G

Risk Register (Social)

Ref.	Threat / Opportunity	Potential event (how the Project interacts with assets, values, uses and location. Include clear description of the cause)	Stakeholders most affected	Phase	Consequences should be Location Specific where necessary	Planned Controls to Manage Risk (as per Project Description, and elements of Standards / Codes of Practice)	Initial Risk — Consequence	Initial Risk — Likelihood	Initial Risk — Risk Rating	Initial Risk — Level of Certainty	Additional Controls Recommended to Manage Risk	Residual Risk — Consequence	Residual Risk — Likelihood	Residual Risk — Risk Rating	Residual Risk — Level of Certainty	Comment
1	Threat	Local employment results in increased disposable income in the nearby local communities, leading to social tensions and particularly family tensions.	Aboriginal families	Construction Operations	Humbug from families reducing the incentive to work; Higher incomes may reduce welfare payments and increase public housing rental payments, reducing the incentive to work; Potential for money to be spent on alcohol, gambling, cars, escalating social tensions.	Employment programs to include Money Management	Minor	Likely	Medium	Low Level	Community Relations Officer to work with community and agencies to address concerns.	Minor	Possible	Medium	Low Level	Increased access to money may cause family conflict and pressures to share or spend; Higher wages may also affect welfare payments for individuals family members, e.g. Centrelink and higher public housing rental, reducing motivation to work.
2	Threat	Distribution of royalty payments results in increased disposable income for some members in the local communities, leading to social tensions and conflict.	Aboriginal families, residents, police	Construction Operations	Distribution of benefits payments can be to some family members and not others, creating short term jealousies at time of payment, with impact exacerbated by 'honey-pot effect'; Increase in disposable income, with consequential effects on higher levels of alcohol consumption and drug abuse in the community; Potential for anti-social behaviours associated with conflict and alcohol, with decreased feelings of safety, impacts to school / workplace attendance, and increase demand for police and health services; Dependency by local communities on royalties resulting in decrease in economic participation and disincentive to work;	All distribution will be either via the Central Land Council or through an agreed trustee arrangement in an attempt to ensure an equitable distribution of benefits.	Minor	Likely	Medium	Low Level	Planning for a negotiated community benefits package with less dependence on cash payments; Strict policies about worker behaviour and drug and alcohol programs in workplace, with no leaving site during roster thereby reducing potential for impact of Project personnel on communities;	Minor	Possible	Medium	Low Level	The Project may create family jealousies and conflict over who gets benefits: work, wages, and cash royalties. The movement of people seeking to share these benefits, or the 'honeypot effect', may create tensions. A higher level of disposable income, through wages and royalty payments, is likely to be spent on drugs and alcohol. A key issue in the construction workforce is the growing prevalence of 'ice', which is a key risk.
3	Threat	Recruitment of Project personnel draws people from existing jobs in Central Australia, resulting in employment impacts to existing local businesses (e.g. retail, hospitality, council)	Workers, employers	Construction Operations	Impact on delivery of services to some private businesses, government and local government, with some time needed to replace employees. Key impact is anticipated to be localised loss of talent for Council around Ti Tree, in particular Aboriginal workers. There is a smaller pool of workers to draw from, and a requirement for 20% Indigenous workforce will impact on local services, which may take a medium term period to recover from. Employers may lose staff to the Project and have to backfill with less qualified staff or struggle to even fill jobs.	Collaboration with all relevant providers to increase the available local labour pool, e.g. through shared planning and training programs. Committee to plan for recruitment, training and retention of employees and staff to backfill other employers' positions.	Moderate	Possible	Medium	Low Level	Consider use of "Sentenced to a Job" program to supplement workforce	Moderate	Possible	Medium	Low Level	The tight labour market may make it hard to attract people who don't have jobs. It is likely that the project will attract more skilled workers from existing jobs because they find the greater choice and higher salary attractive. However, is likely that a proportion of workers drawn to work on the Project will return to previous jobs within the short to medium term as it doesn't suit all people.
