evaluation survey	Cleaning undertaken every 4 months Participating resident satisfaction (as measured through a short resident evaluation survey)	3/year	Stakeholder Engagement Plan Air Quality Management Plan
Install first flush filter systems - water tanks and domestic taps	Health and Wellbeing	Private residences within 6 km of the active mining area	Newsletter to residents to communicate eligibility Personal involvement of residents within 6 km of the active mining area via resident meetings Resident evaluation survey	Inspection and replacement of filter systems conducted quarterly (where offer has been accepted) Number of filter systems installed Participating resident satisfaction (as measured through a short resident evaluation survey)	3/year	Stakeholder Engagement Plan Air Quality Management Plan
Environmental monitoring outcomes and updates to be included in Mangoola's quarterly CCC meeting agenda and website updates	Surroundings – Social Amenity Engagement and Decision-Making	CCC Residents in Wybong, Manobalai, Castle Rock and Mangoola	Website CCC meetings Newsletter – quarterly community newsletter (to notify community that environmental monitoring updates are available via the website)	Number of complaints received Ongoing Website updates Community satisfaction with level of information provision provided (as measured through community feedback)	Monthly - for reported monitoring parameters Quarterly	Stakeholder Engagement Plan Air Quality Management Plan Blast Management Plan Water Management Plan
Communicate eligibility for noise mitigation and an outline of the measures offered Install acoustic treatments at eligible properties as directed by qualified structural engineer and as outlined in the VLAMP.	Surroundings – Social Amenity Health and Wellbeing	Properties within the noise management zone	Letter to residents to communicate eligibility Personal involvement of residents in noise management zone via resident meetings Resident evaluation survey	Acoustic treatments installed Compliance with noise criteria Number of noise complaints received Community satisfaction with acoustic treatments	Ongoing	Stakeholder Engagement Plan Noise Management Plan
Implement project design features to reduce noise impacts on near neighbours where possible as outlined in the Noise Management Plan	Surroundings – Social Amenity Health and Wellbeing	Residents in Wybong, Manobalai, Castle Rock and Mangoola	Monitoring data published on website Community perception survey	Mitigation measures implemented Compliance with noise criteria Resident meetings (as required) Community perception of effectiveness of noise management (as measured through the Community Perception survey)	Ongoing Biennial	Stakeholder Engagement Plan Noise Management Plan

Community Management Program Actions/Commitments	Relevant Social Impact Category	Target Stakeholders	Mechanism	Key Performance Indicator / Measure	Timing	Relevant Management Plan
Maintain workforce communication to reinforce positive employee and contractor behaviour on and off-site	Surroundings – Social Amenity	Mangoola employees and contractors	Workforce communication mechanisms e.g., inductions, toolbox talks Development of Workforce Conduct Policy	Employee and Contractor attendance at communication mechanisms (e.g., inductions, toolbox talks)	Ongoing	Noise Management Plan Internal communications
Tree planting along sections of Wybong Road and Ridgeland Road to reduce operational visibility for road users Progressive rehabilitation of mining areas	Surroundings – Social Amenity	Residents in Wybong, Manobalai, Castle Rock and Mangoola Road users	Implementation of tree planting – opportunity to involve local schools and environmental groups Rehabilitation program	Completion of plantings Rehabilitation completed in line with Mining Operations Plan	Ongoing	Rehabilitation Management Plan
Ongoing management of mobile lighting to reduce impacts of lighting at night e.g., location of equipment and correct installation	Surroundings – Social Amenity	Residents in Wybong, Manobalai, Castle Rock and Mangoola Road users	Implement mitigation measures to prevent light spill where practicable	Number of Community complaints related to lighting	Ongoing	Lighting Management Procedure
Undertake a property assessment of baseline condition of any structures or buildings within 3km of the open cut mining pit boundary to establish baseline conditions (on request of the landholder). In the event of any damage, if the independent property investigation confirms the claims, and both parties agree with the findings, Mangoola will repair the damage.	Livelihoods	Any residents with structures or buildings within 3km of the active open cut mining pits.	Letter to residents to communicate eligibility and the process for property inspection and review (including the process for making a claim) Offer personal meetings with near neighbours to clearly communicate the process of property inspection and review Copies of report provided to the resident	Baseline structural assessments complete and ongoing program evaluation in place Near neighbour satisfaction with assessment process as measured through a resident evaluation survey	Prior to commencement of blasting operations within the new mining area	Blast Management Plan
Continued communication of employee, contractor, and procurement opportunities at Mangoola	Livelihoods	Businesses, suppliers, and contractors in the Upper Hunter Region Existing employees	Provision of information to target stakeholders through local networks including employees, Business Chambers, Community Groups, local employment agencies and Media advertisements Community information session alongside annual community event for local suppliers to outline Glencore requirements and procurement process	Maintain or exceed current % of local procurement (utilising the outcomes of the town resource clusters (TRC) analysis conducted for the SIA as a baseline) Maintain or exceed current % of local people employed	Ongoing Annual	Stakeholder Engagement Plan
Continue to promote GCAA and/ Mangoola initiatives that support school leavers e.g., the Glencore Coal Apprenticeship Program, vocational work experiences, mine tours and education opportunities	Livelihoods	School leavers Local High schools – Muswellbrook High School, St Joseph's High (Aberdeen), TAFE (Muswellbrook)	Communication with education providers regarding opportunities Engagement with participants regarding program evaluation	Number of participants Number of apprenticeships / traineeships offered Performance Stories to facilitate ESG reporting	Ongoing	Stakeholder Engagement Plan Social Investment Plan ESG Reporting
Continue to promote and facilitate Aboriginal employment opportunities through GCAA's Indigenous Employment Pathways Program and employment/procurement of local Aboriginal people and businesses.	Livelihoods	Aboriginal community residents residing in the Upper Hunter area Aboriginal youth residing in the Upper Hunter area	Provision of information to key stakeholders Engagement with participants	Number of participants Performance Stories to facilitate ESG reporting	Ongoing	Stakeholder Engagement Plan Aboriginal Cultural Heritage Management Plan ESG Reporting

Community Management Program Actions/Commitments	Relevant Social Impact Category	Target Stakeholders	Mechanism	Key Performance Indicator / Measure	Timing	Relevant Management Plan
In the event that a Project-related community safety-issue occurs, collaborate with emergency service providers to develop emergency response, where necessary.	Health and wellbeing	Emergency service providers	Provision of information to key stakeholders Engagement with local service providers	Stakeholder satisfaction Response rate to Project-related community safety issues or incidents	Ongoing	Emergency Response Control Plan
Continue to participate in Government and industry initiatives relevant to regional development and/or cumulative impact management	All	Local Government and State Government, local businesses, suppliers and contractors and service providers in the Upper Hunter, industry groups, peak bodies	Engagement with stakeholders and participation in industry forums, events, working groups etc.	Number of engagements Involvement in relevant forums	Ongoing	
Continue to implement the community engagement program	Engagement and Decision making	Residents in Wybong, Manobalai, Castle Rock and Mangoola Other key stakeholders	Provision of information to key stakeholders via mechanisms outlined in the stakeholder engagement plan e.g. <ul style="list-style-type: none"> Newsletters Website updates Personal / phone meetings 	Mechanisms utilised Stakeholder satisfaction with engagement approach	Annually	Stakeholder Engagement Plan
Review of the SIMP 3 years prior to mine closure and social impacts adequately considered in the mine closure planning process	All	Employees, local residents, broader community residents, local business and service providers, Local Government and State Government.	Mine closure planning process	A closure plan will be developed that identifies the significant social impacts that may be associated with closure and the management measures to be employed to avoid, minimize, mitigate and manage any predicted negative social impacts both during and post the closure program. This will include strategies for monitoring any identified and unanticipated social impacts that may result. Stakeholder engagement will be undertaken to inform the development of the closure plan.	3 years prior to mine closure	Mine Closure Plan

3.4 Community Enhancement Program

In relation to community development and enhancement, condition B108 of the consent for SSD 8642 specifically requires that the SIMP:

- e) *‘identify opportunities to secure and enhance positive social impacts of the development, including opportunities to assist in maintaining community services and facilities.’*

To address the issues raised by local landowners during the SIA undertaken for SSD 8642, relating to the perceived impacts on sense of community, social amenity, and local livelihoods, a Community Enhancement Program (CEP) will be developed with a focus on residents/landholders surrounding the operation (including those residing in the suburbs of Wybong, Mangoola, Castle Rock and Manobalai).

Figure 3.1 outlines the proposed process for the development of the CEP, which is to involve engagement with the community, including proximal residents/landholders to the Mangoola operations and key stakeholders.

The CEP will be developed to achieve the following social outcomes, as defined in **Table 3.6**.

Table 3.6 Intended Social Outcomes of CEP

Social Impact Category	Intended Social Outcomes
Community	<p>Enhancement of local environmental and community benefits for the Wybong district, that enhance local values of the area and address community needs and aspirations.</p> <p>Facilitate enhancement initiatives for those residents living within the management zone.</p> <p>Contribute to the local community, including more targeted community investment spend locally.</p>
Engagement and Decision-Making	<p>Facilitate near neighbours/proximal landholder involvement and collaboration in the CEP.</p> <p>Ensure equitable decision-making processes are facilitated.</p> <p>Strengthen social licence through display of distributional fairness and community benefit.</p> <p>Improve community awareness of the CEP.</p>

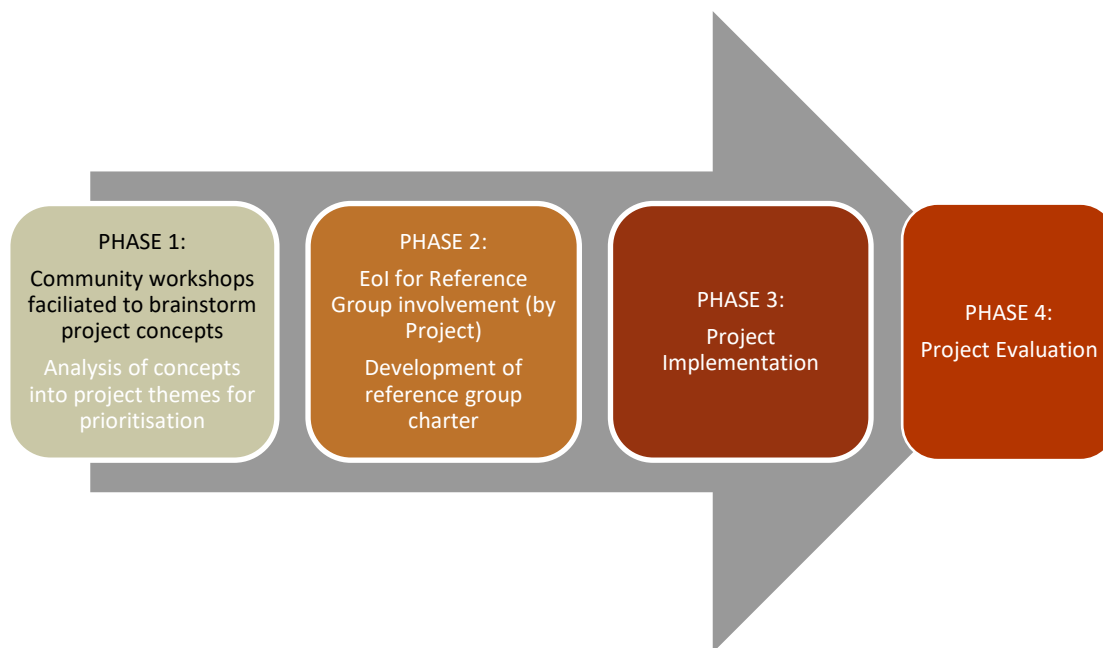


Figure 3.1 Proposed Process for Developing a Community Enhancement Program

3.4.1 Developing the Community Enhancement Program

The following section defines each of the CEP phases in further detail.

3.4.1.1 Phase 1 – Community Workshops and Project Prioritisation

Involves the participation of a range of proximal landholders and key stakeholders. Currently, in relation to SSD 8642, there are approximately 56 properties that fall within defined impact zones for noise (significant, marginal and negligible), that would be invited to participate in the program along with other key stakeholders who may include local Indigenous and community groups, company representatives etc.

Workshop processes will be facilitated by an independent facilitator to identify ideas and concepts for local project development; with such project concepts prioritised through workshop methods.

3.4.1.2 Phase 2 – Expression of Interest and Charter Development

This phase involves an Expression of Interest (EOI) process to identify proximal landholders and stakeholders that wish to nominate for involvement in each of the respective projects.

Based on project interest, small reference groups may also be formed for each project with representatives representing local landholder and stakeholder interests and/or a core program governance committee may be established to oversee project implementation more broadly.

A charter and governance process will be developed in this phase, to guide reference group decision making and project activities; as well as ensure relevant monitoring and evaluation processes are in place to determine project outcomes.

3.4.1.3 Phase 3 – Project Implementation

Projects identified in Phase 1 will then be implemented. Through the SIA Engagement program for SSD 8642, community residents, residing in proximal localities to Mangoola, have identified a number of issues and needs of relevance in their locality. Such areas of interest are summarised in **Appendix D** and may form the basis for initial discussion, or serve as a shortlist of potential enhancement projects, to be implemented as part of the CEP.

