


A COMMUNITY ENGAGEMENT FRAMEWORK

FOR THE QUARRYING INDUSTRY

Sophie Malkin

Final project report submission to the Quarry Life Award
September 2014

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Abstract

Community engagement is an increasingly significant aspect of the development and operation of quarries. Building strong long-term relationships with the community can provide invaluable benefits for both the company and community. As such, this project involved the design and development of a community engagement framework for the quarrying industry, to provide quarry managers (or development managers in particular scenarios) with practical step-by-step guidance on how to undertake effective community engagement. The framework comprises three different parts: Part 1 relates to a proposed quarry, Part 2 relates to an existing quarry, and Part 3 relates to an existing quarry with a proposed extension. As every site is unique and requires different engagement processes, the framework retains flexibility and allows quarry managers to tailor engagement to meet individual needs. The framework also aims to raise awareness of the opportunities for biodiversity conservation in quarries, which can lead to reduced conflicts between environmental groups and the quarrying industry. The co

Introduction

This project involved the design and development of a Community Engagement Framework for the Quarrying Industry (refer Attachment 1 – Community Engagement Framework).

Undertaking genuine community engagement and building strong long-term relationships with the local community can provide invaluable benefits for both a company and the community. This project provides quarry managers (or development managers in particular scenarios) with practical step-by-step guidance on how to undertake effective engagement based on best-practice techniques and successful global examples. It is presented in a series of documents for three different scenarios: Part 1 relates to a proposed quarry, Part 2 relates to an existing quarry, and Part 3 relates to an existing quarry with a proposed extension. As every site is unique and requires different engagement processes, the framework retains flexibility and allows quarry managers to tailor engagement to meet individual needs. The framework also focuses on the ecological value in quarries, for educational purposes and overall enjoyment of the community.

This report describes the need and importance of meaningful community engagement in relation to quarries, details how the framework was developed, and describes the key themes of the framework. The report then demonstrates how the Hanson Tweed Sands site, a commercial sand extraction facility located in Northern New South Wales, Australia, could use the framework.

Three key concepts are referred to throughout the report: 'Community engagement', 'stakeholders' and 'key stakeholders'. For the purposes of this report, these terms are defined as follows:

> 'Community engagement' involves processes that inform, consult and involve members of the public in policies, plans or projects that may directly or indirectly impact affect them.
>
> 'Stakeholders' are any person, group or organisation who are either directly or indirectly affected by the project and/or are concerned with the project and its consequences.
>
> 'Key stakeholders' include directly affected people, influential and respected people/groups/organisations in the community, and adjoining landowners.

Objectives

The project was undertaken with the following objectives:

- To provide quarry managers with direction and practical guidance in undertaking community engagement.
- To create a framework that is practical, flexible and easy to use.
- To give quarry managers the tools for extracting the greatest benefit from community engagement practices.
- To help build positive relationships between quarries and their communities, and smooth the way for future upgrades or extensions.

Background Information

We have an unavoidable need for quarries and the construction resources they provide for our societies. To win these necessary resources from the earth, it is inevitable that the environment will be impacted upon. Establishing a quarry results in significant change to the natural landscape, through the removal of landforms and the creation of new landforms. As such, quarry operations have the potential to impact on the surrounding environment/community in a range of ways depending on the locality, including noise and dust emission, vibration, loss of visual amenity, and increased traffic.

However, ongoing advancements in quarry design and practice have resulted in effective ways of mitigating and managing these impacts. In addition, it has been found that quarries can potentially hold very high ecological value. There are numerous ways biodiversity can be promoted within the quarry, both throughout its operational life and in its end use, often adding more conservation value than previously existed on the site.

However, while environmental management continues to evolve, public perception has the potential to hinder the development and/or longevity of extractive resources, if not properly managed. Raising awareness of the opportunities for biodiversity conservation in quarries can lead to reduced conflicts between environmental groups and the quarrying industry. Quarries are situated within their communities for an extended period of time, and the public has a large influence in the planning and approval process. As such, community engagement is an important factor for quarries.

Conducting genuine community engagement can have significant benefits for both companies and communities. These benefits include the following:

Quarries

- Increases knowledge of community values, attitudes and expectations
- Reveals early what the issues will be, and works to resolve these issues before they become serious problems that have the potential to prevent the project
- Improves the planning and design of the proposal by being fully informed of the context
- Builds ongoing long-term relationships with stakeholders and reduces the potential for complaint
- Increases public trust
- Gives stakeholder a sense of ownership in the project
- Can change misconceptions about quarries
- Ongoing engagement smooths the way for future upgrades or extensions
- Allows concerns to be resolved amicably, without the need to involve regulatory authorities
- Reduces social risk
- Avoids bad press and loss of image and reputation
- Demonstrates to the regulatory authorities how due process is being followed.

Communities

- Increased knowledge and education of quarry operations
- Views and concerns are being genuinely listened to and respected
- Quarry manager is accessible
- Able to contribute important local knowledge and wisdom
- Able to impact on quarry planning and design
- Builds a relationship with the quarry manager
- Comfortable with the planning and design process of the quarry
- Improved benefits shared by both quarry and community
- Improves the (often perceived) quality of life of the community.

Community engagement related to quarries is undertaken to varying degrees across the globe. Historically, community engagement for quarries in Australia has been minimal. This approach is unlikely to be effective or sustainable in the long-term. The awareness of individuals has broadened through mediums such as the internet and social media. Legislative reforms have also resulted in increased community participation in development assessment processes.

The community engagement framework aims to help quarry managers (and hence companies) remain progressive and engage with the community using effective methods and techniques.

Methods

Literature Review
A review of literature relating to community engagement and the quarrying industry was conducted. Public participation theory, as well as existing community engagement methods, frameworks and guidelines were examined. Best practice examples from around the world were also reviewed. This literature review informed the framework, to ensure the engagement methods are built on sound and well-grounded research.

Interviews
Qualitative research was conducted in the form of interviews. The quarry managers of two quarries (Tweed Sands and Glasshouse Mountains Quarry) and a community engagement officer (Wolffdene Quarry) were interviewed. Questions included topics such as:

- Ecological value and rehabilitation methods in the quarry
- Existing community engagement activities
- Relationship with the community
- Community attitude towards the quarry
- Level of engagement willing to undertake
- Whether a step-by-step guideline would be used
- Suggestions for the community engagement framework

The results of the interviews added to the practicality of the framework, and increased its efficacy and usefulness for quarry managers.

Attending a community meeting at the Tweed Sands Plant provided insight on the existing level of engagement at the site, the attitude of community members, and how ongoing engagement can build strong relationships between the quarry manager and the community.

Results

Through the above research, and in light of the benefits and need for engagement, a community engagement framework was developed for the quarrying industry.

The framework is for the use of the quarry manager (or the developer manager if for a proposed quarry).

The framework comprises three parts, to provide guidance for three different stages of a quarry's life:

1. Proposed Quarry
2. Existing Quarry
3. Existing Quarry with a Proposed Extension

Each part of the framework is structured into stages, first exploring the context of the site and local community, then presenting a range of methods for the quarry manager to select and tailor to the site.

Part 1 – Proposed Quarry consists of five stages:

> *Stage 1* introduces the contact person for the public, identifies the key stakeholders and key issues, and begins initial consultations with key stakeholders.
>
> *Stage 2* determines the scale of engagement required, provides a checklist for the quarry manager to use, and creates a plan of engagement.
>
> *Stage 3* describes a range of engagement methods, for the reader to 'pick and choose'.
>
> *Stage 4* provides suggestions for when the development application is being assessed
>
> *Stage 5* is post-approval, and directs the reader to Part 2: Existing Quarry for ongoing engagement.

Part 2 – Existing Quarry consists of three stages:

> *Stage 1* introduces the contact person for the public, identifies the key stakeholders and key issues, and begins initial consultations with key stakeholders.
>
> *Stage 2* determines the scale of engagement required, provides a checklist for the quarry manager to use, and creates a plan of engagement.
>
> *Stage 3* describes a range of engagement methods, for the reader to 'pick and choose'.

Part 3 – Existing Quarry with a Proposed Extension consists of five stages:

> *Stage 1* introduces the contact person for the public, identifies the key stakeholders and key issues, and begins initial consultations with key stakeholders.
>
> *Stage 2* determines the scale of engagement required, provides a checklist for the quarry manager to use, and creates a plan of engagement.

Stage 3 describes a range of engagement methods, for the reader to 'pick and choose'.

Stage 4 provides suggestions for when the development application is being assessed

Stage 5 is post-approval, and directs the reader to Part 2: Existing Quarry for ongoing engagement.

The engagement methods, when described in Stage 3, include practicalities such timing, costs and roles, as well as step-by-step instructions.

The framework was developed with focus on four key aspects: flexibility, practicality, the promotion of biodiversity, and the encouragement of ongoing engagement.

Flexibility
The framework is intended to be useable by any quarry. However, every site is different. Each site has different local needs, issues and values, and therefore each engagement process must be unique. Some sources have attempted to create a function that determines the level of engagement required by each site; based on the anticipated impacts and public sensitivity, or even the total capital investment of the project. These are only true on a broad scale as exceptions can easily apply, such as if a small-scaled project with limited capital investment was proposed in an environmentally sensitive area, which then would be expected to require a high level of engagement. The key point is that each engagement process must be unique and flexible enough to be changed throughout the process as needed.

The framework was built with this close in mind. It is underlined with principles that are relevant for all projects, provides guidance on tailoring to the site, the planning stages all projects should go through, and a range of engagement methods that can be adapted and modified to suit each situation.

Practicality
While being flexible, it is imperative that the framework is practical for quarry managers to use, and importantly, quarry managers are motivated to use it. Each stage of the framework has a clear purpose, and guidance is presented in an easy-to-follow format with simple step-by-step instructions. John McQueen, Quarry Manager at Tweed Sands, gave the following feedback in relation to the community engagement framework:

> "*The layout is such it can be easily followed. This document would certainly help guide a Quarry Manager and give him useful tips to successfully meet community engagement needs*".

Promotion of biodiversity
The framework provides ways of demonstrating rehabilitation efforts to the community, educating the biodiversity value within the quarry, and involving the community in rehabilitation measures. These measures help to allay the common misconception that quarries are 'barren' areas that hold no ecological value. Engagement methods described in the framework include quarry tours, organising biology assignments for school students, involving community groups in rehabilitation efforts (e.g. nature conservation groups, school students), and providing areas of the site for recreational purposes (before or after end-use), such as:

- Nature trail
- Fishing
- Bird watching
- Geological excursions

Ongoing engagement
Conducting ongoing engagement while there is no proposal on the horizon is beneficial for both the quarry and community, for the following reasons:

- Enables quarries and communities to maintain ongoing, cordial relations
- Resolves issues amicably, voluntarily and swiftly, and prevents complaints and regulatory authority involvement
- Future upgrades or extensions that require approval hold fewer surprises, as community concern and issues are dealt with on an ongoing basis.

