

CHAPTER 6

STAKEHOLDER ENGAGEMENT



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6 Stakeholder Engagement 6-1

6.1	Introduction	6-1
6.2	Applicable Legislation and Standards	6-1
6.3	Engagement and Consultation Approach	6-2
6.4	Stakeholders	6-3
6.5	Engagement Programme	6-8
6.5.1	Engagement Activities	6-8
6.6	Identifying and Managing Benefits and Issues	6-16
6.6.1	Benefits Raised	6-16
6.6.2	Issues Raised.....	6-17
6.6.3	Stakeholder Benefits and Issues Register.....	6-17
6.7	Conclusion.....	6-18

List of Figures

Figure 6-1	Tailoring Engagement by Impact Level.....	6-4
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List of Plates

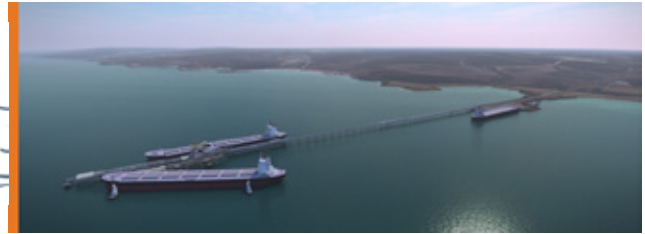
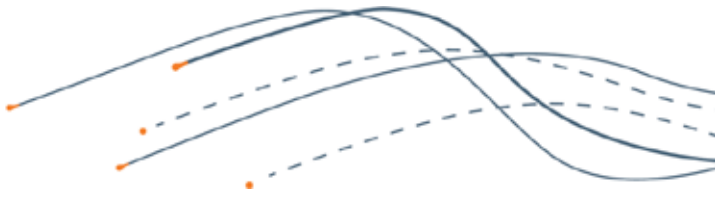
Plate 6-1	Iron Road Staff Meeting with Community Members.....	6-3
Plate 6-2	Example of Iron Road Website	6-15
Plate 6-3	Iron Road Discussing the CEIP with Local Community Members.....	6-17

List of Tables

Table 6-1	Levels of Impact	6-3
Table 6-2	Stakeholder Groups and Engagement	6-4
Table 6-3	Overview of Community Information Sessions and Public Meetings.....	6-8
Table 6-4	Overview of Focus Groups.....	6-10
Table 6-5	Talking Topic Details	6-12
Table 6-6	Example of Local Government Briefings and Workshops.....	6-14



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6 Stakeholder Engagement

6.1 Introduction

This chapter describes the stakeholder consultation and engagement activities undertaken by Iron Road with regard to the proposed CEIP Infrastructure and the preparation of this Environmental Impact Statement (EIS). It documents the methods employed to undertake consultation, provides detail regarding stakeholders with whom Iron Road has engaged, and outlines the concerns and benefits identified by stakeholders and how these concerns and benefits have been addressed.

Engagement and consultation have been undertaken to:

- Identify and understand issues to be considered as part of the process of developing project design options.
- Provide opportunities for stakeholder participation (including the asking of questions and raising of issues by stakeholders and the provision of relevant and sufficient information to enable stakeholder participation in the project).
- Build strong partnerships between Iron Road and stakeholders.
- Capture and capitalise on identified benefits

Iron Road considers the process of engagement and consultation as the practice of “actively bringing stakeholder voices into decisions that affect or interest them (DPC 2013)” and has identified, engaged, and consulted with a range of stakeholders, including but not limited to:

- Directly and indirectly impacted landowners
- Local communities
- Local government
- Local businesses
- Native Title Claimants and Aboriginal groups
- State and Federal government agencies
- Industry
- Service providers
- Non-government organisations and special interest groups
- The general public

6.2 Applicable Legislation and Standards

Iron Road has based engagement and consultation on industry and government recognised practice as outlined in Sections 6.3, 6.4 and 6.5. This approach has been adopted since the initial stages of CEIP Infrastructure conception. The approach incorporates the requirements specified under the *Guidelines for the preparation of an Environmental Impact Statement for Cape Hardy deep sea port, infrastructure corridor and long term employee village* (the Guidelines) issued by the Development Assessment Commission in November 2015 under the *Development Act 1993*.

6.3 Engagement and Consultation Approach

Iron Road has developed and implemented a comprehensive consultation and engagement strategy and programme. The objective of the programme is to enable the participation of stakeholders so that the proposed CEIP Infrastructure generates maximum benefit for the local, regional and broader South Australian community. Iron Road views the building and maintaining of trust and credibility as a key measure of project success.

Iron Road values its place within the community and believes well planned and managed infrastructure operations, with a clear commitment to social and environmental responsibility, benefit both the Company and the community. Iron Road's work is based on the following principles:

- Maximise opportunities to communicate and engage with communities and stakeholders
- Work with community leaders to identify mutual benefit
- Operate openly and develop strong relationships within communities
- Actively foster good working relationships with federal, state and local governments
- Liaise effectively with regulatory bodies and advisory agencies
- Support programmes and training to add to social wellbeing in local communities
- Prioritise local employment and business opportunities and encourage CEIP workforce to live in nearby communities and participate in local events
- Seek to leave the community with lasting positive benefits following mine closure
- Strive to leave the community with no lasting negative impacts

In addition to legislative requirements relating to consultation with stakeholders, Iron Road has drawn on South Australian Government policy directions, including *Better Together: Principles of Engagement* (DPC 2013). Iron Road has also incorporated industry-recognised approaches such as those developed by Dr Peter M. Sandman, and those developed by the International Association for Public Participation (IAP2), including *Foundations of Public Participation* (IAP2 2012). Flexibility has underpinned Iron Road's consultation and engagement strategy and suggestions from stakeholders, together with lessons learnt from the experiences of other infrastructure proponents, have been incorporated into the programme on an ongoing basis.