Following prioritisation of community programs, the relevant CEP reference groups/committees will assist in the implementation of the respective projects, ensuring appropriate allocation of resources and effective governance in line with project objectives. Mangoola Coal will administer the funding, attend reference group/committee meetings and provide administrative support to the reference groups/committees as required.

3.4.1.4 Phase 4 – Program Evaluation and Reporting

In line with best practice, this phase will involve evaluation of program process and outcomes to confirm and report on community benefit; and to ensure that projects are appropriately addressing project objectives.

3.4.1.5 CEP Funding

The CEP fund is to be implemented through a monetary contribution by Mangoola. Funds will be allocated to support improvement projects of relevance, to be implemented by Mangoola and the respective Community Committee/Reference groups.

3.4.2 Community Enhancement Program Commitments Register

Table 3.7 outlines the specific commitments and actions to be undertaken as part of the Mangoola CEP.

Table 3.7Community Enhancement Program Commitments Register

Community Enhancement Program Actions/Commitments	Target Stakeholders	Mechanism	Key Performance Indicator/ Measure	Timing
Development Phase				
Determine the extent of funding available for allocation to the CEP	Mangoola and MSC	Engagement with Muswellbrook Shire Council	Funding allocated to projects in proximal localities to the operation	Within 12 months of commencement of mining activities in the new mining area
Governance structure established to support the development, implementation and evaluation of the CEP including: <ul style="list-style-type: none">An Executive OfficerA Working Group comprised of community and Mangoola members	Local landholders / residents in Wybong, Manobalai, Castle Rock and Mangoola	Collaboration with community members to establish CEP Working Group (approx. 6 members)	Community feedback on process and project opportunities	Within 12 months of commencement of mining activities in the new mining area
Development of a series of governance documents, including: <ul style="list-style-type: none">Terms of Reference - to guide the Working Group and small project reference groupsReporting / evaluation framework	Working Group members	Development of governance documents, in consultation with Working Group members	Feedback from the Working Group	Within 12 months of commencement of mining activities in the new mining area
Undertake a Community Needs Assessment to define the needs and vision of the community to inform focus areas for the program.	Residents in Wybong, Manobalai, Castle Rock and Mangoola MSC	Community needs assessment drawing on existing SIA/SIMP data Locality survey Community workshop with near neighbours and stakeholders	Community workshop facilitated Broader community survey of locality residents administered and analysed Identified list of local projects developed	Within 12 months of commencement of mining activities in the new mining area
Develop Project ideas and concepts that align with the outcomes of the Community Needs Assessment and informed through engagement with key stakeholders	Working Group members	Working Group	Project scopes developed	Within 12 months of commencement of mining activities in the new mining area
Ongoing implementation of the CEP (including funding of projects and regular meetings of the Working Group) in line with the agreed governance documents	Working Group members	Working Group	Project funded Working Group meetings	As defined in Working Group governance documents
Undertake ongoing community engagement regarding the CEP and individual projects in implementation	Residents in Wybong, Manobalai, Castle Rock and Mangoola	Newsletter	Inclusion of project outcomes and updates in newsletters	Ongoing
Undertake ongoing communication with the Mangoola CCC regarding the CEP	Mangoola CCC	CCC	Inclusion of project outcomes and updates in CCC meetings	Ongoing

Community Enhancement Program Actions/Commitments	Target Stakeholders	Mechanism	Key Performance Indicator/ Measure	Timing
Evaluation Phase				
Communicate the outcomes and contributions of projects undertaken within the CEP	Working Group members Residents in Wybong, Manobalai, Castle Rock and Mangoola Other key stakeholders	Newsletter CCC Local and regional media Website	Inclusion of project outcomes through relevant mechanisms Inclusion of project outcomes and updates in CCC meetings	Following the conclusion of a project CCC Quarterly updates

4. Reporting

As per Condition D11 of SSD 8642, each year Mangoola is required to submit a report that provides a review of the environmental performance of the Mangoola Coal Mine.

It is intended that the SIMP component of the Mangoola Annual Review will provide a summary of performance against the SIMP. In line with Section 5.2 of the 'Social Impact Assessment Guideline for State Significant Projects' (DPIE, Nov 2021) (SIA Guidelines), this periodic review will encapsulate mechanisms to improve performance and impact management, in the instance of any identified shortfalls or unmet targets. The Annual Review will also include outcomes of the CEP.

Consent Conditions relating to the SIMP will be subject to Independent Environmental Audits to assess compliance with SSD conditions.

5. Document Information

Relevant legislation, standards and other reference information will be regularly reviewed and monitored for updates and where changes occur that may impact the SIMP, these will be considered in the SIMP's periodic review process as per Section 4.

Related documents and reference information in this section provides the linkage and source to develop and maintain site compliance information.

5.1 Related Documents and Policies

Related documents, listed in **Table 5.1** below, are *documents* directly related to, or referenced from within this document.

Table 5.1 Related Documents

Number	Title
Management Plans	
MANOC-1772150304-6026	Mangoola Open Cut Stakeholder Engagement Strategy
MANOC-1772150304-4624	Air Quality Management Plan
MANOC-1772150304-4601	Blast Management Plan
MANOC-1772150304-6221	Water Management Plan
MANOC-1772150304-4345	Noise Management Plan
MANOC-1276546935-5	Rehabilitation Management Plan
MANOC-1772150304-6102	Aboriginal Cultural Heritage Management Plan
MANOC-1772150304-615	Emergency Response Control Plan
MANOC-1772150304-825	Community Complaints Management Procedure
Company Policies and Standards	
	Community Complaints and Grievance Guideline

5.2 Reference Information

Reference information, listed in **Table 5.2** below, is *information* that is directly referred to for the development of this document.

Table 5.2 Reference Information

Reference	Title
ICMM	International Council of Mining and Metals (ICMM) Principles
Umwelt 2019a	<i>Mangoola Coal Continued Operations Project, Environmental Impact Statement, June 2019</i>
Umwelt 2019b	<i>Mangoola Coal Continued Operations Project, Social Impact Assessment</i>
DPIE 2021	Department of Planning, Industry and Environment (DPIE) 2021. Social Impact Assessment Guideline for State Significant Projects, NSW Department of Planning, Industry and Environment, July 2021

Reference	Title
DIPE 2019	Community Consultative Committee Guideline: State Significant Projects, NSW Department of Planning, Industry and Environment, January 2019

5.3 Change Information

Full details of the document history are recorded in the document control register, by version. A summary of the current change is provided in **Table 5.3** below.

Table 5.3 Change Information

Version	Date	Change Details
1.0		New Document

6. Roles and Responsibilities

The roles and responsibilities of Mangoola employees and contractors in relation to managing and monitoring social impacts are outlined in **Table 6.1**.

Table 6.1 *Accountabilities for the SIMP*

Role	Accountabilities for this Document
Operations Manager	Allocate sufficient resources for the implementation of this SIMP.
Environment & Community Manager	<p>Allocate sufficient time and resources to allow for the implementation of the SIMP commitments</p> <p>Allocate sufficient time and resources for the implementation and continuation of the Stakeholder Engagement Plan.</p> <p>Plan, execute and review all consultation as specified in this SIMP, and review and communicate the results to facilitate continual improvement.</p> <p>Periodic/annual review progress against performance indicators.</p> <p>Coordinate the ongoing review of this plan</p> <p>Meet all internal and external reporting requirements, including necessary revisions of the SIMP.</p> <p>Review and approve external reports, e.g., Annual Review</p> <p>Effectively maintain all relevant records on site.</p>
Environment & Community Coordinator/ Officer	<p>Coordinate the day-to-day implementation of this SIMP, including the design and implementation of social impact mitigation and community development activities as delegated by the Environment and Community Manager.</p> <p>Coordinate reporting requirements relating to social impact mitigation and community development in the Annual Review.</p> <p>Ensure that the personnel involved in implementing and monitoring the SIMP activities are appropriately skilled and experienced.</p>
All persons engaged to perform activities under this plan	Undertake activities in accordance with the requirements of the SIMP.

Appendix A - Other SSD 8642 Conditions

Condition	Condition Details	SIMP Section
Evidence of Consultation		
A22.	Where conditions of this consent require consultation with an identified party, the Applicant must:	
A22 (a)	consult with the relevant party prior to submitting the subject document; and	Appendix D
A22 (b)	provide details of the consultation undertaken to the Department, including:	
A22 (b) (i)	the outcome of that consultation, matters resolved and unresolved; and	Appendix D
A22 (b) (ii)	details of any disagreement remaining between the party consulted and the Applicant and how the Applicant has addressed the matters not resolved.	Appendix D
Management Plan Requirements		
D5.	Management plans required under this consent must be prepared in accordance with relevant guidelines, and include:	
D5 (a)	summary of relevant background or baseline data;	Appendix C
D5 (b)	details of:	
D5 (b) (i)	the relevant statutory requirements (including any relevant approval, licence or lease conditions);	Section 3.1
D5 (b) (ii)	any relevant limits or performance measures and criteria; and	Section 3.1
D5 (b) (iii)	the specific performance indicators that are proposed to be used to judge the performance of, or guide the implementation of, the development or any management measures;	Section 3.1
D5 (c)	any relevant commitments or recommendations identified in the document/s listed in condition A2(c);	Section 3.1
D5 (d)	a description of the measures to be implemented to comply with the relevant statutory requirements, limits, or performance measures and criteria;	Section 3.1
D5 (e)	a program to monitor and report on the:	
D5 (e) (i)	impacts and environmental performance of the development; and	Section 3.1
D5 (e) (ii)	effectiveness of the management measures set out pursuant to condition D4(c);	Section 3.1
D5 (f)	a contingency plan to manage any unpredicted impacts and their consequences and to ensure that ongoing impacts reduce to levels below relevant impact assessment criteria as quickly as possible;	Section 3.1
D5 (g)	a program to investigate and implement ways to improve the environmental performance of the development over time;	Section 3.1

Condition	Condition Details	SIMP Section
D5 (h)	a protocol for managing and reporting any:	
D5 (h) (i)	incident, non-compliance or exceedance of any impact assessment criterion or performance criterion);	N/A to SIMP
D5 (h) (ii)	complaint; or	Section 3.1
D5 (h) (iii)	failure to comply with other statutory requirements;	N/A to SIMP
D5 (i)	public sources of information and data to assist stakeholders in understanding environmental impacts of the development; and	Section 3.1
D5 (j)	a protocol for periodic review of the plan.	Section 3.1
Note: The Planning Secretary may waive some of these requirements if they are unnecessary or unwarranted for particular management plans.		

Appendix B - DPE Approval

Appendix C - Summary of Socio-Economic Context

This section provides a brief overview of the social locality in which the Mangoola Coal Mine is located. An extensive socio-economic profile was prepared to support the SIA for SSD 8642. Given that the SIA was finalised in 2019, and there has been updates to relevant datasets such as the Social Health Atlas since this time, this section provides an updated social baseline, building on the research undertaken as part of the previous assessment, including:

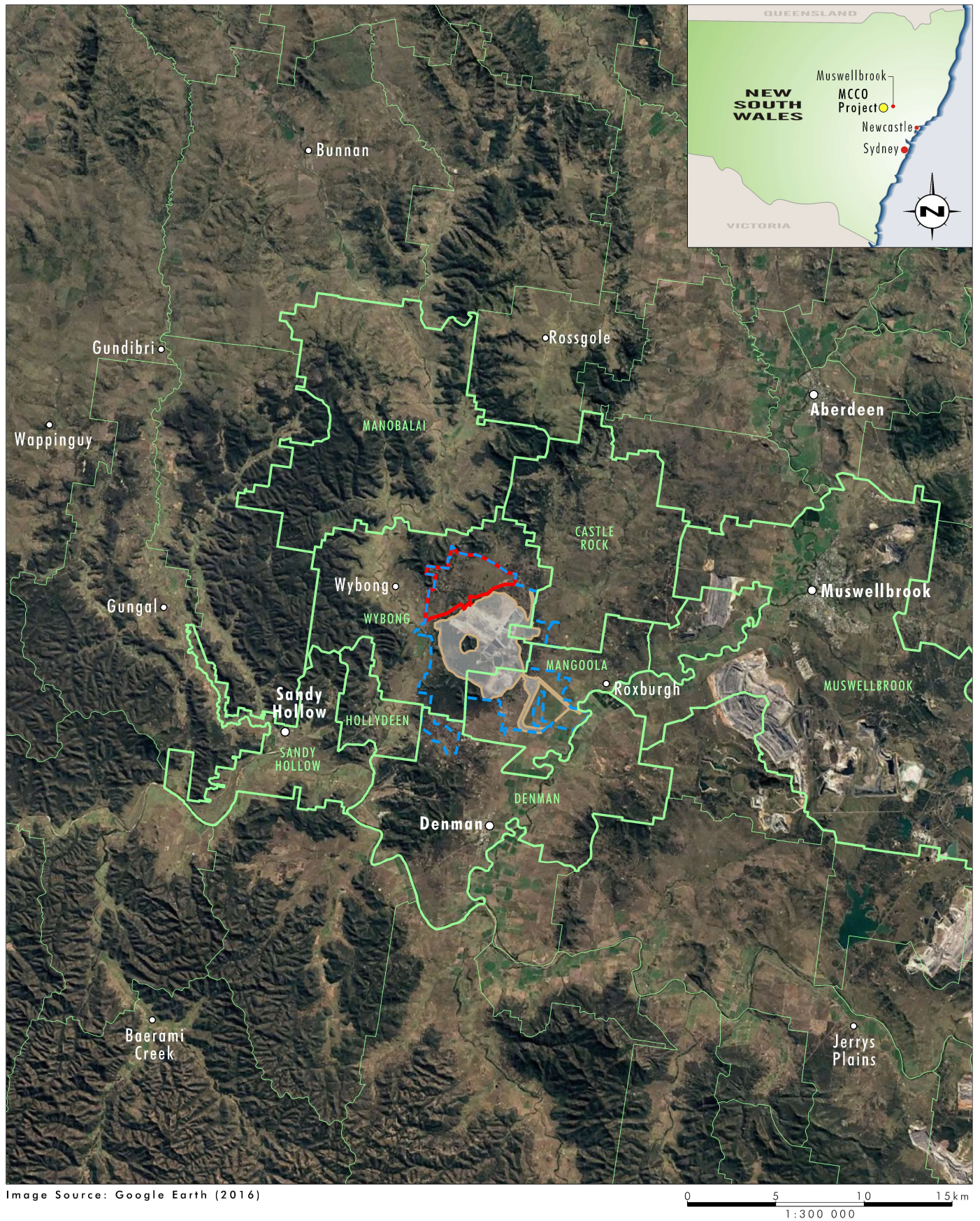
- **Geographic and historical context** – description of the context and identification of the communities of interest relevant to the Mangoola Coal Mine, including a review of the history of the local area and communities, and the culture and values of local residents
- **Community capitals/assets** – assessment of the areas of vulnerability and resilience across the communities of interest in line with the Community Capitals approach and
- **Community issues and aspirations** – documentation of current community issues in the Muswellbrook LGA and communities, as identified in planning documents, regional studies, the SIA and through a current media review.

