

Stakeholder and Community Consultation Report

Perdaman Urea Project

CW1055600



Prepared for
Perdaman Chemicals and Fertilisers

12 March 2020

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1 Introduction

1.1 Background

Perdaman Chemicals and Fertilisers Pty Ltd (“PCF” or “the Proponent”), propose to construct a urea production plant (“the Project”) in the Burrup Strategic Industrial Area (BSIA) within the Burrup Peninsula. The Project is located in approximately 8 km from Dampier and 20 km north-west of Karratha on the north-west coastline of Western Australia. The urea product will be transported by closed conveyor to the Dampier Port where it will be exported by ship. Natural Gas will be supplied by Woodside. The plant is expected to produce approximately 2 million tonnes of urea a year.

Cardno has been appointed by PCF to conduct investigations for the Perdaman Urea Project Environmental Review Document (ERD), including stakeholder and community consultation relating to the process. The ERD is a transparent and formal public process involving public advertisement of information at key points in the approval process and opportunities for public to submit feedback on the Project. As part of the environmental approvals process, the Proponent needs to demonstrate that sufficient consultation has been conducted with stakeholders and the community to adequately inform them of the Project and identify potential environmental and social issues. The Proponent needs to take adequate measures to respond to these issues and mitigate potential environmental impacts, including a written public response to formal public submissions on the ERD. This Stakeholder and Community Consultation Report addresses these requirements.

Although current legislation does not define what is meant by a sufficient level of consultation, guidance on consultation is provided in the following, especially in regards to the minimum requirements of public advertisement of information and a public comment period for the ERD:

- > Environmental Impact Assessment (Part IV Divisions 1 and 2) Administrative Procedures, EPA, 2016;
- > Environmental Impact Assessment (Part IV Divisions 1 and 2) Procedures Manual, EPA, 2018;

Cardno developed a stakeholder engagement plan based on knowledge of issues surrounding the Project and experience of other approval processes and similar projects (Appendix A). The methodology adopted by Cardno aimed to provide a basic process to include community and stakeholder views and concerns in the environmental approvals process. It sought to achieve an ‘*inform*’ level of engagement for the community and a ‘*consult*’ level of engagement for key stakeholders.

The Proponent is committed to continue the consultation process to enable all stakeholders consulted to make informed decisions and views about the Project and provide ongoing support through the environmental approval process and implementation of the Project.

1.2 The Community

1.2.1 City of Karratha Community

The City of Karratha (previously Shire of Roebourne until July 2014) includes the towns of Roebourne, Cossak, Whim Creek, Point Samson, Wickham, Karratha and Dampier.

About 1 in 4 people in the area speak English as a second language; this has been considered in developing accessible communication materials.

The Project is of strong interest to a variety of stakeholders in the area. The Burrup Peninsula, traditionally known as Murujuga, encompass areas of ancient Aboriginal rock art which is of recognised value to a number of stakeholders. The Project will also create many jobs, social and business opportunities in the Karratha region and will be a key contributor for local and regional employment.

Community engagement will continue to focus on the Project area, with stakeholder consultation being held in locations more accessible to the stakeholders. City of Karratha, as the local government in the Project

area, is expected to have a high level of interest in the Project and will therefore be motivated to provide feedback. Aboriginal people with connection to country where the Project is proposed, and the relevant Aboriginal organisations such as Murujuga Aboriginal Corporation (MAC) and Ngarluma & Yindjibarndi Foundation Ltd (NYFL), are also generally located in the Karratha region and have a vested interest in the Project.

1.3 Consultation Programme

PCF is committing to focus on stakeholder and community consultation process specifically for the ERD, supported by Cardno. This is being carried out in conjunction with a more broadly based public information and communication. A Stakeholder Consultation Plan was prepared by Cardno with input from PCF (Appendix A).

The objectives of the stakeholder consultation process were to:

- > Identify key stakeholders and community representatives with interest in the Project.
- > Disseminate information to affected stakeholders to raise their awareness of the Project.
- > Increase stakeholder understanding about the Project, including its context, aims, opportunities and constraints.
- > Accumulate feedback from affected stakeholders to inform Project development and ensure that outcomes appropriately meet the relevant needs of those concerned.
- > Provide updates about consultation outcomes to the stakeholders involved, to keep them informed.
- > Influence the perception and attitude among stakeholders consulted to enable and obtain acceptable levels of feedback from stakeholders.

A comprehensive list of stakeholders was identified by PCF and Cardno. Key stakeholders and community leaders were invited to provide the names of others who might be interested. The list of stakeholders identified is attached within Appendix A.

The ongoing consultation process included:

- > Targeted presentations, information booths and meetings with identified stakeholders at local venues in the region.
- > Distributed and online media/presentations/posters.
- > Stakeholder discussions and meetings with Project team members.
- > Opportunity for stakeholder feedback via an online questionnaire available on the Project website (<https://www.perdamanindustries.com.au/cardno/>).
- > To ensure interested stakeholder have access to relevant background material, this site also includes hotlinks to the Project ESD and, as part of the online feedback form, to the referral under the EPBC Act.
- > Project information publicly available from the Project website, including regular updates and media releases.
- > A publicly available written response to pertinent issues from public comments.
- > Technology briefing sessions and workshops.