Iron Road was one of the first industry signatories to the South Australian Chamber of Mines and Energy (SACOME) *Code of Practice for Stakeholder and Community Engagement* (SACOME 2012), and the principles of the Code, outlined below, also underpin the approach.

- 1) **Inclusive** – the engagement process identifies, reaches out to and includes participants who clearly represent all stakeholder groups, including community, government, business and industry.
- 2) **Transparent and Accountable** – the engagement process is transparent and it is clear who is responsible and accountable for its implementation.
- 3) **Clear and Informed** – the engagement process provides timely, balanced and objective information and promotes shared understanding between and within stakeholder groups. Issues on which stakeholder groups are to be engaged are clearly scoped and the factors that can or cannot be influenced by their input are clear.
- 4) **Accessible and Timely** – the engagement process is accessible to stakeholder groups. Time to deliberate is provided and an appropriate tone is created to encourage deliberation and the forming of informed opinion.
- 5) **Meaningful** – The engagement process and outcomes are considered by decision makers and can influence the decisions made. The engagement process provides feedback to stakeholder groups on how their input influenced the outcome.



Plate 6-1 Iron Road Staff Meeting with Community Members

6.4 Stakeholders

In identifying stakeholders, Iron Road has defined stakeholders as “individuals or groups with an interest in a proposal or a project. Stakeholders may be directly or indirectly affected by the proposal or project (SACOME 2012)”. In tailoring engagement to meet stakeholder needs and expectations, Iron Road has undertaken a qualitative assessment of the potential level of affect and potential levels of interest of identified stakeholders. This assessment has been underpinned by the recognition that physical proximity to the mine will influence levels of affect and interest. Engagement levels have been tailored according to the three categories outlined in Table 6-1.

Table 6-1 Levels of Impact

Category	Potential level of affect	Level of interest	Description	Level of Engagement
A	High (Directly affected stakeholders)	High, medium and low	Directly-affected stakeholders with high, medium and low interest levels. Based on the results of engagement and consultation, the majority of directly-affected stakeholders have medium to high levels of interest.	Inform, Consult, Involve and Collaborate
B	Medium (Indirectly affected stakeholders)	High	Indirectly-affected stakeholders with high levels of interest in the project.	Inform, Consult, Involve
C	Low (Indirectly affected stakeholders)	Medium to low	Indirectly-affected stakeholders with a medium to low level of interest in the project.	Inform and Consult

The stakeholder analysis and corresponding engagement levels show how Iron Road has tailored engagement activities, as outlined in Figure 6-1.

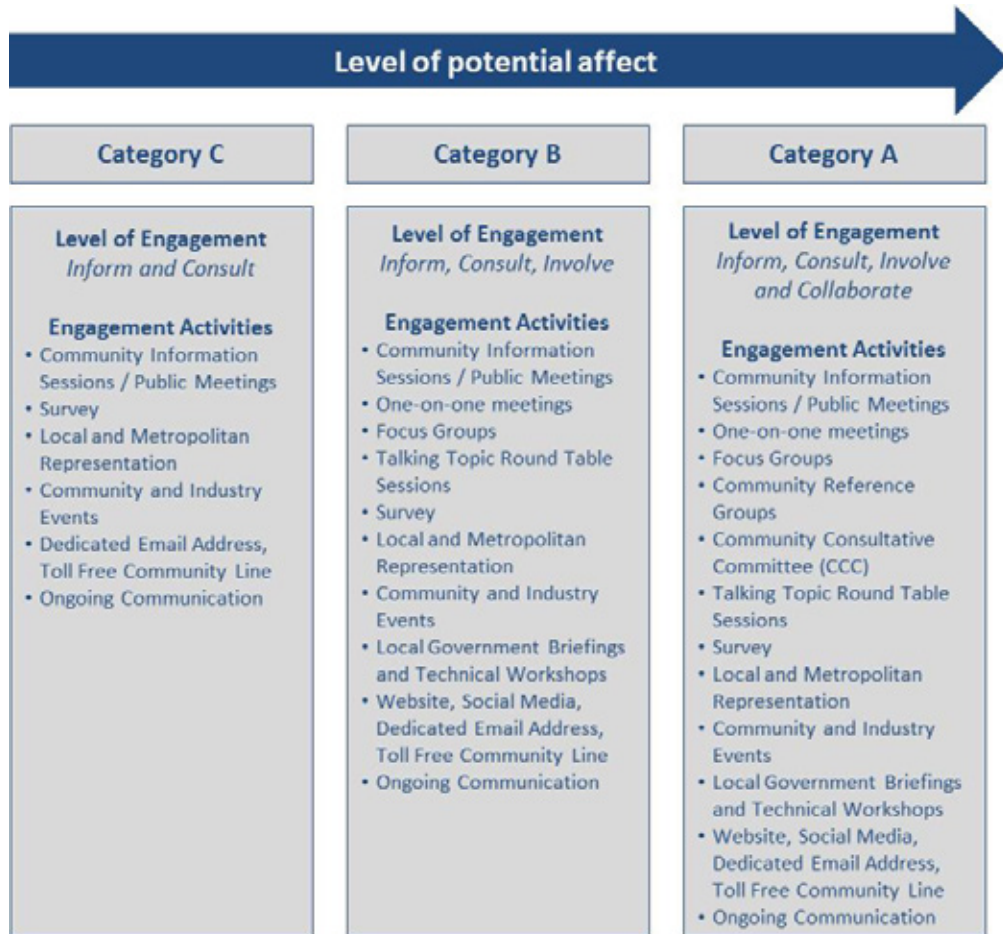


Figure 6-1 Tailoring Engagement by Impact Level

Stakeholder groups engaged and consulted to date, and the level of potential impact on each group as a result of the CEIP Infrastructure, are outlined in Table 6-2.

