

Jemena Northern Gas Pipeline Pty Ltd

Northern Gas Pipeline

Draft Environmental Impact Statement

CHAPTER 4 – STAKEHOLDER ENGAGEMENT

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4. STAKEHOLDER ENGAGEMENT

4.1 INTRODUCTION

This chapter provides information on stakeholders relevant to the NGP Project, details the engagement which has occurred with stakeholders to date, and provides the framework stakeholder engagement strategy to be implemented throughout the construction and operational phases of the Project.

The content of this chapter has been developed to specifically address point 6 of Section 5.8.3 of the *Terms of Reference (ToR) for the preparation of an EIS for the Jemena NGP* (Northern Territory Environment Protection Authority (NT EPA), December 2015) (EIS ToR).

The intent of this document is to:

- outline the objectives of stakeholder engagement
- list the Project's key stakeholders
- outline the methods and approach to consultation
- briefly describe the outcomes from stakeholder engagement to date.

Jemena's communication, engagement and negotiation have been, and will continue to be, approached at all times in a respectful and ethical manner. Jemena recognises that a key component of effective and meaningful engagement with stakeholders is listening to and understanding their concerns. Our engagement will therefore continue to provide the opportunity for all stakeholders to participate and provide input into decisions that affect them.

During the bid phase throughout 2015, and increasingly since being selected to construct the NGP in November 2015, Jemena has embarked on an extensive program of consultation and communication with a broad range of government, industry, business, landholder and community stakeholders and aims to continue this throughout construction of the NGP.

Such consultation is a vital part of the Project.

Stakeholders can be defined as individuals, groups or organisations which may affect, be affected by, or perceive themselves to be affected by the Project. Stakeholders can be internal or external to the organisation and exist across a range of sectors of society.

4.2 STAKEHOLDER ENGAGEMENT OBJECTIVES

Stakeholder engagement is an essential component of large projects such as the NGP, and describes the inclusive process between a company (i.e. Jemena) and those potentially impacted by the Project. Stakeholder engagement requires the identification of stakeholders and the definition of appropriate methods of engagement. Different stakeholders have varying interests and influence in any project. Generally, those with low interest and low influence are to be kept informed, while those with high interest and high influence should be collaborated with. The International Association of Public Participation's (IAP2) Spectrum of Public Participation informs the methods of stakeholder engagement (see Figure 4-1). Jemena's approach aims to operate at a position which is a combination of the "Involve and Collaborate".

Stakeholder engagement is cyclical; stakeholders are identified and grouped according to interest and influence before methods of engagement (i.e. the strategy) are identified. Following this method ensures

engagement occurs and is consistent with the engagement strategy. The final, essential step is to review the information and outcomes of engagement, and report the key findings or outcomes back to stakeholders, where appropriate.