Part 2 of the framework is dedicated to ongoing engagement methods for an existing quarry, to be used by the quarry manager when there are no proposals on the near horizon. The objective is to provide guidance on maintaining and strengthening relationships with key stakeholders and giving community members an opportunity to express their concerns directly to the quarry manager.

Tweed Sands Case Study

Tweed Sands is a commercial sand extraction facility owned and operated by Hanson, located in Northern New South Wales, Australia. It produces approximately 180,000 tonnes each year, and includes a resultant lake, washing/screening plant, workshop area, stockpile area, and a site office. The perimeter of the lake is being progressively rehabilitated, and native flora and fauna are encouraged to re-establish the final lake batters prior to the completion of extraction. Hanson is likely to pursue approval for the final quarry stages in the next five to ten years.

Tweed Sands (Source: Author, 10 September 2014)

Existing engagement practices
Tweed Sands has a 'Community Consultative Committee' consisting of six members, including representatives from local resident groups, the local Council, a local women's lobby group, and a local engineering firm. The committee meets twice annually to discuss the operation, environmental issues, upcoming projects or production, and any concerns the community may have. The site office also contains a complaints register for members of the community to voice any concerns.

Using the Community Engagement Framework
As Tweed Sands is an existing quarry, Part 2 of the framework is relevant for this case study.

As the quarry will propose an extension (its final stage) in the next five to ten years, conducting ongoing engagement and thereby continuing to build and strengthen relationships with the community will be invaluable for the future. When that time arrives, Part 3: Existing Quarry with a Proposed Extension will be relevant for the quarry manager to use. It will be important to commence Part 3 early in the extension process and before any such application is lodged.

The following table demonstrates how the quarry manager could use the framework.

Tweed Sands Case Study

Framework	*Tweed Sands Example*
Stage 1: Obtain Preliminary Information	
1.1 Establish the contact person	The contact person is John McQueen, Quarry Manager.
1.2 Identify key stakeholders	The key stakeholders are: • Cudgen Ratepayers and Progress Association • Chinderah Ratepayers and Progress Association • local resident groups • the local Council planning department • local women's lobby group • local engineering firm
1.3 Initial contact with key stakeholders	Contact has already been made with key stakeholders, through the Community Consultative Committee.
1.4 Identify key issues	Noise impacts.
Stage 2: Tailoring to the Site	
2.1 Determine the appropriate level of engagement	Low level of engagement is required, due to the following: • Minimal impacts on surrounding area • Last complaint in the complaints register was 2008 • Rehabilitation efforts
2.2 Plan of engagement	The following demonstrates which engagement methods could be used.
Stage 3: Engagement Methods*	
• Create an online webpage as accessible through the Hanson website (www.hanson.com.au), to share quarry information, announcements and documents with the community. • Develop an information sheet that presents key information on the project, to hand to key stakeholders and members of the public when next in contact. • Continue the community liaison group which is conducted every six months. • Invite key stakeholders, local schools, or any interested community member on a quarry tour, guided by the quarry manager and focused on rehabilitation on the site. - There are four schools located in the area: Cudgen Public School, Kingscliffe Public School, Kingscliffe High School and Saint Anthony's Catholic Primary School. • Provide recreational opportunities by inviting a local bird watching group to the quarry. - BirdLife Northern Rivers is a local bird watching group who organise monthly outings, and are interested in "working towards a sustainable future for our native birds". - If visited by the group, the quarry manager could take the opportunity to consult the group on the best methods of encouraging native birds in rehabilitation measures.	

*See the community engagement framework for step-by-step instructions on how to undertake these methods.

Discussion

While community engagement can provide several benefits, it must be noted that there are some limitations that may potentially affect the success of the process. A community engagement program can only be successful if it has a high level of commitment from the company to support the quarry manager. Engagement requires time, resources and a personal investment. The company must make an investment for the quarry manager to conduct effective engagement. It can be considered an investment to save time and cost in the future.

It is also important that engagement is conducted on an ongoing basis to prevent the perception of 'tokenism' when the community is 'needed most' (i.e. during a development application).

Community engagement is a journey. When engagement is undertaken, it should not be abandoned or forgotten. It requires commitment and patience throughout all stages of the quarry life. Users of the framework should also not expect immediate results, but should expect long-term benefits.

Quarries often must balance conflicting economical, social and environmental interests. Members of the public and quarry personnel often view issues differently. Community engagement is no 'silver bullet' for these challenges. Engagement must be designed and conducted with these challenges in mind.

Conclusions

This project aims to assist quarry managers (and hence companies) remain progressive and engage with the community using best-practice methods and techniques. The quarrying industry must ensure it continues to evolves its community engagement practices to address the increasing awareness of the public and changing legislative requirements.

The Quarry Life Award is an excellent example of broadening awareness through the education and investment in young people, and demonstrates how Hanson is remaining progressive and forward-thinking. Such initiatives should be encouraged throughout the industry as a whole, to ensure the efficient and affordable supply of resources for the benefit of the community now and into the future.

COMMUNITY ENGAGEMENT FRAMEWORK

FOR THE QUARRYING INDUSTRY

Part 1: Proposed Quarry

CONTENTS

Executive Summary

This document is for the use of the Development Manager (or the person responsible for conducting community engagement), before lodging a development application to establish a new quarry. The user of this framework will be referred as the '*Engagement Manager*'.

This framework aims to guide and assist you in undertaking meaningful community engagement. Building a strong relationship with the community is invaluable when proposing a new quarry.

The benefits for both the company and community can include:

- Changing common misconceptions about quarries
- Educating the public on the need and benefit of quarries
- Understanding community values and concerns (and addressing these before problems arise)
- Gaining suggestions from affected members of the community
- Preventing (or lessening) objections to the proposal
- Building a stable and healthy foundation for long-term interactions with the local community.

There are some fundamental things you should know about this document:

Firstly, this is Part 1 in a series of documents: this part provides guidance for a proposed quarry, Part 2 relates to an existing quarry, and Part 3 relates to an existing quarry with a proposed extension.

Secondly, the methods below are practical and simple, designed to be used as a step-by-step guide. However, every site is different and may require different community engagement methods depending on the context. With this in mind, the first part of the framework explores how to tailor your community engagement to your site. The methods described later are flexible, and intended for you to pick and choose, and shape to suit your needs.

Thirdly, it is important to note that the guidance offered in this framework is focused on the local community level. Engaging authorities is a sensitive and relationship-dependent process, and is not included within the scope of this framework.

The framework is structured into five stages:

Stage 1 introduces the contact person for the public, identifies the key stakeholders and key issues, and we begin initial consultations to get an idea of what is ahead.

Stage 2 determines the scale of engagement required for your site, provides a checklist for you to use, and helps to create a plan for your community engagement.

Stage 3 is where several engagement methods are described, for you to pick and choose to suit your site.

Stage 4 gives some suggestions of what you should be doing while the development application is being assessed by the relevant authorities.

Stage 5 is where we jump to the next part of the community engagement framework – Part 2: Existing Quarry.

HANDY HINT

Every now and again there will be handy hints to give you helpful suggestions and ideas.

Stage 1: Preparing for Engagement

1.1. Choose the contact person

An official contact person gives a single, well-informed point of contact for the public and media. Having a designated contact person provides consistency throughout the process, and a perceived high level of accessibility.

☞ Select an appropriate person, with suitable public relations skills and strong knowledge of the project and community engagement process (generally the engagement manager).

☞ Ensure the contact person's contact details are widely available.

1.2. Identify all potential stakeholders

Stakeholders are potentially interested or affected people, groups or organisations.

(1) Identify all potential stakeholders

☞ Consider the following questions:

- Who will be affected (or think they will be affected) by the proposal, whether positively or negatively?
- Who is likely to be interested in the proposal?
- Who is influential in the community?
- Who has been involved with similar issues in the past?

☞ Stakeholders could include the following:

- Neighbouring land owners
- People in local communities
- Nearby business owners
- Relevant community and special interest groups (e.g. local resident groups, environmental groups)
- Relevant non-government organisations/associations (e.g. professional associations, industry bodies)
- Local schools or universities

Note: local authorities are also stakeholders. However, the guidance offered in this framework is focused on the local community level. Engaging authorities is a sensitive and relationship-dependent process, and is not included within the scope of this framework.

HANDY HINT

Stakeholders (and their contact details) can be identified through map searches (i.e. Google Maps, Google Earth), web searches, or networking by telephone.

(2) Create a mailing list of all potentially interested or affected stakeholders, with their contact details.

☞ Keep the mailing list open, and add/remove stakeholders as needed.

(3) Create a 'stakeholder board'.

☞ This is a large poster showing a map of the site and surrounding area. Place pins at the locations of stakeholders, to give a helpful visual of surrounding stakeholders and the potential for impacts.

1.3. Identify key stakeholders

☞ *Key stakeholders* include the following:

- Adjoining landowners
- Directly affected people
- Influential and respected people/organisations/community leaders
- People with important local knowledge
- Local interested campaigners (e.g. environmental groups)

HANDY HINT

Key stakeholders' involvement should be pro-actively sought throughout the process.

HANDY HINT

Encourage supportive stakeholders to lodge a positive submission during the public notification period of the assessment process.

1.4. Initial contact with key stakeholders

It is a good idea for the engagement manager to contact key stakeholders (e.g. by telephone or face-to-face) at this stage, to introduce him/herself, give out contact details, and gain suggestions on the key issues of the quarry, the appropriate scale of engagement, and the best engagement methods to use.

☞ If a stakeholder asks a technical question the engagement manager is unable to answer, the question should be noted and answered later based on expert advice. The engagement manager should not answer if not knowledgeable about the topic, but it is critical that the question is followed up.

1.5. Identify key issues

☞ Key issues may include the following:

- Visual amenity
- Air quality (i.e. dust)
- Noise impacts
- Vibration
- Traffic impacts
- Road safety
- Surface water quality
- Groundwater quality
- Erosion
- Natural environment
- Cultural heritage

(1) Consider the issues that were raised by the key stakeholders.

(2) Consider the existing site and the expected impacts (e.g. volume of dust emissions) to identify key issues.

(3) Consider the socio-demographic characteristics of the community (e.g. retired people may be more interested in issues such as blasting, as they are more likely to be at home when a blast occurs).

Stage 2: Tailoring to the Site

2.1. Determine the appropriate level of engagement

(1) Identify the level of interest the public is likely to have in the project.

☞ Consider the following:

- Socio-demographic characteristics of the community (e.g. new estate/homes – large houses can denote a large investment in property, and therefore residents may be more sensitive to change)
- Proximity to residences and businesses
- Cultural value of the Site (e.g. historic value, spiritual or religious value, areas with a sense of place or the potential to be recognised as such, such as a nature reserve)
- Past environmental neglect by other industrial companies in the area

(2) Consider the stakeholders who are likely to be interested in the project.

HANDY HINT

A small yet passionate and well-funded group may be more of a threat than a large number of mildly concerned stakeholders.