4	Threat	Use of local contractors and businesses by the Project reduces the local industry capacity for other work, impacting on business costs and operations.	Residents, businesses, Council	Construction Operations	Worst credible consequence is considered to be during construction period, where there will be short term demand by the Project for a range of contractor services. Potential to draw these services from the Alice Springs area, with other businesses and domestic clients finding it hard to compete with rates paid by the Project and have trouble getting work done. Consequence is to the delivery of services by these clients.	Nil	Minor	Possible	Medium	Low Level	Pre-Project engagement and training for businesses to identify potential demand for goods and services, including providing advice on planning and timeframes; Project to monitor use of local resources and external providers to reduce impact, if practicable.	Minor	Unlikely	Low	Low Level	Business capacity may be soaked up by the Project because of the bigger contracts and high trade rates, making it harder for towns and remote communities to get tradespeople or services. In the longer term (i.e. during Project operations phase), businesses are likely to scale up to take advantage of potential for services to both the Project and other clients.
5	Threat	Local population not employed by the Project, resulting in unmet expectations and tension between the local population and the Project (including Project employees)	Aboriginal families and other local people	Construction Operations	Jealousy by local Traditional Owner population if there are perceptions that outsiders (from Alice Springs, Aboriginal people from other places, FIFO workers) are winning the work and taking jobs resulting in cultural tensions and resentment.	Work-readiness planning and training.	Minor	Likely	Medium	Low Level	Maximise opportunity for local employment through engagement with Community Reference Group to together develop strategies to get locals work-ready; Communication about what it's like working at a mine and the types of jobs available, and company expectations; Demonstrate the range of work available, including for women; Work with contractors to ensure a commitment to Aboriginal participation services.	Minor	Possible	Medium	Low Level	The tight labour market may make it difficult to find local workers, particularly if there are cumulative pressures from other Projects. At the same time, it may be hard to attract the long-term unemployed into jobs because of factors such as education and skills level, poor work-readiness, drug and alcohol dependence, people not wanting to work in mining, poverty and family pressures. It may be harder to attract female workers because of family commitments and jealousy issues or because of perceptions that all jobs are for men. It is likely that there will be unrealistic expectations of the work available and what it's like working at a mine.
6	Threat	Local businesses, such as Alice Springs civil contractors, not winning work on the Project, resulting in unmet expectations and negativity towards the Project (including Project employees). Potential causes include businesses not meeting Arafura standards, lacking the capacity or not being able to meet specialist needs.	NT Government, businesses, industry associations	Construction Operations	Business frustration across the broader Central Australia area, leading to negativity including failure of government and community expectations; Potential for businesses to close and blame Arafura, with compounding impacts on perception and reputation.	Work with NT Government, Industry Capability Network (ICN) and Chamber of Commerce to prepare local businesses for opportunities; Package work in a way that local businesses are more likely to be competitive; Prime contractors to commit to local opportunities in their supply chains.	Minor	Possible	Medium	Low Level	Communicate success of local businesses working on the Project.	Minor	Possible	Medium	Low Level	There are many reasons why businesses may not achieve expectations of work with the Project, including standards and preparedness, specialised components of the project. NT Government and ICN, with sufficient notice, will be interested to run industry workshops and potentially training (e.g. standards expected, opportunities for Indigenous enterprises and joint ventures).
7	Threat	Project personnel relocating to Alice Springs area together with Project demand for goods and services in the area results in localised inflationary pressure and economic hardship for existing population. Includes demand for private housing, trades, childcare and increased cost of living.	Residents	Construction Operations	Pressure on rents and affordability of services; Pressure on government and NGOs to meet the gaps; Reduced disposable income for existing population.	Nil	Insignificant	Possible	Low	Low Level	A Social Impact Management Plan that considers demand and supply for goods and services expected to be required for the project. Where possible, manages the impacts, e.g. by providing additional temporary accommodation.	Insignificant	Possible	Low	Low Level	Scarcity creates inflation. If demand exceeds supply for housing and labour, inflationary pressures may cause hardship for people not working at the Project, creating a 'two speed economy', particularly if Project workers get subsidies and incentives not available to the general population. Impact is possible during operations phase, when personnel relocate to Alice Springs. Estimate up to 30% of workforce living in Alice Springs, with up to half of those with families, i.e. 45 families. No relocation expected during construction. May be cumulative effects associated with other developments not attributable to this Project.