The ongoing consultation programme ensures that information is readily available to the public throughout the environmental review process and will allow key stakeholders to be kept informed of the Project and consulted at key points. The consultation has been scheduled in three stages as follows:

- > **Stage 1:** Stakeholder consultation during the development of the Environmental Scoping Document
- > **Stage 2:** Stakeholder consultation for the public review of the ERD
- > **Stage 3:** Ongoing stakeholder consultation throughout the Project life

1.4 Media

The proposed Perdaman Urea Project has attracted media attention both at the regional and at the local level. Since October 2018, the West Australian featured two major articles, and a range of local and regional newspapers published between them a dozen feature articles and interviews so far. An overview of the published media items shows a wide cross section of views and opinions. Some of the articles provide basic information about the Project and updates on reached milestones whereas some other articles voiced concerns about potential environmental impacts of the development.

As part of the consultation for the ERD, media items have been tracked, to ensure that key themes and issues have been captured in the consultation report and in the key issues summary in the ERD.

2 Consultation Outcomes

PCF continues to consult widely throughout the Project planning and environmental impacts assessment processes to ensure that key stakeholders, members of the community and decision-making authorities have opportunities to become informed about the Project and make comments. These opportunities include listing of issues as they are raised by all parties consulted, a project-dedicated email, an online capacity to lodge queries, publication of project information and regular news updates on the Project website and Perdaman LinkedIn page. Information obtained during the consultation phase is being used to inform the EIA for the Social Surrounding factor chapter of the ERD which is being prepared as a separate report

2.1 Stakeholders and community representatives.

The following table lists the stakeholders and community representatives who were identified as having some level of interest in this Proposal. Included in the table are details of particular consultation events that have occurred to date. Generic discussions regarding the Environmental Approval processes with Decision Making Authorities have not been included in this table.

Table 2-1 Stakeholders and community representatives consultation to date.

Category	Stakeholders	Events and Dates
Local Communities	Karratha	June 2019 – open invitation displayed at Karratha library to attend information booths 11 June 2019 – Information booth at Karratha City Centre commercial precinct TBC – Community consultation event to be held during the ERD review period
	Roebourne	June 2019 – open invitation displayed at Roebourne library and NYFL offices to attend information booths 12 June 2019 – Information booth at the Ngurin Centre
	Dampier	June 2019 – open invitation displayed at Dampier Community Hub to attend information booths
	Wickham	June 2019 – open invitation displayed at Wickham Community Hub to attend information booths
Indigenous People	Murujuga Aboriginal Corporation	12 February 2019 – site visit, Project presentation and meeting with MAC board members 4 June 2019 – mailed draft ESD and information about the public review period 7 June 2019 – open invitation to attend information booths 5 July 2019 – PCF presentation to MAC re. draft ESD 25 July 2019 – emailed information on ESD approval

Category	Stakeholders	Events and Dates
		1 August 2019 – Attended MAC Annual Strategy Meeting 8 August 2019 – Direct dialogue between MAC CEO and PCF Chairman in order to progress a cooperative agreement 4 September 2019 – Agreement kickoff session with MAC and advisers 20 September 2019 – Agreement discussions with MAC CEO and advisers 14 October 2019 – Workshop with MAC & presentation to the Circle of Elders. 27 November 2019 – Signing ceremony for MAC/Perdaman Agreement
	Ngarluma Aboriginal Corporation	16 April 2019 – letter of invitation to NAC CEO for a Project presentation and meeting 6 June 2019 – open invitation to attend information booths 2 July 2019 – invitation to NAC CEO for a meeting and briefing session. Provided opportunity to give feedback on the Project via online form. 25 July 2019 – emailed information on ESD approval
	Ngarluma Yindjibarndi Foundation Limited	16 May 2019 – meeting in Roebourne with NYFL CEO, NYFL board members and Thomas building JV representative. 6 June 2019 – open invitation to attend information booths 25 July 2019 – emailed information on ESD approval
	'Uncle' Wilfred Hicks	March 2018 – PCF consulted with WH and briefed him on the Project
Environmental Groups and Organisations	Friend of Australian Rock Art (FARA)	25 July 2019 – emailed information on ESD approval
Local Government Authorities	City of Karratha: exec staff and elected members	12 February 2019 – Briefing session convened by City of Karratha at its offices for local government representatives, State government regional officers and local businesses/CCWA representatives. 16 May 2019 - Presentation, meeting 4 th April 2019 – emailed link to the online query form July 2019 - Project update to City of Karratha CEO 31 July 2019 – emailed information on ESD approval 14 October 2019 - Project update to City of Karratha CEO and planning officers
Local and Regional Business Councils	Pilbara Development Committee	12 February 2019 – Presentation, meeting 16 May 2019 – Project presentation and meeting with PDC representatives 25 July 2019 – emailed information on ESD approval 14 October 2019 - Project update to PDC representatives
	Chamber of Commerce and Industry WA	12 February 2019 – Briefing session at City of Karratha for local government representatives, State government regional officers, local businesses 4 June 2019 – Project presentation 28 June 2019 – PCF Chairman provided updates on the Project at the WA Works Conference 2019
Industry	Woodside	Oct 2018 – July 2019 – PCF held series of meetings, signed a MoU on Technology Cooperation, a 20-year gas deal with Woodside. 31 July 2019 – emailed information on ESD approval
	Yara	11 June 2019 – staff member attended information booth in Karratha.