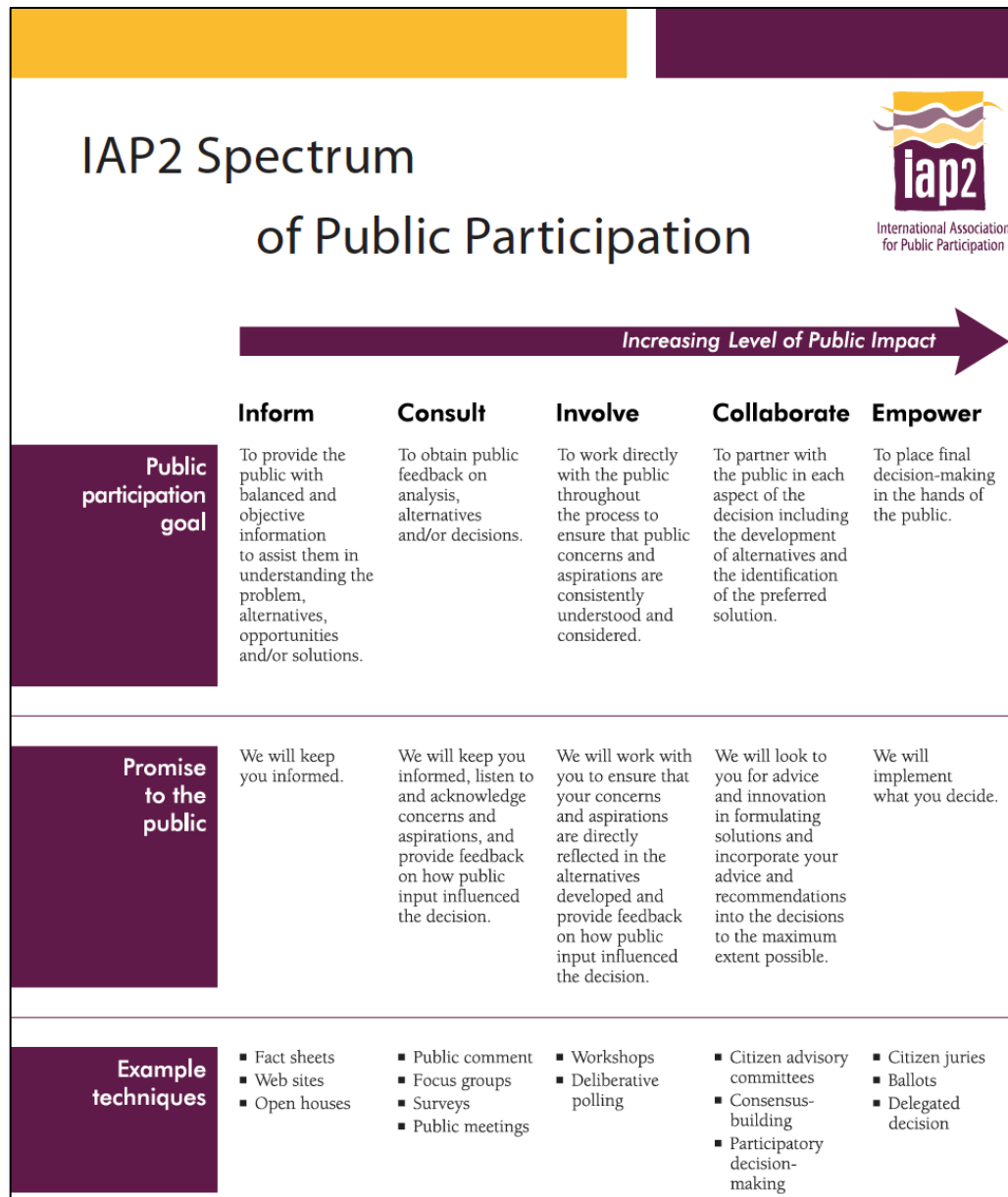


Figure 4-1. Spectrum of Public Participation (source: IAP2 2007)

The objectives of stakeholder engagement are to:

- gather feedback and information from stakeholders to inform pipeline route selection and design
- work with stakeholders constructively so as to successfully manage their varying interests in the Project
- avoid Project delay or rejection through stakeholder mismanagement
- ensure any issues raised by stakeholders are considered and managed appropriately

- protect and enhance Jemena's reputation in the Northern Territory and Queensland.

4.3 STAKEHOLDER IDENTIFICATION

Stakeholders of the NGP Project can be categorised into three sectors:

1. Government
2. Private
3. Community/Non-Government

The interests of each stakeholder and level of engagement required are outlined below.

4.3.1 GOVERNMENT

Government stakeholders include Commonwealth, State, Territory and Local agencies including environmental regulators, pipeline regulators, planning authorities and elected officials. Table 4-1 presents a summary of the key government stakeholders and their role in this Project.

Table 4-1. Key Government Stakeholders

STAKEHOLDER ORGANISATION	INTEREST/NEED
Commonwealth Government	
Department of Prime Minister and Cabinet	Australian Indigenous affairs policy sits within this department, which provides facilitation of approval of agreements by the Minister for Indigenous Affairs under the Aboriginal Land Rights Act (ALRA).
Department of Environment	Undertakes assessment of the Project in accordance with the EPBC Act including developing the conditions of approval.
Minister for the Environment	Provides formal environmental approval of the EIS conditions for the project under the EPBC Act.
Department of Infrastructure & Regional Development	Major Project Facilitation
Minister for Resources, Energy and Northern Australia	Responsibility for developing Australia's natural resources and jointly delivering the White Paper on Developing Northern Australia. The Minister has an interest in the NGP as it sits within this portfolio.
National Native Title Tribunal (NNTT)	The NNTT administers the processes under the Native Title Act including the registration of Indigenous Land Use Agreements.
Northern Territory Government	
Department of the Chief Minister	Integral part of the competitive tender process and is now overseeing the NGP Project.
Office of the Chief Minister	The Project is a Territory initiative led by the Chief Minister.
Aboriginal Areas Protection Authority	Administers the Aboriginal Sacred Sites Act in the Northern Territory and grants Authority Certificate for the protection of sacred sites.