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8	Threat	Project timeframes, contracts and impact on demand for goods and services poorly understood by local businesses and population, resulting in insufficient resilience to adjust to planned decline in demand.	NT Government, workers, employers, families	Construction Operations Rehabilitation	Companies may over-extend and invest unsustainably in staff and equipment, particularly during the construction period.	Clear communication on the needs of Arafura's contractors and length of contracts available.	Minor	Unlikely	Low	Low Level	Procurement policies to account for a company's size and ability to sustain growth; Work with ICN, NT Government and Chamber of Commerce on industry briefings;	Minor	Unlikely	Low	Low Level	A major project such as a Project can lead to sudden and unsustainable growth of communities, companies over-extending to invest in equipment, inflationary impacts on property prices, unrealistic expectations of benefits and changed lifestyles that cannot be sustained if projects don't last. Given the long life of the project, this is particularly a risk during the construction period.
9	Threat	Demand by the Project for airline seats and short-term accommodation in Alice Springs results in high levels of occupancy and price pressures, displacing tourism in the region.	NT Government, tourism sector, businesses, pastoralists	Construction Operations	Reduced recreational and convention tourism in Alice Springs, which may be hard to win back; Impact on tourism operators; Negative impact on the image of Alice Springs and a key employer and economic sector for the Northern Territory Government.	Short-term accommodation strategy to take account of the capacity of local hotels and likely project demand.	Minor	Unlikely	Low	Low Level	Potential displacement and cost pressures on Alice Springs hotels to be monitored as part of a temporary accommodation strategy, matching transport from site to flights and providing temporary accommodation if necessary.	Minor	rare	Low	Low Level	Tourism businesses are likely to be small but are major employers of Aboriginal and other local people and important to regional economies. Other potential impacts could come from crowding out of accommodation and cheaper airline seats, increased traffic and wear and tear on roads, reduced access to tourism spots and impacts on the region's image. Displacement of tourism at Aileron would be confined to use of the Aileron Roadhouse by visitors, which is likely to have a minimal impact.
10	Threat	Project is perceived by adjacent agricultural land users (including Aileron and nearby stations) to be incompatible with their operations, leading to tensions and potential for reputational impacts.	Pastoralism	Operations	Agitation by adjacent agricultural land users, including organic farming operations results in adverse perception of the Project within the broader community.	Discussions with adjacent land users to provide information on Project, potential effects and proposed mitigations; Establish an exclusion zone around mine and plant to exclude pastoral activity thereby mitigating potential for impact on organic certification or operation.	Minor	Unlikely	Low	Low Level	Purchase of the station and removal of cattle.	Minor	Unlikely	Low	Low Level	Competing land uses and competition for water supplies in remote areas can impact on the viability of pastoral properties. Pastoral properties may also lose labour to the Project. At the same time, winning contract work at the Project can diversify income for pastoralists.
11	Threat	Return of people to local communities to work on the Project as well as the 'honeypot effect' of people moving into the area in expectation of work or other benefits, results in localised population increase, with higher demand for government infrastructure and services.	NT Government, Councils, families, service providers	Construction Operations	Increased demand for public housing in Ti Tree and nearby communities, with additional wear on public housing; Higher demand for police, health and emergency and education services with adverse impacts to service delivery; Additional demand for costly utilities, which have little redundancy.	Work with NT Government to predict social impacts and develop a response to cater for increased demand, particularly public housing and pressure on utilities.	Minor	Possible	Medium	Low Level	No additional controls	Minor	Possible	Medium	Low Level	The immediate impact on services such as housing may be short-term. Longer-term, increased economic activity provides opportunities for the growth of Ti Tree as a regional growth town. While the Project may cause these pressures, they will be cumulative with other mining and horticultural projects in the region, so the solutions are largely with government, hence the importance of a collaborative approach to planning community infrastructure.
12	Threat	Project personnel living away from home and lack of family / support network leads to or exacerbates individual mental health issues, including potential for self-harm	Workers, families	Construction Operations	Worst credible consequence is self-harm resulting in fatality. Other consequences include loss of employment, impacts to workforce morale and retention.	Trained medical staff on site; Mediation/counselling support provided by off site trained specialists.	Major	Possible	High	Low Level	Specific workplace training and awareness programs	Major	Possible	High	Low Level	Working at a Project such as this and being away from families can lead to loneliness, depression and suicide among FIFO workers. Factors outside site can contribute to poor mental health for individuals, which is difficult to predict.
