

**Rowland.**

**Western Desert Resources**

**Proposed Roper Bar Iron Ore Project**

**Stakeholder Engagement Plan**

March 2012



## Contents

References .....	4
Executive Summary .....	5
1.0 Project overview .....	6
1.1 Project scope .....	6
1.2 Project timeline .....	7
1.3 Project location .....	7
1.4 State of the industry.....	9
1.5 Prior stakeholder and community engagement and consultation .....	10
1.6 Community presence.....	10
2.0 Situation analysis.....	11
2.1 Issues identification and management.....	12
3.0 Stakeholders.....	14
3.1 Primary stakeholders.....	15
3.2 Secondary stakeholders .....	16
3.3 Tertiary stakeholders .....	17
4.0 Communication principles .....	18
4.1 Industry best practice approach .....	18
5.0 Stakeholder engagement strategy .....	20
5.1 Goal .....	20
5.2 Objectives.....	20
5.3 Strategic approach .....	21
5.4 Methodology – what we will do.....	21
5.5 Evaluation.....	21
6.0 Stakeholder engagement action plan.....	24
6.1 Stakeholder engagement action plan.....	24
6.2 Stakeholder communication activities matrix .....	24
6.3 Communication tools in detail .....	25

## Appendices

Appendix 1: IAP2 Core Values .....	28
Appendix 2: IAP2 Spectrum .....	29
Appendix 3: Stakeholder engagement action plan.....	30

## Acronyms

Term	Definition
CHMP	Cultural Heritage Management Plan
CMS	Consultation Manager System
DET	Northern Territory Government Department of Education and Training
DHLGRS	Department of Housing, Local Government and Regional Services
EIS	Environmental Impact Statement
EIA	Environmental Impact Assessment
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
GSP	Gross State Product
IAP2	International Association for Public Participation
LRG	Local Reference Group
LIP	Local Implementation Plan
MCA	Minerals Council of Australia
NFA	New Future Alliance
NLC	Northern Land Council
NRETAS	Natural Resources, Environment, The Arts and Sport
NT	Northern Territory
PNP	Public Notification Period
RBIO	Roper Bar Iron Ore (the project)
RGSC	Roper Gulf Shire Council
SIA	Social Impact Assessment
TO	Traditional Owner
VET	Vocational Education and Training
WDR	Western Desert Resources

## References

Publications and online resources used in the preparation of the Stakeholder Engagement Plan

Bringing Forward Discovery

<http://www.nt.gov.au/d/orestruck/>

Department of Education and Training

<http://www.det.nt.gov.au/>

Department of Housing, Local Government and Regional Services

<http://www.dhlgrs.nt.gov.au/>

Department of Resources, Environment, The Arts and Sport

<http://www.nretas.nt.gov.au/>

Department of Health

<http://www.health.nt.gov.au/>

Local Government Association of the Northern Territory

<http://www.lgant.asn.au/>

Local Implementation Plan (Borroloola)

[http://www.workingfuture.nt.gov.au/Territory\\_Growth\\_Towns/Borroloola/Borroloola.html](http://www.workingfuture.nt.gov.au/Territory_Growth_Towns/Borroloola/Borroloola.html)

Local Implementation Plan (Ngukurr)

[http://www.workingfuture.nt.gov.au/Territory\\_Growth\\_Towns/Ngukurr/Ngukurr\\_LIP.html](http://www.workingfuture.nt.gov.au/Territory_Growth_Towns/Ngukurr/Ngukurr_LIP.html)

Local Implementation Plan (Numbulwar)

[http://www.workingfuture.nt.gov.au/Territory\\_Growth\\_Towns/Numbulwar/Numbulwar\\_LIP.html](http://www.workingfuture.nt.gov.au/Territory_Growth_Towns/Numbulwar/Numbulwar_LIP.html)

Northern Territory Government

[www.nt.gov.au/](http://www.nt.gov.au/)

Roper Gulf Shire Council

[www.ropergulf.net.au/](http://www.ropergulf.net.au/)

Western Desert Resources

[www.westerndesertresources.com.au/](http://www.westerndesertresources.com.au/)

## Executive Summary

This Stakeholder Engagement Plan (the Plan) has been developed for Western Desert Resources (WDR) to effectively manage communication and consultation for its proposed Roper Bar Iron Ore (RBIO) project. This comprehensive plan has been developed to ensure WDR continues to achieve industry best practice for consultation during *Phase 3 – EIS Lodgement* and *Phase 4 – Public Notification Period*, and facilitates ongoing community engagement during *Phase 5 – Rolling Stakeholder Engagement*.

This Plan will be a dynamic document – it will be continuously refined throughout the life of the project to ensure it is kept up to date. It is intended this Plan will provide a model for maintaining a continuous communication loop between WDR and its stakeholders and community over the life of the project. This model will ensure consultation and engagement play a key role in project communication and acts as a conduit between stakeholders and the RBIO project team.

Based on this Stakeholder Engagement Plan, WDR will continue to:

- Proactively address and respond to stakeholder and community issues, concerns and opportunities associated with the project through ongoing consultation and engagement
- Provide factual, timely and relevant information to stakeholders
- Maintain and nurture existing stakeholder relationships
- Profile WDR's capability to engage in sustainable mining practices, and
- Continue to build and refine robust issues and opportunity management frameworks that manage potential and real stakeholder issues and opportunities.

Rowland's strategic approach to stakeholder engagement is based on robust communication principles that are recognised by the International Association for Public Participation Australasia (IAP2), the Minerals Council of Australia (MCA) and the Global Reporting Initiative (GRI) for evaluation purposes. These principles are at the core of this Plan and will assist WDR achieve its vision of continuous engagement for the life of the project, through engagement that is fair, equitable and all-encompassing.

In developing this Plan, results of prior consultation were taken into consideration to ensure the key communities of Borroloola, Minyerri, Ngukurr and Numbulwar were identified and treated as unique and individual. This approach ensures the approach to consultation and information delivery is tailored to each community.

The communication activity outlined in the plan for Phases 3 and 4 aim to set the tone for all subsequent project communication and build on existing relationships with key stakeholders. Based on this Plan, communication, consultation and engagement will continue to underpin WDR's future activities, and assist in positively positioning the project for the commencement of construction and future operation.