This social baseline can be used to measure trends and changes in the communities associated with the Mangoola operation over time, that may be attributed to the operation. It should also be noted that in line with current company performance standards, a social baseline for the area will be updated every 5 years.

C.1 Geographical Context

Mangoola Coal Mine is located in the Muswellbrook LGA, within the Upper Hunter Region (or state electoral district (SED)). The Upper Hunter Region includes the LGAs of Singleton, Muswellbrook, and the Upper Hunter. The Mangoola operation is located approximately 20km west of Muswellbrook and 10km north of Denman. Newcastle is the main coastal metropolitan centre in the adjacent Lower Hunter Region; approximately 140 km south-east of the Mangoola operation.

The primary social area of influence for the operations, as defined in the SIA (Umwelt 2019b), are the localities and communities proximal to the existing operation and the stakeholders that reside within these areas. The primary state suburbs (SSCs) of interest include Mangoola, Castle Rock, Manobalai and Wybong. The townships of Sandy Hollow, Denman and Muswellbrook are also considered given their proximity to the Mangoola operation, with data for the Muswellbrook LGA, the Upper Hunter SED and the State of NSW also utilised for comparative purposes.



Legend

- MCO Project Area
- Approved Mangoola Coal Mine Disturbance Area
- MCO Additional Project Area
- NSW Suburb Boundary

FIGURE C.1

Regional Locality Plan

C.2 Governance

Muswellbrook LGA is represented by the Muswellbrook Shire Council (MSC).

MSC's Local Strategic Planning Statement (2020-2040) outlines the aspirations of MSC and the community as identified in the MSC Community Strategic Plan 2022-2032 with three main visions articulated:

- Opportunities for creativity, jobs and investment
- Improved wellbeing, safety and belonging
- Enhanced environment, natural assets and scenic qualities

For a summary of the challenges and opportunities facing the Muswellbrook LGA, and the broader Upper Hunter Region, as detailed in the Local Strategic Planning Statement and other relevant government documentation, refer to **Section C.2.2**.

Table C.1 below highlights some of the local programs and projects within MSC's three focus areas that have been recently completed or are currently underway. For further detail on these initiatives and their objectives refer to '*Local Strategic Planning Statement (2020-2040)*' (MSC 2020a).

Table C.1 Muswellbrook Shire Council - Local Programs and Projects

Focus Areas	Local Programs and Projects
Improved wellbeing, safety and belonging	<p>Funding from the Resources for Regions program: a \$160M program aimed at assisting communities to address local infrastructure issues and the local impact on mining affected communities</p> <p>Wollombi Road Residential Precinct Master Plan which offers a way for revitalisation of this neighbourhood (supported by NSW Government)</p> <p>Muswellbrook District Hospital completed a significant upgrade of their facilities in the town, providing a larger, more suitable emergency department</p> <p>In May 2017 MSC adopted a Disability and Social Inclusion Strategy</p> <p>Upgrades to the Aquatic and Fitness Centre</p>
Opportunities for creativity, jobs and investment	<p>Upper Hunter Innovation Hub in development</p> <p>MSC has been working closely with the University of Newcastle to encourage research and innovation in industries in which the Muswellbrook LGA has a comparative advantage – such as rural based renewable energy development and intensive agriculture e.g., University research centre developed in conjunction with the University of Newcastle</p> <p>Upper Hunter Conservatorium of Music</p> <p>New Richard Gill School focusing on music</p> <p>New town centre joint TAFE campus 'Sam Adams College' to provide student accommodation to the Upper Hunter sub-region</p> <p>As part of a decarbonisation strategy, AGL has developed a pathway to closure through the Hunter Energy Transition Alliance, a mechanism to align industry, business, government and university stakeholders in a shared plan for maintaining the region's position as an energy hub for NSW. AGL has announced its generation plan for the Upper Hunter, and this includes a mix of high-efficiency gas peakers, renewables, battery storage, and efficiency upgrade at Bayswater Power Station and investigations into the feasibility of pumped hydro energy storage.</p> <p>Existing power and poles network infrastructure connect Liddell and Bayswater to the National Grid, providing the Shire with a strategic advantage to attract investment in</p>

Focus Areas	Local Programs and Projects
	<p>renewable energy and storage. In 2017 MSC approved a research facility that is looking at methods of converting fibre to energy using biological processes (EthTec).</p> <p>Continued investment in MSC's Future Fund Program to encourage diversification of industries, economic opportunities and employment within the Shire.</p> <p>MSC have stated they will continue to advocate for a vehicular bypass of the Muswellbrook town centre and provide input to planning of the bypass</p>
Enhanced environment, natural assets and scenic qualities	<p>Strategic revegetation projects to repair discontinuity caused by past land clearing</p> <p>Landcare groups have formed to manage weeds and restore native vegetation in some locations.</p>

Source: Muswellbrook Shire Council (2020a) Local Strategic Planning Statement for 2020-2040; Muswellbrook Shire Council Community Strategic Plan (2022) 2022-2032: MSC (2020b) website 'News' <https://www.muswellbrook.nsw.gov.au/index.php/2015-05-29-01-29-46/3334-muswellbrook-aquatic-and-fitness-centre-upgrade>

C.2.1 Data collection and analysis

This section summarises elements of the profile using ABS Census General Community Profiles data that were utilised in the SIA, and from an updated review of social datasets. A longitudinal analysis has also been undertaken of ABS Census data from 2006, 2011 and 2016, and Social Health Atlas indicators from 2010 and 2020, to afford an analysis of trends within the region over time. Further detail on the methodology and analysis can be found in the Social Impact Assessment for SSD 8642 (Umwelt, 2019b).

C.2.2 Profiling Summary

The following **Table C.2** and **Table C.3** summarises statistics sourced from the ABS census general community profiles for 2006, 2011 and 2016, as well as PHIDU reports from 2010 and 2020 and other relevant datasets. **Table C.4** and **Table C.5** summarises the industries of employment and occupations for the relevant communities in 2016.

Table C.2 Capitals Summary Table (2006 - 2016) Mangoola, Manobalai, Castle Rock and Wybong

	Mangoola SSC				Manobalai SSC				Castle Rock SSC				Wybong SSC				Muswellbrook LGA				Upper Hunter SED				NSW			
	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change
Population Size			49	-			69	-	401	329	177	↓	457		127	-	15,237	15,791	16,080	↑	61,642	72,463	75,531	↑	6,549,178	6,917,658	7,480,231	↑
Population Change (%)	-		-				-		-	-46		-			-		-	2		-	-	4		-	-	8		-
Indigenous Population (%)			0	-			13	-	5	9	4	↓			6	-	5	5	8	↑	3	4	7	↑	2	3	3	-
Age: 0-14 (%)			20	-			4	-	25	21	15	↓			27	-	24	23	23	-	22	21	20	-	20	19	19	-
Age: 15-34 (%)			22	-			16	-	22	25	23	-			30	-	27	28	26	↓	22	24	23	-	27	27	27	-
Age: 35-54 (%)			24	-			30	-	33	30	34	↑			28	-	28	28	27	-	28	28	26	↓	28	28	26	↓
Age: 55+ (%)			33	-			23	-	22	24	28	↑			14	-	20	21	24	↑	28	27	30	↑	25	26	28	↑
Year 10 highest year of schooling (%)			55	-			34	-	-	-	47	-			39	-	37	36	39	↑	36	36	38	↑	26	24	23	-
Year 12 highest year of schooling (%)			18	-			32	-	-	-	29	-			35	-	21	28	34	↑	26	31	37	↑	42	49	59	↑
Bachelor degree (%)			18	-			19	-	-	-	5	-			8	-	11	12	11	-	13	14	14	-	22	25	26	-
Certificate (%)			76	-			33	-	-	-	37	-			56	-	47	48	50	↑	44	48	47	-	31	31	30	-
Proportion of the labour force employed full-time (%)			41	-			56	-		69.70	69.30	-			58.70	-	63	64	59	↓	61	62	58	-	72	60	59	↓
Proportion of the labour force employed part-time (%)			36	-			28	-		19.40	27.30	↑			15.20	-	26	25	27	-	28	27	30	-	16	28	37	↑
Proportion of the labour force who are unemployed (%)			0	-			9	-		0.00	3.40	↑			15.20	-	5	5	8	-	6	4	6	↓	6	6	6	-
Median household income (\$/week)			\$762	-			\$0	-	\$1,063	\$1,687	\$1,781	↑			\$1,291	-	\$1,060	\$1,399	\$1,346	↑	\$810	\$1,196	\$1,302	↑	\$1,036	\$1,237	\$1,486	↑
Median mortgage repayment (\$/month)			\$0	-			\$1,125	-	\$1,300	\$2,171	\$2,041	↑			\$2,167	-	\$1,300	\$1,733	\$1,733	-	\$1,083	\$1,733	\$1,733	-	\$1,517	\$1,993	\$1,986	-
Median rent for a 3-bed house (\$/week)				-				-	\$143	\$220	\$230	↑				-	\$210	\$340	\$300	↑	\$230	\$320	\$320	↑	\$265	\$380	\$430	↑
Proportion of population with a different address 1 year ago (%)			0	-			6	-	13	8	13	↑			7	-	17	18	15	↓	15	15	13	↓	14	14	14	-
Proportion of population with a different address 5 years ago (%)			28	-			17	-	33	29	29	-			54	-	41	40	41	-	38	36	35	-	38	37	39	↑
Proportion of single parent families (%)			0	-			13	-	9	14	12	↓			9	-	17	17	19	↑	15	14	16	↑	16	16	16	↑
Proportion of population aged 15+ who volunteer (%)			25	-			40	-	27	19	20	-			21	-	19	17	18	-	24	21	22	-	17	17	18	-
Proportion of population born overseas (%)			9	-			14	-	5	5	3	↓			7	-	6	7	9	↑	6	7	8	-	24	26	30	↑
Proportion of family households (%)			50	-			63	-	70	87	87	-			85	-	74	71	70	-	72	72	72	-	71	72	72	-
Proportion of group households (%)			0	-			0	-	0	4	0	↓			0	-	3	3	3	-	2	3	3	-	2	4	4	-
Proportion of lone person households (%)			13	-			9	-	18	10	18	↑			15	-	23	26	27	-	26	25	26	-	27	24	24	-
Proportion of occupied private dwellings that are free-standing houses (%)			100	-			100	-	97	100	100	-			100	-	87	89	89	-	90	92	91	-	70	70	67	↓
Proportion of occupied private dwellings that are semi-detached, row or terrace houses, or townhouses (%)			0	-			0	-	0	0	0	-			0	-	3	4	10	↑	3	3	5	↑	10	11	12	-
Proportion of occupied private dwellings that are flats, units or apartments (%)			0	-			0	-	0	0	0	-			0	-	7	6	1	↓	5	4	3	-	19	19	20	-