13	Threat	Community fear of adverse impact to health and natural environment as a result of the Project, due to perception of impacts such as dispersion or storage of radioactive materials, transport of dangerous goods, dispersion of dust, tailings dam failure, etc.	Community, mine, workers, families	Planning Construction Operations	Local communities reject the Project and mobilise opposition, leading to Project delayed or not approved. Ultimate social impact is lost economic opportunity for region. Additional potential for conflict between groups in the community who want the Project and those who oppose it.	Communication and education about risk, including through fact sheets and community information taking into account culturally appropriate formats for material; Community information sessions to understand community concerns and provide information; Engagement with the Office of the Supervising Scientist; Independent radiation studies / expertise;	Major	Possible	High	Low Level	Community Reference Groups to respond to community concerns; Transparent monitoring and availability of results, including regular publishing of baseline data and operational data; Good communication adapted to the needs of different audiences.	Major	Unlikely	Medium	Low Level	Potential community fears about health impacts of mining on residents and workers, including dust, radiation, noise. Community fears about tailings and waste storage.
14	Threat	Project employs people previously volunteering with local organisations or recreational groups, resulting in decline in quality of volunteer services and viability of local community organisations and sporting clubs.	Volunteer organisations	Construction Operations	Voluntary organisations may not survive or be able to provide an effective service, impacting on service delivery. Loss of organisers or participants from community groups and sporting clubs due to Project roster arrangements, with impacts on club viability.	Nil	Minor	Unlikely	Low	Low Level	Community investment programs for workers may include volunteering; Volunteer programs for staff.	Minor	Unlikely	Low	Low Level	People who volunteer may leave town, either because they are displaced or they go to work at the Project and are no longer available because of long shifts. On the other hand, volunteering may increase if workers contribute to their local community.
15	Threat	Project activity results in perceptions by pastoralists, recreational users and traditional owners of a changed landscape and restricted access to traditional lands and conservation zones.	Traditional owners	Exploration Construction Operations Rehabilitation	Threat to cultural authority and connections, regulatory and reputation risk, may cause opposition to mining. Changed lifestyles, reduced access for hunting, camping, traditional foods and medicine, opposition to mining. Impact on quality of life and other land use.	Agreements to include continued access for cultural activities.	Minor	Unlikely	Low	Low Level	Culture and Heritage Management Plan, to avoid damage or impact to identified sites; Social Impact Management Plan to ensure, where practicable, continued access to lands and respect for conservation areas; If requested annual visits to the site of traditional owner group to view performance of mine and local area	Minor	Rare	Low	Low Level	Aboriginal connections to land and sea are important aspects of culture. If people feel their landscapes and lifestyles have been changed, they may feel displaced by mining activity. Although people have moved to communities, traditional hunting is still a common activity.
16	Threat	Project accelerates cultural change of local Aboriginal communities, including reduced strength of culture, language and customs	Traditional owners, communities	Construction Operations Rehabilitation	Reduction to cohesion of community, including decline in respect for traditional law and authority from those people with increased contact with the Project.	Culture and Heritage Management Plan, cross-cultural awareness programs and induction of workers.	Minor	Unlikely	Low	Low Level	No additional controls	Minor	Unlikely	Low	Low Level	Mining activity will bring change: to lifestyles, how people earn a living, authority structures and landscapes that could weaken cultural authority and activities that connect people to culture. To some extent this has been undermined already by displacement.
17	Threat	Human rights breaches, including equitable employment and treatment of workers, breaches of labour laws, inequitable access by women to workforce opportunities and human rights breaches in the Project supply chain in Australia and overseas.	Traditional owners	Planning Construction Operations Rehabilitation	Reduced quality of life for local Aboriginal communities, with potential for reputational damage and negative perception of the Project within the broader community.	Social Impact Management Plan; Workforce Plan and work with CLC to ensure equitable treatment; Community liaison officer to ensure sensitivity to local cultural issues and family groups; Cross cultural awareness training mandatory for all employee and contractors; Performance criteria mandated in contracts to ensure performance and adherence to human rights and labour requirements.	Moderate	Rare	Low	Low Level	No additional controls	Moderate	Rare	Low	Low Level	Vulnerable and marginalised populations are more likely to have human rights infringed. Key risk areas would be abuse of work experience programs or under-payment of low-skilled local and overseas workers.