Accompanying key messages have been developed for the RBIO project to guide the Stakeholder Engagement Plan, ensure information is accurate, establish WDR's position in the community, and highlight WDR's approach to managing environmental, social and economic impacts. This Plan is based on comprehensive, all-inclusive and timely communication for the life of the project – it is a journey that the community and key stakeholders will be invited to participate in and contribute to (as appropriate).

In addition, this Plan takes into account specific objectives and issue analysis, and will target identified stakeholder groups that have a vested interest in the project and/or the potential to influence the community's perception of the project.

The effectiveness of consultation and stakeholder engagement activities during Phases 3, 4 and 5 will be evaluated against set objectives using a variety of quantitative and qualitative methods, which are outlined in this plan.

## 1.0 Project overview

Western Desert Resources (WDR) proposes to construct and operate an iron ore mine within the Gulf region of the Northern Territory (NT). The exploration tenements in the region total almost 2100km<sup>2</sup> and are located within the boundaries of the former Saint Vidgeon pastoral lease and have recently been excluded from the proposed Limmen National Park.

In December 2011, the NT Minister for Natural Resources, Environment and Heritage determined that the project required formal assessment under the NT *Environmental Assessment Act* at the level of Environmental Impact Statement (EIS). The project was also referred to the Australian Government Department of Sustainability, Environment, Water, Population and Communities and determined to be a controlled action under the *Environment Protection and Biodiversity Conservation Act*.

As part of the EIS process, draft EIS guidelines were developed by the Department of Natural Resources, Environment, the Arts and Sports (NTREAS) in March 2012. These guidelines detail components of the project needing to be addressed by WDR including how the project will be managed, the potential environmental and social impacts of the project and how WDR intend to mitigate these impacts.

The lodgement of the project's EIS is now underway and will be immediately followed by an intensive four week consultation period (16 April – 11 May 2012) to ensure all stakeholder issues, concerns and opportunities with the project have been effectively addressed.

In addition to the EIS process, WDR maintains a commitment to continue on-going consultation to actively identify and mitigate any emerging issues and opportunities during the life of the project.

### 1.1 Project scope

WDR plans to develop a significant iron ore operation with an estimated output of up to 1.5Mtpa in the first year and increasing to 3Mtpa by the third year of production from its RBIO project.

If approved, construction of the project is expected to commence late-2012 and begin a nine year operation life in early 2013.

Key features of the project include:

- Pit
- Processing facilities
- Offices and workers' village
- Airstrip
- Private haul road to loading facility (164km)
- Stockpile area, and
- Tugs and barges to take the ore to vessels moored in Gulf of Carpentaria.

## 1.2 Project timeline

### Preliminary works and feasibility investigations

May 2011	Notice of Intent (NOI) submitted to NT Government
June 2011	Commencement of EIS studies
March 2012	Draft EIS Guidelines published by NRETAS
April 2012	EIS submitted to NRETAS
April – June 2012	Public Notification Period (PNP) including consultation in Borroloola, Minyerri, Ngukurr and Numbulwar
June 2012	Supplementary EIS completed (if required)

### If the project is approved:

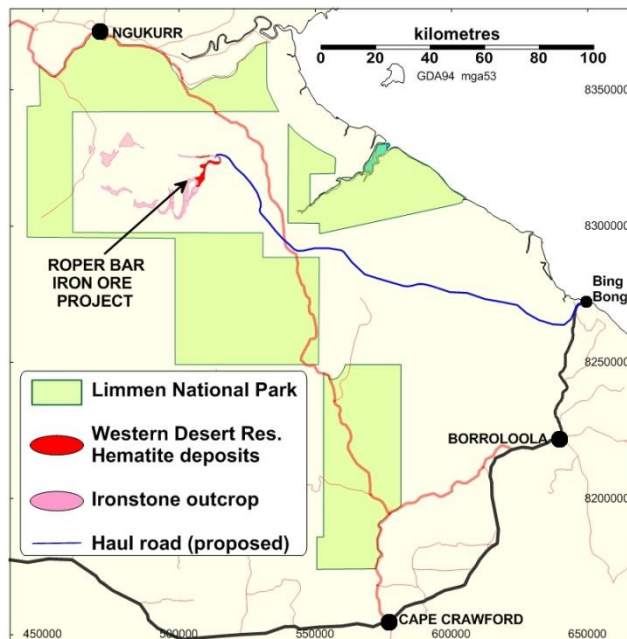
June – August 2012	Early preparation works
August 2012 – January 2013	Contract works
November 2012 – January 2013	Commissioning
Early 2013	Operation

\* Timing dependent on approval processes

## 1.3 Project location

The project site is approximately 50km west from the coast, 60km south east of Ngukurr and 140km from Roper Bar, along the Nathan River road.

A 164km private haul road will be constructed between the mine site and Bing Bong port, near Borroloola.



Four major Indigenous settlements within the Gulf region of the Northern Territory including Borroloola, Minyerri, Ngukurr and Numbulwar, fall within the project's footprint.

## Borroloola

Borroloola is a remote outback community with a rich heritage centred on mining, Aboriginal culture and tourism, in particular fishing. The town is comprised of four main clan groups including Mara, Yanyula, Garawa and Gurdanji with the main spoken languages being English as second language to Garawa and Yanyula.

Borroloola is also the only 'wet' community of the four with restricted alcohol available for purchase at selected outlets.

## Minyerri

The community of Minyerri is one of the most remote within the four communities and is managed and run by the Alawa Aboriginal Corporation. According to NT Government statistics, its population is between 340-500 people and is predominantly Indigenous with languages spoken including Alawa, Kriol and English.