☞ If faced with such a small yet passionate group, focus on targeted engagement methods such as interviews, workshops and site visits with these stakeholders.

☞ If, on the other hand, your stakeholders consist of a large group of generally concerned community members, it may be more effective to use methods such as the information kiosk, exhibition, and survey.

(3) Identify the expected impacts on the community.

☞ Consider the following:

- Size of the proposed quarry pit
- Existing condition of the site (e.g. greenfield or brownfield, existing vegetation etc.)
- Expected impacts (e.g. noise, dust, traffic)
- Expected cumulative impacts (e.g. increased air emissions in an area with high air pollution levels).
- The number of different potential issues (the more issues, the more stakeholder groups will be involved).

HANDY HINT		The level of engagement and methods are likely to change as the process continues and you learn more about the stakeholders and key issues.

(4) Also consider the practical aspects of community engagement:

- Available time, money and energy the company can invest
- Available staff/administration support

HANDY HINT		If minimal engagement is all that is required for the proposed development, it is appropriate to undertake community engagement only to the extent of statutory requirements, to reduce cost and time.

HANDY HINT		If complex engagement processes are required, it is recommended to commission a community engagement specialist.

CHECKLIST

- Who is the official contact person?
- How many stakeholders are there?
- Who are the key stakeholders?
- Do specific disadvantaged groups need to be targeted (e.g. non-English speaking background)?
- What level of engagement is appropriate for the project?
- What information do you wish to convey to the public?
- What are the limitations and constraints of the engagement process (e.g. time, resources, staff)?
- What is the timeframe for engagement (e.g. lodgement date)?
- Do you need the assistance of a skilled public participation professional?
- How will results of engagement be shared to the technical design team, back to stakeholders, or to the assessment authority?

2.2. Plan of engagement

Choose from the engagement methods described in Stage 3 below to create a plan of engagement.

☞ Include the timing for each method.

☞ Each method should be tailored to suit the site in question, based on the scale of engagement, key issues and key stakeholders.

☞ Ensure you consider the formal public consultation required under the relevant legislation.

HANDY HINT

Make contact with key stakeholders using active methods (e.g. interviews) before conducting any passive methods (e.g. survey).

Stage 3: Engagement Methods

This stage describes a number of engagement methods you could use for your site:

3.1 Online webpage
3.2 Information sheet
3.3 Interviews
3.4 Information kiosk
3.5 Exhibition
3.6 Workshops
3.7 Community liaison group
3.8 Attend meetings with existing groups
3.9 Site visit to a similar operation
3.10 Survey
3.11 Newspaper advertisement
3.12 Signage on the site
3.13 Media release

☞ Not all methods are suitable for all sites, and there are many other available techniques not listed.

☞ Ensure that you properly record each method of community engagement undertaken, including the results and how they were incorporated into the project.

HANDY HINT

As engagement is undertaken, present results and suggestions to the technical team to incorporate into project design.

3.1. Online webpage

A project webpage shares information, announcements and documents with the public, either as an individual website or as a webpage that is part of the general company website.

Suitability:	All projects should have a webpage.
Objectives:	To share information with the public in an easily accessible form.
Target audience:	The wider public.
Advantages:	• Easily accessible information, anywhere and anytime • Can reach a large number of people across large distances • An easy and low cost way of distributing large documents • Easy to manage and maintain • Can be translated into other languages • Can keep the public updated with an up-to-date news feed.
Disadvantages:	• Some people may not have access to the internet • Some people do not know how to use the internet • Only informs, does not consult or involve • Needs web design skills.
Timing:	• To be implemented immediately • Ongoing – continuously updated.
Costs:	If required, employing a person with web design skills.
Roles:	• Person with web design skills • Engagement Manager – to continuously update.
Method:	

(1) Find a person within the company with web design skills, or outsource to a web designer.

(2) Design the webpage, either within the company website, or as a separate website.

☞ The webpage should include (but is not limited to) the following information:

- Description of the company
- Simplified description of the proposal
- Simple map/plan of the project
- The need for a quarry
- The process of environmental assessments that will/are being undertaken
- How and when decisions will be made, and by whom
- A news bulletin of progress (to be updated throughout the process)
- How stakeholders can contribute and when

- FAQs
- The official contact person and their contact details
- Optional (but recommended): a photograph of the contact person.

☞ Ensure the webpage is user-friendly by considering the following:

- Ensure the page is easy to navigate with logical sequencing and headings
- Present information with bullet points
- Ensure language is in 'lay-man' terms
- Place critical information at the top of the page.

HANDY HINT		Research other quarry websites to inform the design of your own.

(3) Trial the webpage before launching, to ensure links are working and information is presented well.

(4) Launch the webpage, with appropriate advertising in newsletters, in the media etc.

(5) Continuously update the webpage throughout the process.

3.2. Information sheet

An information sheet is printed material which presents key information on the project, to be distributed individually via mail with a cover letter, or as a supplement to other methods such as the survey.

Suitability:	All projects should have an information sheet.
Objectives:	To inform recipients of the project.
Target audience:	Key stakeholders – however available for all members of the public.
Advantages:	• Simple, timely and inexpensive • Can reach a large number of the public • Can be used in conjunction with several other methods, such as with the survey • Can be regularly updated.
Disadvantages:	• Limited space to explain complex concepts • If mailed, may be 'binned' with other advertising • Only informs – does not consult or involve the community (unless in conjunction with survey).

Timing:	Create at the beginning of the process. Use as a supplement to other methods.
Costs:	• Paper • Printing • Postage
Roles:	• Engagement Manager (to write and design the page) • Administrative support
Method:	

(1) Write the information sheet, with the following considerations:

- Ensure it is visually interesting/eye catching, but avoid the glossy sales look.
- Ensure it is brief (generally one page), simple and easy to read
- Ensure the information is relevant to the recipients.

☞ Include the following information:

- Company name
- Simplified description of the proposal
- Simple map/plan of the project
- How stakeholders can contribute
- Directions to the project webpage
- The official contact person and their contact details
- Optional (but recommended): a photograph of the contact person.

(2) Use the information sheet as a supplement to other methods.

☞ For example, include the information sheet with the survey when mailing to stakeholders, as discussed below.

(3) If not undertaking a survey, hand deliver the information sheet to stakeholders (or mail with a cover letter if this is not possible) depending on the scale of the process:

- Small-scale: only adjoining landowners
- Medium-scale: all key stakeholders
- Large-scale: all stakeholders on the mailing list

Note: Only do this after more active methods (e.g. workshops, exhibitions, quarry tours) have been undertaken, to ensure stakeholders have already been introduced to the proposal.

3.3. Interviews

An interview involves the Engagement Manager meeting with a key stakeholder or small group of key stakeholders to privately discuss project issues.

Suitability:	• If the project is in a sensitive/potentially sensitive location • If stakeholders have conflicted with other similar projects in the past • If stakeholders may affect or prevent the project.
Objectives:	To directly discuss the issues of key stakeholders, and obtain accurate feedback and suggestions in direct response to specific questions.
Target audience:	Key stakeholders.
Advantages:	• Enables direct and deep communication • Builds relationships with key stakeholders • Determines who has influence in the community • Ensures key stakeholders have relevant information
Disadvantages:	• Others may be suspicious of private agreements or deals • No communication between different stakeholder groups • May create concerns that did not exist previously
Timing:	• At the start of the process • If the engagement process is to take a long time, it may be necessary to conduct a round of interviews at the start of the process, and other rounds throughout the process as the project develops.
Costs:	Time- consuming.
Roles:	• Engagement Manager (interviewer) • If necessary, a technical representative to join the interview.
Method:	

(1) Select which key stakeholders to interview (if not all), depending on their influence in the community, level of concern or how they are impacted upon.

(2) Prepare with a list of key points to discussion.

(3) Arrange the time and venue.

- If possible, go to a setting that is familiar to the interviewee, to help elicit information
- Interviews can also be conducted by telephone (recommended if there will be several interviews).

(4) Conduct the interviews.

- Allow for up to two hours
- Take detailed notes

(5) After interviewing, write out the interview notes as soon as possible, adding any relevant body language or tones.

☞ Write a report and offer a copy to the interviewees.

HANDY HINT		It is recommended for the engagement manager to meet with key stakeholders without any technical representatives, unless key stakeholders have raised a technical issue as a point of discussion.

3.4. Information kiosk

Information kiosks involve a display of often highly visual materials, staffed by an appropriate person, generally located at community venues or events.

Suitability:	Large or controversial projects, with many impacted stakeholders.
Objectives:	To raise awareness, inform the public and stimulate active engagement.
Target audience:	The general public, who visit the chosen venue.
Advantages:	• Locations can be chosen to target particular groups • Effective method of showcasing highly visual information, such as maps and plans • Supports active participation and relationship building, if staffed by an appropriate person • To facilitate information and relaxed participation • Convenient for community members.
Disadvantages:	• Can be resource intensive • Not all information can be effectively presented in a visual format • Only reaches people who visit the chosen venues.
Timing:	Late in the prelodgement stage, or during the assessment stage.
Costs:	• Venue rental • Printing • Display stand

	• If required, furniture (e.g. desk).
Roles:	An appropriate person (or people) with strong public relations skills and knowledge of the project.
Method:	

(1) Select a centralised community venue, where the community of interest is known to visit.

☞ Venues may include:

- shopping centres
- libraries
- community centres
- community events
- festivals

☞ If required, obtain the relevant approvals.

(2) Advertise the opportunity for public participation.

(3) Design and build a portable stall/display which showcases the proposal.

☞ Provide display materials, including maps, reports and photographs. Provide various opportunities for feedback, including filling in response forms, speaking person to person, website address, and the contact details of the official contact person.

(4) Display the information kiosk in the chosen venue, staffed by an appropriate person (generally the engagement manager).

(5) Document participation by recording visits, questions, concerns and suggestions.

3.5. Exhibition

An exhibition involves inviting the general public (particularly key stakeholders) to view displays, gain information and talk to staff about the project, by touring the facility at their own pace.

Suitability:	• For large and/or complex projects • For a project with a strong visual impact • Suitable for a large number of generally concerned people
Objectives:	To present visual information to the public, and to engage stakeholders win two-way discussion.
Target audience:	All stakeholders.

Advantages:	• Generally avoids confrontation, as stakeholder attendance is dispersed • Strong visual presentation – easy to convey information • Can show what the operation will look like from different angles • Can gauge the reaction of stakeholders • Opportunity for two-way discussion • May lead to increased media coverage
Disadvantages:	• Needs to be well prepared and managed • Can be used by agitators to protest • To ensure all stakeholders have an opportunity to attend, may need to hold the exhibition on more than one day/location • The public may not be motivated to attend • May be costly and staff intensive.
Timing:	Early enough in the process that changes can still be made; late enough when there is enough information to work on.
Costs:	• Venue • Promotional costs • Staffing • Furniture • Printing/creating the displays • Printed information materials • Response sheets and stationary
Roles:	• Engagement Manager (preparation, event facilitator; and to answer questions) • Knowledgeable company representatives (to answer questions) • Administration support.
Method:	

(1) Choose a venue and date that will be accessible to the greatest number of people.