Category	Stakeholders	Events and Dates
		31 July 2019 – emailed information on ESD approval
State Government Agencies	Water Corporation	Nov 2018 – June 2019 – ongoing discussions regarding seawater intake and PCF proposed use of the Multi Users Brine Return Line (MUBRL). January 2020 – Confirmation of ability under provisions of Ministerial Statement 594 to accommodate PCF requirements. Confirmed by letter of 29 January 2020.
	Department of Jobs, Tourism, Science and Innovation (JTSI)	Nov 2018 – present – PCF held a series of meetings with JTSI representatives regarding various environmental aspects of the project including heritage surveys.
	Pilbara Ports Authority	Nov 2018 – Aug 2019 – ongoing discussions re. PCF proposed infrastructure at Dampier Port 31 July 2019 – emailed information on ESD approval
	Department of Biodiversity, Conservation & Attractions	May 2019 – informed and seek approval to undertake background noise monitoring within the National Park. Provided assistance with GIS data provision (National Park boundaries) March 2020 – DBCA provided assistance with GIS data provision (regional vegetation mapping)
Western Australian Political Representatives	Hon Robin Chapple MLC	Nov-19 – June 19 – PCF met with hon Robin Chapple 31 July 2019 – emailed information on ESD approval
	Hon. Mark McGowen, Premier	November and December 2019 - Project update including <ul style="list-style-type: none"> – Community stakeholder consultation & feedback – Environmental Impact Assessment – Common-user infrastructure – Social benefits – Employment opportunities – Training opportunities
	Hon. Ben Wyatt, Treasurer	September, 2019 - Update on Project the Environmental Impact Assessment. Details discussed including the Environmental Impact Assessment, potential social and economic benefits
	Hon. Alannah MacTiernan	2019 & 2020 Various times during the period - Project update including <ul style="list-style-type: none"> – Potential social and economic benefits – Commercial arrangements with PPA and Water Corporation – Community stakeholder consultation & feedback – Environmental Impact Assessment – Common-user infrastructure
	Hon Kevin Michel	24 May 2019 – attended briefing sessions in Perth 14 October 2019 - Project update meeting in Karratha.
Commonwealth Political Representatives	Senator Michaelia Cash, Federal Minister for Employment, Skills, Small and Family	February 2019 - Update on Project including <ul style="list-style-type: none"> – Potential social benefits – Potential employment & training opportunities – Potential economic opportunities
	Hon. Ben Morton, Assistant Minister to the Prime Minister and Cabinet	November 2019 - Project update including <ul style="list-style-type: none"> – Community stakeholder consultation & feedback – Social benefits – Employment opportunities – Training opportunities – Environmental Impact Assessment

Category	Stakeholders	Events and Dates
– Common-user infrastructure		

Photograph 1: Information booth in the commercial precinct Karratha City Centre – 11 June 2019



Photograph 2: update on the Project by Perdaman Chairman Vikas Rambal at the WA Works Conference 2019 – 28 June 2018



2.2 Key Issues Raised

The consultation programme (Stage 1) has recorded a wide range of stakeholder areas of interest and issues.

While there were ranging issues, some aspects were often raised and could therefore be regarded as key issues. These are summarised in Table 2-2 below.

Table 2-2 Key issues raised during Stage 1 and Proponent's response

Element/Factor	Issues Raised	Proponent's Response
Project Timeline	What is the anticipated timeline for the Project ?	The Project timeline is available on the Project website at https://www.perdamanindustries.com.au/project-destiny/ .
Air Quality	Air emissions have the potential to impact on Rock Art and to be a threat for the aspiration for a World Heritage listing of Murujuga.	Detailed air quality modeling is being conducted for the Perdaman Project. The final results of these studies as well as the full environmental impact assessment will be provided in the Draft ERD document.
Health and Safety	Chemical emissions and impact on public health	Air Quality modelling and regular air monitoring will be undertaken in accordance with applicable guidelines to ensure there is no impact to public health.
	Proximity with another Major Hazard Facility (Yara)	Distances to the nearest plant is one of the aspects of the safety design of the plant and an appropriate risk assessment has been undertaken. The plant will be a Major Hazard Facility and all safety aspects will be regulated under the relevant dangerous goods and occupational safety and health regulations. As such, Emergency Response Management Plans will be developed for both the construction and operational phases of the Project to ensure the safety of workers, the public, the environment and neighboring properties.
Visual Impact	Potential impact on amenity of the area	A Visual Impact Assessment has been undertaken and has been incorporated in the ERD and appended to the document. Discussions with MAC and other stakeholders on potential to utilize Project structures as contemporary media for visual communication of heritage and cultural messages. Stakeholders recognized this as being a "modern" way Aboriginal people could continue to visually tell stories on country.
Port infrastructure and export	The maximum size vessel able to access the berth is a 'Supramax' vessel	High tides will be used to access the berth.
	Storage capacity at the Port	Storage capacity at the Port has been reduced.
	Potential leverage opportunity for cruise ship visitation and increase international access for tourists to appreciate Murujuga	Acknowledged that as the first mover, it could stimulate expansion of the Port facilities that would also be utilised for others. Noted the additional community benefit and potential enhanced regional economic benefit.