## Ngukurr

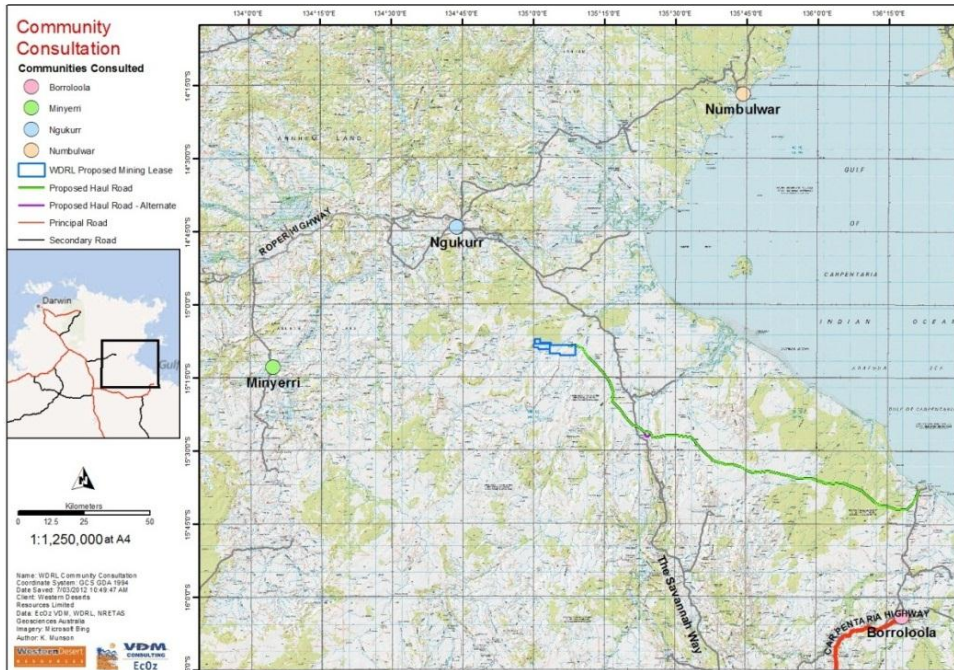
Ngukurr is an Aboriginal Community built on hilly ground alongside the Roper River in south east Arnhem Land. It is three hours by road from Katherine and approximately seven hours by road from Darwin. There are seven language groups represented in the Ngukurr community, and 21 clans but the universal language is Kriol, a recognised Aboriginal language, which includes variations on many English words. The community government council runs the community and the nearby homeland communities of Urapunga and Hodgson

## Numbulwar

Numbulwar is one of the most isolated of the main Arnhem Land Communities. Their location features strongly in their culture and this close-knit, traditional community has a strong relationship with the sea and coast. The small Indigenous population is made up of a number of clans including Numamurdirdi, Nunggumakbarr, Nunggarra, Nundhirribala, Ngalmi, Murrungun, Wurramarra, Lalara, Manggurra and Wildreds, the main languages are Nunggargalu and Wubuyu.



The image below outlines the project in relation to the above communities.



## 1.4 State of the industry

Mining is the largest industry in the Northern Territory, accounting for 26.5 per cent of gross state product (GSP) in 2008-09, the highest proportion of all Australian jurisdictions. In the six years to 2011, the real value of Territory mining production is estimated to have grown by more than 40 per cent to close to \$6 billion.

This unprecedented growth in the mining industry presents considerable opportunity for the Territory and the support by the NT Government holds significant potential for mineral explorers. In a report released by the Minister for Resources, Kon Vatskalis, *Investment Framework 2010*, the industry is considered as under explored and investment strategies, such as *Bringing Forward Discovery*, were seen as pivotal catalysts to secure the future wealth of the Territory.

Dovetailing with the NT Government’s vision to become the destination for exploration investment is Western Desert Resources (WDR) plan to develop its Roper Bar tenements and its flagship project, the RBIO project.

While the project will provide a significant economic injection for the Territory, the local region will see added benefits through the delivering of:

- employment, training and business opportunities over the life of the mine, and
- on-going community support through a dedicated social enterprise scheme.

## **1.5 Prior stakeholder and community engagement and consultation**

Since June 2011 WDR have undertaken continuous community and stakeholder consultation. This consultation has allowed WDR to form a well-rounded understanding of community concerns, strengths and opportunities in relation to potential project impacts. It has also forged relationships with key community members, groups and stakeholders.

The goal of the community and stakeholder consultation conducted during this period was to facilitate the sharing of information and also to encourage community feedback with a view to engaging and collaborating with identified community members and key stakeholders during the EIS process and throughout the life of the project.

Results from this consultation have been tabled in the Consultation Report which forms part of the Social Impact Assessment (SIA), within the project's EIS.

## **1.6 Community presence**

WDR has established a local office in the community of Ngukurr that is staffed by a full time Community Liaison and Indigenous Employment Coordinator, Noel Tomes. Noel is a local Northern Territory man with experience in communication and community relations and is familiar with the communities where consultation is to be undertaken.

The role of the Community Liaison and Indigenous Employment Coordinator and the local Ngukurr office is to support the ongoing consultative approach that WDR has committed to for the life of the RBIO project. The local office will be vital in closing the communication loop between the community and WDR and will ensure feedback mechanisms, continuous consultation and relationship-centric stakeholder engagement are priorities.

## 2.0 Situation analysis

A SWOT analysis for the RBIO project has been developed based on desktop research and a review of prior consultation undertaken as part of the project's SIA and continuous stakeholder and community consultation program.

Key findings from the analysis are outlined below:

### Strengths:

- Strong interest from commercial customers
- Support from NT Government to develop the Territory's mining industry
- WDR's Roper Bar Iron Ore province excluded from Limmen National Park declaration
- The proposed social enterprise scheme will provide benefits to the key communities of Borroloola, Minyerri, Ngukurr and Numbulwar
- Employment and training opportunities have been identified for the local workforce through the EIS process
- Mitigation strategies for social and environmental impacts have been developed
- Commercial features to support ecosystem
- Involvement from local Indigenous groups in areas such as cultural heritage identification and management.

### Weaknesses:

- Early consultation regarding the potential Maria Island transport option has caused some concern among local communities and stakeholder groups
- Northern Territory wet season delaying the construction program of works
- Project timeframes controlled by approvals processes.

### Opportunities:

- Set a new benchmark for sustainable mining practices and associated community benefits
- Recreational and tourism benefits for the community/region
- Local economic growth opportunities for the communities of Borroloola, Minyerri, Ngukurr and Numbulwar
- Local suppliers could benefit from increased expenditure related to the project
- Project off-sets have been identified to manage environmental and social impacts.

### Threats:

- Availability of worker camps during construction and operation (balance impacts on an already severe housing shortage)
- Social pressures intrinsic with Indigenous culture (humberging) increasing due to economic stimulation
- Change in elected representatives as a result of the upcoming NT election (25 August 2012)
- Not providing enough information to local suppliers and businesses to enable them to capitalise on the project.

## 2.1 Issues identification and management

The SWOT analysis findings reinforce the importance of identifying potential issues and how they can be managed through effective stakeholder engagement. Table 1 below outlines the process for managing potential issues during all phases of the project.