☞ You may need to hold the event on more than one day or location to ensure all stakeholders have opportunity to attend.

☞ The exhibition should be open at different times throughout the day to accommodate shift workers (e.g. 3 hour sessions – one in the morning, at midday, and at night).

(2) Create the displays.

☞ Consider the following:

- Consider what information you want to convey. Which key issues will you focus on?
- Use visual information, such as maps, drawings, plans, photos, graphs etc.
- Ensure the displays are colourful and easy to read and understand
- Have several displays/stations, that are large enough so several people can view them each at once.
- Also provided printed materials, including information sheets and feedback forms with the opportunity for participants to provide their names and addresses.

(3) Advertise and promote the exhibit well, with emphasis on the time(s) it will be open and the issues that will be addressed.

☞ Ensure to invite key stakeholders specifically.

HANDY HINT		Invite a reporter with an interested in the project or issue, to gain media coverage.

(4) Ensure to allow adequate time to set up, and conduct the exhibition.

Consider the following:

- Provide adequate staffing of knowledgeable company representatives to answer questions.
- Ensure the Engagement Manager circulates to facilitate engagement and answer questions.
- Post a staff member at the door to explain the format to entering participants.
- Encourage participants to fill out feedback forms, and leave their names and addresses. Add these people to the stakeholder mailing list.

(5) After the event, collate all feedback and publish the results (e.g. mail/email to participants who left their contact details, and public on the webpage).

3.6. Workshops

Workshops (often also known as focus groups) are 'brainstorming' sessions, where a small group of stakeholders discuss potential issues in depth, and work together to develop a set of views or recommendations.

Suitability:	• Sensitive or complex projects with a range of issues and impacts • Many and diverse stakeholders
Objectives:	To gain an understanding of the diverse opinions of key stakeholders, and work towards solutions to key issues.

Target audience:	A limited number of key stakeholders (aim for approximately 10 people).
Advantages:	• Builds understanding of the likely attitudes of people who are well informed • Identifies issues that should be focused on in technical assessments • Builds knowledge and appreciation of other perceptions and issues in stakeholders • Builds relationships with key stakeholders
Disadvantages:	• Resource intensive
Timing:	Early enough in the process that changes can still be made; late enough when there is enough information to work on.
Costs:	• Venue • Staffing • Printing of materials for use in the workshop • Printing and distribution of meeting proceedings after the workshop.
Roles:	• Engagement Manager (workshop facilitator) • Company representatives/technical personnel (to participate in the workshops) • Administration support
Method:	

(1) Organise the workshop:

- Identify an appropriate venue. Ensure there are tables and chairs, and possibly wall space for posting notes.
- Arrange appropriate catering.

(2) Present a clear set of discussion points prior to the workshop, to distribute to attendees.

(3) Invite key stakeholders to participate (no public advertisement).

☞ Each workshop should involve approximately 15 - 25 people, including representatives of different sectors of the community, the quarrying company, technical personnel and possibly, the local authority. Ensure there is no over-representation by any particular community group.

HANDY HINT		Do not turn anyone away if they are keen to participate – they probably have something to say!

(4) Undertake the workshop.

☞ An example of how to run the workshop is the following:

- Commence with an introduction, to outline the objectives of the workshop and how stakeholder's issues will be considered.
- keep detailed records

HANDY HINT		When introducing, introduce the environmental consultants before the proponent.

(5) Produce proceedings immediately after the workshop to distribute to all attendees, to other key stakeholders, and to be available upon request to the general public.

☞ The proceedings should include the following:

- Detailed description of the project
- Plans, maps and photos
- Description of the environmental assessment to be/being undertaken
- Description of the community engagement plan and opportunities for involvement
- Detailed record of the issues and recommendations raised in the workshop

☞ Proceedings are an important part of the process, because they:

- Illustrate how stakeholders' views have been heard
- Can stimulate involvement and comment by other stakeholders
- Illustrate to the assessment manager that good practice was followed.

3.7. Community liaison group

The community liaison group involves ongoing small-group meetings between key stakeholders and the developer and/or engagement manager, to discuss the project and key issues.

Suitability:	All projects should undertake this engagement method.
Objectives:	To facilitate two-way discussion between key stakeholders and project representatives, and provide broad-based input by key stakeholders.
Target audience:	Key stakeholders (aim for approximately 10 people).
Advantages:	• Provides an opportunity for two-way conversation • Supports long term relationship building • Enables sharing of local expertise and knowledge • Participants gain an understanding of other perceptions and issues, which leads towards compromise • Builds capacity in community members • Generates new ideas • Demonstrates the likely community attitude to the project • Enables accurate information to be given in direct response to specific questions.
Disadvantages:	• Group members may not be representative of the community • May be difficult to sustain in remote communities.
Timing:	Regularly (e.g. once a month, or up to every six months) throughout the duration of the process – before and after lodgement.
Costs:	• Venue • Staffing
Roles:	• Engagement manager/meeting organiser • Project representative(s) (e.g. developer)
Method:	

(1) Consider who to invite into the community liaison group.

☞ If not many key stakeholders were identified in Stage 1 (approximately 10 people) – invite all.

☞ If more than 10 key stakeholders were identified, consider the following:

- The demographic profile of the community, to ensure fair representation
- Stakeholders most affected by the proposal
- Stakeholders most interested in the proposal
- Stakeholders most likely to derail the proposal.

☞ Allow some flexibility to include other key stakeholders identified throughout the process.

(2) Conduct the meetings on a regular basis (e.g. monthly, or six-monthly).

- Ensure to follow up actions that resulted from the previous meeting.
- Ensure the meeting is not dominated by one group/individual.
- Be transparent and forthcoming with information to build credibility
- Record the meetings, and any issues arising.

(3) After each meeting, distribute meeting minutes to participants.

3.8. Attend meetings with existing groups

The Engagement Manager attends existing community meetings.

Suitability:	All projects should consider this method.
Objectives:	To proactively seek community engagement, and talk about the project with key community groups.
Target audience:	Relevant groups (e.g. residential groups, special interest groups) in the community.
Advantages:	• Makes use of existing community processes • Demonstrates respect to community groups • Minimises public frustration, as the Engagement Manager is working around existing processes • Builds relationships with key community groups/stakeholders • Gains an insight into existing community issues
Disadvantages:	Nil.
Timing:	Ongoing.
Costs:	Nil.
Roles:	Engagement Manager (to attend the meetings)
Method:	

(1) Find out about community meetings that occur in the area, by contacting key community groups, and through the local government.

(2) Ask the organiser if you can attend.

HANDY HINT		Say you are attending to gain an understanding of community interests.

(3) Attend the meetings

☞ Attend alone, so as to not unintentionally create any intimidation.

☞ Take along some information sheets, in case people express interest in the project. However, be mindful that you are there to listen to information presented to you.

3.9. Site visit to a similar operation

A site visit involves taking a group of people on a tour of a similar operating quarry in the area.

Suitability:	Large or complex projects (particularly for companies that have existing operational quarries in the area).
Objectives:	To give key stakeholders a visualisation of the proposed project, resolve any misconceptions, and seek feedback.
Target audience:	Key stakeholders (or an open invitation to the general public).
Advantages:	• Increases understanding of what is involved • Can show the product (e.g. aggregate), and the economic benefits to the local area • Can resolve misconceptions about visual impacts, noise or dust etc.
Disadvantages:	• Time consuming • Can only involve a limited number of stakeholders • Health and safety concerns • Need to gain the cooperation of an existing quarry (usually only possible if your company has another operating quarry in the area) • May have the opposite intended effect of increasing concerns if issues are perceived as greater than imagined (hopefully this will not occur).
Timing:	Late in the process.
Costs:	Advertising Transportation Catering if required

Roles:	• The Engagement Manager (to organise, attend the site visit, and answer questions) • The quarry/site manager of the existing quarry (to give the tour and answer questions) • Administrative support (to help advertise and organise).
Method:	

(1) Organise the site visit.

☞ Choose a nearby quarry that has meaningful similarities to the proposal.

☞ Ensure that the quarry/site manager is willing and able to lead the tour of the site.

☞ Pay close attention to health and safety issues (e.g. ensure participants wear the appropriate protective clothing.

(2) Advertise.

☞ Either just invite key stakeholders, or have an open invitation to the general public.

(3) Undertake the site visit.

☞ Explain the similarities and differences to the proposal. Ensure the engagement manager is on hand to answer any questions.

3.10. Survey

Surveys pose a standard set of questions to a large range of people, to collect perceptions, attitudes and suggestions at a particular moment in time. They can target a particular group, or determine general community attitude.

Suitability:	All projects should use this engagement method.
Objectives:	To gain an understanding of key issues, values, attitudes and knowledge within the community.
Target audience:	Stakeholders on the mailing list.

Advantages:	• Can provide qualitative and/or quantitative information from a large and diverse population • Relatively cost-effective • Enables comparison between community groups, or at different stages of the process. • Can provide a large amount of data • Serves to inform as well as consult the community.
Disadvantages:	• May not be accessible for certain people (limited literacy, non-English speaking, visual impairments etc.) • Analysing the survey data requires time, resources and skill • Provides information on a limited number of issues • Can result in skewed or poor results • Can be expensive.
Timing:	• Recommended after preliminary investigations with key stakeholders (e.g. workshops or interviews) to learn some of the key issues/range of questions needed. • Early in the process, before lodgement. • Can be undertaken more than once throughout the process.
Costs:	A survey that targets a large, random sample can have a relatively high cost. Small-scale surveys can, in comparison, have a low cost. Costs include:
Roles:	• Engagement Manager (to design the survey, and analyse the results) • Administrative support (to distribute and collect the survey)
Method:	

(1) Draft the survey.

☞ Preliminary investigations with key stakeholders (e.g. workshops or interviews) can be used to identify the key issues/range of questions needed in the survey.

☞ The survey can be written in a number of ways, such as a 'poll' (a small number of closed questions), a mix of open and closed questions, or a 'comment form' to accompany the information sheet. Choose the form and distribution method best suited to your project and site.

☞ The survey must be carefully designed to ensure it generates reliable and useful information. It should also be quick and easy to read and understand. Questions should be impartial and clear.

☞ The survey could obtain the following information from stakeholders:

- Name/contact details

- Any concerns with the proposal
- Any suggestions for enhanced benefits
- Any comment on the proposed public participation process
- Whether they wish to stay informed and/or participate throughout the process
- Also include the response date (generally four weeks to respond), and the details of how to return the survey.

(2) Trial the survey before distribution.

(3) Distribute the survey.

☞ Include the information sheet and a brief cover letter with the survey.

HANDY HINT

If known, address stakeholders by name on the cover letter. Where possible, hand sign letters.