Table 6-2 Stakeholder Groups and Engagement

Stakeholder Group	Description	Examples of Engagement Undertaken
Category A		
Landowners	Landowners whose land is intersected by, bordering or adjacent to the proposed CEIP Infrastructure	<ul style="list-style-type: none"> • Ongoing one-on-one meetings with directly impacted landowners • Landowner-specific information session • 34 public meeting / information session opportunities since 2012 • Focus groups • Attended (with information booth) all significant community events since 2012, including the Cleve Field Days, Wudinna Year of the Farmer Show, Wudinna Show, and Eyre Peninsula Career Expo Road Show

Stakeholder Group	Description	Examples of Engagement Undertaken
Aboriginal Groups	Barngarla Aboriginal Corporation (BAC) on behalf of the Barngarla native title claim group (SAD 6011/1998)	<ul style="list-style-type: none"> • Meetings with representatives from the BAC • Two ILUA negotiation meetings with the Barngarla Negotiation Team • Attended presentations by DSD and DPTI representatives to BAC representatives about the approvals processes • Onsite Aboriginal Heritage clearance survey undertaken • Attended BAC Directors' meeting • Attended meeting with Walga Mining representatives • Attended Barngarla community authorisation meeting
Local Communities	Communities within the following District Council areas: <ul style="list-style-type: none"> • DC of Cleve • DC of Tumby Bay • DC of Elliston • DC of Kimba • Wudinna DC 	<ul style="list-style-type: none"> • 34 public meeting / information session opportunities since 2012 • Attended (with information booth) all significant community events since 2012, including the Cleve Field Days, Paskeville Field Days Wudinna Year of the Farmer Show, Wudinna Show, and Eyre Peninsula Career Expo Road Show • Focus groups • Three formal presentations to DC of Kimba and ongoing informal meetings • Two public meetings held in Lock • One formal presentation to DC of Elliston
Project-Specific Committees	<ul style="list-style-type: none"> • Port Neill Community Reference Group • Tumby Bay and District Community Consultative Group • CEIP Community Consultative Committee 	<ul style="list-style-type: none"> • 20 reference group / committee meetings
Local Government	<ul style="list-style-type: none"> • DC of Cleve • DC of Tumby Bay • DC of Elliston • DC of Kimba • Wudinna DC 	<ul style="list-style-type: none"> • 25 formal meetings with District Council executives and councillors • Weekly / monthly / bi-monthly informal meetings to provide updates and gain feedback
South Australian Government	<ul style="list-style-type: none"> • State Members of Parliament • Department of State Development (DSD) • Department of Planning, Transport and Infrastructure (DPTI) • Environmental Protection Authority (EPA) • Department of Environment, Water and Natural Resources (DEWNR) • Primary Industries and Regions South Australia (PIRSA) • South Australia Research and Development Institute (SARDI) 	<ul style="list-style-type: none"> • Over 100 hundred meetings with range of agencies including DSD, DPTI, EPA, and DEWNR. Monthly meetings with DPTI and DSD • Attendance at all mid-west health advisory committee meetings • Quarterly meetings with Peter Treloar, local member for Flinders and member of the CEIP CCC • Formal presentation and information discussion with EP NRM Board and DEWNR • Formal presentation to Development Assessment Commission (DAC) • Attended three EPLUS sessions

Stakeholder Group	Description	Examples of Engagement Undertaken
	<ul style="list-style-type: none"> • Minnipa Agricultural Research Centre • Attorney General's Department (Crown Solicitor's Office) • Department of Health • Department of Treasury • Native Vegetation Council • Eyre Peninsula Natural Resource Management Board • Eyre Peninsula Land Use Support Programme (EPLUS) 	<ul style="list-style-type: none"> • Formal meeting with SARDI • Two formal meetings with Minnipa Agricultural Research Centre • Updates and information meetings with various Government Ministers • Formal presentation and information discussion with PIRSA
Local Community Groups	<ul style="list-style-type: none"> • Community and sporting groups, and clubs/associations • Local volunteer organisations 	<ul style="list-style-type: none"> • Ongoing communication with members of the Wudinna Community Club Committee and Warrambo Community Club • Three formal presentations to Wudinna Senior Citizens • One formal presentation to Wudinna Country Women's Association • Informal discussion with local Lions Club • One formal presentation to Streaky Bay Probus club • One formal presentation to Minnipa Progress Association • Ongoing communication with Port Neill Progress Association • One formal presentation to Cleve Probus Club
Industry and Business	<ul style="list-style-type: none"> • Regional Development Australia Whyalla and Eyre Peninsula (RDA) • Local and regional service providers such as mechanics and tyre centres, petrol stations, hardware and machinery manufacturers/ distributors • Local and regional restaurants, cafes, bakeries, supermarkets, chemists, butchers, newsagents • Accommodation providers such as hotels, motels, and caravan parks • Industry associations and chambers of commerce, including Primary Producers SA, Grain Producers SA and fishing and aquaculture associations • ElectraNet • Resources Industry Taskforce • SA Power Networks • Cowell Electrics 	<ul style="list-style-type: none"> • Two formal presentations to RDA board • Bi-monthly informal meetings with RDA • One formal presentation to SARDI Chair Rob Kerin • Two presentations to Eyre Industry Leaders Group • Formal presentation to Livestock SA • Project meeting with Grain Producers SA • Formal presentation to Whyalla 1st business group • Round table discussions with: Australian Southern Bluefin Tuna Industry Association LTD, Fisheries and Aquaculture (PIRSA) and Agriculture, Food and Wine (PIRSA)
Employees and Contractors	Iron Road employees and contractors	<ul style="list-style-type: none"> • Weekly stakeholder updates at internal management meetings • Mandatory internal training (focus on understanding the communities we work in and orientation of farming practices)