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18	Threat	Project proponent and non-local workers introduces racism in the workforce or community, resulting in reduced opportunity, poor mental health and community conflict.	Traditional owners, Aboriginal workers	Exploration Construction Operations Rehabilitation	Reduced access to jobs or accommodation, loss of workers, conflict.	Cross cultural awareness training mandatory for all employee and contractors; Performance criteria mandated in contracts to ensure performance and adherence to site requirements; Mentoring and support so any incidents are raised and resolved.	Minor	Unlikely	Low	Low Level	No additional controls	Minor	Unlikely	Low	Low Level	Worker attitudes may translate to racist comments or behaviour in the workplace, while Aboriginal workers may experience racism, e.g. when seeking accommodation.
19	Opportunity	Increase in local employment opportunities leads to higher levels of employment, economic participation, improved education outcomes and reduced levels of disadvantage.	Aboriginal families, local families, employers, workers, government, schools, students	Planning Construction Operations Rehabilitation	People make the most of opportunities of jobs with the Project and stay in their jobs; Higher incomes for families reduces disadvantage; Increased interest in private ownership of houses, which reduces pressure on public housing; Increased capacity of local businesses; Flow on effect to other sectors, such as retail and hospitality due to increased wealth in the community; Increased long-term capacity to get work.	Nil				KPIs around employment, including indigenous employment program (KPIs) for contractors regarding indigenous employment. Employment and workplace development plans; Mentoring and support programs for workers and their families; Committees with local education and employment providers. Work with industry groups to increase preparedness of local companies to provide services and get benefits. Local procurement strategies to increase the number of successful businesses, which will in turn diversify job opportunities. Work closely with schools and job providers;	Major	Unlikely	Medium	Low Level	Major	Possible	High	Low Level	Mining is one of the key contributors to the Territory's GSP and offers particular opportunities for business growth and jobs in regional areas, where economies currently are depressed. Both governments have a strong focus on increasing school attendance rates and linking education to read jobs. Mining provides a chance to work with motivated students, provide greater career choices, provide sponsorships (e.g. to attend boarding schools) and create pathways from school to work. Access to jobs and better wages reduces unemployment and poverty. However, given the level of entrenched disadvantage, it will require a patient and proactive approach to make a difference. Programs associated with mining and community benefits address living skills, numeracy and literacy, overcrowded housing.
20	Opportunity	Project results in direct and indirect demand for goods and services within the local economy, driving business and regional economic growth above expectations.	NT Government, businesses, workers, industry associations	Construction Operations	Increased work for locals; Long-term growth in business capacity of the region.	Nil	Moderate	Possible	Medium	Low Level	Local procurement policy and packaging of work to suit local companies; Good communication and advance warning; Adaptability of local businesses, e.g. establishing consortia and partnerships; Government business growth packages;	Moderate	Possible	Medium	Low Level	Business growth will depend on the Project's procurement policies, capacity and willingness of local businesses to supply competitive and quality services, good communication about opportunities and the match between the Project's needs and local capacity to supply. This may change over time as business adapts.
21	Opportunity	Infrastructure investment or equipment associated with the Project, such as road upgrades, communications networks and power supply, provide indirect benefits for the local communities.	Government departments, council, residents, Government departments, councils, residents, pastoralists	Construction Operations Rehabilitation	Improved access to services and improved communications, with access to better regional infrastructure encouraging other economic activity, e.g. horticultural activity.	Regular liaison with the three levels of Government on a regional approach to infrastructure development.	Moderate	Unlikely	Medium	Low Level	Work with government authorities on shared planning to optimise the potential for the Project to supply local communities.	Moderate	Possible	Medium	Low Level	Opportunities for the Project to contribute to community wellbeing by sharing mining infrastructure.
22	Opportunity	Project provides opportunities for traditional owners to work in land management programs on their own country, contract to Arafura and enhance their skills.	Traditional owners	Construction Operations	Employment opportunities in land management and caring for country programs for local Aboriginal communities, including ranger programs.	Nil	Minor	Unlikely	Low	Low Level	Project to work with Community Reference Group to identify opportunities for involvement in land management and caring for country programs for local Aboriginal communities.	Minor	Unlikely	Low	Low Level	