☞ The survey can be conducted via a number of means (e.g. electronic, mail, telephone, face-to-face).

☞ They survey could also be placed on the quarry's webpage.

☞ Mail (if mailing the survey) to all stakeholders on the stakeholder mailing list. Also mail the survey and information sheet to organisations, to forward on to their members.

☞ Ensure that the official contact person is prepared for telephone calls from stakeholders, by preparing a prompt sheet.

HANDY HINT

If it is a major project with high sensitivity, contact key stakeholders by telephone or in person prior to sending the information sheet/survey.

(4) Collect the results in the next four weeks, and analyse the data.

☞ Keep the Stakeholder Mailing List updated with responses. Unless respondents indicate that they do not wish to be contacted further, leave all stakeholders on the mailing list, even if they have not returned the survey.

☞ Ensure suggestions for the project are recorded and considered appropriately.

3.11. Newspaper advertisement

A paid advertisement in the local newspaper, to formally inform the public.

Suitability:	Check if this method is required by legislation (often required after lodgement). Only use this method if required.
Objectives:	To raise awareness of the project.
Target audience:	The general public.
Advantages:	Can potentially reach a large number of people.
Disadvantages:	• Can be expensive • Shares only limited information • May be missed by many potential stakeholders.
Timing:	Early in the process, to ensure stakeholders are aware of the opportunity to become involved at an early stage.
Costs:	Advertisement fee.
Roles:	Engagement Manager.
Method:	

(1) Consider which newspaper, and which days would reach the community of interest.

(2) Find out the regulatory requirements of newspaper advertisements (e.g. wording, font etc.).

(3) Place an advertisement, to the specifications of the public notification legislative requirements.

3.12. Signage on the site

A sign at the entrance to the site, which gives basic information about the project and contact details.

Suitability:	Check if this method is required by legislation (often required after lodgement). Only use this method if required.
Objectives:	To raise awareness in surrounding residents of the project.
Target audience:	The general public (particularly adjoining landowners and people who pass the site).

Advantages:	• Likely that those who frequent the area (and the most likely to be interested) will become aware of the project • Low cost and upkeep.
Disadvantages:	• Does not reach a wide audience • Only informs, does not consult or involve • May need approval to erect the sign from the local government authority/assessment manager
Timing:	At the start of the process.
Costs:	Sign.
Roles:	Engagement Manager Administration support.
Method:	

(1) Create a simple sign that gives basic information of the project:

☞ The sign should have large letters, and provide the following information:

- Name of company (and company logo)
- Name and brief description of the project
- Simplified site plan (if possible at that stage)
- Relevant dates
- Official contact person, telephone number and email

(2) Place the sign should be located at the main entrance to the site, where it is visible from the road.

3.13. Media release

A release of key information/milestones about the project, for a media outlet for inclusion in a bulletin (print or electronic).

Suitability:	Only use a media release when in response to poor press or inaccurate information published by another group, to 'get the record straight'.
Objectives:	To raise awareness, give key information, and convey a positive tone.
Target audience:	The general public.
Advantages:	• Can reach a large number of stakeholders • Cost effective • Quick and easy to arrange

Disadvantages:	• News editors may change the message, and therefore there is no guarantee that the correct message will be passed on. • Larger newspapers may not consider the project as newsworthy, which leads to poor placement within the newspaper/media. • Only informs – does not consult or involve. • Only conveys limited information.
Timing:	Throughout the process, when the project hits noteworthy milestones.
Costs:	-
Roles:	Engagement Manager (to write the media release).
Method:	

(1) Determine the main message you which to convey.

A media release is generally a one-page statement, while a media kit also provides background information and resources.

(2) Check the timing.

☞ If the media release is to be about a specific event, check the deadlines for local news/publication/radio/television bulletins to ensure the media release is published at the right time (usually send releases two weeks before events, except for magazines which often have longer times before publication).

(3) Write the media release, considering the following:

- Write no more than one page.
- Information provided should be factual and up-to-date
- Use short sentences, each a separate paragraph
- Use 'active' words (e.g. 'they have undertaken' instead of 'it has been undertaken')
- Keep the language simple and clear.
- The first paragraph should describe what the project is, who the proponent is, where, when and why
- If including a quote, identify the person and their position, and ensure they are credible.
- Include the contact person and contact details, as well as the date the release was written.

(4) Provide media releases to a range of outlets (e.g. print, electronic, community radio).

HANDY HINT

It may be a good idea to give the editor a call, to point out how the community will benefit from learning of opportunity to comment.

HANDY HINT		Also try to contact a reporter with an interest in the project/issue.

☞ Ensure editing by media outlets to not change the key points.

(5) Track the publication of the information, and importantly, write to thank the reporter.

Stage 4: During Assessment

Your Community Engagement Plan should be in its late stages while the development proposal is being assessed by the relevant authority. However, it is also a crucial time for the community. There is usually a formal public consultation during this stage – this is when the community can make or break the project.

In addition to continuing the engagement methods described above, you should consider doing the following:

☞ Show how the ideas and suggestions of the community have been taken and considered (e.g. publish results on the website, or follow up with key stakeholders directly).

☞ Ensure that any statutory requirements for public consultation have been undertaken, and at the right time.

☞ Compile Community Engagement Report (this can even be lodged with the development application)

☞ Maintain community relationships by continuing engagement efforts (see Stage 5). This will reduce the potential for future complaints, as issues can be dealt with as they arise. It also demonstrates that engagement is not merely to ensure approval, but to build long-term relationships with the community.

Stage 5: Ongoing Engagement (Post-Approval)

See *Community Engagement Framework for the Quarrying Industry – Part 2: Existing Quarry.*

COMMUNITY ENGAGEMENT FRAMEWORK

FOR THE QUARRYING INDUSTRY

Part 2: Existing Quarry

CONTENTS

Executive Summary

This document is for the use of the Quarry Manager.

This framework aims to guide and assist you in undertaking meaningful ongoing community engagement. Maintaining a strong relationship with the community is invaluable when operating a quarry.

The benefits for both the company and community can include:

- Changing common misconceptions about quarries
- Promoting the biodiversity value of quarries and encouraging environmental values within the community
- Enabling quarries and communities to maintain ongoing, cordial relations
- To resolve issues amicably, voluntarily and swiftly, before any enforcement action is taken
- Future upgrades or extensions that require approval hold fewer surprises, as community concern and issues are dealt with on an ongoing basis.

There are some fundamental things you should know about this document:

Firstly, this is Part 2 in a series of documents: Part 1 provides guidance for a proposed quarry, this part relates to an existing quarry, and Part 3 relates to an existing quarry with a proposed extension.

Secondly, the methods below are practical and simple, designed to be used as a step-by-step guide. However, every site is different and may require different community engagement methods depending on the context. With this in mind, the first part of the framework explores how to tailor your community engagement to your site. The methods described later are flexible, and intended for you to pick and choose, and shape to suit your needs.

Thirdly, this guideline assumes that no/minimal community engagement is currently being undertaken.

The framework is structured into five stages:

Stage 1 introduces the contact person for the public, identifies the key stakeholders and key issues, and we begin initial consultations to get an idea of what is ahead.

Stage 2 determines the scale of engagement required for your site, provides a checklist for you to use, and helps to create a plan for your community engagement.

Stage 3 is where several engagement methods are described, for you to pick and choose to suit your site.

HANDY HINT

Every now and again there will be handy hints to give you helpful suggestions and ideas.

Stage 1: Obtain Preliminary Information

1.1. Establish the contact person

The quarry manager is generally the main contact person for the public, to give a single, well-informed point of contact. Having a designated contact person provides consistency for the public, and a perceived high level of accessibility.

☞ The contact person should have suitable public relations skills and strong knowledge of the project and community engagement process.

☞ Ensure the quarry manager's contact details are widely available.

1.2. Identify key stakeholders

Stakeholders are potentially interested or affected people, groups or organisations.

☞ *Key stakeholders* include the following:

- Adjoining landowners
- Directly affected people
- Influential and respected people/organisations/community leaders
- People with important local knowledge
- Local interested campaigners (e.g. environmental groups)

HANDY HINT

Stakeholders (and their contact details) can be identified through map searches (i.e. Google Maps, Google Earth), web searches, or networking by telephone.

☞ Create a 'stakeholder board'. This is a large poster showing a map of the site and surrounding area. Place pins at the locations of stakeholders, to give a helpful visual of surrounding stakeholders and the potential for impacts.

HANDY HINT

Key stakeholders' involvement should be pro-actively sought.

1.3. Initial contact with key stakeholders

It is a good idea for the quarry manager to contact key stakeholders (e.g. by telephone), to introduce him/herself, give out contact details, and gain suggestions on the key issues of the quarry, the appropriate scale of engagement, and the best engagement methods to use.

☞ If a stakeholder asks a technical question the quarry manager is unable to answer, the question should be noted and answered later based on expert advice. The quarry manager should not answer if not knowledgeable about the topic, but it is critical that the question is followed up.

1.4. Identify key issues

☞ Key issues may include the following:

- Visual amenity
- Air quality (i.e. dust)
- Noise impacts
- Vibration
- Traffic impacts
- Road safety
- Surface water quality
- Groundwater quality
- Erosion
- Natural environment
- Cultural heritage

(1) Consider the issues that were raised by the key stakeholders.

(2) Consider the existing site and the expected impacts (e.g. volume of dust emissions) to identify key issues.

(3) Consider the socio-demographic characteristics of the community (e.g. retired people may be more interested in issues such as blasting, as they are more likely to be at home when a blast occurs).

Stage 2: Tailoring to the Site

2.1. Determine the appropriate level of engagement

(1) Consider the existing level of community interest and/or hostility towards the quarry.

☞ Consider the following:

- Socio-demographic characteristics of the community (e.g. new estate/homes – large houses can denote a large investment in property, and therefore residents may be more sensitive to change))
- Proximity to residences and businesses
- Past environmental neglect by other industrial companies in the area
- Negative or positive impacts on the surrounding area
- Any past complaints
- Any opposition when the quarry was originally proposed
- Biodiversity value of the quarry

(2) Also consider the available time, money and energy the company can invest, and the available staff/administration support.

HANDY HINT		If there are serious relationship problems with the community, it is recommended to commission a community engagement specialist (not a lawyer).

CHECKLIST

- Who is the official contact person?
- Who are the key stakeholders?
- Do specific disadvantaged groups need to be targeted (e.g. non-English speaking background)?
- What level of engagement is appropriate for the project?
- What information do you wish to convey to the public?
- What are the limitations and constraints of the engagement process (e.g. time, resources, staff)?
- Do you need the assistance of a skilled public participation professional?

2.2. Plan of engagement

Choose from the engagement methods described in Stage 3 below to create a plan of engagement.

☞ Include the timing for each method.

☞ Each method should be tailored to suit the site in question, based on the scale of engagement, key issues and key stakeholders.