3 Future Consultation

3.1 Public Review Period

PCF will continue to engage with stakeholders during the twelve-week public review period for the ERD. Stakeholders on the database will be notified of the start of the public review period and notification will be published in the in Pilbara News, North West Telegraph and the West Australian newspapers.

PCF held a series of Stakeholder information sessions and meetings in Karratha before the public review period commences (October 2019) and will hold a community feedback session/forum in Karratha mid-way through the review period (May 2020).

Submissions received by the EPA will be processed and PCF's comments and responses will be made available to stakeholders and interested parties.

3.2 Ongoing Consultation

PCF plans to develop a community reference group to provide ongoing advice on community interests and concerns related to the project. If given approval for the Project, PCF will set up and maintain a representative group of stakeholders and community members to ensure public interests or concerns can be given attention as they arise. Wider consultation and public information opportunities will include maintenance of the Project website, contact details for further information and comment and continuous project updates through local media channels such as the Pilbara News.

APPENDIX

A

STAKEHOLDER CONSULTATION PLAN

Stakeholder Consultation Plan

Perdaman Urea Project

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1 Introduction

Cardno has been appointed by Perdaman Chemical and Fertilisers Pty Ltd (the Proponent) to manage the regulatory Approvals including preparation of an Environmental Review Document (ERD), which will identify the long-term impacts of the proposed Perdaman Urea Project also known as Project Destiny (the Project). This Plan details the stakeholder consultation to be undertaken as part of the pre-construction phase of the Project and to inform the environmental impact assessment (EIA) process by assisting to identify any further environmental impacts of concern to relevant stakeholders arising from the Project.

This document outlines the approach that will be used for the stakeholder consultation, including methods to identify and engage with stakeholders and the key messages to be delivered. This document also describes how the consultation plan is to be implemented to maximise stakeholder feedback.

1.1 Background

The Project is located in the Burrup Strategic Industrial Area (BSIA) at Murujuga (also known as the Burrup Peninsula) approximately 8 km from Dampier and 20 km north-west of Karratha on the north-west coastline of Western Australia. It is anticipated that the design of the Project will mature depending on the outcomes of the environmental impact assessments. The stakeholder feedback received has already, and will continue to influence these processes. Key environmental factors identified for the Project include air quality, coastal processes, marine environmental quality, marine fauna, flora and vegetation, terrestrial fauna, inland waters, and social surroundings (including heritage and cultural values).

The Project is of strong interest to a variety of stakeholders in the area, through WA as well as nationally and potentially internationally. The Project site at Murujuga is near the Murujuga National Park and a National Heritage Listed area. These encompass areas of ancient Aboriginal rock art which is of recognised value to a number of stakeholders. The Project will also create many jobs, social and business opportunities in the Karratha region and will be a key contributor for local and regional employment.

In-person consultation will focus on the local area including Karratha/Dampier, and Roebourne but other engagement opportunities – in particular an online questionnaire – will be promoted widely. The intent and design of the overall consultation program is to maximise stakeholder engagement to enable all stakeholders consulted to make informed decisions and views about the Project. Stakeholder input will also help to inform the design and implementation of the Project.

The Project will interact with the interests and amenity of a range of community, business, government and agency stakeholders – see **Section 3.3**, and **Appendix A: List of Stakeholders**, for further details. A range of stakeholders have been initially identified in this document and more will be considered as the Project progresses. A stakeholder register will be maintained and updated with relevant information as the Project matures.

In an effort to capture and understand local community interest and relevant concerns for the Project, stakeholder consultation with a range of stakeholders (especially government and industry stakeholders) commenced at the early stages of the Project. Consultation will be conducted in three stages:

- **Stage 1:** Stakeholder consultation will be undertaken during the development of the Environmental Scoping Document (ESD). This stage intends to ensure that the appropriate data is available and presented. At this stage, the consultation efforts will consist in raising awareness about the Project and its potential impacts to ensure that stakeholders have the knowledge and understanding to make informed opinions. This consultation process will be ongoing as the Project progresses. Once the draft ESD is approved by the Environmental Protection Authority (EPA), the document will be made publicly available for comment. Consultation will be targeted to the scoping phase during this stage and establishing foundations for future consultation.
- **Stage 2:** The Environmental Review Document (ERD) will be made publicly available for 12 weeks. During this stage, the results of the surveys conducted for the EIA will be presented as a basis for assessment to underpin regulatory approval. Community and stakeholder consultation will be continued throughout the public review period. This will involve a combination of methods including targeted presentations and meetings, information open days, and online Q&A forms. Hard copies of the ERD will be placed at Karratha, Roebourne, Dampier and Wickham libraries, and Murujuga Aboriginal Corporation and Ngarluma-Yindjibarndi Foundation Limited (NYFL) offices for those with limited access to the internet. Consultation will be targeted to highlighting the outcomes of the environmental impact assessment during this stage and reinforce foundations for the future ongoing consultation during the Project's life.
- **Stage 3:** The ERD will be closed for public review, the consultation will continue throughout the Project's life, as the Proponent will keep engaging with the relevant stakeholders. The feedback received will be analysed for commonality, relevance and considered. This ongoing feedback will inform Project activities throughout the construction and operational phases of the Project.