Stakeholder Group	Description	Examples of Engagement Undertaken
Category B		
Australian Government	<ul style="list-style-type: none"> • Department of the Environment • Department of Infrastructure and Regional Development • Department of Industry and Science • Department of Defence • Department of Agriculture 	<ul style="list-style-type: none"> • Two formal presentations and discussion with Rowan Ramsay, Federal member for Grey • Formal presentations to representatives from Federal agencies
Non-Government Organisations	<ul style="list-style-type: none"> • Environmental groups • Regional volunteer organisations 	<ul style="list-style-type: none"> • Six formal one-on-one meetings/presentations • Informal one-on-one discussion with St Johns Ambulance, CFS services, and Centacare • 34 meetings/information sessions open to general public • Informal discussions at events such as Community Cabinet Luncheon - Streaky Bay, Cleve Field Days, Iron Road public meetings and drop in sessions
Regional Communities	<ul style="list-style-type: none"> • Communities within and surrounding the CEIP Infrastructure, including those in areas within the Whyalla and Eyre Peninsula RDA region • City of Whyalla • City of Port Lincoln • DC of Ceduna • DC of Kimba • Wudinna DC • Streaky Bay DC • DC of Cleve • Franklin Harbour DC • Elliston DC • Tumby Bay DC • DC of Lower Eyre Peninsula, remote areas services by the Outback Areas Community Development Trust) 	<ul style="list-style-type: none"> • Meeting with all CEOs and mayors of District Councils • Presented at Eyre Peninsula LGA conference 2014 • Attended Eyre Peninsula LGA Conference 2015 • Three one-on-one meetings with EPLGA Mining Taskforce
Category C		
General Public	General South Australian and broader public	<ul style="list-style-type: none"> • ASX releases • Media articles • Attendance at Yorke Peninsula Field Days • Attendance at industry conferences and events (including SACOME conferences) • Eyre Peninsula Career Expo • Booth holder at Science Alive - National Science Week

6.5 Engagement Programme

The implementation of the engagement programme has been a focus for Iron Road since the very early stages of the CEIP. Engaging stakeholders and communities in the decision-making process has promoted more informed decisions that have considered how positive affects can be maximised and negative affects can be minimised for stakeholders. Iron Road seeks to engage with a wide range of stakeholders to gain a broad representation of opinions and potential impacts, and is focused on building trust and positive relationships with stakeholder groups.

Iron Road has worked with stakeholders locally, regionally, across South Australia and more broadly, through a number of initiatives to create direct and ongoing engagement and consultation.

The programme has been developed to align with the project timeline in order to incorporate stakeholder feedback into the design of critical project elements.

6.5.1 Engagement Activities

An overview of the engagement activities undertaken by Iron Road since the completion of its Pre-Feasibility Study (PFS) in mid-2011 is provided below. Issues and benefits raised during engagement and how Iron Road has responded to these have been recorded in Iron Road's Stakeholder Issues and Benefits Register, provided in Appendix CC.

In addition to engagement activities with various community groups, Iron Road has worked with State Government agencies since 2011 undertaking more than 100 meetings with a range of departments to discuss all elements of the CEIP, including stakeholder feedback. Ongoing monthly meetings are also held between Iron Road and case managers and other senior representatives from within DSD and DPTI.

Community Information Sessions / Public Meetings

Iron Road recognises that stakeholders will have ongoing questions regarding the CEIP and therefore ensures that key staff and management are available and accessible to provide regular updates and disseminate information. This has included the attendance of key Iron Road personnel at numerous public meetings since September 2011. Table 6-3 below provides an example of the community information sessions and public meetings that have taken place since 2011.

Table 6-3 Overview of Community Information Sessions and Public Meetings

Date	Meeting Theme/Focus	Audience
Sept 2011	PFS update	Wudinna community
Sept 2011	PFS update	Warramboos community
Feb 2012	PFS update	Local Residents and broader community in Lock
Feb – June 2012	Key issues focus groups	Wudinna, Warramboos and Lock
March 2013	Update on Port Proposal	Port Neill
March 2013	CEIP information display	Tumby Bay
March 2013	Update on Port Proposal	Tumby Bay
May 2013	Community consultation	Wudinna/Warramboos
June 2013 – October 2013	Various community public meetings, workshops and discussions held to establish a community formed CCC	Wudinna/Warramboos
September 2013	Update on CEIP Infrastructure	DC of Cleve
January 2014	Port Proposal and corridor information session	Port Neill Holiday Makers

Date	Meeting Theme/Focus	Audience
April 2014	CEIP DFS Update	DC of Cleve
April 2014	Definitive Feasibility Study (DFS) Open day / Update	DC of Tumby Bay
April 2014	DFS project update	TBDCCG, PNCRG, advertised to general public
January 2015	Port and Corridor	Holiday Makers
Feb 2015	Approval process, project financing and upcoming consultation events	Wudinna DC
March 2015	Project update, approval process, where to from here	Rudall (DC of Cleve)
April 2015	Project update, approval process, where to from here	Lock community

One-on-One Meetings

Iron Road has undertaken one-on-one meetings with landowners, directly-affected community members, a range of local businesses and service providers (including health, police and education), State and Federal Government agencies, industry groups, and non-government organisations.