**Table 1: Issues identification and management**

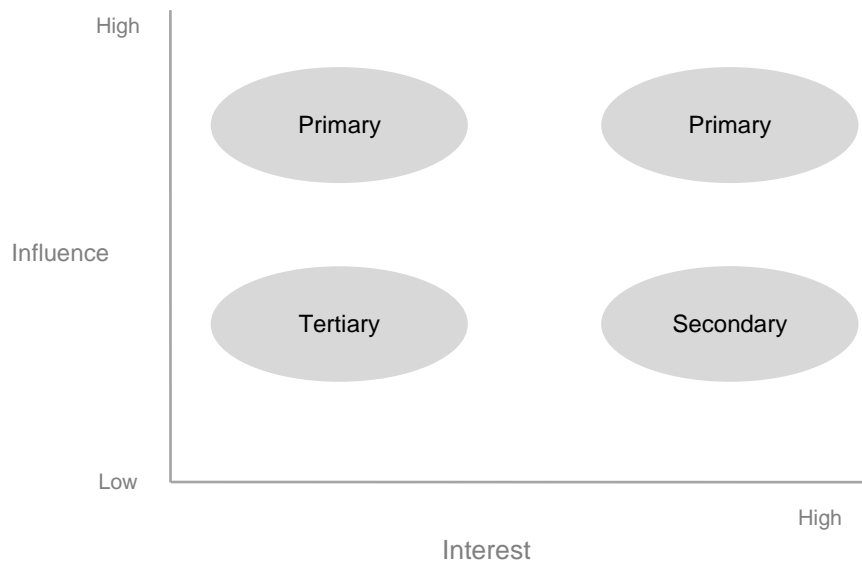
Issues	Management process
EIS public consultation and submissions	<ul style="list-style-type: none"> <li>• Ensure key stakeholders identified as part of the SIA are involved in the EIS public notification period and have adequate opportunity to read about and comment on the project</li> <li>• Ensure all concerns raised during the public notification period are promptly responded to prior to the four week consultation deadline</li> <li>• Communicate openly and honestly about the potential environmental, social and economic impacts as a result of the project based on EIS findings</li> <li>• Promote the wider community benefits of the project.</li> </ul>
Consultation fatigue	<ul style="list-style-type: none"> <li>• Highlight to community members and stakeholders where their feedback was incorporated into the project's impact assessments</li> <li>• Inform and educate community about potential programs, such as the social enterprise scheme, and how they can apply to develop their own businesses and programs</li> <li>• Ensure consultation objectives are communicated with identified stakeholders prior to any consultation activity.</li> </ul>
Construction-related impacts due to hard and soft infrastructure, i.e. roads and emergency services resourcing	<ul style="list-style-type: none"> <li>• Continue to highlight and reinforce regional benefits and WDR's approach to working with government departments to minimise the impact on hard and soft infrastructure</li> <li>• Demonstrate commitment to negotiating in 'good faith' and working with affected landholders to minimise disruption to landholder activities</li> <li>• Promote and commit to construction-related benefits and employment opportunities (as applicable) for the local economy.</li> </ul>
Suitability and use of local suppliers	<ul style="list-style-type: none"> <li>• Educate local suppliers about supply processes to enable them the best opportunity to benefit from the project</li> <li>• Establish processes for managing business enquiries</li> <li>• Promote use of local, regional or Australian suppliers where appropriate.</li> </ul>

Issues	Management process
Existing social issues impacting local communities (Borroloola, Minyerri, Ngukurr and Numbulwar)	<ul style="list-style-type: none"> <li>● Identify potential programs where WDR can either develop or contribute to and assist local workforce to overcome existing social issues (i.e. financial management programs, nutrition and health programs, and alcohol and substance abuse programs)</li> <li>● Facilitate conversations with government about in-community social issues.</li> </ul>
Management of environmental groups and anti-mining organisations	<ul style="list-style-type: none"> <li>● Communicate openly and honestly about potential impacts associated with the project's construction and operation</li> <li>● Refer all environmental enquiries to the EIS and relevant approvals processes</li> <li>● Keep key stakeholders informed with project updates and wide-spread dissemination of information (i.e. website)</li> <li>● Where possible, involve these groups in the consultation process to ensure an all-inclusive approach</li> <li>● Provide accurate, factual information (on an as needs basis) to educate groups on project information.</li> </ul>
Current community perceptions of existing mining projects	<ul style="list-style-type: none"> <li>● Highlight the benefits of mining that specifically relate to the project</li> <li>● Promote WDR's capacity to undertake sustainable mining practices and refer to its EIS for specific mitigation strategies</li> <li>● Inform and educate the community about potential programs, such as the social enterprise scheme and how it differs from royalties and compensation</li> <li>● Promote the whole-of-project consultation approach and the various contact points available to the community</li> <li>● Report on consultation activity on a regular basis to demonstrate feedback captured.</li> </ul>
Change in elected representatives as a result of upcoming election	<ul style="list-style-type: none"> <li>● Ensure both current elected representatives and their opposition are well-informed about the project</li> <li>● Undertake face-to-face meetings with elected representatives and their oppositions during the public notification period</li> <li>● Keep elected representatives and their opposition informed with project updates</li> <li>● Promote WDR's capacity to undertake sustainable mining practices and deliver large-scale mining projects.</li> </ul>

### 3.0 Stakeholders

Project stakeholders have been classified into one of three categories based on their level of interest and influence in the RBIO project, as outlined in the figure below.

**Figure – Stakeholder classification matrix**



The above matrix aligns directly to the Minerals Council of Australia’s (MCA) Power vs Interest framework that was utilised during the project’s prior consultation. As per the MCA’s Power vs Influence framework, all stakeholders are identified and classified, ensuring no stakeholder/community groups are omitted. After identification every stakeholder is assessed by rating their power over and influence on the proposed project.

Based on the above framework, a broad stakeholder list for each category has been developed. It is important to acknowledge that as the project progresses, this list will be continuously refined and updated to reflect all stakeholders involved in the proposed project.

## 3.1 Primary stakeholders

### Definition

- High interest/high influence
- Low interest/high influence (classified as primary as they have the potential to become influential if their interest in the project suddenly increases).