A Stakeholder Consultation Summary Report will be completed at the end of Stage 1 and submitted to the EPA with the draft ERD. Planned timeframes are outlined in more detail in the Consultation Schedule (**Table 4-3**).

2 Consultation Purpose and Objectives

2.1 Objectives

The objectives of this Stakeholder Consultation Plan are to:

1. Disseminate information to affected stakeholders to raise their awareness of the Project.
2. Increase stakeholder understanding about the Project, including its context, aims, opportunities and constraints. This will be achieved through written and graphical information material, disseminated through a variety of media; online and electronic media; as well as meetings, presentations and direct contact with key stakeholders.
3. Accumulate feedback from affected stakeholders to inform project development and ensure that outcomes appropriately meet the relevant needs of those concerned. Consultation will seek to:
 - a. document stakeholders' concerns and preferences;
 - b. identify any issues and constraints existing in the Project area which may affect the design of the Project; and
 - c. assess and document the commonality and relevance of issues and concerns identified through the consultation to feed the EIA process.
4. Provide updates about consultation outcomes to the stakeholders involved, to keep them informed.
5. Influence the perception and attitude among stakeholders consulted to enable and obtain acceptable levels of feedback from stakeholders.

2.2 Method

The relevant stakeholders will be reached using the following processes:

- Identify key stakeholders in Perth, the Karratha region and in other relevant areas.
- Undertake targeted presentations, open days and meetings with identified stakeholders at local venues in the region.
- Raise awareness through distributed and online media/presentations/posters.
- Seek stakeholder feedback on the Project via an online questionnaire on the Perdaman website (<https://www.perdamanindustries.com.au/cardno/>).

3 Key Performance Indicators

The indicators/metrics used to measure success are as follows:

3.1 Communication Targets

Approximately 40 key stakeholders have been identified initially including

- the Decision-Making Authorities such as the City of Karratha, Department of Jobs, Tourism, Science and Innovation and Department of Water and Environmental Regulation;
- Robin Chapple, MLC, who referred the Project to the EPA; and
- relevant Aboriginal people with connection to Country and/or relevant Aboriginal organisations such as Murujuga Aboriginal Corporation (MAC) and Ngarluma & Yindjibarndi Foundation Ltd (NYFL).

The current stakeholder groups who will be invited to participate are listed in Table 3-2 below, with a full stakeholder list provided in **Appendix A**. More stakeholders with interest on the Project will be identified as the consultation progresses.

3.1.1 Targets

- Representatives from all key stakeholder groups contacted and encouraged to provide feedback.
- 100 feedback responses from affected stakeholders received – in the form of completed questionnaires, letters/emails or verbal responses recorded at meetings / open days / presentations.
- Summary of feedback responses made available to participants via the ERD. Link to the electronic version of the ERD to be emailed to key stakeholder groups.
- Subsequent feedback from ongoing consultation will be in accordance with protocols agreed with relevant stakeholders.
- Develop an appropriate method to communicate with stakeholders without internet access about the results of the feedback collected and the ongoing progress of the Project.

3.1.2 Rational

- Identify any relevant issues and constraints existing in the Project area which may affect the planning and implementation of the Project, based on stakeholder feedback.
- Analyse issues and constraints identified and use this to inform the ERD (Project team to undertake).

3.2 City of Karratha Community Profile

Table 3-1 Community Profile

Population (ABS ERP 2016)	16,708
Land area	15,278 kilometres ²
Population density	1.83 persons per hectare
Country of birth	65.7% Australia
	5.3% New Zealand
	3.0% Philipines
	2.9% United Kingdom
Language Spoken	76.2% English-speaking background

Community engagement will focus on the Project area, with stakeholder consultation being held in locations accessible to the stakeholders.

City of Karratha, as the local government in the Project area, is expected to have a high level of interest in the Project and will therefore be motivated to provide feedback.

Aboriginal people with connection to Country where the Project is proposed, and the relevant Aboriginal organisations such as MAC and NYFL, are also generally located in Karratha and/or Roebourne.