	Mangoola SSC				Manobalai SSC				Castle Rock SSC				Wybong SSC				Muswellbrook LGA				Upper Hunter SED				NSW			
	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change
Proportion of occupied private dwellings that are other dwellings (e.g., caravans) (%)			0	-			0	-	3	0	0	-			0	-	2	1	0	↓	2	1	1	-	1	1	1	-
Proportion of occupied private dwellings that are fully owned (%)			19	-			66	-	-	36	42	↑			41	-	31	27	27	-	40	35	36	-	35	33	33	-
Proportion of occupied private dwellings that are being purchased/ owned by a mortgage (%)			29	-			17	-	-	25	20	↓			8	-	32	34	32	↓	28	33	34	-	32	33	33	-
Proportion of occupied private dwellings that are being rented (%)			38	-			0	-	-	25	29	↑			51	-	16	20	27	↑	11	13	16	↑	17	17	21	↑
Proportion of occupied private dwellings that are being rented (government) (%)			0	-			0	-	-	0	0	-			0	-	7	5	5	-	4	4	3	-	5	4	4	-
Proportion of occupied private dwellings that are being rented (other) (%)			0	-			17	-	-	14	9	↓			0	-	10	10	8	↓	13	11	9	↓	9	9	8	↓
Proportion of households in mortgage stress* (%)			NA	-			NA	-	NA	NA	NA	-			NA	-	6	NA	6	-	9	NA	-	-	9	NA	10	-
Proportion of households in rental stress* (%)			NA	-			NA	-	NA	NA	NA	-			NA	-	20	NA	30	-	25	NA	-	-	25	NA	28	-

Table C.3 Capitals Summary Table (2006 - 2016) Sandy Hollow, Denman, Muswellbrook

	Sandy Hollow SSC				Denman SSC				Muswellbrook SSC				Muswellbrook LGA				Upper Hunter SED				NSW			
	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change
Population Size	259	401	170	↓	1,953	1,801	1,788	↓	10,708	11,791	12,072	↑	15,237	15,791	16,080	↑	61,642	72,463	75,531	↑	6,549,178	6,917,658	7,480,231	↑
Population Change (%)	-	-58		-	-	-1		-	-	2		-	-	2		-	-	4		-	-	8		-
Indigenous Population (%)	5	6	13	↑	3	4	7	↑	5	6	9	↑	5	5	8	↑	3	4	7	↑	2	3	3	-
Age: 0-14 (%)	24	26	29	↑	23	22	21	-	25	23	23	-	24	23	23	-	22	21	20	-	20	19	19	-
Age: 15-34 (%)	25	27	20	↓	25	23	21	↓	28	30	28	↓	27	28	26	↓	22	24	23	-	27	27	27	-
Age: 35-54 (%)	31	26	24	↓	29	28	27	-	27	27	26	-	28	28	27	-	28	28	26	↓	28	28	26	↓
Age: 55+ (%)	20	21	27	↑	23	27	30	↑	20	20	23	↑	20	21	24	↑	28	27	30	↑	25	26	28	↑
Year 10 highest year of schooling (%)	35	40	41	-	38	38	42	↑	38	37	38	-	37	36	39	↑	36	36	38	↑	26	24	23	-
Year 12 highest year of schooling (%)	29	25	32	↑	23	24	29	↑	23	25	35	↑	21	28	34	↑	26	31	37	↑	42	49	59	↑
Bachelor degree (%)	0	12	6	↓	6	10	8	↓	11	11	12	-	11	12	11	-	13	14	14	-	22	25	26	-
Certificate (%)	59	51	42	↓	64	53	53	-	49	48	50	↑	47	48	50	↑	44	48	47	-	31	31	30	-
Proportion of the labour force employed full-time (%)	79	68	69	-	66	60	59	-	78	64	59	↓	63	64	59	↓	61	62	58	-	72	60	59	↓
Proportion of the labour force employed part-time (%)	8	16	27	↑	25	29	29	-	11	25	26	↑	26	25	27	-	28	27	30	-	16	28	37	↑
Proportion of the labour force who are unemployed (%)	0	6	0	↓	3	4	4	-	5	5	10	-	5	5	8	-	6	4	6	↓	6	6	6	-
Median household income (\$/week)	\$784	\$1,312	\$1,199	↓	\$1,017	\$1,255	\$1,176	↓	\$1,066	\$1,404	\$1,331	↓	\$1,060	\$1,399	\$1,346	↑	\$810	\$1,196	\$1,302	↑	\$1,036	\$1,237	\$1,486	↑
Median mortgage repayment (\$/month)	\$867	\$1,701	\$1,257	↓	\$1,112	\$1,600	\$1,700	↑	\$1,300	\$1,733	\$1,668	↓	\$1,300	\$1,733	\$1,733	-	\$1,083	\$1,733	\$1,733	-	\$1,517	\$1,993	\$1,986	-
Median rent for a 3-bed house (\$/week)	NA	NA	NA	-	NA	NA		-	NA	NA		-	\$210	\$340	\$300	↑	\$230	\$320	\$320	↑	\$265	\$380	\$430	↑
Proportion of population with a different address 1 year ago (%)	16	20	11	↓	13	16	13	↓	18	19	17	↓	17	18	15	↓	15	15	13	↓	14	14	14	-
Proportion of population with a different address 5 years ago (%)	39	47	37	↓	40	35	34	-	43	42	44	↑	41	40	41	-	38	36	35	-	38	37	39	↑
Proportion of single parent families (%)	13	13	20	↑	14	15	19	↑	19	18	22	↑	17	17	19	↑	15	14	16	↑	16	16	16	↑
Proportion of population aged 15+ who volunteer (%)	23	24	22	↓	24	22	26	↑	18	15	16	-	19	17	18	-	24	21	22	-	17	17	18	-
Proportion of population born overseas (%)	11	6	10	↑	7	7	5	↓	3	7	9	↑	6	7	9	↑	6	7	8	-	24	26	30	↑
Proportion of family households (%)	67	72	70	↓	69	69	68	-	73	70	68	↓	74	71	70	-	72	72	72	-	71	72	72	-
Proportion of group households (%)	0	6	0	↓	4	3	2	-	3	3	4	-	3	3	3	-	2	3	3	-	2	4	4	-
Proportion of lone person households (%)	33	21	31	↑	27	29	31	↑	23	26	28	↑	23	26	27	-	26	25	26	-	27	24	24	-
Proportion of occupied private dwellings that are free-standing houses (%)	100	98	84	↓	86	87	88	-	87	88	87	-	87	89	89	-	90	92	91	-	70	70	67	↓
Proportion of occupied private dwellings that are semi-detached, row or terrace houses, or townhouses (%)	0	0	0	-	0	9	7	↓	3	4	12	↑	3	4	10	↑	3	3	5	↑	10	11	12	-

	Sandy Hollow SSC				Denman SSC				Muswellbrook SSC				Muswellbrook LGA				Upper Hunter SED				NSW			
	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change	2006	2011	2016	Change
Proportion of occupied private dwellings that are flats, units or apartments (%)	0	0	0	-	9	3	4	-	9	7	1	↓	7	6	1	↓	5	4	3	-	19	19	20	-
Proportion of occupied private dwellings that are other dwellings (e.g. caravans) (%)	0	2	16	↑	3	1	0	↓	2	1	0	-	2	1	0	↓	2	1	1	-	1	1	1	-
Proportion of occupied private dwellings that are fully owned (%)	33	32	32	-	32	33	37	↑	29	25	24	-	31	27	27	-	40	35	36	-	35	33	33	-
Proportion of occupied private dwellings that are being purchased/ owned by a mortgage (%)	38	24	35	↑	29	35	33	↓	34	34	31	↓	32	34	32	↓	28	33	34	-	32	33	33	-
Proportion of occupied private dwellings that are being rented (%)	0	13	10	↓	12	15	17	↑	18	22	30	↑	16	20	27	↑	11	13	16	↑	17	17	21	↑
Proportion of occupied private dwellings that are being rented (government) (%)	0	0	0	-	1	2	1	-	9	7	6	-	7	5	5	-	4	4	3	-	5	4	4	-
Proportion of occupied private dwellings that are being rented (other) (%)	29	26	23	↓	12	11	8	↓	7	7	7	-	10	10	8	↓	13	11	9	↓	9	9	8	↓
Proportion of households in mortgage stress* (%)	NA	NA	NA	-	NA	NA	NA	-	NA	NA	NA	-	6	NA	6	-	9	NA	-	-	9	NA	10	-
Proportion of households in rental stress* (%)	NA	NA	NA	-	NA	NA	NA	-	NA	NA	NA	-	20	NA	30	-	25	NA	-	-	25	NA	28	-

Table C.4 Industry of Employment (2016)

Industry of Employment	Mangoola SSC	Castle Rock SSC	Wybong SSC	Manobalai SSC	Sandy Hollow SSC	Denman SSC	Muswellbrook SSC	Muswellbrook LGA	Upper Hunter SED	NSW
Agriculture, forestry and fishing	17.4	13.6	20.0	48.4	12.9	8.3	2.0	6.9	10.9	2.1
Mining	26.1	24.7	27.5	22.6	5.7	21.4	23.2	21.9	15.4	0.9
Manufacturing	0.0	4.9	0.0	0.0	4.3	5.6	3.9	4.1	4.9	5.8
Electricity, gas, water and waste services	0.0	3.7	7.5	9.7	0.0	3.7	5.3	4.8	2.6	0.9
Construction	0.0	9.9	17.5	0.0	8.6	6.5	4.6	4.9	6.8	8.4
Wholesale trade	0.0	0.0	10.0	0.0	5.7	1.7	3.0	2.7	2.1	3.1
Retail trade	0.0	3.7	10.0	0.0	4.3	7.2	9.9	8.8	8.0	9.7
Accommodation and food services	0.0	8.6	0.0	0.0	4.3	7.2	6.9	6.5	6.6	7.1
Transport, postal and warehousing	0.0	0.0	0.0	0.0	0.0	5.4	3.1	3.1	3.7	4.7
Information media and telecommunications	0.0	0.0	0.0	0.0	0.0	1.2	0.7	0.7	0.5	2.2
Financial and insurance services	0.0	0.0	0.0	0.0	0.0	0.9	1.2	1.0	1.1	4.9
Rental, hiring and real estate services	0.0	0.0	0.0	0.0	0.0	0.6	1.0	1.0	1.1	1.8
Professional, scientific and technical services	0.0	7.4	0.0	0.0	4.3	2.7	2.7	2.8	3.4	8.1
Administrative and support services	13.0	4.9	0.0	0.0	4.3	3.1	4.2	4.0	3.4	3.5
Public administration and safety	0.0	3.7	0.0	0.0	8.6	3.1	4.9	4.5	5.4	6.0
Education and training	0.0	4.9	7.5	0.0	5.7	4.5	6.2	5.8	6.7	8.4
Health care and social assistance	0.0	0.0	7.5	0.0	4.3	8.9	8.9	8.2	8.8	12.5
Arts and recreation services	0.0	0.0	0.0	0.0	0.0	0.4	0.7	0.8	0.9	1.5
Other services	0.0	3.7	0.0	9.7	0.0	3.5	4.3	3.8	4.0	3.7

Source: ABS 2016

Table C.5 Occupation (2016)

Occupation	Mangoola SSC	Castle Rock SSC	Wybong SSC	Manobalai SSC	Sandy Hollow SSC	Denman SSC	Muswellbrook SSC	Muswellbrook LGA	Upper Hunter SED	NSW
Managers	13.0	13.6	17.5	45.2	17.1	8.6	7.2	9.7	13.8	13.5
Professionals	0.0	7.4	22.5	9.7	4.3	8.3	11.6	10.7	12.1	23.6
Technicians and trades workers	13.0	25.9	22.5	9.7	12.9	19.0	20.8	20.0	17.4	12.7
Community and personal service workers	0.0	4.9	20.0	0.0	4.3	9.2	9.7	9.0	9.8	10.4
Clerical and administrative workers	0.0	12.3	0.0	9.7	12.9	11.9	10.0	10.2	10.5	13.8
Sales workers	0.0	12.3	12.5	0.0	4.3	6.2	8.8	7.9	7.6	9.2
Machinery operators and drivers	34.8	14.8	30.0	22.6	27.1	19.8	18.3	17.8	14.7	6.1
Labourers	17.4	9.9	0.0	9.7	17.1	13.4	12.4	12.9	12.6	8.8

Source: ABS 2016

Table C.6 below summarises some of the challenges and changes that have occurred in the study communities from 2006 to 2016.