### Broad stakeholder groups (primary)

#### Roper Bar Iron Ore project

---

Department of Natural Resources, Environment, The Arts and Sport (NRETAS)

---

Department of Families, Housing, Community Services and Indigenous Affairs (FaCHSIA)

---

Department of Education and Training

---

NT Parks and Wildlife Service

---

Roper Gulf Shire Council (RGSC)

---

Local community – Borroloola

---

Local community – Minyerri

---

Local community – Ngukurr

---

Local community – Numbulwar

---

Northern Land Council

---

Land Corporation

---

NT Environment Centre

---

Li-Anthawirriyarra Sea Rangers

---

Yugul Mangi Development Aboriginal Corporation

---

Borroloola Mabunji Aboriginal Corporation

---

Minyerri Alawa Aboriginal Corporation

---

Numbulwar Mumamurdirdri Aboriginal Corporation

---

Local, territory and national media outlets

---

Potential investors

---

## 3.2 Secondary stakeholders

### Definition

- High interest/low influence.

### Broad stakeholder groups (secondary)

#### Roper Bar Iron Ore project

---

Territorian elected representatives

---

Northern Territory Police

---

Power and Water

---

Sunrise Health

---

NT Health Service

---

Local Reference Groups (LRG)

---

Local Advisory Groups

---

Telstra

---

Local education providers

---

Local business organisations

---

Non-affected local landholders and agricultural groups

---

Traditional Owner groups neighbouring the project area

---

Minerals Council of Australia (NT Division)

---

Arnhem Land Progress Aboriginal Corporation (ALPA) community stores

---

Outback community stores

---

Homeland Resources

---



## 3.3 Tertiary stakeholders

### Definition

- Low interest/low influence.

### Broad stakeholder groups (tertiary)

#### Roper Bar Iron Ore project

---

Federal elected representatives

---

Broader community (Darwin, Katherine)

---

Infrastructure owners in region not directly impacted by project

---

Limmen Bight Fishing Camp

---

Amateur Fishermen's Association of the NT

---

Charles Darwin University

---

## 4.0 Communication principles

Stakeholder consultation is an essential element in any major project. It promotes relationship development with key stakeholders through timely information sharing while providing stakeholders with input to and ownership over current and future works.

The goal of the engagement and consultation conducted during Phases 3, 4 and 5 of the RBIO project is to maintain a continuous feedback loop between WDR and its community over the life of the mine. This will ensure consultation plays a key role in project communication and acts as a conduit between stakeholders and the WDR project team.

WDR will achieve this through five central objectives including:

- Proactively addressing and responding to stakeholder and community issues, concerns and opportunities associated with the project through ongoing consultation and engagement
- Providing factual, timely and relevant information to stakeholders
- Maintaining and nurturing existing stakeholder relationships
- Profiling WDR's capability to engage in sustainable mining practices, and
- Continuing to build and refine robust issues and opportunity management frameworks that manage potential and real stakeholder issues and opportunities.

### 4.1 Industry best practice approach

The International Association for Public Participation (IAP2) is an internationally recognised organisation that seeks to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest.

The IAP2 approach to consultation, informed by their core values (see Appendix 1), is considered best practice consultation.

The IAP2 has developed a public participation spectrum to demonstrate the levels of public participation available as part of a project's stakeholder engagement approach. The spectrum demonstrates that the differing levels of participation are legitimate depending on the goals, timeframes, resources and level of concern in the decision to be made.

The model shows increasing levels of participation as stakeholder engagement activities move from inform to consult, involve, collaborate and finally empower.

A copy of the spectrum is available in Appendix 2.

In respect to the RBIO project, the majority of consultation activities will take place at the 'inform, consult and involve' levels.

In addition to following the IAP2 best practice principles, WDR will apply a set of consultation principles which will further strengthen the communication approach and ensure fair, equitable and all-encompassing engagement.

**Table 2: Life of project consultation principles**

Principle	Description
Comprehensive	Consultation is thorough and covers all aspects of the project including social, environmental and economic issues. Consultation will give equal time to discussing the potential benefits and potential issues to ensure a well-rounded understanding by stakeholders and community members, as well as a balanced approach to information sharing.
All-inclusive	Consultation will recognise the diversity of backgrounds and interests within the region, such as Indigenous and non-Indigenous, residents and businesses, local and non-local (tourists/visitors), and a range of organisations with an influence and interest in the future growth and protection of the region (such as the Northern Land Council). Consultation will also ensure two-way communication is encouraged with all members of the community regardless of social standings (i.e. community members with traditionally quiet voices will be sought out and encouraged to participate). The inclusion of WDR Community Engagement Officers will provide community members with a familiar point of contact.
Equitable	Consultation makes use of a range of communication techniques and tools to promote equitable access for all members of the community. Everyone will have an opportunity to have their say, ask questions and receive answers.
Robust	Consultation is conducted using a disciplined approach ensuring all feedback and consultation outcomes are accurately captured and reported. This is important to ensuring the trusted relationship between the communities and WDR as a primary source of information is maintained. Consultation Manager System (CMS), a database management tool, has been established to manage all information received and accurately record it for reference.

## 5.0 Stakeholder engagement strategy

Successful delivery of Phases 3 and 4 of the Stakeholder Engagement Plan will result in a strong foundation for the delivery of the remaining project phases (that is, from construction through to operation and decommissioning). Additionally, successful delivery of this project will position WDR at the forefront of NT mining industry, reinforcing credibility and capability to deliver large-scale mining projects.

The Stakeholder Engagement Strategy provides a roadmap for the stakeholder engagement approach during the project's EIS public notification phase (Phases 3 and 4) and subsequent consultation as a result of necessary approvals.

The strategy includes:

- Communication goal
- Objectives
- Strategic approach
- Stakeholders
- What we will do (methodology)
- Evaluation.

### 5.1 Goal

The goal, summarises the overall intention of the Stakeholder Engagement Plan, and is as follows:

*To build lasting relationships with stakeholders that will facilitate whole-of-project engagement, communication and participation.*

### 5.2 Objectives

Five distinct objectives have been developed for the all phases on the RBIO project. The objectives will be used to evaluate the plan's success at regular intervals of the plan's implementation.

Objectives include:

1. Demonstrate through engagement that all stakeholder issues, concerns and opportunities associated with the project have been effectively addressed through consultation and engagement
2. Provide factual, timely and relevant information to stakeholders at key project milestones
3. Maintain and nurture existing stakeholder relationships through regular communication tools
4. Profile WDR's capability to engage in sustainable mining practices, and
5. Build a robust management framework that manages potential and real stakeholder issues and opportunities.