Table 3-2 Stakeholder Identification

Stakeholder Identification	
Impact Analysis Who is impacted?	A list of identified stakeholders is provided in Appendix A: List of Stakeholders .
Interest Analysis Who would be interested based on past experience? Who is talking about the topic?	Local Government Authorities and Business Councils such as City of Karratha and other government authorities. Aboriginal stakeholders Local community and environmental groups and organisations. eg: Friends of Australian Rock Art, Bob Brown Foundation, UWA Rock Art Conservation Project and Conservation Council of WA
Diversity Analysis Are we reaching a diverse audience?	Stakeholders have been identified based on their level of interest and influence. The sampling methodology aims to engage key stakeholders' groups using a variety of communications tools. This will help ensure that a diverse audience will be reached.
Access Analysis Who is typically hard to reach? Who is missing?	An online query form is available, and is being promoted through online platforms, to allow anyone concerned living in different areas to submit their feedback. Local Aboriginal communities could be hard to reach as they may not have internet connection, communication methods need to be appropriate, and trust needs to be built through long term commitment to engagement and accountability and/or seeking the support of a trusted representative who can help facilitate communication with the affected group. Meetings will be held between the proponent and the community and government/non-government departments and Aboriginal communities as relevant. In addition, the City of Karratha Community Profile above identifies 76.2% of community members are from an English-speaking background. As about 1 in 4 people in the area must speak English as a second language this should be considered in developing accessible communication materials.
Frequency Analysis Who is talking and how much?	Existing Media Coverage: The West Australian, Reuters, World Fertilizer Magazine, Energy News Bulletin, Hydrocarbons Technology Magazine, Kallanish Energy, Financial Review, Finance News Network, Oil & Gas Journal, LNG World News, Offshore Energy Today, Investing.com, Brandauthority News, Incoreinsightlytics, Midstream Business, Investsize, Marketscreening, NewsWire, (one off media coverage for most of the above) Social media: LinkedIn (regular posts on the Perdaman page).

Table 3-3 Stakeholder Mapping & Analysis

Keep Satisfied –Consult / Inform		Manage Closely – Involve / Empower
↑	<ul style="list-style-type: none"> • Environmental Protection Authority • Commonwealth Department of the Environment and Energy • Department of Water and Environmental Regulation • Department of Jobs, Tourism, Science and Innovation • Department of Land, Planning and Heritage • Department of Biodiversity, Conservation and Attractions • Department of Mines, Industry Regulation and Safety 	<ul style="list-style-type: none"> • Chief Executive Officer, City of Karratha • Chief Executive Officer, Murujuga Aboriginal Corporation • Chief Executive Officer, NYFL • Chief Executive Officer, Pilbara Development Commission
	Monitor - Consult / Inform	Keep Informed - Involve
Level of Influence	<ul style="list-style-type: none"> • Visitors/tourists • Karratha Chamber of Commerce • Main Roads WA • University of Western Australia Centre for Rock Art Research • Western Australian Museum • Neighboring Industries • Local and regional Business Councils 	<ul style="list-style-type: none"> • Local community members (including Aboriginal communities) • Western Australian Political Representatives • Friends of Australia Rock Art (FARA) • Media - are influential in swaying public opinion/perceptions, may be more interested than usual in this Project as it is near the topical Murujuga. • Pilbara Ports Authority • LandCorp • Water Corporation
	→	
	Level of Interest	

3.3 Stakeholder Analysis Matrix

Stakeholders have been analysed drawing from the International Association for Public Participation (IAP2) spectrum. The classification level for 'level of influence' guides the level of interaction between each stakeholder group.

Table 3-4 Stakeholder Analysis Matrix

Stakeholder group	Role/connection	Benefits of involvement	Level of interest	Level of influence	Level of impact
Aboriginal People and Representative organisations	Keep informed Seek input/feedback and explore opportunities/synergies between NYFL / MAC and the Proponent.	Synergies to develop sustainable and culturally sensitive opportunities for Aboriginal people represented by NYFL / MAC.	Significant	Involve	Significant / High
Community groups / associations	Seek feedback/input and Keep informed	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Moderate / Significant	Involve	Moderate
Commonwealth Government	Seek feedback/input and Keep informed	Significant	Moderate / Significant	Involve	Moderate
Non-government organisations	Seek feedback/input and keep informed	Assist in providing clarification of issues	Moderate / Significant	Involve	Moderate
Department of Aboriginal Affairs	Seek feedback/input and Keep informed Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High
Environmental Protection Authority	Seek feedback/input and Keep informed Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High
Department of Water and Environmental Regulation	Seek feedback/input and Keep informed Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High
Ministers/members of Parliament	Seek feedback/input and Keep informed Will influence final decision	Decision-makers. Determine their preference for the future of the Project.	Significant	Empower	Significant / High
Department of Planning, Lands and Heritage	Will provide input Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High
Department of Biodiversity, Conservation & Attractions	Will provide input Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High

Stakeholder group	Role/connection	Benefits of involvement	Level of interest	Level of influence	Level of impact
Department of Jobs, Tourism, Science and Innovation	Will provide input Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High
City of Karratha	Will provide input Will influence final decision	Assist in providing clarification of issues; Determine their preference for the future of the Project.	Significant	Empower	Significant / High

3.4 Key Messages

Table 3-5 shows the short statements that will set the message/tone for the stakeholder consultation. All content will be shaped around these statements and will be used to create awareness and understanding of the Project amongst stakeholders.