Establishing strong relationships with landowners whose properties are intersected by, bordering and/or adjacent to the proposed CEIP Infrastructure, together with directly-affected community members, has been a priority for Iron Road. It has been important not only to understand concerns and specific issues facing each, but to involve those directly affected by the proposed infrastructure in the design of project alternatives where possible.

In 2011 and 2012, Iron Road successfully negotiated the sale of all land required for the proposed port development at Cape Hardy after several one-on-one meetings with the respective landowners.

Meetings with directly-affected landowners along the proposed Infrastructure Corridor are ongoing and at various stages, depending on various factors such as the availability of the individual owners to meet with Iron Road, their respective feelings for the project, and the level of impact the CEIP Infrastructure will have on their properties.

Meetings to date have covered why the route has been chosen, the impacts on the land, generic discussions around compensation and possible purchase of land (whether it be a whole or part of the impacted property) and, importantly, design solutions to assist farmers with various matters such as:

- Stock access and movement
- Machinery access
- Farm access
- Business operations such as shearing and cropping impacts

Impact Management Plans (IMP) are being developed in conjunction with each landowner which set out what infrastructure would be required to assist farmers continue on with their business (such as stock crossings and culverts) and which can then be utilised in the engineering design of the Infrastructure Corridor. To date, IMPs have not been developed for all landowners but the aim is to have these in place and to advance compensation and purchase discussions during 2016.

Discussions and meetings with impacted landowners will continue over the Construction and Operation phases of the CEIP Infrastructure.

In addition to the above individual meetings, Iron Road has hosted information sessions specifically for landowners along the proposed Infrastructure Corridor detailing general information regarding the EIS approvals process, engineering and design, and potential environmental impacts.

Focus Groups

Understanding key issues, concerns and how potential benefits can be maximised has been a priority for Iron Road since the early stages of the project. To assist in facilitating this understanding, a structured Focus Group process was undertaken in 2012. The purpose of the Focus Groups was to seek specific information and feedback from interested community members in small groups discussing the key themes of:

- Business and Economics
- Environment
- Social
- Transport and Access
- Training and Education
- Housing and Accommodation

These themes were developed based upon feedback provided to Iron Road during public meetings held in September 2011. The emphasis of the Focus Groups was the proposed mine at Warrambo and the long-term employee village near Wudinna; however much of the feedback gained is relevant to the CEIP Infrastructure.

The Focus Groups were made up of farmers, local business owners, local government representatives, health professionals, educators and other members of the Lock, Minnipa, Warrambo and Wudinna communities. All Focus Group members expressed an interest to be involved with this process and kindly volunteered their time.

Having small groups of people discussing the specific matters of interest enabled Iron Road to better understand the views of stakeholders, in particular, the social, economic and environmental values that are held by those parties. The results of the Focus Groups underpinned how Iron Road’s engagement strategy and programme was developed, and shaped the focus of some of the technical studies undertaken as part of the EIS.

Focus Groups were held in the local communities of Warrambo, Wudinna and Kyancutta during the period February – June 2012. An overview of the Focus Groups themes and when they were held is provided in Table 6-4.

Table 6-4 Overview of Focus Groups

Date	Focus Group Theme
20 February 2012	Business and Economics Focus Group Meeting 1
20 February 2012	Environmental Focus Group Meeting 1
21 February 2012	Social Impact Focus Group Meeting 1
21 February 2012	Transport and Access Meeting 1
2 April 2012	Training and Education Meeting 1
2 April 2012	Housing and Accommodation Meeting 1
3 April 2012	Business and Economics Focus Group Meeting 2
3 April 2012	Environmental Focus Group Meeting 2
3 April 2012	Social Impact Focus Group Meeting 2
3 April 2012	Transport and Access Meeting 2
27 June 2012	Transport and Access Meeting 3
27 June 2012	Training and Education Meeting 2
27 June 2012	Business and Economics Focus Group Meeting 3

Date	Focus Group Theme
27 June 2012	Environmental Focus Group Meeting 3
28 June 2012	Social Impact Focus Group Meeting 3
28 June 2012	Housing and Accommodation Meeting 2

Community Reference Groups

Iron Road has supported and partnered with stakeholders to establish two community-formed reference groups. These community reference groups have been established to enable direct engagement with Iron Road on behalf of the community they represent and are based on geographical and social proximity to elements of the CEIP Infrastructure:

- The Port Neill Community Reference Group (focused on the proposed port, rail and other infrastructure) (Operate under the Port Neill Progress Association and did not develop a TOR for the purposes of engagement with the CEIP).
- Tumby Bay and Districts Community Consultative Group (focused on the proposed port, rail and other infrastructure) (Appendix H).

As both of the reference groups are self-formed and independently managed, they advise Iron Road as to when and how they would like to be consulted and engaged with. The groups also meet upon request from Iron Road should the need arise.

Meetings have focused on topics the groups have considered as significant to their community as well as highlighting opportunities for involvement in the CEIP Infrastructure.

Community Consultative Committee (CCC)

In addition to the community reference groups, Iron Road has partnered with stakeholders to establish the CEIP Community Consultative Committee (CCC) which focuses on the proposed mine and long-term employee village. The CCC includes various representatives from the Wudinna/Warrambo district – including directly and indirectly impacted landowners, local business owners, environmental groups and Wudinna DC – and is facilitated by an Independent Chair. The purpose of the CCC is set out in the Terms of Reference (Appendix G).