## 5.3 Strategic approach

The strategic approach was developed based on the SWOT analysis and background information. It details the specific thinking underpinning stakeholder engagement activities for the RBIO project.

There are five elements to the strategic approach:

- Take a relationship-centric approach to all activities – communicating openly, honestly and in a timely manner with all stakeholders
- Establish and promote information and feedback mechanisms to ensure stakeholders know who to contact for more information or to raise concerns
- Handle enquiries promptly and efficiently
- Take a balanced and transparent approach to discussing the project's benefits and potential impacts
- Demonstrate WDR's capability to deliver and operate a sustainable mining operation.

## 5.4 Methodology – what we will do

Stakeholder engagement during Phases 3, 4 and 5 of the project will focus on five key areas:

- Informing
- Stakeholder engagement
- Stakeholder relations
- Positioning
- Issues management.

## 5.5 Evaluation

The success of this Stakeholder Engagement Plan will be evaluated against the set objectives using a variety of quantitative and qualitative methods.

Evaluation is most effective if undertaken both during and at the end of the project period. For this project, evaluation will occur during a number of stages and will include both ad-hoc and formal evaluation procedures.

Evaluation findings can be used to revise the strategy or inform the direction and construction of the Stakeholder Engagement Plan based on emerging issues.

In addition, the evaluation will focus on the social, environmental and economic aspects of the project against the internationally recognised Global Reporting Initiative (GRI) index. This index will promote WDR's sustainable approach to mining and position the company as an internationally accountable company, for reporting purposes. The results of the GRI evaluation will enable WDR to align its operations with key indicators and be better positioned to undertake future sustainability reporting.

Evaluation measures for each objective are outlined in Table 3 below:

**Table 3: Evaluation methodology**

Objective	Measurement tool
<p>Demonstrate through engagement that all stakeholder issues, concerns and opportunities associated with the project have been effectively addressed</p>	<ul style="list-style-type: none"> <li>• Number and nature of enquiries via feedback mechanisms</li> <li>• Stakeholder feedback captured in Consultation Manager System (CMS)</li> <li>• Website hits indicate increased visitation during EIS public notification period</li> <li>• Stakeholder enquiries are responded to within the EIS public notification period</li> <li>• Issues managed and associated negative media or project perceptions are minimal</li> <li>• Daily media monitoring reports during the EIS public notification period to identify, manage and maintain potential project issues.</li> </ul>
<p>Provide factual, timely and relevant information to stakeholders</p>	<ul style="list-style-type: none"> <li>• Communication action plan implemented</li> <li>• Communication materials developed and distributed</li> <li>• Review of the Stakeholder Engagement Plan and associated activity plan to refine engagement techniques that increases community involvement, as required.</li> </ul>
<p>Maintain and nurture existing stakeholder relationships</p>	<ul style="list-style-type: none"> <li>• Project enquiries recorded in CMS</li> <li>• CMS enquiries demonstrate stakeholders' level of understanding and ongoing relationship</li> <li>• WDR community liaison employees reporting increased participation in local communities</li> <li>• Website hits and feedback mechanisms indicate stakeholder interest in the project.</li> </ul>
<p>Profile WDR's capability to engage in sustainable mining practices</p>	<ul style="list-style-type: none"> <li>• Increased awareness among key stakeholders about WDR's role in delivering the RBIO project</li> <li>• Feedback from senior management demonstrates stakeholder awareness about WDR's role and capabilities</li> <li>• Increase in commercial enquiries through feedback mechanisms</li> <li>• Media coverage in industry publications and journals.</li> </ul>
<p>Build a robust issues management framework that forecasts, mitigates and manages potential and real stakeholder issues and opportunities</p>	<ul style="list-style-type: none"> <li>• Media monitoring to identify current, emerging or potential issues</li> <li>• Social media blog monitoring to check level of awareness</li> <li>• Monthly CMS reporting to identify current, emerging or potential issues</li> <li>• WDR and Rowland are aware of issues and respond appropriately</li> <li>• Penetration of project messaging in relevant media coverage.</li> </ul>

# Roper Bar Iron Ore project communication plan

What is our end outcome?

**GOAL**

- To build lasting stakeholder relationships that will facilitate whole-of-project engagement, communication and participation

What do we want to achieve with communication?

**OBJECTIVES**

- Demonstrate through engagement that all stakeholder issues, concerns and opportunities associated with the project have been effectively addressed through consultation and engagement
- Provide factual, timely and relevant information to stakeholders
- Maintain and nurture existing stakeholder relationships
- Profile WDR's capability to engage in sustainable mining practices, and
- Build a robust management framework that manages potential and real stakeholder issues and opportunities.

Who will we engage?

<p><b>PRIMARY</b></p> <ul style="list-style-type: none"> <li>NT Government and relevant departments</li> <li>Local government</li> <li>Local communities</li> <li>Non-government organisations</li> <li>Indigenous groups</li> <li>Media</li> </ul>	<p><b>SECONDARY</b></p> <ul style="list-style-type: none"> <li>Local Reference Groups</li> <li>Community organisations</li> <li>Minerals Council of Australia (NT Division)</li> <li>Local education providers</li> <li>Local business organisations</li> <li>Community service providers</li> </ul>	<p><b>TERITARY</b></p> <ul style="list-style-type: none"> <li>Federal elected representatives</li> <li>Tourism Operators</li> <li>Broader (Darwin) business organisations</li> <li>Recreation groups</li> </ul>
---	--	---

How will we communicate with and engage stakeholders?

**STRATEGY**

- Take a relationship-centric approach to all activities – communicating openly, honestly and in a timely manner with all stakeholders
- Establish and promote information and feedback mechanisms to ensure stakeholders know who to contact for more information or to raise concerns
- Handle enquiries promptly and efficiently
- Take a balanced and transparent approach to discussing the project's benefits and potential impacts
- Demonstrate WDR's capability to deliver and operate a sustainable mining operation

What will we do?