Table C.6 Challenges and Changes by Capital

Capital	Challenges and changes
Human Capital	<p>Demographics</p> <p>Aging population across all study areas - particularly high median age in Manobolai (51 yrs), Mangoola (45 yrs) and Castle Rock (43 yrs).</p> <p>Large proportion of Indigenous population in Sandy Hollow (13%) and Manobalai (13%) compared to 3% in NSW. In Sandy Hollow this proportion has increased from 5% since 2006.</p> <p>Steady increase in Indigenous population in the Muswellbrook township (5% in 2006 to 9% in 2016).</p> <p>Population decline in Sandy Hollow and Castle Rock compared to an increase in Muswellbrook and the broader Muswellbrook LGA (from 2006 to 2016).</p> <p>Education</p> <p>Lower numbers of students that have completed Year 12 In Muswellbrook LGA compared to NSW, how.</p> <p>Each study community (excluding Wybong) had a lower percentage of people participating in post-secondary education compared to NSW. Of those participating, there were higher numbers with certificate level education.</p> <p>Health</p> <p>Rates of respiratory system disease have increased in the Muswellbrook LGA from 24.5 (2008) to 27.7 per 100 (2011-12) people since 2008, which is comparable to current rates in NSW as a whole (27.4 per 100)</p> <p>Rates of hospitalisations for respiratory diseases per 100,000 persons in the Hunter New England Local Health District have increased from 1441 in 2001/2002 to 1721 in 2017/2018</p>
Social Capital	<p>Mobility</p> <p>Over a five-year period, the townships of Wybong and Muswellbrook, and the Shire of Muswellbrook (LGA), all had higher proportions of those living at a different address in comparison to the other study areas, indicating higher mobility in these areas.</p> <p>From 2011 to 2016 mobility has increased in Muswellbrook and decreased in Sandy Hollow.</p> <p>The townships of Manobalai, Denman and Mangoola experience considerably higher proportions of volunteering (40%, 26% and 25% respectively) in comparison to NSW average of 18%.</p> <p>Family and Household Composition</p> <p>Single parent families have increased by 2% in Muswellbrook LGA from 2011 to 19% in 2016, higher than the State average (16%).</p> <p>Sandy Hollow, Denman and Muswellbrook all have higher proportions of single parent families and lone person households, both of which have increased over time.</p> <p>Justice and Crime</p> <p>There has been an increase in rates of domestic violence assaults, drug (cannabis) and alcohol offences, and break and enter of dwellings.</p>
Economic Capital	<p>Employment</p> <p>Unemployment rates for Muswellbrook LGA have risen across census periods to 8% in 2016, higher than the NSW average of 6%.</p> <p>Much higher proportions of people employed in mining across all the study areas (excluding Sandy Hollow) when compared to the Upper Hunter and NSW.</p> <p>The majority of the labour force amongst the study communities are employed as technicians and tradespersons, machinery operators, and managers.</p> <p>Income, Spending and Cost of Living</p> <p>All study areas have a lower median weekly household income compared to the NSW average. Excluding Caste Rock, median weekly household income has decreased from 2011 to 2016, whereas incomes have increased in NSW and the Upper Hunter.</p> <p>Median weekly rental costs are lower across all study communities in comparison to NSW.</p> <p>The median monthly mortgage costs in Castle Rock and Wybong are higher than Muswellbrook LGA and the State average.</p>
Physical Capital	<p>Household Type and Tenure</p> <p>Muswellbrook and the broader Muswellbrook LGA has seen an increase in the proportion of private dwellings that are semi-detached, row or terrace houses, or townhouses.</p> <p>Castle Rock and Denman have seen an increase in the proportion of dwellings owned outright and a decrease in dwellings mortgaged.</p> <p>All study areas excluding Sandy Hollow and Denman have higher proportions of dwellings that are rentals than the NSW average and there has been an increase in the proportion of dwellings being rented from a real estate agent, across all the study areas.</p> <p>The proportion of households experiencing rental stress has increased in both the Muswellbrook LGA and NSW, however it remains higher in the Muswellbrook LGA.</p> <p>Infrastructure and Housing</p> <p>While there are several primary schools that service the region, there is only one high school. Students who do not attend this high school must travel outside the Muswellbrook LGA. High schools are also present in Scone and Aberdeen.</p> <p>Muswellbrook LGA has only 50 residential aged care places per 1,0000 persons over the age of 70 years, compared to the NSW average of 83.4, although additional aged care facilities are located outside the LGA in Scone and Singleton</p>

Capital	Challenges and changes
	Transport A 2015 survey (conducted by the MSC) indicated that most community members seldomly use public transport, with 84% reporting only rare use of buses, and 58% rarely using trains. Fifty five percent of those surveyed indicated they would use the services if they occurred more frequently (MSC, 2015).

Source: ABS Census General Community Profiles (2006, 2011 and 2016); PHIDU (2010 and 2020); Jetty Research 2017. ‘A Survey of Muswellbrook Shire Residents to Measure Satisfaction and Priorities with regard to Council-Managed Facilities and Services’; TEW Property Consultants – Property Assessment (2018)

C.2.2.1 Local Issues and Opportunities – Muswellbrook Shire Council

This section summarises the outcomes of a review of relevant MSC strategic plans and documents to highlight the challenges and opportunities relevant to the Muswellbrook LGA.

Relevant strategic planning documents that have been sourced for this review at a MSC level include:

- MSC Community Strategic Plan 2017-2027
- Muswellbrook Town Centre Strategy (2016)
- Muswellbrook 2020: Online and telephone survey with residents (March 2011)
- MSC Further Improvement plan (2015)
- MSC Long Term Financial Plan 2022-2032
- MSC Section 94A Development Contributions Plan (2010)
- MSC West Denman Section 94 Contributions Plan (2012)
- Jetty Research ‘A Survey of Muswellbrook Shire Residents to Measure Satisfaction and Priorities with regard to Council-Managed Facilities and Services’ (2019)

A summary of the issues and opportunities noted in these documents is provided in **Table C.7**. These issues and opportunities have been categorised by Community Capital area.

Table C.7 Summary of Issues and Opportunities – Muswellbrook LGA

	Issues	Opportunities
Natural capital	Community concerns about final voids and rehabilitation	Agricultural and farming land suitable for viticulture and livestock Coal resources
	Substantial areas of the Muswellbrook LGA have been disrupted for agriculture and coal mining Low native vegetation connectivity	43% of the Muswellbrook LGA is national park (Wollomi National Park World Heritage Area) Connectivity of vegetative offsets that resource projects are required to generate
	Rivers and creeks in poor ecological condition Low rainfall and water security	Club to Club project developed which aims to rehabilitate the section of Muscle Creek between Muswellbrook Golf Club to the Muswellbrook District Workers Club Reliable water supply from Goulburn and Hunter Rivers
	MSC acknowledges that the Muswellbrook LGA makes one of the largest contributions to global warming of councils in NSW as a result of its economic reliance on thermal coal and thermal coal power generation	Increased rehabilitation opportunities once mines in the Muswellbrook LGA reach end of operation Solar panels installed at MSC sites
Physical capital	Shift to private ownership of social housing has caused instability in the market	Over 450 social housing dwellings
	Physical infrastructure does not match regional centre status Ageing water and wastewater infrastructure	Well maintained road and rail infrastructure, proximity to major domestic markets (Sydney and Newcastle) and international markets through the Port of Newcastle One of the highest recycling rates in the Hunter and reuses 100% of its wastewater Upgrade to water treatment plant (currently underway) and recycling centre
	Residents continue to want improvements in roads and community infrastructure such as footpaths and cycleways	Upgrades to aquatic centre, footpaths and cycleway. Well maintained community infrastructure helps support residents in maintaining quality of life and helps sustain economic and population growth

	Issues	Opportunities
Economic capital	Concerns about limited economic diversity in the Muswellbrook LGA	Viticulture, equine, and agricultural industries MSC's 2018-2019 budget has a focus on economic diversity
	Subject to the volatility of the coal market which in the past has had enormous social and economic ramifications including rapid rise in unemployment Concerns about planned mine and power station closures in the coming 10 years	Strong coal and power generation industry, however this will start to change with the closure of power stations
	Community concern about future job opportunities and unemployment Community's top priority for MSC resources is for economic development and attracting new investment	Growth of the town will generate demand for jobs and services that will help offset some of the long-term decline in the local thermal coal and power industries
	Difficulties associated with transition to increased automation and a rise in demand for knowledge and creative skills	Upper Hunter Innovation Hub in development MSC has also been working closely with the University of Newcastle to encourage research and innovation in industries in which the Muswellbrook LGA has a comparative advantage – such as rural based renewable energy development and intensive agriculture
Social capital	Certain social groups (including people from culturally diverse backgrounds, young people, people experiencing social exclusion or people who are geographically isolated) are not included in community decision making processes	Community pride Range of community events held in the Muswellbrook LGA e.g., Upper Hunter Wine and Food Affair, St Helliers Heavy Horse Field Days, Bottoms Up Festival etc.
	Perception of youth crime	Residents feel safe in their homes
	Youth and older people seen as disadvantaged groups that require improvements in services and facilities Concentrations of social disadvantage and isolation with restricted access to services (for example Wollombi Road residential area has a history of socio-economic and geographical disadvantage) Social disadvantage and social exclusion – particularly in Muswellbrook South	Wollombi Road Residential Precinct Master Plan which offers a way for revitalisation of this neighbourhood (supported by NSW Government) In May 2017 MSC adopted a Disability and Social Inclusion Strategy
	Desire to increase the attractiveness and liveability of the Muswellbrook LGA Community want services for the elderly prioritised	Rich and vibrant array of cultural activities Muswellbrook LGA has a range of arts, culture and music bodies/groups Muswellbrook LGA has a range of festivals and cultural events
Human capital	Lack of tertiary education options	Improvements in the availability of tertiary education facilities University research centre developed in conjunction with the University of Newcastle Upper Hunter Conservatorium of Music New town centre TAFE campus for business courses
	Need for improved health and medical services	Muswellbrook District Hospital recently completed a significant upgrade of their facilities in the town, providing a larger, more suitable emergency department
	An aging population and changing retirement patterns Lack of supported and integrated seniors' living	Smaller aging population when compared to other LGAs
	Need for enhanced support for, and increased access to, early childhood education, childcare facilities and the associated children's services The community seeks more youth and aged care facilities and services	Mt Arthur Coal has developed the Muswellbrook Children's Services Strategic Plan which has identified that all children require care and early learning opportunities prior to the commencement of school

Source: Muswellbrook Shire Council (2017a) Community Strategic Plan 2017-2027; Muswellbrook 2020: Online and telephone survey with residents (March 2011); and Muswellbrook Shire Council Long (2018) Term Financial Plan 2017-2027, Jetty Research (2019) 'A Survey of Muswellbrook Shire Residents to Measure Satisfaction and Priorities with regard to Council-Managed Facilities and Services'

Appendix D - Engagement to Inform the SIMP

D.1.1 Engagement Mechanisms

The following engagement mechanisms have been utilised to inform the development of the SIMP.

Table D.1 SIMP engagement Mechanisms

Mechanism	Description	Target Stakeholder Group/s	No. contacted	No. Participants
CCC	Presentation provided at the CCC meeting (in September 2021) to outline purpose of the SIMP and to seek CCC member feedback on engagement program. Updates on SIMP provided at subsequent CCC meetings.	CCC members	9	5
CCC review	SIMP distributed to CCC members to obtain feedback	CCC members	9	1
Council review	SIMP distributed to select staff at Muswellbrook Shire Council to present the SIMP and obtain feedback	Muswellbrook Shire Council	1	1
Newsletter	Newsletter distributed to households, including brief explanation of the purpose of the SIMP and providing an invitation for community members to contact Mangoola team if they would like to be involved in engagement to inform SIMP development and implementation	Locally affected communities Local businesses	~200 4 ¹	NA
Calls/email invitation seeking involvement in SIMP development	Calls and email invitation to attend focus Group to inform SIMP development. Community members who were unable to attend the focus group were offered to complete a survey over the phone or online to capture their feedback	Locally affected communities including residents within 4km of mining area (approximately 40 properties) Key community groups and stakeholders: <i>Wybong Hall Committee</i> <i>Wybong RFS</i> <i>Wybong Wild Dog Association</i> <i>Denman and District Heritage Village</i> <i>Denman Men's Shed</i> <i>Upper Hunter Landcare</i>	41 7	7

¹ Refers to number of businesses rather than the number of newsletters distributed.

Mechanism	Description	Target Stakeholder Group/s	No. contacted	No. Participants
Website update	Details of SIMP engagement published on website including contact details. Link to online survey	Wider community	NA	NA
SIMP feedback survey	Survey instrument used to capture community feedback for incorporation in the SIMP. Survey questions related to: <ul style="list-style-type: none"> satisfaction with current mitigation/management measures proposed in the SIMP; potential additional issues or impacts arising since the completion of the EIS/SIA; potential mitigation/management measures to address these issues; and company investment and contributions. 	Locally affected communities including residents within 4km of mining area (approximately 40 properties) Key community groups and stakeholders CCC Wider community	55	22

D.1.2 Outcomes of Engagement

This section provides a summary of engagement undertaken to inform the development of the SIMP. As noted in the above table, 55 stakeholders were contacted to participate in a survey or attend a focus group. A total of 29 stakeholders were engaged in a focus group, telephone interview or completed an online survey as part of the SIMP development. Two stakeholders also provided feedback on the draft SIMP.

Stakeholders were invited to participate in the process of SIMP development by:

- Telephone calls to residents in the localities of Wybong, Castle Rock, Manobalai, Denman, Holydene and Muswellbrook who participated in the SIA for the Project
- Additional calls to key community groups (as noted in Table D.1)
- An item in the company's newsletter (July 2022) outlining the SIMP process, seeking community participation and input and providing a QR code link to an online survey
- A link to the online survey advertised on the company's website.

The purpose of the engagement was to:

- Validate social impacts identified for the project (as documented in the Project SIA)
- Identify levels of perceived concern in relation to predicted social impacts and opportunities for effective management
- Identify community needs to be addressed in the development of the Community Enhancement Program
- Identify preferences for information provision and engagement.

PERCEIVED SOCIAL IMPACTS

Stakeholders were asked to reconsider the social impacts identified in the Project SIA (2019) and to rate their level of concern in relation to these impacts. As noted in **Figure 6.1** impacts relating to social amenity, particularly due to air quality/dust were of greatest concern, with stakeholders commenting on the build-up of dust within their homes. Impacts on social amenity due to noise, were also noted, with one neighbour particularly mentioning sleep disturbance because of noise from the operation.