All CEIP CCC meetings are open to the public and meeting minutes are published on the Iron Road website and Wudinna District Council website. In addition to regular meetings as a group, the CCC breaks into working groups to focus on the details of specific themes, such as water, dust and community outcomes. Additional community members are invited to participate in these working groups where appropriate/relevant.

The CEIP CCC has established the Community Expectations Initiative which seeks to ‘look ahead’ from the perspective of the community, and identify and record environmental, social and economic outcomes that maximise positive benefits and minimise potential negative impacts of the CEIP. For the purpose of the EIS, where appropriate, these outcomes, together with Iron Road’s responses, have been included in Appendix CC.

Talking Topic Round Table Sessions

Iron Road collaborated with the members of the CEIP CCC, Wudinna District Council, various community groups, and other interested stakeholders to develop a programme called Talking Topic Round Table Sessions as outlined in Table 6-5. These sessions were developed in response to ongoing stakeholder feedback regarding the same key themes: air quality; water; visual amenity; economic outcomes and social outcomes.

The Talking Topics were designed around the technical aspects of each key issue, addressing community expectations and providing relevant information from findings of the Technical Reports undertaken as part of the mining lease application process.

Table 6-5 Talking Topic Details

Date	Talking Topic Details
24 February 2015	Talking Topic Round Table Session 1 - Water Warramboos Community Club Hydrogeologist (Groundwater specialist)
10 March 2015	Talking Topic Round Table Session 2 - Air Quality Warramboos Community Club Atmospheric Scientist (Air Quality) Environmental Scientist (Air Quality) specialising in Air Monitoring
24 March 2015	Talking Topic Round Table Session 3 - Visual Amenity, Mine Rehabilitation, Mine Closure Wudinna Telecentre Conference Room Environmental Manager
April 2015	Talking Topic Round Table Session 4 – Water Warramboos Community Club Hydrogeologist (Groundwater Specialist)
14 April 2015	Talking Topic Round Table 5 – Community Economic Outcomes Environmental Manager Stakeholder Engagement Manager

Community Survey

Iron Road engaged an independent professional market research organisation to undertake a survey in the local communities potentially affected by the CEIP. The purpose of this survey was to:

- Provide participants with an opportunity to provide honest, open feedback regarding the CEIP
- Gather quantitative data regarding community expectations and perceptions
- Inform Iron Road’s approach to engagement moving forward
- Ensure that Iron Road had engaged effectively by determining the level of knowledge and awareness of the CEIP across the local communities

The survey was undertaken, via telephone, during the first week of June 2015. A total of 150 Eyre Peninsula residents were surveyed at random with the breakdown of calls per Local Government area below:

- Wudinna District Council – 50 calls
- District Council of Cleve – 40 calls
- Town of Lock – 10 calls
- District Council of Tumby Bay – 50 calls

The results of the survey have been provided in Appendix I and have been used to inform the issues and benefits, and Iron Road responses identified in Appendix CC. The outcomes have also been used to inform Iron Road’s future approaches to engagement.

Some of the key findings from the survey are:

- The overall awareness of the project is high (92% of respondents were aware of the CEIP) with local, traditional media channels being a key source of information. Over half the respondents (63%) believed that Iron Road had provided them with sufficient opportunities to express their views.
- Overall, respondents see the project as less important on a personal level, but highly important to the wider community and region.
- Key benefits and challenges relate to job opportunities, impacts on agricultural land, and the potential impacts on environmental and economic values as a result of project-related activity.
- Overall, the proportion of respondents who believe the benefits of the project outweigh the potential impacts is slightly less than the proportion of respondents who believe the benefits do not outweigh the potential impacts. Iron Road will continue to work closely with stakeholders to build upon the understanding of the potential benefits and ensure opportunities arising from the project (particularly at the local community level) are being maximised.

Local and Metropolitan Representation

Former Chairman of the Wudinna District Council, Tim Scholz, is Iron Road's on site senior staff member operating out of a local office in Wudinna. This provides local stakeholders with ready access to the latest information regarding all elements of the CEIP and an on-going opportunity to discuss any issues, concerns or opportunities. In addition to encouraging the development of relationships, this enables Iron Road to build a better understanding of the local community and key values.

Iron Road is headquartered in Adelaide, South Australia which provides city-based stakeholders with the opportunity to access information and project updates, and where appropriate, meet with Iron Road staff. Having key decision makers based in Adelaide also enables a high-level of responsiveness and flexibility to stakeholder needs.

Community and Industry Events

Iron Road has committed to participating in numerous community events in the general vicinity of the proposed CEIP and the broader SA community since 2008, both in order to provide information to the local and broader community members, and as an opportunity to gain feedback on the project.

Examples include:

- Attending and often sponsoring local community events including: Cleve Field Days, Yorke Peninsula Field Days, Wudinna Show, Wudinna Area School Pedal Prix, Lock Races, and Iron Road Port to Port Fun Run. Other sponsorships have included local sporting clubs.
- Participation in:
 - SACOME conferences and educational events
 - Eyre Peninsula Mining Alliance (member since 2012)
 - Sustainable Development Committee, SACOME
 - Community Engagement Sub Committee of Sustainable Development Committee, SACOME
 - Industry conferences such as South Australian Resources and Energy Investment Conference, Sustainable Development 2014

Local Government Briefings, Technical Workshops and Memoranda of Understanding

As a result of several years of regular engagement, Iron Road staff and management have developed strong relationships with staff and elected members of those Councils that will be most impacted by the CEIP. Meetings initially focused on the provision of project updates and the seeking of input into elements of the project design, but in recent times have focused on technical content of the EIS, including environmental impacts and road networks. An example of local government briefings and workshops is provided in Table 6-6. Feedback provided through the website and social media has been incorporated into Appendix CC.