Table 3-5 Key Messages

Message	Engagement objectives	Other notes
<p>Fertilisers are essential to meet the needs of an expanding global population and its increase demand for food.</p> <p>It is critical to increasing the productivity of crop yields and hence feeding the world.</p> <p>As recognised in Ken Mulvaney learned book “Murujuga Marni, Rock Art of the Macropod Hunters and Mollusc Harvesters”, historic Aboriginal amenity of Murujuga has also had a substantial important link to industrious use for using natural resources for manufacturing associated with feeding society, albeit proportionate to the level of society at that time. This amenity co-existed alongside cultural and aesthetic amenity of the region by that same society at that time.</p>	Raise awareness Create understanding Encourage positive views of the project Encourage a recognition of the synergies between ancient societal amenity at Murujuga and contemporary societal amenity such as the coexistence of industry and heritage values	<i>Key statement/ purpose linking to Project</i>
The plant will be Australia’s first urea export project supplying growing Asia Pacific demand	Create Understanding	<i>Key statement/purpose linking to Project</i>
Contributing \$20 Billion to the Australian Economy over 20 years	Create understanding	
Perdaman anticipates that the Burrup Urea plant will generate in excess of US\$600 million per annum in export earnings for Western Australia following the first shipment	Raise awareness	
Perdaman seeks to play an active and supportive role in the local community and believes that its Burrup Urea plant represents a significant opportunity for the local community, regional Western Australia and for the nation as a whole.	Create understanding	
The global carbon footprint for the plant, taking into consideration the increased crop sizes arising from the application of urea, creates an overall net annual reduction of carbon dioxide in the atmosphere.	Create understanding Raise awareness	

Message	Engagement objectives	Other notes
Perdaman are working with Water Corporation on the expansion of the Dampier water supply facility to ensure water supply to both Project Destiny and other future projects in the Burrup Strategic Infrastructure Area are met.	Create understanding Raise awareness	
The community will be the backbone to our project and the success of Perdaman	Create understanding	<i>Key statement</i>
Where possible Perdaman intends to source products and services locally. It is anticipated that the workforce employed on the project will live in the surrounding local communities including Karratha.	Create understanding Encourage positive views of the project	
The project will create in excess of 2,000 direct jobs during the 3-year construction phase and have a permanent staff of 200 to operate the plant on a non-fifo basis in Karratha	Raise awareness Create understanding	
The project where possible will invest in the employment of local workforce.	Raise awareness Create understanding Influence perception	
Perdaman is committed to honoring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society	Raise awareness Create understanding Influence perception	<i>Key statement</i>
MAC and WA Government have now released the Murujuga Rock Art Strategy (MRAS) Planning a development strategy that is in harmony with the MRAS principle of concurrent heritage protection and responsible development.	Create understanding Influence perception	<i>Key statement/purpose linking to Project</i>

4 Methods & Tools

Having determined the objectives, the methods and tools implemented to achieve them need to be considered. These include the methods of engagement and the different ways to reach stakeholders whilst considering the potential barriers. **Table 4-1** outlines the methods and tools that will be used in this stakeholder consultation.

Table 4-1 Methods and Tools

Tool	Purpose	Format/examples
Media Releases	Released at key milestones: the opening of feedback periods and on outcomes	Newspapers
Social Media/Digital	Directing traffic to online information and survey. Feedback campaign during public comment period.	LinkedIn and other websites such as investing.com, offshoreenergytoday.com, lngworldnews.com, kallahenergy.com (https://www.perdamanindustries.com.au/perdaman-woodside-agreements-media-coverage-2/)
Website	Dedicated landing pages redirecting traffic to information and environmental queries.	https://www.perdamanindustries.com.au/safety-environment/
Print Advertising	Keep community informed through traditional print channels.	Posters at (NYFL) community centers/ commercial centers, information stands, Community Hubs
Print outs of ESD and ERD	Primary distribution method will be electronic, however hard copies will be distributed to make them publicly accessible to key relevant stakeholders.	Hard copies
Stakeholder meetings / open days / workshops	Engage directly with stakeholders through presentations at meetings	Meetings with key stakeholder groups. Public Displays of informative material (posters, videos etc).

4.2 Issues and Risks

The following issues and risks may arise before during or after the consultation. **Table 4-2** identifies any potential risks/issues and the mitigation measures.

Table 4-2 Issues and Risks

Issue/risk	Mitigation
Different stakeholder groups with different need/aspirations for The Project.	Ensure process is open and transparent. Each stakeholder group will be invited to engage, with feedback analysed to identify differing opinions as well as areas of majority agreement within the groups. Ensure feedback on consultation received is publicly available, to maintain transparency.
Existing or new groups may dominate process, with less vocal groups not being heard.	Engage using a variety of methods, including written submissions and targeted meetings as required. Consult with potentially conflicting groups separately to ensure differing views can be aired and recorded without obstruction.
Decision making authorities may not support the Project based on community and stakeholder feedback.	Ensure decision making authorities are involved in the consultation process.
Lack of awareness; promotion missing key groups in the community/stakeholder groups.	Integrate communications activities across a variety of platforms and adopt multiple engagement methods to reach all sectors of community.
Lack of feedback through online questionnaire, low attendance at meetings or experience is not well received.	Communication and consultation to be delivered in multiple phases, offer adequate time for feedback and provide multiple options for information sessions/targeted meetings. For highly engaged groups, regular progress meetings/email updates may be required.
Limited or no access to internet/computers	Although primary dissemination will be electronic, there will be print outs of the ESD and ERD for public input at City of Karratha, Karratha library and other key community centers.
Ineffective consultations may aggrieve public causing to appeal	Ensure key messages reach the stakeholders via effective tactics of consultation.