Stage 3: Engagement Methods

This stage describes a number of engagement methods you could use for your site:

3.1 Online webpage
3.2 Information sheet
3.3 Community liaison group
3.4 Attend meetings with existing groups
3.5 Information kiosk
3.6 Quarry tour
3.7 Open day
3.8 Provide recreational opportunities
3.9 School programs

☞ Not all methods are suitable for all sites, and there are many other available techniques not listed.

☞ Ensure the community know that this is an ongoing community engagement program, for example, due to new company policy to be good neighbours. Confirm that it is not to 'tick' off requirements before implementing an extension or change. Confirm that public consultation will be undertaken before any change to the quarry.

☞ Keep a hard-copy register of complaints at the site office, available for anyone to see if requested.

☞ Publish compliance with environmental objectives after monitoring, as a hard-copy report at the site office (also available for anyone to see if requested).

☞ Display visual information at the site office, to educate community members when undertaking site tours and visits.

3.1. Online webpage

A project webpage shares quarry information, announcements and documents with the public, either as an individual website or as a webpage that is part of the general company website.

Suitability:	All quarries should have a webpage.
Objectives:	To share information with the public in an easily accessible form.
Target audience:	The wider public.
Advantages:	• Easily accessible information, anywhere and anytime • Can reach a large number of people across large distances • An easy and low cost way of distributing large documents • Easy to manage and maintain • Can be translated into other languages
Disadvantages:	• Some people may not have access to the internet • Some people do not know how to use the internet • Only informs, does not consult or involve • Needs web design skills.
Timing:	• Ongoing – continuously updated.
Costs:	If required, employing a person with web design skills.
Roles:	• Person with web design skills • Quarry Manager – to continuously update.
Method:	

(1) Find a person within the company with web design skills, or outsource to a web designer.

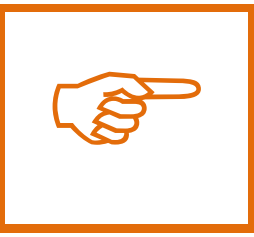
(2) Design the webpage, either within the company website, or as a separate website.

☞ The webpage should include (but is not limited to) the following information:

- Description of the company
- Simplified description of the quarry
- Simple map/plan of the quarry
- The need for the quarry
- The environmental rehabilitation/monitoring that is being undertaken
- Upcoming community engagement events
- The quarry manager and their contact details
- Optional (but recommended): a photograph of the quarry manager.

☞ Ensure the webpage is user-friendly by considering the following:

- Ensure the page is easy to navigate with logical sequencing and headings
- Present information with bullet points
- Ensure language is in 'lay-man' terms
- Place critical information at the top of the page.

HANDY HINT		Research other quarry websites to inform the design of your own.

(3) Trial the webpage before launching, to ensure links are working and information is presented well.

(4) Launch the webpage, with appropriate advertising to key stakeholders.

(5) Continuously update the webpage.

3.2. Information sheet

An information sheet is printed material which presents key information on the project, to be distributed individually via mail with a cover letter, or as a supplement to other methods.

Suitability:	All projects should have an information sheet.
Objectives:	To inform recipients of the project.
Target audience:	Key stakeholders – however available for all members of the public.
Advantages:	• Simple, timely and inexpensive • Can reach a large number of the public • Can be used in conjunction with several other methods • Can be regularly updated.
Disadvantages:	• Limited space to explain complex concepts • If mailed, may be 'binned' with other advertising • Only informs – does not consult or involve the community.
Timing:	Create the information sheet early.
Costs:	• Paper • Printing • Postage

Roles:	Quarry manager (to write and design the information) Administrative support
Method:	

(1) Write the information sheet, with the following considerations:

- Ensure it is visually interesting/eye catching, but avoid the glossy sales look.
- Ensure it is brief (generally one page), simple and easy to read
- Ensure the information is relevant to the recipients.

☞ Include the following information:

- Company name
- Simplified description of the quarry
- Simple map/plan of the quarry
- How stakeholders can become involved
- Directions to the project webpage
- The quarry manager and contact details
- Optional (but recommended): a photograph of the contact person.

(2) Hand out the information sheet when undertaking other methods, such as meetings with stakeholders, during an open day, or when holding an information kiosk.

(3) If considered necessary, hand deliver the information sheet to key stakeholders (or mail with a cover letter if this is not possible).
Note: Only do this after more active methods (e.g. community liaison meetings, quarry tours) have been undertaken, to ensure stakeholders have already met the quarry manager in person.

3.3. Community liaison group

The community liaison group involves ongoing small-group meetings between key stakeholders and the quarry manager, to discuss current operational and community matters.

Suitability:	All quarries should have a community liaison group.
Objectives:	To facilitate two-way discussion between key stakeholders and the quarry manager, and provide broad-based input by key stakeholders.
Target audience:	Key stakeholders (small group – up to 30 depending on scale of project)

Advantages:	• Provides an opportunity for two-way conversation • Supports long term relationship building • Enables sharing of local expertise and knowledge • Builds capacity in community members • Generates new ideas • Enables accurate information to be given in direct response to specific questions • Increases mutual understanding • Allows issues to be tackled outside any formal regulation.
Disadvantages:	• Group members may not be representative of the community • May be difficult to sustain in remote communities.
Timing:	Once every six months.
Costs:	• Venue • Staffing
Roles:	• Quarry manager (to organise and attend meetings)
Method:	

(1) Consider who to invite into the community liaison group.

☞ If not many key stakeholders were identified in Stage 1 (<30 people) – invite all.

☞ If more than 30 key stakeholders were identified, consider the following:

- The demographic profile of the community, to ensure fair representation
- Stakeholders most affected by the proposal
- Stakeholders most interested in the proposal
- Stakeholders most likely to derail the proposal.

☞ Allow some flexibility to include other key stakeholders identified throughout the process.

(2) Conduct the meetings on a regular basis (e.g. every six months).

- Ensure to follow up actions that resulted from the previous meeting.
- Ensure the meeting is not dominated by one group/individual.
- Be transparent and forthcoming with information to build credibility
- Record the meetings, and any issues arising.

(3) After each meeting, distribute meeting minutes to participants.

3.4. Attend meetings with existing groups

The quarry manager attends existing community meetings.

Suitability:	All quarry managers should consider this undertaking this method.
Objectives:	To proactively seek community engagement, and talk about the quarry with key community groups.
Target audience:	Relevant groups (e.g. residential groups, special interest groups) in the community.
Advantages:	• Makes use of existing community processes • Demonstrates respect to community groups • Builds relationships with key community groups/stakeholders • Gains an insight into existing community issues
Disadvantages:	Nil.
Timing:	Ongoing.
Costs:	Nil.
Roles:	Quarry manager (to attend the meetings)
Method:	

(1) Find out about community meetings that occur in the area, by contacting key community groups, and through the local government.

(2) Ask the organiser if you can attend.

HANDY HINT		Say you are attending to gain an understanding of community interests.

(3) Attend the meetings (attend alone, so as to not unintentionally create any intimidation).

☞ Take along some information sheets, in case people express interest in the project. However, be mindful that you are there to listen to information presented to you.

3.5. Quarry tour

A quarry tour involves a group of community members visiting the site and taking a tour guided by the quarry manager.

Suitability:	Suitable for all quarries.
Objectives:	To show interested community members how the quarry operates, and rehabilitation measures being undertaken.
Target audience:	Key stakeholders, local schools, universities, nature conservation groups, and any interested member of the public.
Advantages:	• Showcases the biodiversity value within the site • Educates the community • Increases credibility and trust • Better understanding of the final products and markets that will buy them.
Disadvantages:	• Health and safety issues • May increase concerns if worse than imagined by stakeholders (hopefully this would not occur)
Timing:	Quarterly (or more or less depending on the level of public interest)
Costs:	• Publicising • Transportation
Roles:	• Quarry manager (to give the tour) • Administration support
Method:	

(1) Plan the tour.

☞ Play close attention to health and safety issues. Ensure participants are wearing the right clothing (e.g. covered toe shoes or steel-capped shoes, long sleeved shirts, hats, helmets, high-visual vest, sunscreen). If this is too difficult to achieve, a way around this is to tour the quarry in a bus, and only step outside of the bus in safe areas.

☞ If possible, choose a day when blasting is planned to occur. This will create interest and show how controlled and modern today's blasting technologies are. This will hopefully resolve some misconceptions about blasting in surrounding residents.

(2) Invite members of the community.

☞ There are a number of groups you would be potentially interested in a site visit:

- Key stakeholders
- School groups (can be part of a school assignment, for example)
- University class (can also be part of a university assignment)
- Any interested member of the public

(3) Undertake the quarry tour.

☞ Focus on rehabilitation efforts and showing the biodiversity living within the quarry (especially if guiding a nature conservation group).

☞ Ensure it is perfectly clear that the quarry cannot be accessed outside of guided tours, for obvious safety reasons.

☞ Collect the names and contact details of the participants, for future engagement opportunities.

3.6. Open day

An open day involves providing the community with a limited time when they can access the quarry, and join in activities such tours and demonstrations.

Suitability:	Suitable for all quarries. Recommended for large quarries, which are expected to attract more interest.
Objectives:	To increase awareness, inform and educate the public about operations, final products, geology and biodiversity.
Target audience:	The general public.
Advantages:	• Can attract a large number of people • Showcases the biodiversity value within the site • Provides educational opportunities for interested stakeholders • Increases credibility, trust and transparency • Better understanding of the final products and markets that will buy them • Stakeholders can raise issues and concerns • Usually enjoyable for both community members and staff.
Disadvantages:	• Can be resource intensive • Takes a lot of time to plan • Health and safety is an issue • Need to establish that the quarry is not open to the public on non-open days.
Timing:	Annual.

Costs:	Note: Try to win sponsors to help with the cost, such as the machinery company that will be on display. • Advertising • Extensive planning • Bus hiring • Activities (e.g. children's games, • Staffing
Roles:	• Quarry manager (to plan the open day activities, welcome the community, answer questions, undertake guided tours etc.) • Quarry staff (to answer questions, help run activities, demonstrate machinery) • Administration support (to help plan the open day, advertise, help run activities) • Bus driver (to drive the tours) • If needed, a graphic designer to design the advertisements.
Method:	

(1) Plan the open day:

- Develop a schedule of activities, demonstrations and presentations
- Choose a day of no operations, e.g. a Sunday.
- Choose an appropriate time, e.g. 1pm to 4pm.
- Create the displays and supporting materials
- Organise sponsorships, such as the machinery company that will be displayed
- Plan for car-parking
- Create a safety plan, which identifies areas of danger and how these will be managed. For example, ensure dangerous areas (such as steep slopes) can be secured.

☞ Activities could include the following

- Bus/walking tours around the perimeter of the pit
- Walking tours through areas of rehabilitation
- Planting trees in restoration areas
- Demonstrations of machinery at work (e.g. excavators/front end loader/crushing plant)
- Scheduled presentations on operations, geology, biodiversity, the end-use etc.
- Stalls showing visual information, manned by knowledgeable staff or volunteers
- Question and answer sessions
- Machinery displayed for children to climb into
- Other generic fair activities, such as face-painting, children's games etc.
- If required, food/drink stalls (e.g. sausage sizzle)

(2) Advertise.