Table 6-6 Example of Local Government Briefings and Workshops

Date	Briefing/Workshop Theme
October 2014	DC of Tumby Bay Theme: Review road network and early works for construction
October 2014	DC of Cleve Theme: Review road network and early works for construction
October 2014	Wudinna DC Theme: Review road network and early works for construction
November 2014	Wudinna DC Theme: Future town planning
February 2015	Wudinna DC Theme: Water Technical Session Theme: Social impacts
March 2015	Wudinna DC Theme: Air Quality Technical Session
April 2015	Wudinna DC Theme: General project update / Economics

In addition to the above, Iron Road has requested each of the four impacted District Councils to give consideration to entering into a Memorandum of Understanding (MoU) prior to the EIS being determined. The EIS Guidelines refer to setting out details of Management Agreements between Iron Road and each impacted District Council, but the CEIP has not progressed sufficiently enough at this stage to enable Management Agreements to be negotiated.

In lieu of Management Agreements, the proposed MoUs will set out that the parties will work together to achieve mutually beneficial outcomes and to discuss other matters of importance. Such matters would include, but not be limited to, roads, rail, commercial opportunities, the use and/or sale of community land, rates, and possible third party access to power and water.

It is intended that the MoUs continue until individual Management Agreements are negotiated with each of the four District Councils.

Peak bodies on the Eyre Peninsula

Iron Road has entered into a joint MoU with several peak industry bodies on the Eyre Peninsula:

- Eyre Peninsula Local Government Association
- Regional Development Australia Whyalla Eyre Peninsula
- Eyre Peninsula Natural Resources Management
- Eyre Peninsula Climate Change Agreement Committee

This MoU sets out that the parties will work together to promote the Eyre Peninsula region in order to enhance its economic and social prosperity. The MoU acknowledges that there is a genuine desire to increase employment and business development outcomes for the communities of the Eyre Peninsula in the mining industry, infrastructure development, agricultural, education, environmental and related services. The challenge accepted by the parties is to achieve this increased employment and business development whilst improving environmental and social outcomes.

Website, Social Media, Dedicated Email Address, Toll Free Community Line

Iron Road has a comprehensive website that provides up-to-date information regarding the CEIP and company contact information. In addition, social media such as Twitter is utilised to communicate regular updates.

A dedicated email address (community@ironroadlimited.com.au) and a 24-hour toll free community line were established by Iron Road in 2011 to present stakeholders with the maximum number of forums through which feedback can be provided.

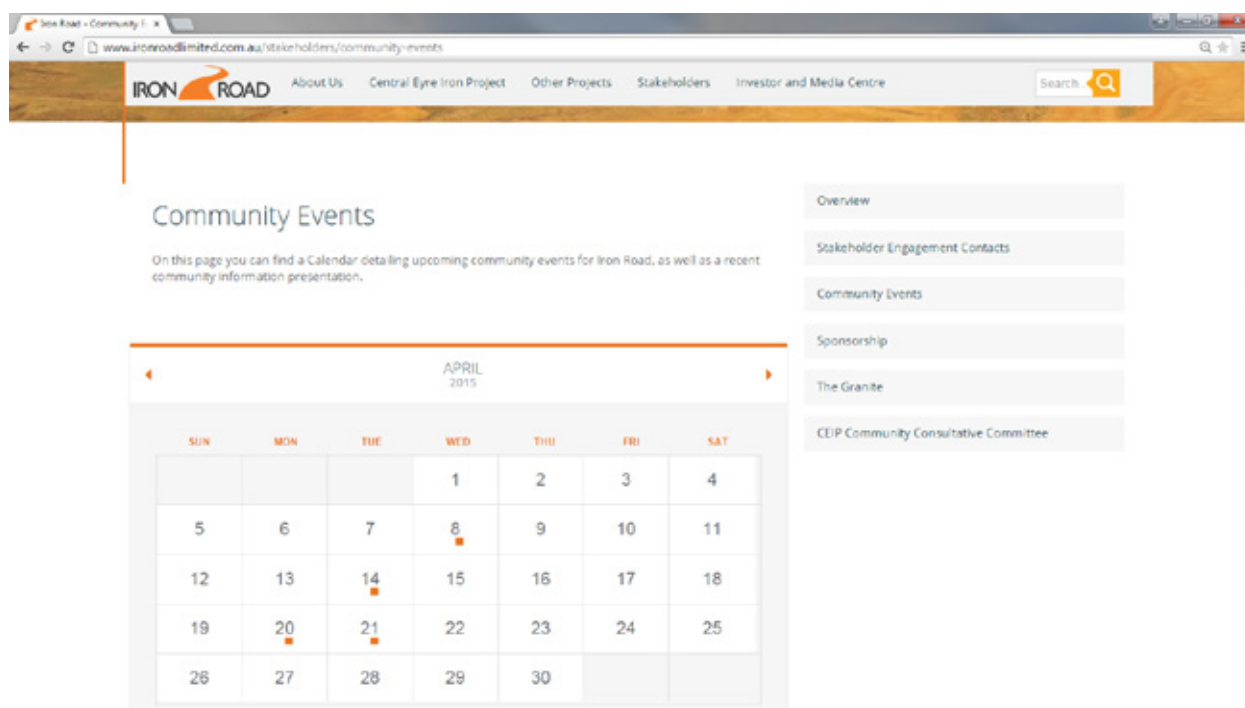


Plate 6-2 Example of Iron Road Website

Ongoing Communication

In addition to meetings, information sessions and participation in local events, Iron Road regularly communicates with the community through newsletters, targeted letter box drops, editorials and advertising in local newspapers. Iron Road also provides regular contributions to local and regional newspapers, including monthly updates in *The Granite*, a monthly publication that circulates widely within the Wudinna DC area.