Department of Business	Integral part of the competitive process and also provides support and advice to Territory businesses and Jemena.
Department of Mines and Energy	Oversees the Energy Pipelines Act, and grants essential approvals under the Act including the Pipeline Permit and the Pipeline Licence.
Department of Land Resource Management	Responsible for land and natural resources management, including bushfires, water resources, weeds and pests, and rangelands. . DLRM is an important stakeholder in the NGP Project relationship with the pastoral industry and natural resource management.
Department of Lands Planning & Environment (DLPE)	Administers land access and development approvals in the Northern Territory and will approve any Works Approvals required under the Heritage Act. This department provides support and comment to the NT EPA during development and environmental assessments.
Stakeholder Organisation	Interest/need
Queensland Government	
Department of State Development	Provides and support to industry and advice to Queensland businesses and developments and Jemena.
Department of Natural Resources and Mines	Oversees the Petroleum and Gas (Production and Safety) Act and grants approvals including the Pipeline Survey Licence and the Petroleum Pipeline Licence.
Department of Environment and Heritage Protection	Administers the Environmental Protection Act being responsible for Queensland environmental approvals and licences for the Project.
Local Government	
Barkly Regional Council	The local government council in the Barkly Region with interests in a variety of aspects of the Project, including rural and remote roads maintenance. Key local stakeholder.
Mount Isa City Council	The local government council in the Mount Isa region with interests in a variety of aspects of the Project, including rural and remote roads maintenance. Key local stakeholder.

4.3.2 PRIVATE

Private stakeholders include those with an interest in land, including land councils, landholders, native title claimants and their representative bodies, road and railway authorities, leaseholders, private businesses and entities and industry groups (Table 4-2).

Table 4-2. Key Private Stakeholders

Stakeholder Organisation	Interest/need
Stakeholder Organisation	Interest/need
Land Councils	Represent the interests of Traditional Owners and Native Title Holders (and claimants) in the Northern Territory.
Aboriginal Land Trusts	Own land on which the Project will traverse.
Pastoral lessees holders and station managers	Lease and manage land which will be affected by the Project. Key stakeholders in organising land access for construction and land tenure for operation.

Stakeholder Organisation	Interest/need
Crown Term lessees	The lease holder of the Alice Springs to Darwin Railway line. The pipeline will be installed underneath the railway line.
Sub-lessees	Any party occupying land under a sub-lease e.g. the rail operator's interest in the Adelaide to Darwin Railway line.
Vacant Crown landholders	Northern Territory DLPE is the controlling agency for Vacant Crown Land.
Mineral and Petroleum Tenement holders	The pipeline crosses various mining and petroleum interests under exploration permits (or applications) and a mining lease. There are no onshore petroleum production licences with the vicinity of the Project at this time.
Freehold title holders	The NGP traverses some parcels of freehold land.
Industry Capability Network (Queensland and Northern Territory)	Key stakeholder in local business content. Provides local business engagement advice and support to the Project.
Chamber of Commerce NT	Advocacy group to promote local business development in the Northern Territory.
NT Indigenous Business Network	Interest in local Indigenous business development.
Northern Territory Cattlemen's Association	Key stakeholder in relation to pastoral land interests.
Tennant Creek Mount Isa Cross Border Alliance	Key stakeholder group in the region. Interest in promoting local business participation and economic development of the regions.
Australian Pipelines and Gas Association	Pipeline industry body of which Jemena is a member. Important industry advocacy body and stakeholder.

4.3.3 COMMUNITY/NON-GOVERNMENT

Community and non-government sector stakeholders include the general public, Indigenous representative bodies, media, NGOs, special interest and lobby groups (Table 4-3).

Table 4-3. Key Community and Non-government Stakeholders

STAKEHOLDER ORGANISATION	INTEREST/NEED
Indigenous Bodies	
Native Title Aboriginal Corporations	Administer land on behalf of Aboriginal people.
Indigenous Corporations	Provide services to Aboriginal people.
Special Interest and Lobby Groups	
Arid Lands Environment Centre	This Alice Springs-based environmental NGO (ENGO) is the peak regional environment centre servicing Central Australia and provides a platform for environmental sustainability and the protection of the arid lands of Australia.
Environment Centre NT	The peak community sector environment organisation in the Northern Territory.

4.4 ENGAGEMENT AND CONSULTATION APPROACH

4.4.1 ENGAGEMENT PRINCIPLES

Throughout the NGP Project, Jemena has implemented best practice principles of engagement to ensure the best possible outcome for stakeholders and for Jemena.

Communications and negotiations have been, and will continue to be, approached at all times in a respectful and ethical manner and will provide the opportunity for stakeholders to participate and provide meaningful input into decision making processes as appropriate.