☞ Publicise the location, opening times and purpose. Advertise that the open day is child-friendly.

☞ Personally extend invitations to key stakeholders, relevant community groups, and schools

☞ Design a flyer and a letter-box drops.

☞ Also advertise in the local newspaper and radio.

☞ Ensure that attendees will wear appropriate clothing, e.g. hat, sunscreen, closed-in shoes.

HANDY HINT		The number of attendees will directly correlate with the amount advertising. Advertise as widely as possible, but be aware of exceeding capacity.

(3) Hold the open day.

☞ Set up early in advance.

☞ Ensure participants are aware that the quarry is strictly closed to the public on other days.

3.7. Provide recreational opportunities

Providing recreational opportunities for the community could involve providing a nature trail through a restored area, viewing platforms, bird watching, or geological or environmental learning opportunities.

Suitability:	All quarries should consider this engagement method.
Objectives:	To provide educational and recreational opportunities for the community, and raising awareness of quarry biodiversity.
Target audience:	Special interest community groups and the public in general.
Advantages:	• Promotes environmental values in the community • Provides educational opportunities the community might not have otherwise • Raises awareness of quarry biodiversity and rehabilitation measures
Disadvantages:	• Health and safety issues • Must define a clear line between open areas and prohibited areas • Community members might think the site is always open and accessible (safety issue).

Timing:	Ongoing.
Costs:	• Setting up the areas for public use (e.g. viewing platform, information displays etc.) • Advertising • Tools (e.g. tree planting)
Roles:	Quarry manager (to understand the recreational opportunities of the site, to organise activities and invite community groups)
Method:	

(1) Choose how the site might be used recreationally.

☞ Opportunities include:

- Nature trail (could also install information boards along the trail, to provide biodiversity, geological insights etc.)
- Fishing (if the lake is no longer operational and meets environmental objectives)
- Bird watching
- Viewing platform of quarry operations (possibly accessible through the nature trail)
- Geological visits (geological groups)
- Rehabilitation efforts (nature conservation groups)

HANDY HINT

A nature trail route should be chosen so the active part of the quarry will remain unaffected. When choosing a route, also be aware of safety issues such as slopes and steep faces that are often unsecured in a quarry. Also ensure that the natural environment is not damaged by nature trail users.

☞ Depending on the activity, it could either be open all the time (e.g. nature trail), or only available when there is no operation, such as on a Sunday (e.g. fishing).

(2) Liaise with local special interest community groups (e.g. local geological, nature conservation, bird watching groups)

☞ Local community groups could include:

- Geological group
- Nature conservation group
- Bird watching group
- Fishing group

☞ Ensure sure there is a clear line between when and where the public can access the site, and when and where they are strictly not allowed.

HANDY HINT		Ensure community members are well briefed on safety isses.

3.8. School programs

School programs could involve biology or geology assignments that are in collaboration with the quarry, younger children planting trees, or safety programs such as driving with trucks.

Suitability:	All sites should consider this engagement method.
Objectives:	To educate young people about quarries and quarry biodiversity.
Target audience:	Local school students (primary and high).
Advantages:	• Educational opportunity for schools • Increase the environmental values in students • Quarries are generally long-term, and therefore educating young people could have benefits down the road.
Disadvantages:	Nil.
Timing:	Ongoing.
Costs:	• Staffing • Information materials.
Roles:	• Quarry manager (to organise and run activities) • Other quarry staff (to help run activities) • Administration support.
Method:	

☞ A quarry can collaborate with schools in a number of ways:

- Quarry tour (see method 3.5 above)
- Providing a topic and information for assignments (biology, geology)
- Involving primary students in site rehabilitation through planting trees
- Road safety programs (young drivers safely driving around trucks).

COMMUNITY ENGAGEMENT FRAMEWORK

FOR THE QUARRYING INDUSTRY

Part 3: Existing Quarry with a Proposed Extension

CONTENTS

Executive Summary

This document is for the use of the Quarry Manager.

This framework aims to guide and assist you in undertaking meaningful community engagement. Building a strong relationship with the community is invaluable when proposing an extension to a quarry.

The benefits for both the company and community can include:

- Changing common misconceptions about quarries
- Promoting the biodiversity value of quarries and encouraging environmental values within the community
- Educating the public on the need and benefit of quarries
- Understanding community values and concerns (and addressing these before problems arise)
- Gaining suggestions from affected members of the community
- Preventing (or lessening) objections to the proposal
- Building a stable and healthy foundation for long-term interactions with the local community.

There are some fundamental things you should know about this document:

Firstly, this is Part 3 in a series of documents: Part 1 relates to a proposed quarry, Part 2 relates to an existing quarry, and this part relates to an existing quarry with a proposed extension.

Secondly, the methods below are practical and simple, designed to be used as a step-by-step guide. However, every site is different and may require different community engagement methods depending on the context. With this in mind, the first part of the framework explores how to tailor your community engagement to your site. The methods described later are flexible, and intended for you to pick and choose, and shape to suit your needs.

Thirdly, it is important to note that the guidance offered in this framework is focused on the local community level. Engaging authorities is a sensitive and relationship-dependent process, and is not included within the scope of this framework.

The framework is structured into five stages:

Stage 1 introduces the contact person for the public, identifies the key stakeholders and key issues, and we begin initial consultations to get an idea of what is ahead.

Stage 2 determines the scale of engagement required for your site, provides a checklist for you to use, and helps to create a plan for your community engagement.

Stage 3 is where several engagement methods are described, for you to pick and choose to suit your site.

Stage 4 gives some suggestions of what you should be doing while the development application is being assessed by the relevant authorities.

Stage 5 is where we jump to the next Part 2 of the community engagement framework – engagement relating to an existing quarry.

HANDY HINT

Every now and again there will be handy hints to give you helpful suggestions and ideas.

Stage 1: Preparing for Engagement

1.1. Choose the contact person

An official contact person gives a single, well-informed point of contact for the public and media. Having a designated contact person provides consistency throughout the process, and a perceived high level of accessibility.

☞ Select an appropriate person, with suitable public relations skills and strong knowledge of the quarry, proposed extension and community engagement process (generally the quarry manager).

☞ Ensure the contact person's contact details are widely available.

1.2. Identify all potential stakeholders

Stakeholders are potentially interested or affected people, groups or organisations.

(1) Identify all potential stakeholders.

☞ Consider the following questions:

- Who will be affected (or think they will be affected) by the proposal, whether positively or negatively?
- Who is likely to be interested in the proposal?
- Who is influential in the community?
- Who has been involved with similar issues in the past?

☞ Stakeholders could include the following:

- Neighbouring land owners
- People in local communities
- Nearby business owners
- Relevant community and special interest groups (e.g. local resident groups, environmental groups)
- Relevant non-government organisations/associations (e.g. professional associations, industry bodies)
- Local schools or universities

Note: local authorities are also stakeholders. However, the guidance offered in this framework is focused on the local community level. Engaging authorities is a sensitive and relationship-dependent process, and is not included within the scope of this framework.

HANDY HINT

Stakeholders (and their contact details) can be identified through map searches (i.e. Google Maps, Google Earth), web searches, or networking by telephone.

(2) Create a mailing list of all potentially interested or affected stakeholders, with their contact details.

➢ Keep the mailing list open, and add/remove stakeholders as needed.

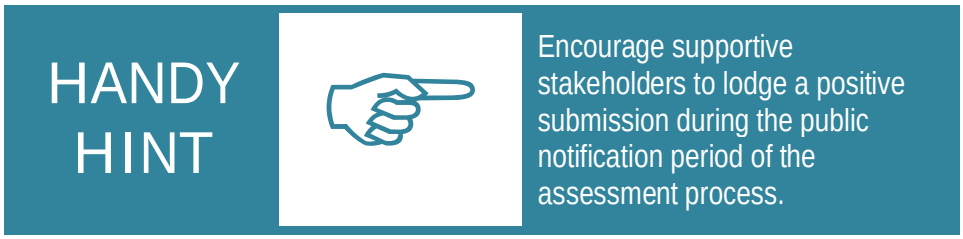
(3) Create a 'stakeholder board'.

☞ This is a large poster showing a map of the site and surrounding area. Place pins at the locations of stakeholders, to give a helpful visual of surrounding stakeholders and the potential for impacts.

1.3. Identify key stakeholders

☞ *Key stakeholders* include the following:

- Adjoining landowners
- Directly affected people
- Influential and respected people/organisations/community leaders
- People with important local knowledge
- Local interested campaigners (e.g. environmental groups).



1.4. Initial contact with key stakeholders

It is a good idea for the quarry manager to contact key stakeholders (e.g. by telephone or face-to-face) at this stage, to introduce him/herself, give out contact details, and gain suggestions on the key issues of the quarry, the appropriate scale of engagement, and the best engagement methods to use.

☞ If a stakeholder asks a technical question the quarry manager is unable to answer, the question should be noted and answered later based on expert advice. The quarry manager should not answer if not knowledgeable about the topic, but it is critical that the question is followed up.

1.5. Identify key issues

☞ Key issues may include the following:

- Visual amenity
- Air quality (i.e. dust)
- Noise impacts
- Vibration
- Traffic impacts
- Road safety
- Surface water quality
- Groundwater quality
- Erosion
- Natural environment
- Cultural heritage.

(1) Consider the issues that were raised by the key stakeholders.

(2) Consider the existing site and the expected changed impacts (e.g. volume of dust emissions) to identify key issues.

(3) Consider the socio-demographic characteristics of the community (e.g. retired people may be more interested in issues such as blasting, as they are more likely to be at home when a blast occurs).

Stage 2: Tailoring to the Site

2.1. Determine the appropriate level of engagement

(1) Identify the level of interest the public is likely to have in the proposed extension.

☞ Consider the following:

- Existing relations with the community
- Socio-demographic characteristics of the community (e.g. new estate/homes – large houses can denote a large investment in property, and therefore residents may be more sensitive to change)
- Proximity to residences and businesses
- Cultural value of the proposed extension area (e.g. historic value, spiritual or religious value, areas with a sense of place or the potential to be recognised as such, such as a nature reserve).

(2) Consider the stakeholders who are likely to be interested in the project.

HANDY HINT		A small yet passionate and well-funded group may be more of a threat to the project than a large number of mildly concerned stakeholders.

☞ If faced with such a small yet passionate group, focus on targeted engagement methods such as interviews, workshops and site visits with these stakeholders.

☞ If, on the other hand, your stakeholders consist of a large group of generally concerned community members, it may be more effective to use methods such as the information kiosk, exhibition, and survey.

(3) Identify the expected impacts on the community.