Declining property values remained a key concern for some proximal neighbours, with some wishing to see financial compensation for potential losses. With current trends in the property market, some stakeholders held little concern, however suggested further research into how active mine expansions impact property values over time would be beneficial.

The management of pests and weeds, as well as impacts to sense of community, due to a declining population in the Wybong area, continue to be of concern for residents, with the loss of community identity attributed to population decline. An increase in the availability of rentals in the area, and the impact on community cohesion was also raised. Stakeholders also commented on the importance of continued employment of the workforce, with one stakeholder noting the need for greater collaboration with local industry for business and service procurement.

All impacts identified in the SIA received a concern rating of greater than 3.9 out of 5, suggesting that all impacts remain top of mind for the stakeholders consulted.

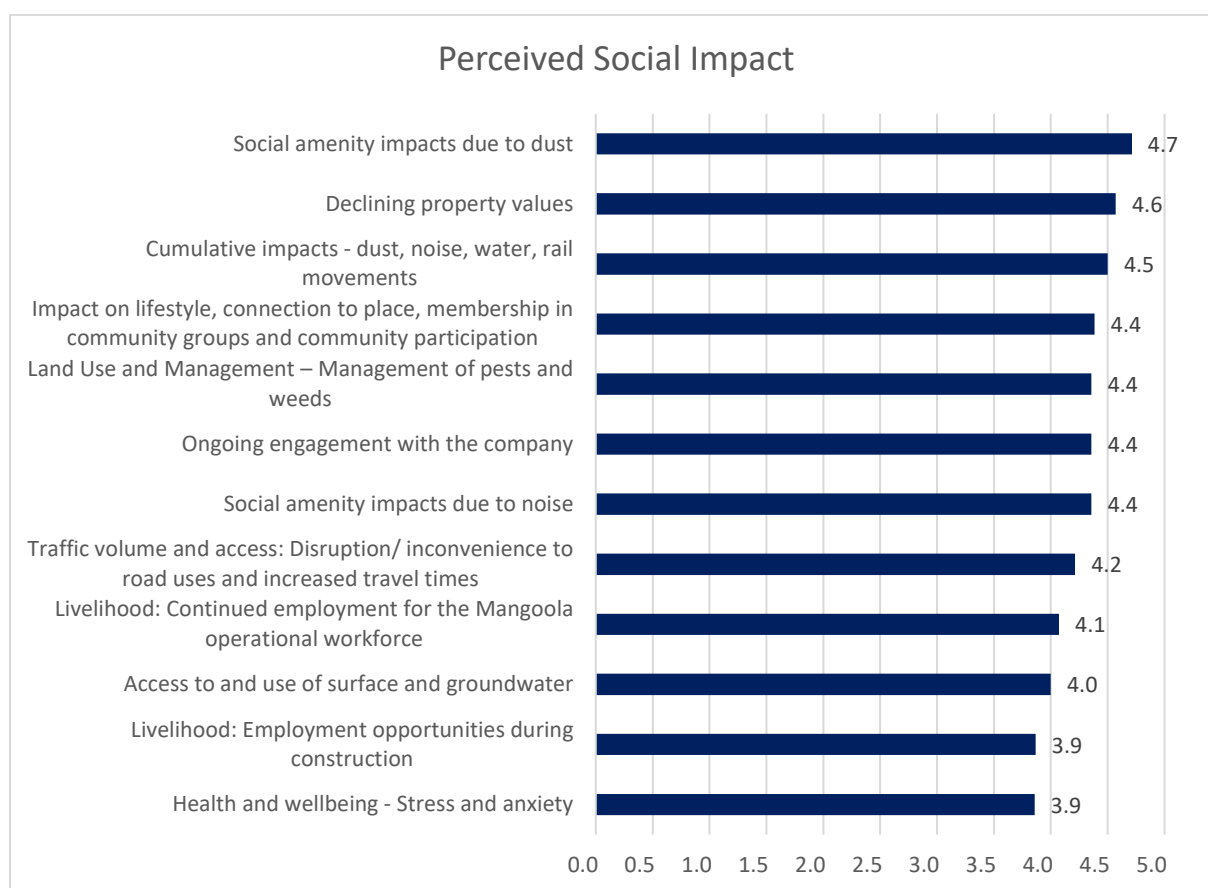


Figure 6.1 Perceived Social Impact

Source: Umwelt 2022

Sample size: n=29, multiple responses allowed

IMPACT MANAGEMENT

Number: MANOC-1276546935-2
Owner: Environment and Community Manager

Status: Final
Version: 6

Effective: TBD
Review: TBD

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The EIA/SIA for the Project has proposed the implementation of a number of strategies to manage Project impacts. Stakeholders were asked to consider which of the proposed strategies they considered most important. **Figure 6.2** outlines each proposed mitigation strategy, and the average rating of importance provided by stakeholders on a scale of 1 to 5 (where 1 is low importance and 5 high importance).

Overwhelmingly, stakeholders would like to see the use of improved onsite measure to manage noise and air quality; with the installation of first flush systems, and the continuation of water tank inspections and cleaning programs for residences within 6km of active mining also considered important.

The CEP (see below for more details) was a strategy that was also considered very important, with participants emphasizing the need for this program to be focused on Wybong, the proximal area to the mining operations.

In relation to engagement, there was a desire for continued engagement, with some stakeholders commenting on the recent lack of information provision by Mangoola. Some suggested the continuation of community tours on site to demonstrate and showcase the mining operations and impact management, would be beneficial.

All strategies identified received an importance rating of greater than 3.9 out of 5, indicating support for implementation of the strategies proposed. In addition to those proposed, stakeholders suggested a range of other strategies, as detailed below:

- A commitment to local traineeships and apprenticeships to ensure local youth have employment opportunities, noting that this may in turn increase overall sense of community due to a decrease in the out-migration of young people from the area. Working with local schools to identify employment opportunities for young people in the region.
- Establishment of physical capital such as walking and bike trails to enhance local recreation and tourism.
- Contribution to a bank of farming equipment to facilitate sharing of resources across the community.
- Commitment to road maintenance through the voluntary planning agreement (VPA) with MSC.
- Consideration of rostering to allow employees to be involved in community volunteering to enhance community cohesion and sense of community.
- Greater focus on workforce wellbeing, including mental health, workforce health and safety programs and the provision of employee counselling services for construction and operational personnel.
- Incorporation of a Workforce Conduct Policy

In regard to the later dot points, Mangoola remain committed to ensuring the health and safety of construction and operational workforces, as well as the proper conduct of all employees, understanding these factors may have flow on effects to the broader community.

Mangoola specifically, and Glencore more broadly, have a range of policies and initiatives in place to ensure the health of all employees. Mangoola will continue to adhere to policies currently in place, such as the Workforce Conduct Policy, and Workforce Diversity Policy during construction and operations.

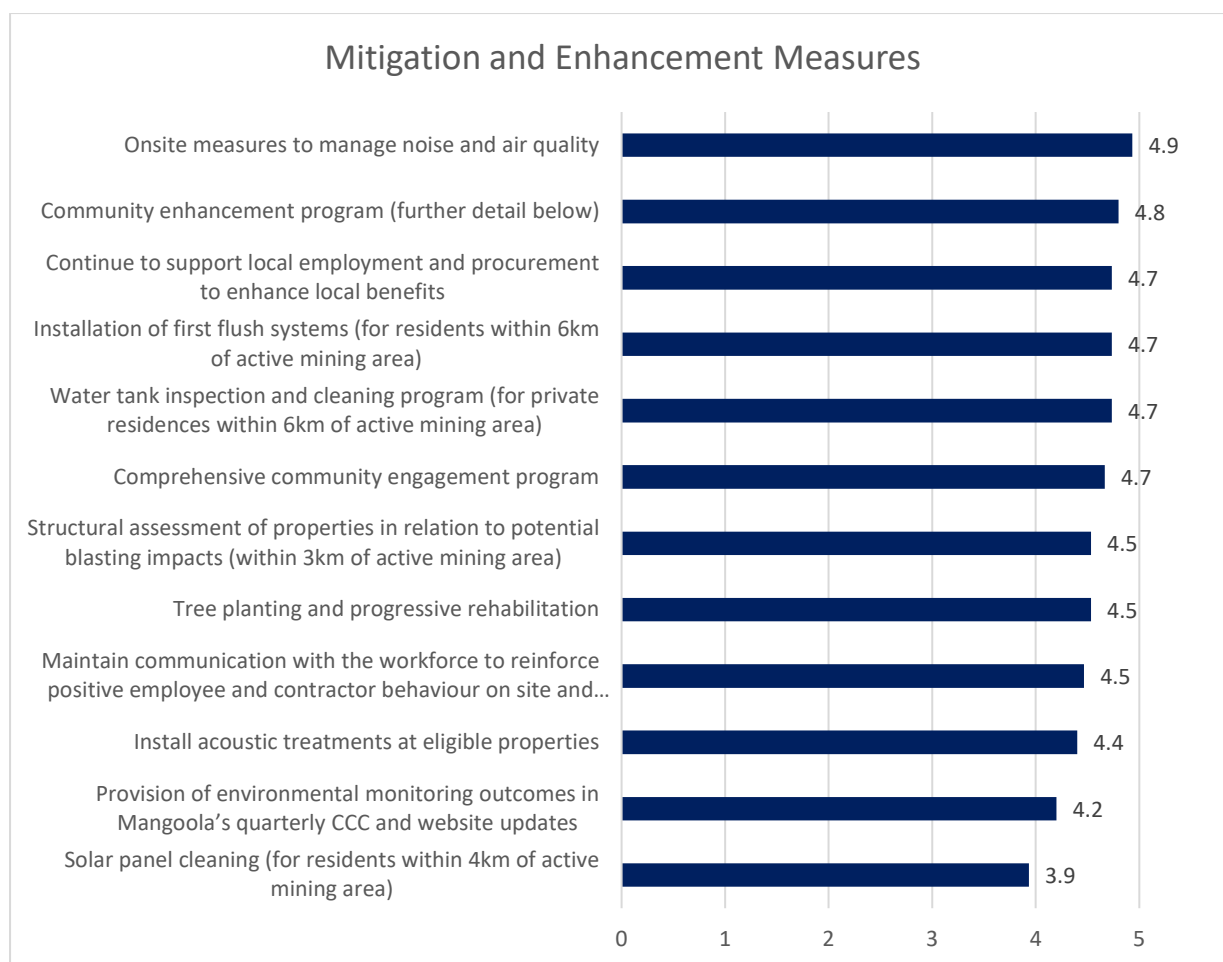


Figure 6.2 Proposed mitigation and enhancement measures

Source: Umwelt 2022

Sample size: n=29, multiple responses allowed

COMMUNITY ENHANCEMENT PROGRAM

The implementation of the CEP was considered favourably by most stakeholders.

Comments received in relation to potential CEP projects, identified in the SIA, also indicated that some of the projects that has been previously identified were still relevant (refer to **Figure 6.3**). Of particular note through consultation was the need to improve management of pests (pigs, foxes) and weeds within the local area. Support for improved telecommunications was again reiterated, with stakeholders commenting on the loss of phone signal in recent years, and safety concerns related to poor communication networks. One landholder also suggested the potential to support the installation of TV satellite dishes to improve TV reception in the area.

Stakeholders commented positively on the current measures that Mangoola are taking in their rehabilitation activities, with further planting of trees and visual screening in the area considered a beneficial contribution to the CEP project list. One stakeholder suggested that collaboration with local Landcare, would also be a positive step in implementing a tree planting project and ensuring the planting of established trees. One stakeholder would also like to see an increased emphasis on final rehabilitation planning, and exploration of land rehab opportunities to facilitate local employment and contribute to the local economy and surroundings. seeking

A waste and recycling program was also considered required in the area. During consultation, some stakeholders commented on roadside rubbish, with the suggestion that there could be an opportunity for Mangoola to consider ways to address littering within the community such as the installation of roadside cameras or collaboration with local organisations to improve waste management services.

Despite some residents commenting that they would prefer Mangoola not to organise community events; others commented it would be a good way to bring the community together, with additional suggestions including the funding of local dances, or an annual event.

Collaboration with other industries in the area to offer training workshops at the Wybong Hall was also identified as a potential way to bring the community together, whilst also increasing knowledge sharing in the community. Proposed strategies are further detailed in **Table D.2**.