As a member of the Australian Pipelines and Gas Association (APGA), Jemena is aligned with the principles of stakeholder engagement outlined by APGA in its *Stakeholder Engagement Guideline*¹. Jemena believes successful communication and engagement is based on simple, practical principles which represent a combination of common sense, good business practice and ethical considerations.

The key principles for effective communication, including communications, transparency, collaboration and integrity, and respecting sovereignty and cultural knowledge, are outlined in the *Principles for Engagement with Communities and Stakeholders*² released by the Ministerial Council on Mineral and Petroleum Resources (MCMPR). Jemena has adopted these principles throughout the Project.

4.4.2 CODES OF CONDUCT

Consultation with landholders and occupiers will be undertaken having regard to at least the following codes of conduct:

- *Land Access Code* (Queensland)³
- Australian Pipelines and Gas Association (APGA) *Stakeholder Engagement Guideline*¹
- Ministerial Council on Mineral and Petroleum Resources (MCMPR) *Principles for Engagement with Communities and Stakeholders*².

4.5 ENGAGEMENT STRATEGY

Jemena proposes a multi-faceted approach to engaging with stakeholders who are directly and indirectly affected by the construction of the NGP. Jemena intends to build upon the positive relationship that exists with each of the key stakeholders and the broader public, fostered during the bid phase and further developed since being selected to undertake the Project.

The frequency and methods of communication and engagement will vary throughout the Project depending on the type of stakeholder and the level of interest or involvement which each stakeholder has at the time.

The main consultation tools and methods for engagement include regular newsletters, face to face meetings and discussions, roadshows, community and business briefings and emails.

A 1300 community feedback line (1300 578 518) and email enquiry address (NGP.Enquiry@jemena.com.au) has been established to allow members of the public to contact Jemena.

¹ <http://www.apga.org.au/wp-content/uploads/2009/10/Stakeholder-Engagement-Guidelines.pdf>

² https://www.sacome.org.au/images/MCMPR_Principles_for_Community_Engagement.pdf

³ https://www.dnrm.qld.gov.au/data/assets/pdf_file/0009/193086/land-access-code-nov-2010.pdf

Both the phone and email accounts are managed from within the Approvals and Stakeholder Management Team. Overall management of the community feedback line and email is the responsibility of the Community Relations Manager.

Phone calls and emails will be managed in accordance with the NGP Community Feedback Line and Email Procedure with emails forwarded to the correct primary stakeholder manager to manage and close out, as appropriate.

Jemena has established a dedicated NGP Project webpage <http://jemena.com.au/industry/pipelines/northern-gas-pipeline> on its website which includes a range of relevant information, and a link to the ICN Gateway page which provides information on contracting opportunities. This Gateway system is an important part of distributing project information to business stakeholders.

During the Economic and Social Impact Assessment (ESIA) consultation process, to be undertaken in the second half of 2016, Jemena will consult with stakeholders to discuss the economic and social risks and opportunities associated with the Project. More information on economic and social impact is available in Chapter 9.

4.6 RESULTS FROM ENGAGEMENT AND CONSULTATION TO DATE

4.6.1 GOVERNMENT

Regular meetings, phone calls and emails occur between Jemena and our key government stakeholders.

The main issues discussed included:

- Project timeline
- local content opportunities
- Indigenous employment initiatives and opportunities
- Indigenous training initiatives
- environmental management issues
- Environmental Impact Statement process and timeline
- sacred sites, archaeological and other heritage surveys
- cultural heritage approvals and management
- Native Title impacts and management
- access to land, including Aboriginal land
- land access policies and practices
- crossing main roads, railway lines and utilities
- traffic management
- licencing and permit requirements
- potential social impacts.

4.6.2 PRIVATE

The main face-to-face interaction with these stakeholders (which includes business and industry and those with an interest in land (detailed further below)) was through two business and community roadshows and a series of Business Briefings, which visited locations across the Northern Territory and Queensland; a summary of each of these follows.

- Two separate business and community briefings roadshows have been undertaken to date, during the bid phase in 2015 and following Jemena's selection as the Project proponent in March 2016.
- These trips aligned with Jemena's stakeholder engagement objectives of providing information, building effective relationships and maximising local participation on the Project.
- Jemena engaged with key stakeholders (ICN NT and Qld, Northern Territory and Commonwealth government representatives, chambers of commerce and local councils) to support the delivery of business and community briefings.
- The first briefing was conducted in July 2015 during the Bid Phase and was designed to inform stakeholders of the Project, introduce them to Jemena and begin building Jemena's profile and reputation in key communities. The trip encompassed direct 'Community Open House' and Business Briefings.
- Business Briefings were conducted in Darwin, Alice Springs, Tennant Creek and Mount Isa. The purpose of these briefings was to introduce Jemena and its Construction Contractor to the business community and discuss its planned approach to Northern Territory, western Queensland and Indigenous participation and employment targets, and to determine the level of local interest and support available. Approximately 335 people attended these sessions.