<p><b>INFORM</b></p> <p><i>Objective: Demonstrate through engagement that all stakeholder issues, concerns and opportunities have been effectively addressed through consultation</i></p> <ul style="list-style-type: none"> <li>Engage all identified stakeholders during the EIS public notification period</li> <li>Conduct further meetings with stakeholders that are identified as influencers to the project's success</li> <li>Produce and distribute project collateral to advise on final design, construction program and operation</li> <li>Establish, maintain, respond to and record hotline and email address</li> <li>Restructure website to include a project site that is updated with current information</li> <li>Produce public consultation report that identifies public perceptions and potential issues</li> </ul>	<p><b>STAKEHOLDER ENGAGEMENT</b></p> <p><i>Objective: Provide factual, timely and relevant information to stakeholders during the pre-construction phase</i></p> <ul style="list-style-type: none"> <li>Produce and distribute project collateral</li> <li>Update and maintain content on WDR project website</li> <li>Maintain, respond and record hotline and email contacts</li> <li>Review and analyse website reports to ensure website content is aligned with stakeholder expectations and change where necessary</li> <li>Maintain project key messages and Q&amp;As to ensure the project team is equipped with accurate information</li> <li>Set and meet response times to ensure timely responses are provided to stakeholders as needed</li> <li>Prepare communication action plan for stakeholder activities</li> </ul>	<p><b>STAKEHOLDER RELATIONS</b></p> <p><i>Objective: Maintaining and nurture existing stakeholder relationships</i></p> <ul style="list-style-type: none"> <li>Provide fact sheets, newsletters and proactive contact where appropriate to promote understanding and raise stakeholder awareness</li> <li>Conduct stakeholder meetings with appropriate staff members as required</li> <li>Hold regular meetings with community liaison staff to ensure all stakeholder trends and issues are captured in a timely manner</li> <li>Record all stakeholder contact in Consultation Manager (CMS)</li> <li>Produce monthly report which provides overview and analyses effectiveness of stakeholder contact</li> </ul>	<p><b>POSITION WDR</b></p> <p><i>Objective: Profile WDR's capability to engage in sustainable mining practices</i></p> <ul style="list-style-type: none"> <li>Develop and agree on key messages and positioning statement to ensure a consistent message to all stakeholders</li> <li>Key messages to be used in communication materials (i.e. fact sheets, newsletter, letters, website, Q&amp;As, media releases)</li> <li>Key messages to form basis for how all WDR staff talk about the project internally and externally with stakeholders</li> <li>Identify and action positive media opportunities (incl. media release and event) which support WDR's positioning</li> </ul>	<p><b>ISSUES MANAGEMENT</b></p> <p><i>Objective: Build a robust issues management framework that manages potential and real stakeholder issues</i></p> <ul style="list-style-type: none"> <li>Engage early and regularly with stakeholders to understand potential and real issues</li> <li>Develop and maintain issues register to track issues and mitigation efforts</li> <li>Report regularly between the project team and stakeholder on issue resolution and management</li> <li>Develop media holding statements and Q&amp;As to address any potential significant issues</li> <li>Engage proactively with media if deemed appropriate to address potential significant issues</li> <li>Ensure key messages / other project materials are continuously updated</li> </ul>
---	---	--	---	--

What are the factors that will impact our success?

**CRITICAL SUCCESS FACTORS**

- Necessary project approvals must be obtained and approval conditions met by WDR
- Commitments made during the EIS phase must be adhered to during the life of the project
- Timely, accurate information and approval turn-around on communication requirements must be provided by WDR.

How will we track activity?

**EVALUATION**

Success will be measured in line with stated objectives through a range of methods including:

- Level of stakeholder awareness about the project
- Number and nature of enquiries via feedback mechanisms
- Stakeholder feedback captured in Consultation Manager System (CMS)
- Issues managed and associated negative media or project perceptions are minimised
- Formal and informal feedback from key stakeholders and interested parties
- Media coverage

This page has been intentionally left blank.



## 6.0 Stakeholder engagement action plan

### 6.1 Stakeholder engagement action plan

A stakeholder engagement action plan has been developed for engagement activities during Phases 3, 4 and 5 of the project.

The action plan is available at Appendix 3.

### 6.2 Stakeholder communication activities matrix

A matrix showing proposed communication tools to be used with each stakeholder group is detailed below.

Communication activity / tools	Project hotline and email address	Website	Briefing / in-person meeting	Briefing paper / direct letter	Media releases	Project newsletter/s	Project fact sheets	Event – sod turning	Event – construction complete	Event – first shipment	Communication Principles and Issues Management Protocols
Local community – Borroloola	✓	✓				✓	✓		✓		
Local community – Minyerri	✓	✓				✓	✓				
Local community – Ngukurr	✓	✓				✓	✓				
Local community – Numbulwar	✓	✓				✓	✓				
NT Government	✓	✓		✓		✓	✓	✓	✓	✓	
Roper Gulf Shire Council	✓	✓		✓		✓	✓	✓	✓	✓	
Indigenous groups	✓	✓	✓			✓	✓	✓	✓	✓	
Non-government organisations	✓	✓	✓			✓	✓	✓	✓	✓	
Media	✓	✓			✓		✓	✓	✓	✓	
Infrastructure providers	✓	✓				✓	✓				
Local Reference Groups	✓	✓	✓			✓	✓				
Local businesses	✓	✓				✓	✓				
Environmental agency groups	✓	✓				✓	✓				
Community service providers	✓	✓				✓	✓				
Customers (potential and existing)	✓	✓	✓			✓	✓	✓	✓	✓	
WDR employees								✓	✓	✓	✓

## 6.3 Communication tools in detail

Table 4 below provides further detail of the proposed communication activities to be undertaken and tools to be used during all project phases.

**Table 4: Communication activity**

Tool	Purpose	Detail	Distribution	Responsibility
Stakeholder list	To ensure all project stakeholders are captured and current for movement into Phases 3, 4 and 5	<ul style="list-style-type: none"> <li>Detailed stakeholder list</li> <li>Consultation Manager Contact Reports</li> </ul>	Internal	Rowland with input from WDR
Communication Protocol	Ensure timely and accurate response to stakeholder queries	Protocols include: <ul style="list-style-type: none"> <li>Feedback mechanism response times</li> <li>Identify key technical spokespeople</li> <li>Avenues for feedback established</li> </ul>	Used to respond to stakeholders during communication events	Rowland with input from WDR
Media	To ensure media are advised about the RBIO's project status and EIS notification period	Activity to include: <ul style="list-style-type: none"> <li>Media release</li> <li>Q&amp;A's</li> <li>Detailed media distribution list</li> <li>Media liaison</li> <li>Media monitoring</li> <li>Media log</li> </ul>	<ul style="list-style-type: none"> <li>Media releases</li> <li>Website content</li> </ul>	Rowland with input from WDR
Website audit and redevelopment of project pages	To provide clear and user-friendly information during the public notification period	Redevelopment of project pages to include: <ul style="list-style-type: none"> <li>Thorough audit of existing project pages, including review of Google Analytics</li> <li>Design, build and implement new project pages</li> <li>Develop content for EIS focus areas (10-20 pages)</li> <li>Image selection and artwork</li> </ul>	Website	Rowland with input from WDR
Project hotline, email address, and contact cards	To provide contact points for stakeholders wanting to learn more about the project or raise matters of interest or concern	Setup hotline and email address to be maintained during all phases and print contact cards	<ul style="list-style-type: none"> <li>Project updates</li> <li>Website content</li> <li>Advertisements</li> <li>Media releases</li> </ul>	Rowland