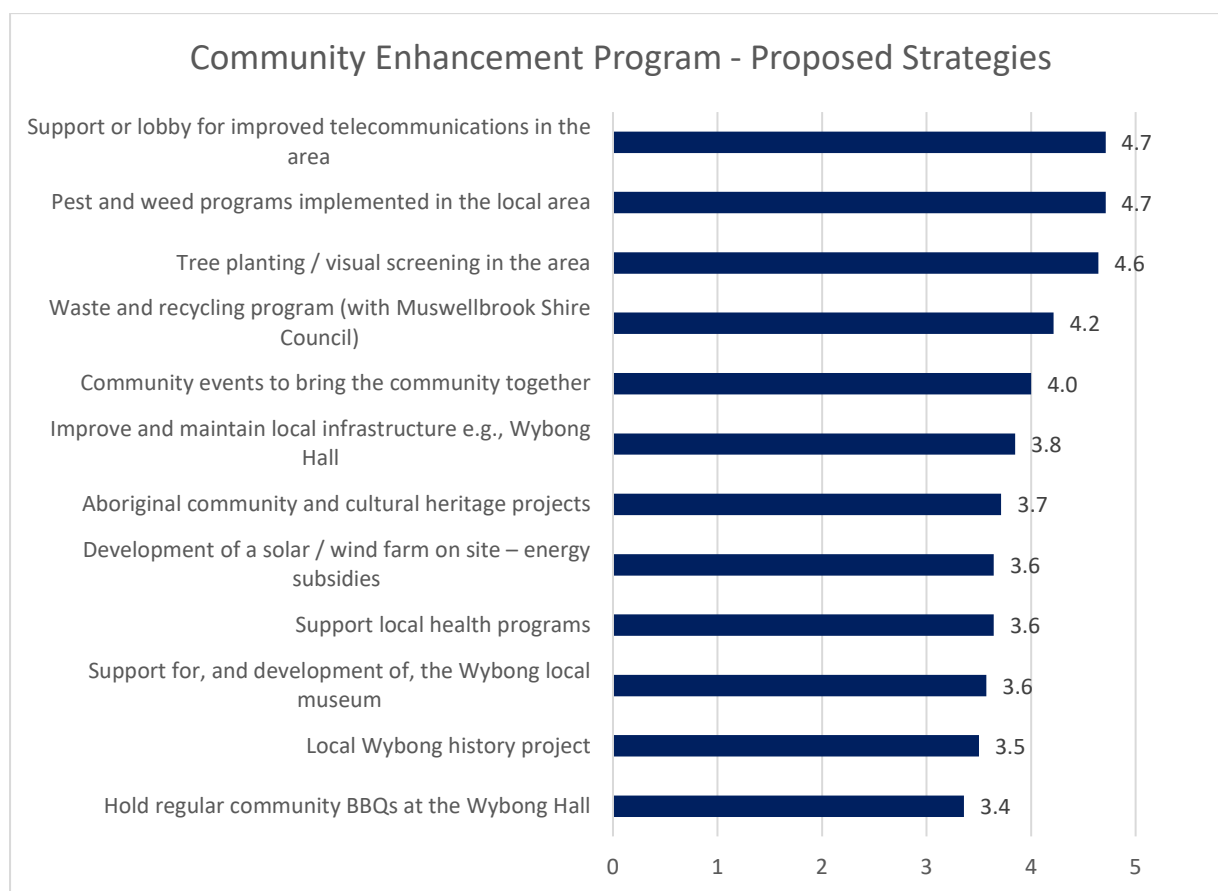


Figure 6.3 Community Enhancement Program – Proposed strategies

Source: Umwelt 2022

Sample size: n=29, multiple responses allowed

Table D.2 Potential Areas of Interest for CEP

Potential Areas of Interest	Description
Land Management	<p>Improve maintenance and upkeep of mine-owned properties</p> <p>Development of weed and pest management programs</p> <p>Facilitation of field days, weed programs (prickly pear), pig/fox/deer/wild dog baiting programs, kangaroo culling etc.</p> <p>Further tree planting, landscaping, and visual screening on individual properties and along roadways</p> <p>Greater controls on boundaries of offset areas</p> <p>Engagement in relation to post mine land use planning e.g., rehabilitation</p> <p>Develop a community garden in a suitable location or at Wybong Hall that near neighbours can use</p> <p>Hold gardening days at the community garden in which the community can attend that include workshops from horticulturists etc.</p> <p>Community Workshops – farming practices, native farm trees, guest speaker programs (at the Wybong Hall)</p>
Telecommunications	Support / lobby to improve telecommunications coverage and reliability in the local area
Waste	Investigate with MSC the feasibility of waste and recycling services for local residents
History	<p>Facilitate documentation of local history - consistent with the Wybong history project</p> <p>Investment in local community events e.g., back to Wybong, Sulkies etc.</p> <p>Further development of the local museum (Fellows) and/or cultural centre to facilitate tourism in the area</p>
Local Infrastructure Projects	<p>Assist with Projects related to local physical infrastructure e.g., Wybong Hall, Cemetery, Church, Playground</p> <p>Provision of education and training grants</p> <p>Maintain existing and provide additional bus shelters along bus routes</p>

FUTURE ENGAGEMENT

When asked to consider their preferences for ongoing engagement and information provision by the company, stakeholders consulted identified a preference for newsletters (as illustrated in **Figure 6.4**). Stakeholders commented that the newsletter release is an element of Mangoola's engagement program that continues to work well. Some community members identified areas to improve communication and information provision through the development of more engaging content, key milestones within the operation and community projects that are being supported by Mangoola. There was also a suggestion to include interesting news pieces on local identities.

There was also a desire to see clearer and more transparent messaging in relation to the mining operations, particularly when changes are proposed, to reduce the spread of misinformation within the community.

Community members would also like the opportunity for more face-to-face meetings with Mangoola staff, including management, to facilitate better relationship building between the community and the mine.

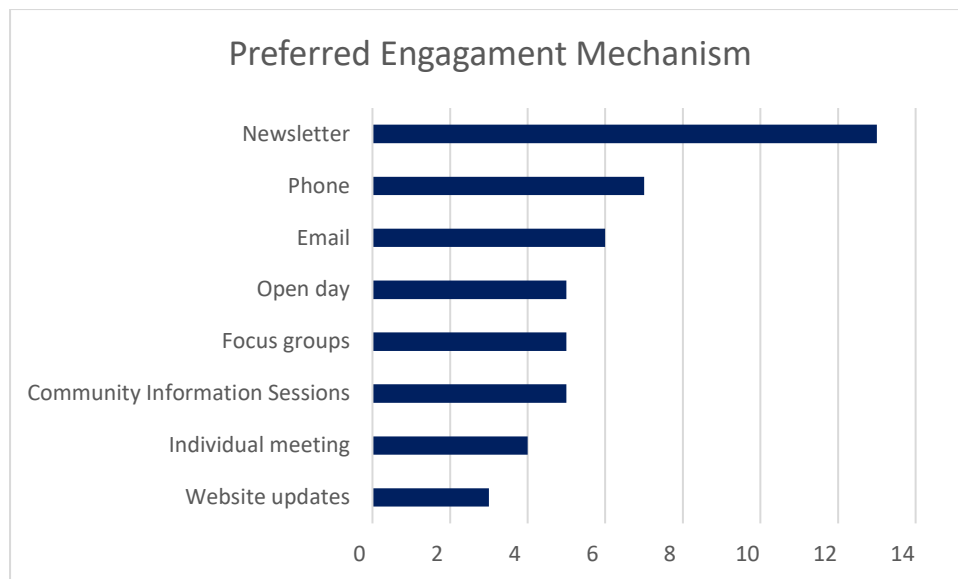


Figure 6.4 Preferred engagement mechanism

Source: Umwelt 2022

Sample size: n=29, multiple responses allowed

Some stakeholders also commented on the desire for a more thorough personal complaints mechanism, suggesting a system that recognised phone numbers to decrease the time needed to provide personal details each time a complaint is made, as well as adding a more personal element to the nature of the engagement with operational staff.

Outcomes of the engagement have been considered in the development of identified commitments outlined in **Table 3.5**.

Appendix E - Stakeholder Engagement Plan

Appendix E- Stakeholder Engagement Plan

Grouping – Tier 1 Stakeholders: Management Zone – Extended Acquisition Rights

Overall Engagement Objective for Group: Identify key stakeholders and maintain a database of those interested in Mangoola Open Cut Operations. Ensure stakeholders are aware of acquisition rights. Provide timely and accurate information on the operational, environmental and social performance of Mangoola Open Cut Operations as well as the opportunity for stakeholders to give feedback.

Stakeholder	Resident ID Number	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Near Neighbours – Acquisition Zone (SSD 8642)	R83	Face-to-face meetings #pandemic pending.	Face to face meetings to be offered to management zone stakeholders quarterly as part of newsletter distribution (or at request of stakeholder or to address specific needs.)	As required. Meetings are offered as part of quarterly newsletter distribution. Or as triggered by stakeholder request, need or acquisition request.												ECM	Project Approval, mine plans & any meeting specific documentation	Consultation Manager
	R25																	
	R66																	
	R110	Community Newsletter	Bi-annual Community Newsletter distribution - available on the website for those not residing locally.	✓					✓					ECM	Allow sufficient time for drafting, review, artwork, approval & printing in consultation with OM & Media & Comms.	Distribution as per Stakeholder Engagement Plan + added to website. Feedback via “Contact” details.		
	R130																	
	R139																	
	R148	Fact Sheets	Fact sheets available on the website and to be sent out as required for key projects	As required												ECM	Allow sufficient time for drafting, review, artwork, approval & printing in consultation with OM & Media & Comms.	As above.
	R205																	
	Community Response Line	Community Response Line to operate 24 hours a day, 7 days a week. Timely response by Mangoola representative. Community Response Line is advertised	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECM	Community Response Line complaints/enquiries to be responded to as per complaints schedule.	CMO (Complaints) or CM (Stakeholder correspondence)	

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Status: Approved
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Stakeholder	Resident ID Number	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
			in the local newspaper at least four times per year.															
		Blast notification lists & blast hotline (where notification has been requested)	Road closure notification 2 days out and morning of the blast to relevant affected residents. Blast hotline to operate 24 hours a day, 7 days a week.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECM	Tech services to notify ECO of blasting schedule to enable notifications as required. Notifications generally completed by Administration Assistant or ECO.	Blast Notification Register
		Website	Website to be updated as applicable documents become available	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECM	Website to be managed by ECM and ECC with assistance from ECO.	Annual Review website compliance check Feedback via "Contact" details.
Note: inclusion on the blast notification list only occurs if requested by the stakeholder.																		

Grouping – Tier 1 Stakeholders: Near Neighbours – Management Zone, NW Sector, Castle Rock Area and Other Near Neighbours.

Overall Engagement Objective for Group: Identify key stakeholders and maintain a database of those interested in Mangoola Open Cut Operations. Ensure stakeholders are aware of management zone rights (where they apply). Provide timely and accurate information on the operational, environmental, and social performance of Mangoola Open Cut Operations as well as the opportunity for stakeholders to give feedback. Cater information to address key concerns where applicable.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Near Neighbours – Noise Management Zone <i>#Note – those in bold have rights under SDD 8642 under Tables 10 & 11 or for traffic management.</i> <i>Others with existing measures/rights as per PA06_0014those in 0-4km and 4-6km zones.</i>	As per site register – Resident names have been removed to maintain privacy	Face to face meetings	Face to face meetings to be offered to management zone stakeholders quarterly as part of newsletter distribution (or at request of stakeholder).	As required. Meetings are offered as part of quarterly newsletter distribution.												ECM	Project Approval, mine plans & any meeting specific documentation	Consultation Manager
		Community Newsletter	Community Newsletter to be sent out biannually	✓			✓						ECM	Community newsletter to be developed by ECM and delegate/s.	Distribution as per Stakeholder Engagement Plan + added to website. Feedback via “Contact” details.			
		Fact Sheets	Fact sheets to be sent out as required for key projects (e.g. MCCO)	As required.												ECM	Fact sheets to be developed by ECM and delegate/s.	As above

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Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Community Response Line	Community Response Line to operate 24 hours a day, 7 days a week. Mangoola representative. Community Response Line is advertised in the local newspaper at least four times per year. Timely response by a Mangoola representative.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECM	Community Response Line complaints/enquiries to be responded to as per complaints schedule	CMO/CM
		Blast notification lists & Blast hotline	Road closure notification 2 days out and morning of the blast to relevant affected residents. Blast hotline to operate 24 hours a day, 7 days a week.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECO	Tech. services to notify ECO of blasting schedule to enable notifications the day prior.	Blast Notification Register Noise Consultant's Work Sheet Instruction.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Website	Website to be updated as applicable documents become available	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECM	Website to be managed by ECM and ECC.	Annual Review website compliance check Feedback via "Contact" details.
NW Residents	As per site register – Resident names have been removed to maintain privacy	As above + written correspondence (letter or email) and phone calls.	Communicate noise management measures + additional winter noise monitoring	As required but additional winter noise monitoring would see an increase in correspondence during and following that program.												ECM/E&C Team	Preparation of correspondence/ planning additional noise testing in response to concerns and included weekly winter attended noise monitoring (NW locations).	Feedback during consultation (recorded as relevant)
Castle Rock residents	As per site register – Resident names have been removed to maintain privacy	As per above or Local Residents + written or phone correspondence as required.	Main concerns relate to cumulative impacts/ property values. These aspects have been discussed as part of the MCCO Project	As required												ECM/ MCCO Project Team	Time to prepare response as required	Stakeholder Feedback

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Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
			SES which has been completed. Further correspondence as required to assist in clarifying assessment studies and understanding air quality control measures implemented.															
Other Near Neighbours not included above.	As per site register – Resident names have been removed to maintain privacy	As for Mitigation Zone residents												ECM/ECC (with exception of those that require OM permission)	As for Mitigation Zone Residents	As For Mitigation Zone Residents		
Note: inclusion on the blast notification list only occurs if requested by the stakeholder.																		