4.3 Consultation Schedule

Majority of the meetings and presentations will be held by the Proponent and Cardno representatives. Technical presentation and workshop will include the EPC. Any media release will be arranged by the Proponent. The consultation schedule is as per **Table 4-3** consisting of three consultation stages.

Table 4-3 Consultation Schedule

Activity	Communication Tool / Task	Deadline	Responsible	
Stage 1: ESD	Prepare Stakeholder Consultation Plan	Draft plan prepared	May 2019	Transport Planner (Cardno) Environmental Team (Cardno) The Proponent's Project team to review
	Release for public comments	The ESD will be released for two weeks for public review. Open days to be held in Karratha, Perth, and Roebourne NYFL center Feedback forms	5 th of June 2019: available for public review for 2 weeks	The Proponent Environmental Team (Cardno)
Stage 2: During ERD release for public comments	Review of ERD	Will present the outcomes of the Environmental Impact Assessment. Hard copies of the ERD will be placed at local Libraries, and community centers Presentations, meetings, forum Q &A forms	March 2020 (available for public review for 12 weeks)	The Proponent Environmental Team (Cardno)
Stage 3: Following close of ERD review period	Findings presented to the Proponent Address public concerns	Meetings/Emails Workshops	Ongoing	The Proponent Environmental Team (Cardno)
	Update the Project website with feedback and next steps	Update Stakeholder List and any other database	Ongoing	The Proponent Environmental Team (Cardno)
	Continue consultation	Ongoing consultation and continuing engagement throughout construction and life of The Project Respond to public comments	Ongoing	The Proponent Environmental Team (Cardno)

APPENDIX

A

STAKEHOLDER LIST

Appendix A: Stakeholder List

Category	Stakeholder
Indigenous Community Groups	Murujuga Aboriginal Corporation
Indigenous Community Groups	Ngarluma Aboriginal Corporation
Indigenous Community Groups	Ngarluma Yindjibarndi Foundation Limited
Indigenous Community Groups	Signatories of the BMIEA and respective registered Native Title claimants of the Ngarluma Yindjibarndi Native Title claim, the Yaburara Mardudhunera Native Title claim and the Wong-Goo-Tt-Oo Native Title Claim through their appropriate Aboriginal bodies.
WA Government	Conservation Commission
WA Government	Department of Aboriginal Affairs
WA Government	Department of Biodiversity Conservation and Attractions
WA Government	Department of mines, Industry Regulation and Safety
WA Government	Department of Planning, Lands and Heritage
WA Government	Department of Jobs, Tourism, Science and Innovation
WA Government	Department of Water and Environmental Regulation
WA Government	Horizon Power
WA Government	Main Roads Western Australia
WA Government	LandCorp
WA Government	Pilbara Development Committee
WA Government	Pilbara Ports Authority
WA Government	Water Corporation
Local Government	City of Karratha
Commonwealth Govt.	Commonwealth Department of the Environment and Energy
WA Political Representative	Hon Robin Chapple MLC – 3rd party referrer under s.38 of EP Act
WA Political Representative	Hon Kevin Michel MLA
Federal Political Representative	Hon Melissa Price MP

Category	Stakeholder
Local Community, Industry and Environmental Non-Government Organisations	Karratha Community
Local Community, Industry and Environmental Non-Government Organisations	Roebourne Community
Local Community, Industry and Environmental Non-Government Organisations	Dampier Community
Local Community, Industry and Environmental Non-Government Organisations	Wickham Community
Local Community, Industry and Environmental Non-Government Organisations	Conservation Council of WA
Local Community, Industry and Environmental Non-Government Organisations	DBNGP (WA) Nominees Pty Ltd
Local Community, Industry and Environmental Non-Government Organisations	Friends of Australian Rock Art (FARA)
Local Community, Industry and Environmental Non-Government Organisations	Bob Brown Foundation
Local Community, Industry and Environmental Non-Government Organisations	Karratha Chamber of Commerce
Local Community, Industry and Environmental Non-Government Organisations	Quadrant Energy Australia Ltd
Local Community, Industry and Environmental Non-Government Organisations	Telstra Corporation Ltd
Local Community, Industry and Environmental Non-Government Organisations	University of Western Australia Centre for Rock Art Research
Local Community, Industry and Environmental Non-Government Organisations	Western Australian Museum
Local Community, Industry and Environmental Non-Government Organisations	Westfarmers Chemicals, Energy & Fertilisers Limited
Local Community, Industry and Environmental Non-Government Organisations	Woodside Energy Ltd
Local Community, Industry and Environmental Non-Government Organisations	Rio Tinto
Local Community, Industry and Environmental Non-Government Organisations	Yara Pilbara Fertilisers Pty Ltd

Category	Stakeholder
Local Community, Industry and Environmental Non-Government Organisations	Yara Pilbara Nitrates Pty Ltd