Monitoring and Evaluation

Monitoring, evaluation and continuously improving how stakeholder expectations are met have been integral to Iron Road's approach. In addition to recording stakeholder engagement, feedback and issues in a central stakeholder engagement register, Iron Road has gathered targeted evaluations from community members through such mechanisms as feedback interviews after community meetings.

Minutes, prepared by Iron Road or discussion participants, have been used as a record of many meetings and discussions with various stakeholders, to ensure feedback and opinions are adequately represented and understood by Iron Road.

Consultation Manager is an online stakeholder database that Iron Road maintains which acts as a storage point and reporting tool for all engagement events from phone calls to public meetings and includes a comprehensive database of issues and benefits that have been identified through the various feedback received.

Iron Road has an internal monitoring and evaluation process that includes monthly reviews of the Stakeholder Issues and Benefits Register, monitoring of how issues and feedback have been incorporated into the mine design, and the integration of lessons learned across the organisation.

An independent review of the Iron Road engagement strategy and programme was undertaken by respected community engagement specialist Bob Goering of Community Engagement Group Australia in 2012/2013.

6.6 Identifying and Managing Benefits and Issues

Through the comprehensive engagement undertaken, Iron Road has worked in partnership with stakeholders to identify concerns and issues and potential mitigation and management alternatives. These issues have been captured by Iron Road in a Stakeholder Benefits and Issues Register (Appendix CC) and have been considered throughout the design of the project. Issues raised by stakeholders have been identified and addressed in relevant EIS chapters along with Iron Road's response to 'designing-out' where possible or managing/mitigating issues.

Local and regional stakeholders have expressed a range of views regarding the project. This feedback has been considered by Iron Road in designing elements of the project in order to maximise potential positive impacts and benefits, such as local job creation, and to minimise any potential negative impacts. Sections 6.6.1 and 6.6.2 provide a summary of the results of engagement, and the opportunities and issues raised by stakeholders.

6.6.1 Benefits Raised

Positive feedback has been focused on the significant employment, local business and economic diversification and the opportunity to share and access improved infrastructure benefits that will be gained by communities and businesses. Local farmers in the district perceive there to be real value to the grain industry if the opportunity to build competition into the grain market through accessing competitive rail and export facilities were to be realised through the CEIP. Local community members have expressed hope that the project will contribute towards reversing the decline in population that many regional communities have faced in recent years. In particular there was positive feedback about the benefits that the project may bring in terms of creating opportunities for young people to stay in or relocate to the region given the increased employment and training prospects. Additional benefits identified include a larger pool of potential volunteers and sportspeople in local communities, and improvement of existing services and facilities, particularly health and education, through support by Iron Road.

Feedback was provided regarding the positive impact the project would have on local, regional and South Australian economies through increased local procurement opportunities, opportunities to leverage infrastructure and services upgrades (e.g. access to port, upgrade to regional power, water and other infrastructure networks, upgrades to roads, access to rail, upgrades to local schools) and potential benefits of a diversified economy not reliant primarily on the success of agriculture. Benefits regarding South Australian Government revenue, as a result of payment of mineral royalties in relation to the proposed CEIP Mine, were also identified.

Benefits were also identified regarding the environment, particularly in terms of the opportunities to strategically link established remnant vegetation for biodiversity corridors, potential use of desalinated or treated waste water for community benefits, and potential fundraising income contributed to the community through Iron Road’s recycling activities.

Iron Road is committed to working with the community to ensure opportunities are maximised locally and regionally.

6.6.2 Issues Raised

At a local and regional level, concerns were expressed about the potential impacts the project might have on existing industries and the potential skills shortages that may be faced by the agricultural and other existing industries should the project proceed. Other concerns related to project timing, the location of some of the proposed CEIP Infrastructure and the size of the footprint on agricultural land.

Concerns were expressed regarding the potential social impacts of the project, including effects on cost of living and housing availability/cost, and impact on existing community culture and values.

Issues were identified regarding potential environmental impacts, in particular impacts on water and air quality, potential for noise pollution, the visual amenity impacts from infrastructure and management of waste. All of these issues are a key focus for Iron Road’s risk-based approach to the project development and are extensively discussed in the individual impact assessment chapters.

6.6.3 Stakeholder Benefits and Issues Register

A summary of the key concerns and benefits raised is outlined in Appendix CC. Note that the benefits and issues relate to the CEIP as a whole, not just the CEIP Infrastructure. Various impact assessments have been undertaken and deal with the issues and/or concerns raised. Individual chapters deal with these extensively, as do technical reports, all of which form part of this EIS.



Plate 6-3 Iron Road Discussing the CEIP with Local Community Members

6.7 Conclusion

Iron Road is focused on developing the CEIP Infrastructure in a manner that generates maximum benefit for the local, regional and broader South Australian community. Iron Road has undertaken extensive engagement to gain a thorough understanding of issues and benefits which have been addressed through project design modifications where possible, and control and management strategies.

Iron Road views earning a respected place in the community as a key measure of project success and has developed and implemented a consultation and engagement strategy that is focused on building strong participation from, and trust with all stakeholders. This is underpinned by engagement that is inclusive, transparent, accountable, clear, informed, accessible, timely and meaningful.

Iron Road will continue with its engagement programme throughout the EIS process and beyond, which will include targeted information sessions and briefings, and the provision of information via Iron Road's website and social media platforms.

If the EIS is approved, Iron Road will continue with an ongoing engagement programme to enable stakeholder involvement throughout the Construction, Operation and Closure phases.