In late March 2016 a follow-up series of community and business briefings were held to provide a further stakeholder engagement opportunity. These briefings enabled Jemena and its Construction Contractor to provide updated Project information following award of the Project in November 2015. These briefings consisted of:

- Business Briefings and 'open office' sessions were held in Alice Springs, Tennant Creek and Mount Isa. These sessions allowed Jemena to provide a project update presentation and meet one-on-one with businesses in a day long 'open office' format. Jemena was supported in these briefings by the ICN, Northern Territory Government, Commonwealth Government, Chamber of Commerce Northern Territory and Commerce North West. A total of approximately 180 businesses attended across the locations.
- a series of business briefings were held in June 2016 allowing local businesses in Katherine and Darwin to receive a Project update and an outline of what past, current and future Project contracting opportunities were available. Approximately 250 people attended.

Jemena was a stall holder at the Tennant Creek Annual Show in July allowing locals to discuss the pipeline, ask questions and share their thoughts.

Further business and community engagement aligned with Jemena's stakeholder engagement objectives and stakeholder interests will occur throughout the planning and construction phases of the Project. These may include but are not limited to:

- attendance at community events, e.g. local shows.
- regional employment briefings.

- provision of revised Project or local content information either directly or through electronic means.



Figure 4-2. Participants at a Mount Isa Business Briefing

Regular meetings, phone calls and emails occur between Jemena and its key land interest holders on a range of topics, including:

- Project schedules, timelines and general project information
- property specific details and obtaining a solid understanding of the land use and how the property operates
- the types of agreements required for survey access, construction access and land tenure
- weed management
- the selection of a suitable pipeline alignment, facility locations, access tracks and other areas required for the project
- stock management during survey, construction and operations and ways in which to best mitigate the impact of the project
- noise and dust suppression
- agreed access arrangements for survey and construction
- potential terms for compensation
- the negotiation of formal land access agreements with Aboriginal land, freehold and Native Title claimants and holders
- the negotiation of formal land access agreements with station owners and utilities companies.

4.6.3 COMMUNITY/NON-GOVERNMENT

The main face-to-face interaction with these stakeholders was through two business and community roadshows, which visited locations along the pipeline route, a summary of each of these follows:

- two separate business and community briefing roadshows have been undertaken to date – during the Bid Phase in 2015 and following Jemena’s selection as the Project proponent in March 2016
- these trips aligned with Jemena’s stakeholder engagement objectives of providing information, building effective relationships and maximising local participation on the Project
- Jemena engaged with key stakeholders (ICN NT and Qld, Northern Territory and Commonwealth government representatives, chambers of commerce and local councils) to support the delivery of business and community briefings
- a broad range of stakeholders were engaged, including the general community, business people, job seekers and government representatives
- the first briefing was conducted in July 2015 during the Bid Phase and was designed to inform stakeholders of the Project, introduce them to Jemena and begin building Jemena’s profile and reputation in key communities. The trip encompassed direct ‘Community Open House’ and Business Briefings.
- Community Open Houses were held in public locations in Tennant Creek, Camooweal and Mount Isa where a booth was set up, material provided and the general community could ask questions direct to Jemena personnel. Approximately 74 people engaged directly with Jemena.



Figure 4-3. NGP External Affairs Manager discusses the Project at Camooweal

In late March 2016 a follow-up series of community briefings and business briefings were held to provide a further stakeholder engagement opportunity. These briefings enabled Jemena and its Construction Contractor to provide updated information following award of the Project in November 2015. These briefings consisted of:

- Community briefings in Alice Springs, Tennant Creek, Barkly Homestead Roadhouse, Camooweal and Mount Isa. Approximately 127 people engaged directly with Jemena at these community booths.

Further business and community engagement aligned with Jemena's stakeholder engagement objectives and stakeholder interests will occur throughout the planning and construction phases of the Project. These may include but are not limited to:

- attendance at community events, e.g. local shows
- regional employment briefings
- provision of revised Project or local content information either directly or through electronic means.

Community Reference Group

One Community Reference Group (CRG) will be established in each Tennant Creek and Mount Isa. The CRG will include representatives from the relevant stakeholder organisations.

The purpose of the CRG is to allow for a two way flow of information and advice from Project to community and community to Project. The CRG will meet monthly during construction and monthly for the first three months following the commencement of operations.

Meetings will be logged and reported on ensuring all matters are addressed and closed out.