Grouping – Tier 1 Stakeholders: Aboriginal Community

Overall Engagement Objective for Group: Build and maintain relationships, trust and credibility with the local Aboriginal community. Provide timely and accurate information on the operational, environmental and social performance of Mangoola Open Cut Operations as well as the opportunity for stakeholders to give feedback and have input into applicable cultural management matters.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Aboriginal Community	*Please refer to Appendix B within the 'Mangoola Aboriginal Cultural Heritage Management Plan'*	Community Cultural Meetings	All RAPs to be invited to annual meetings. Additional meetings to be scheduled as required.											✓		ECO	Cultural Heritage Meeting Presentation	Meeting Minutes recorded
		Face to Face Meetings	May be required (e.g. communicate Project Updates)	As required.												ECM/Approvals Coordinator	Key Messages, relevant personnel or consultants.	Consultation Manager Meeting Minutes recorded
		Letters/ Emails	Notice for meetings, documents for review and process, reminder notifications/ confirmation of attendance etc.	As required.												ECO	Time of personnel. Familiarity with processes under the ACHMP/GCAA Aboriginal Cultural Heritage Protocol NSW/ Guiding Principles for Engagement with Aboriginal People	Consultation Manager Meeting Minutes recorded

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Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Fact Sheets	Fact Sheets/community information sheet to be sent out as required for key projects	As required.												ECO	Fact sheets to be developed by ECM and delegate/s. To be sent out following OM review/approval (and in consultation with GCAA Media & Communications).	Consultation Manager Meeting Minutes recorded Mangoola Website
		Website	Website to be updated as needed.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	ECO	Website to be managed by ECM and ECC.	Annual Review website compliance check Feedback via "Contact" details.

Grouping – Tier 1 Stakeholders: Community Consultative Committee (CCC)

Overall Engagement Objective for Group: Build and maintain relationships, trust and credibility with the local community. Provide timely and accurate information on the operational, environmental and social performance of Mangoola Open Cut Operations as well as the opportunity for the community to give feedback and have input into applicable matters. Below does not include Mangoola members who are typically the Operations Manager, E&C Manager and E&C Coordinator.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
CCC	Lisa Andrews - Independent Chair	Quarterly CCC meetings	CCC meetings to be held four times per annum.		✓			✓			✓			✓		ECM/ECC	CCC meeting presentation, agenda, and minutes	CCC Meeting Minutes (distributed to CCC Members and on website)
	Stephen Ward (MSC)																	
	Keith Campbell																	
	Tony MacManus																	
	Jonathan Moore																	
	Fiona Horder																	
	Robert Weir																	
	Robert Gowing																	
	Muswellbrook Chamber																	

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Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
	of Commerce & Industry (Delegate: Jennifer Lecky)																	
	Denman Chamber of Commerce (Delegate: Amanda Collins)																	

Grouping – Tier 1 Stakeholders: Various Community Groups

Overall Engagement Objective for Group: Build and maintain relationships, trust and credibility with the local community. Provide timely and accurate information on the operational, environmental and social performance of Mangoola Open Cut Operations as well as the opportunity for the community to give feedback and have input into applicable matters.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Various community groups	Muswellbrok Chamber of Industry & Commerce	Face to face	Dependent upon circumstances	As required												ECM & Operations Manager	Present mine update and participate in meetings	Consultation Manager General breakfast meeting attendance (MCIC)
	Denman Chamber of Commerce			As required														
	Sandy Hollow Progress Association			As required														
	Denman Rotary			As required														

Grouping – Tier 1 Stakeholders: Relevant Government Agencies (Local/State) (DPIE, OEH, DRE, EPA, DPE Water, Muswellbrook Council)

Overall Engagement Objective for Group: Build and maintain relationships, trust & credibility. Provide timely and accurate information on the operational, environmental and social performance of Mangoola Open Cut Operations as well as the opportunity for feedback and have input into applicable matters.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Relevant Government Agencies	DPIE	Face to face meetings as required	Dependent upon circumstances	As required.												ECM/ECC	Dependent upon circumstances – resources planned during the year for compliance reporting/other requirements.	Consultation Manager CMO Feedback (E.g. acknowledgement letters/ approvals)
	Heritage NSW	Written Correspondence	Positive Reputation, Compliance, Governance & regulation, positive media coverage.	As required.														
	Resource Regulator			As required.														
	EPA	Reporting as per development consent and lease agreements		As required.														
	NRAR/DPI Water			As required.														
	Commonwealth DoEE	Site visits		As required.														
	DRG			As required.														
	Muswellbrook Shire Council			As required.														

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
	DAWE			As Required														

Grouping – Tier 1 Stakeholders: Workforce (including employees, contractors, suppliers)

Overall Engagement Objective for Group: Build and maintain relationships, trust & credibility with our own workforce and suppliers. Consult with the workforce regarding community investment and employee contribution projects. Keep the workforce informed of environment and community performance and updates for tracking against Key Performance Indicators. Share Mangoola's success stories so that the workforce may learn about other facets of the business, take greater pride in their workplace, and what we collectively achieve.

Note: There are many forms of stakeholder engagement techniques used for engaging with our workforce. Here we consider the main techniques used for communication of environment and community aspects (subject to Coronavirus restrictions on group gatherings).

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/ Planning required	Engagement tracking/ progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Mangoola	Jacob Hundert mark	Face to face meetings as required	Reporting as required by compliance (training)	As required.												ECM/ECC	As required	Training resources
	Company Directors	Written Correspondence	Community Newsletter	As required.														Emails
	Management Team (SLT)		T- Days	As required.														Meeting Minutes
	Workforce		Compliance and strategic environmental projects.	As required.														
				As required.														

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Grouping – Tier 1 Stakeholders: Community Investment Partners

Overall Engagement Objective for Group: Build and maintain relationships, trust & credibility. Inform potential CI partners of application process and the nature of investments considered, consult during the application and processing process. Consult regarding any assistance required for event/project planning and promotional material requirements. Consider in-kind support also. Ensure appropriate people are consulted and collaborate on project ideas/options to achieve goals. Empower CI partners to have a say in projects/details for communication/implementation and other aspects. Follow up with CI partners to build relationships.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
CI Partners (Various – changes year by year)	Contacts will be included on the Smarty Grants application	Smarty Grants	Completed online application that meets requirements	As required. Round open from approximately 1 Jan to 30 Nov each year												ECM/ECO	Approved CI budget/funding/site personnel time (dependent on investment sought, various levels of approval).	Smarty Grants
		Face to face meetings as required/ Committee Meetings (e.g. Wybong Hall Committee)	Scoping projects further if relevant/ confirming required resources and promotional needs.	As required.												ECM/ECO	Dependent upon circumstances Could include our personnel resources, use of marquees and banners, provision of logos etc.	Meeting minutes Consultation Manager
		Written Correspondence	Confirmation of vendor details/ payment and project planning	As required.												ECM/ECO	Dependent upon project. Usually at least one site contact's time.	Records stored on Mangoola server
		Performance /Promotion Communication:	Note: Approval may be required for use of photos etc.	(See below)												ECM/ECO	Planning delivery of CI projects to include interview/photos as appropriate. Typically, 1-2 site personnel and camera. Permission	Documents are available on the website where relevant.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Community Newsletters/ Factsheets	Inform current & future CI partners of CI activity and process as well as an update of our operation/ projects.	✓						✓							required before publishing information to the public arena/using photos. Site Community investment record forms	Smarty Grants applications. Smarty Grants application form feedback. Informal: Cert. of Appreciation, social media appreciation/ other recognition. Feedback via “Contact” details.
		Community Consultative Committee Minutes			✓			✓			✓			✓				
		Annual Review				✓												
		Website/Social Media (e.g. Glencore Facebook)	CI Partners feeling valued/ recognising the achievement of those in our community	As required to remain relevant.														

Grouping – Tier 1 Stakeholders: Education System (Teachers, Scholars, Students, Graduates, Apprentices)

Overall Engagement Objective for Group: Building a positive relationship with schools and supporting sustainable projects and educational needs within the education system, particularly the local area. Offer tours with the aim of providing a first-hand experience of a mine and learn about how community and environmental aspects are considered and the mine rehabilitation process.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Educators	Various. Local Schools Schools elsewhere in the State Universities TAFE	Tours (Inc. information signs, handouts)	Improve the understanding of teachers and students about a working mine. Tour the mine rehabilitation and teach visitors about the rehabilitation process and how we measure success.	As required.												ECM/ECO	Transport/escort requirements for mine tour and safe access (including pre-communicating PPE requirements). Reading material/signage. Site personnel.	Site Visit Schedule Monthly E&C Reports (Summary)
		Presentation/ Guest Speaker	Education regarding a topic of interest (e.g. mine rehab)	As requested, and where appropriate												ECM/ECO (Ecologist)	Site Resource to travel offsite/vehicle/lesson plan and presentation	Tour feedback (informal – sometimes on social media pages)

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Posters/ Advertisements	<p>Advertise Opportunities to join Mangoola for Work Experience/ Grad Program/Apprenticeships.</p> <p>This provides practical experience in mining environment and improves job prospects.</p>	Prior to uni/TAFE/school finishing for the year. Various dates												GCAA/HR ECM involvement for E&C Vac students/ Graduate students	<p>Advertising completed in advance/communicated to allow time for application processing.</p> <p>Develop work plan. Provide Mentoring and Training</p>	<p>Completion of planned work tasks.</p> <p>Graduate/Vacation student presentations to peers.</p>
		Website	General information regarding Mangoola and MCCO Project for interest/use in projects and assignments.	Website to be updated as needed.												ECO	N/A – Updated regularly as required by EPA/PA	<p>Annual Review website compliance check</p> <p>Feedback via “Contact” details.</p>

Grouping – Tier 1 Stakeholders: Other Mines

Overall Engagement Objective for Group: Improve coal industry perception within the Muswellbrook LGA and provide a robust approach to environmental impact assessment and cumulative impact management as relevant. This would include engaging with other local mines in relation to aspects such as air quality and upcoming projects/expansions to ensure key aspects such as cumulative impacts, community perception regarding property values, roads/VPA contributions, economic contribution and community services are considered not just at the site level. Mangoola also liaises with other local mines to notify of blasts/road closures where applicable. Mangoola has and will continue to partner with other mines where appropriate regarding community investment projects to maximise our resources and support the local community we are all a part of.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Other Mines (LGA)	Mount Pleasant Mine	Face to face meetings/ tours as required to discuss common challenges	Information sharing regarding new projects, monitoring, cumulative impacts, examples of best practice (e.g. mine rehab), CI investment opportunities and other matters.	As required.												ECM/ECO	Dependent upon circumstances Could include 1 to 2 of our personnel resources.	Consultation Manager. Meeting minutes
	Bengalla Mine																	
	Mount Arthur Coal																	
	Muswellbrook Coal																	
		Written Correspondence	Topic varies. Example includes blast notification emails to relevant neighbouring mines.	As required.												ECM/ECC/Drill and Blast	Dependent upon project.	Consultation Manager Blasting Notification Register/ Emails
		General Project Updates:	Inform our industry peers of	(See below)												ECM/ECO	Forms part of the site reporting requirements.	Documents are available on the website.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
		Community Newsletters (website)	project updates and CI involvement.	✓						✓								Annual Review website compliance check Feedback via “Contact” details.
		Community Consultative Committee Minutes (website)	Provide information on positive outcomes and continual improvement.		✓		✓			✓			✓					
		Annual Review (website)			✓													
		Website/Social Media (e.g. Glencore Facebook)	Website to be updated as needed.															

Grouping – Tier 1 Stakeholders: Emergency Services

Overall Engagement Objective for Group: Keep emergency services informed of project activities that may impact them (e.g., road closures, bushfire preparedness). *Note: Consultation regarding incidents is covered by other site procedures relating to incident management/Bushfire Management Plan/Pollution Incident Response Management Plan etc.*

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Emergency Services	Various contacts for: NSW Fire RFS NSW Ambulance	Email	Communicate times of upcoming road closures (e.g. blasting).	As required.												ECO (blast road closure notifications)/ ECM or delegate	As per the Blast Notification Register	Blast Notification Register PIRMP Record Form
	NSW Police	Phone calls/Face to Face meetings or letters as required.	Consultation regarding bushfire preparedness (as required).	As required.												ECO (Ecologist – Bushfire aspects)	ECO, allow for possible site inspection/s	Bushfire Management Plan, on website.

Grouping – Tier 1 Stakeholders: Media

Overall Engagement Objective for Group: Share positive stories from site. Also use media for communication of notices as required (e.g., Community Response and Blasting Hotline, road closures or other key dates/activities as required). Includes reference to GCAA social media.

Stakeholder	Contact Person	Engagement Technique	Engagement Deliverables	Proposed Engagement Timing												Glencore Engagement Leader	Resources/Planning required	Engagement tracking/progress
				J	F	M	A	M	J	J	A	S	O	N	D			
Media	Via Glencore Media and Communications	Tour Media Publication (e.g. Newspaper) Radio Interview Television coverage	Share positive stories about Mangoola activities.	As required.												GCAA: AH SITE: ECM (or delegate)	All discussions with media must follow the <i>GCAA Media and Public Relations Protocol</i>	Site Media Updates Positive media presence.
General (Social Media) Public Audience	Via Glencore Media and Communications	Use of GCAA Social Media Platform Website		As required.												ECM (or delegate)	All content on Social Media must follow the <i>GCAA Social Media Policy</i>	Positive social media presence/feedback 3 yearly perception Annual Review website compliance check Feedback via "Contact" details