Tool	Purpose	Detail	Distribution	Responsibility
Communication collateral	To inform stakeholders about the project status and outcomes of the EIS	Materials will include: <ul style="list-style-type: none"> <li>• Project update</li> <li>• Website content</li> <li>• Media releases</li> </ul>	<ul style="list-style-type: none"> <li>• Public consultation</li> <li>• Online</li> <li>• Community events</li> <li>• Media events</li> <li>• Direct mail</li> <li>• WDR offices</li> </ul>	Rowland with input from WDR
Meeting guidelines	To guide stakeholder meeting during the EIS public notification period	<ul style="list-style-type: none"> <li>• Guidelines</li> <li>• Consultation Q&amp;A's</li> <li>• Contact reports</li> </ul>	Internal	Rowland with input from WDR
Consultation program	Manage stakeholder consultation meetings during the EIS public notification period	<ul style="list-style-type: none"> <li>• Program of public meetings, public displays and informal meetings</li> <li>• Detailed stakeholder listing for each community</li> </ul>	Internal	Rowland with input from WDR
Consultation Report	Report on consultation outcomes and identify potential risks and issues associated with the project	Consultation report to include: <ul style="list-style-type: none"> <li>• Results of consultation</li> <li>• Analysis of four communities</li> <li>• Identification of project issues and risks</li> </ul>	Internal	Rowland
Liaison with WDR community liaison employees	Identify any issues, risks or opportunities arising as a result of the project's construction or operation	Regular WDR/Rowland meetings	Internal	Rowland and WDR
Project update	Highlight key projects milestones as a result of EIS outcomes	Include information on: <ul style="list-style-type: none"> <li>• Message from CEO</li> <li>• Community Liaison Officer update</li> <li>• EIS highlights</li> <li>• EIS submissions (if applicable)</li> <li>• Supplementary EIS (if applicable)</li> <li>• Approval process outcomes</li> <li>• Next steps</li> </ul>	<ul style="list-style-type: none"> <li>• Direct mail to stakeholder list</li> <li>• Wider-community distribution</li> <li>• WDR offices</li> <li>• Website</li> </ul>	Rowland with input from WDR

Tool	Purpose	Detail	Distribution	Responsibility
Events (sod-turning, construction complete and first shipment)	To celebrate and promote the significant project milestones achieved	Individual event management to include: <ul style="list-style-type: none"> <li>● Coordinate event</li> <li>● Media liaison</li> <li>● Speech development</li> <li>● WDR briefing</li> <li>● Photo opportunities</li> </ul>	Key project stakeholders (WDR representatives, government representatives, Traditional Owners/Elders, customers and media)	Rowland and WDR

## Appendix 1: IAP2 Core Values

As an international leader in public participation, IAP2 has developed the "IAP2 Core Values for Public Participation" for use in the development and implementation of public participation processes.

These core values were developed over a two year period with broad international input to identify those aspects of public participation which cross national, cultural and religious boundaries.

The purpose of these core values is to help organisations, decision makers and practitioners make better decisions which reflect the interests and concerns of potentially affected people and entities.

1. The public should have a say in decisions about actions that could affect their lives.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

## Appendix 2: IAP2 Spectrum

IAP2's Public Participation Spectrum is designed to assist with the selection of the level of participation that defines the public's role. The Spectrum show that differing level of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the Spectrum sets out the promise being made to the public at each participation level.

International Association  
for Public Participation  
Australasia

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Web Sites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory Committees</li> <li>• Consensus building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

### Appendix 3: Stakeholder engagement action plan

Roper Bar Iron Ore Project Action Plan				2012																								2013																							
Activity	Activity Detail	Responsibility	Status	March			April				May				June			July			August			September			October			November			December			January		February													
				2	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
<b>Phase 3 – EIS Lodgement</b>																																																			
Stakeholders	Ensure all stakeholders are recorded in CMS	Rowland	Completed																																																
Communication protocol	Facilitate information sharing across RBIO team and WDR	Rowland	Drafted																																																
Media	Media release	Rowland	Drafted																																																
	Q&A's																																																		
	Distribution list																																																		
	Liaison and monitoring																																																		
Website audit	Audit project pages to prepare for PNP	Rowland	Audit commenced																																																
Project contact resources	1800 number, project email and cards	WDR	Completed																																																
<b>Phase 4 – EIS Public Notification Period</b>																																																			
Poster	Develop and display poster to advise of dates, times and locations for the PNP	Rowland	Drafted																																																
Project update	Develop 4-page project update to be distributed at regular intervals	Rowland	Drafted																																																
Letter	Develop letter to key stakeholders accompanying project updates	Rowland	Drafted																																																
Website	Release EIS on WDR website and update at regular intervals	Rowland/WDR	Concepts																																																
Consultation program	Plan and coordinate consultation meetings and displays	Rowland	Drafted																																																
Consultation	Consultation during four week PNP	Rowland/WDR	Pending release																																																
Consultation report	Analyse four week consultation period post-EIS PNP	Rowland	Pending EIS PNP																																																
Project contact resources	Maintain timely response times and record all feedback	Rowland/WDR	Ongoing																																																
<b>Phase 5 – Rolling stakeholder engagement</b>																																																			
Community liaison	Continuous consultation with the community via Community Liaison Advisors	Rowland/WDR	Ongoing																																																
Project updates	Updates on project via print materials, LRGs and public meetings	Rowland/WDR	Ongoing																																																
Project contact resources	Maintain timely response times and record all feedback	Rowland/WDR	Ongoing																																																

This page has been intentionally left blank.