☞ Consider the following:

- Size of the proposed extension
- Existing condition of the site (e.g. level of rehabilitation already undertaken)
- The environmental value of the proposed extension area
- Expected increased impacts (e.g. noise, dust, traffic)
- Expected cumulative impacts (e.g. increased air emissions in an area with high air pollution levels).
- The number of different potential issues (the more issues, the more stakeholder groups will be involved).

HANDY HINT		The level of engagement and methods are likely to change as the process continues and you learn more about the stakeholders and key issues.

(4) Also consider the practical aspects of community engagement:

- Available time, money and energy the company can invest
- Available staff/administration support

HANDY HINT		If minimal engagement is all that is required for the proposed development, it is appropriate to undertake community engagement only to the extent of statutory requirements, to reduce cost and time.

HANDY HINT		If complex engagement processes are required, it is recommended to commission a community engagement specialist.

CHECKLIST

- Who is the official contact person?
- How many stakeholders are there?
- Who are the key stakeholders?
- Do specific disadvantaged groups need to be targeted (e.g. non-English speaking background)?
- What level of engagement is appropriate for the project?
- What information do you wish to convey to the public?
- What are the limitations and constraints of the engagement process (e.g. time, resources, staff)?
- What is the timeframe for engagement (e.g. lodgement date)?
- Do you need the assistance of a skilled public participation professional?
- How will results of engagement be shared to the technical design team, back to stakeholders, or to the assessment authority?

2.2. Plan of engagement

Choose from the engagement methods described in Stage 3 below to create a plan of engagement.

☞ Include the timing for each method.

☞ Each method should be tailored to suit the site in question, based on the scale of engagement, key issues and key issues.

☞ Ensure you consider the formal public consultation required under the relevant legislation.

HANDY HINT		Make contact with key stakeholders using active methods (e.g. interviews) before conducting any passive methods (e.g. survey).

Stage 3: Engagement Methods

This stage describes a number of engagement methods you could use for your site:

3.1 Online webpage
3.2 Information sheet
3.3 Interviews
3.4 Information kiosk
3.5 Exhibition
3.6 Open day
3.7 Quarry tour
3.8 Workshops
3.9 Community liaison group
3.10 Attend meetings with existing groups
3.11 Survey
3.12 Newspaper advertisement
3.13 Signage on the site
3.14 Media release

☞ Not all methods are suitable for all sites, and there are many other available techniques not listed.

☞ Ensure that you properly record each method of community engagement undertaken, including the results and how they were incorporated into the project.

HANDY HINT

As engagement is undertaken, present results and suggestions to the technical team to incorporate into the design of the extension.

3.1. Online webpage

A project webpage shares information, announcements and documents with the public, either as an individual website or as a webpage that is part of the general company website.

Suitability:	All projects should have a webpage.
Objectives:	To share information with the public in an easily accessible form.
Target audience:	The wider public.
Advantages:	• Easily accessible information, anywhere and anytime • Can reach a large number of people across large distances • An easy and low cost way of distributing large documents • Easy to manage and maintain • Can be translated into other languages • Can keep the public updated with an up-to-date news feed.
Disadvantages:	• Some people may not have access to the internet • Some people do not know how to use the internet • Only informs, does not consult or involve • Needs web design skills.
Timing:	• To be implemented immediately • Ongoing – continuously updated.
Costs:	If required, employing a person with web design skills.
Roles:	• Person with web design skills • Quarry manager – to continuously update.
Method:	

(1) Find a person within the company with web design skills, or outsource to a web designer.

(2) Design the webpage, either within the company website, or as a separate website.

☞ The webpage should include (but is not limited to) the following information:

- Description of the company
- Simplified description of the proposal
- Simple map/plan of the project
- The need for a quarry
- The process of environmental assessments that will/are being undertaken
- How and when decisions will be made, and by whom
- A news bulletin of progress (to be updated throughout the process)
- How stakeholders can contribute and when
- FAQs

- The official contact person and their contact details
- Optional (but recommended): a photograph of the contact person.

☞ Ensure the webpage is user-friendly by considering the following:

- Ensure the page is easy to navigate with logical sequencing and headings
- Present information with bullet points
- Ensure language is in 'lay-man' terms
- Place critical information at the top of the page.

HANDY HINT		Research other quarry websites to inform the design of your own.

(3) Trial the webpage before launching, to ensure links are working and information is presented well.

(4) Launch the webpage, with appropriate advertising in newsletters, in the media etc.

(5) Continuously update the webpage throughout the process.

3.2. Information sheet

An information sheet is printed material which presents key information on the project, to be distributed individually via mail with a cover letter, or as a supplement to other methods such as the survey.

Suitability:	All projects should have an information sheet.
Objectives:	To inform recipients of the project.
Target audience:	Key stakeholders – however available for all members of the public.
Advantages:	• Simple, timely and inexpensive • Can reach a large number of the public • Can be used in conjunction with several other methods, such as with the survey • Can be regularly updated.
Disadvantages:	• Limited space to explain complex concepts • If mailed, may be 'binned' with other advertising • Only informs – does not consult or involve the community (unless in conjunction with survey).
Timing:	At the beginning of the process.

Costs:	• Paper • Printing • Postage
Roles:	Quarry manager – to write and design the page Administrative support
Method:	

(1) Write the information sheet, with the following considerations:

- Ensure it is visually interesting/eye catching, but avoid the glossy sales look.
- Ensure it is brief (generally one page), simple and easy to read
- Ensure the information is relevant to the recipients.

☞ Include the following information:

- Company name
- Simplified description of the proposal
- Simple map/plan of the project
- How stakeholders can contribute
- Directions to the project webpage
- The official contact person and their contact details
- Optional (but recommended): a photograph of the contact person.

(2) Use the information sheet as a supplement to other methods.

☞ For example, include the information sheet with the survey when mailing to stakeholders, as discussed below.

(3) If not undertaking a survey, hand deliver the information sheet to stakeholders (or mail with a cover letter if this is not possible) depending on the scale of the process:

- Small-scale: only adjoining landowners
- Medium-scale: all key stakeholders
- Large-scale: all stakeholders on the mailing list

Note: Only do this after more active methods (e.g. workshops, exhibitions, quarry tours) have been undertaken, to ensure stakeholders have already been introduced to the proposal.

3.3. Interviews

An interview involves the quarry manager meeting with a key stakeholder or small group of key stakeholders to privately discuss project issues.

Suitability:	• If the project is likely to impact on private or public land • If stakeholders have conflicted with other similar projects in the past • If stakeholders may affect or prevent the project.
Objectives:	To directly discuss the issues of key stakeholders, and obtain accurate feedback and suggestions in direct response to specific questions.
Target audience:	Key stakeholders.
Advantages:	• Enables direct and deep communication • Builds relationships with key stakeholders • Determines who has influence in the community • Ensures key stakeholders have relevant information
Disadvantages:	• Others may be suspicious of private agreements or deals • No communication between different stakeholder groups • May create concerns that did not exist previously
Timing:	• At the start of the process • If the engagement process is to take a long time, it may be necessary to conduct a round of interviews at the start of the process, and other rounds throughout the process as the project develops.
Costs:	Time- consuming.
Roles:	• Quarry manager (interviewer) • If necessary, a technical representative to join the interview.
Method:	

(1) Select which key stakeholders to interview (if not all), depending on their influence in the community, level of concern or how they are impacted upon.

(2) Prepare with a list of key points to discussion.

(3) Arrange the time and venue.

- If possible, go to a setting that is familiar to the interviewee, to help elicit information
- Interviews can also be conducted by telephone (recommended if there will be several interviews).

(4) Conduct the interviews.

- Allow for up to two hours
- Take detailed notes

(5) After interviewing, write out the interview notes as soon as possible, adding any relevant body language or tones.

☞ Write a report and offer a copy to the interviewees.

HANDY HINT		It is recommended for the quarry manager to meet with key stakeholders without any technical representatives, unless key stakeholders have raised a technical issue as a point of discussion.

3.4. Information kiosk

Information kiosks involve a display of often highly visual materials, staffed by an appropriate person, generally located at community venues or events.

Suitability:	Large or controversial projects, with many impacted stakeholders.
Objectives:	To raise awareness, inform the public and stimulate active engagement.
Target audience:	The general public, who visit the chosen venue.
Advantages:	• Locations can be chosen to target particular groups • Effective method of showcasing highly visual information, such as maps and plans • Supports active participation and relationship building, if staffed by an appropriate person • To facilitate information and relaxed participation • Convenient for community members.
Disadvantages:	• Can be resource intensive • Not all information can be effectively presented in a visual format • Only reaches people who visit the chosen venues.
Timing:	Late in the prelodgement stage, or during the assessment stage.
Costs:	Venue rental Printing Display stand If required, furniture (e.g. desk).

Roles:	An appropriate person (or people) with strong public relations skills and knowledge of the project.
Method:	

(1) Select a centralised community venue, where the community of interest is known to visit.

☞ Venues may include:

- shopping centres
- libraries
- community centres
- community events
- festivals

☞ If required, obtain the relevant approvals.

(2) Advertise the opportunity for public participation.

(3) Design and build a portable stall/display which showcases the proposal.

☞ Provide display materials, including maps, reports and photographs. Provide various opportunities for feedback, including filling in response forms, speaking person to person, website address, and the contact details of the official contact person.

(4) Display the information kiosk in the chosen venue, staffed by an appropriate person (generally the quarry manager).

(5) Document participation by recording visits, questions, concerns and suggestions.

3.5. Exhibition

An exhibition involves inviting the general public (particularly key stakeholders) to view displays, gain information and talk to staff about the project, by touring the facility at their own pace.

Suitability:	• For large and/or complex projects • For a project with a strong visual impact • Suitable for a large number of generally concerned people
Objectives:	To present visual information to the public, and to engage stakeholders win two-way discussion.
Target audience:	All stakeholders.

Advantages:	• Generally avoids confrontation, as stakeholder attendance is dispersed • Strong visual presentation – easy to convey information • Can show what the operation will look like from different angles • Can gauge the reaction of stakeholders • Opportunity for two-way discussion • May lead to increased media coverage
Disadvantages:	• Needs to be well prepared and managed • Can be used by agitators to protest • To ensure all stakeholders have an opportunity to attend, may need to hold the exhibition on more than one day/location • The public may not be motivated to attend • May be costly and staff intensive.
Timing:	Early enough in the process that changes can still be made; late enough when there is enough information to work on.
Costs:	• Venue • Promotional costs • Staffing • Furniture • Printing/creating the displays • Printed information materials • Response sheets and stationary
Roles:	• Quarry manager (preparation, event facilitator; and to answer questions) • Knowledgeable company representatives (to answer questions) • Administration support.
Method:	

(1) Choose a venue and date that will be accessible to the greatest number of people.

☞ You may need to hold the event on more than one day or location to ensure all stakeholders have opportunity to attend.

☞ The exhibition should be open at different times throughout the day to accommodate shift workers (e.g. 3 hour sessions – one in the morning, at midday, and at night).

(2) Create the displays.

☞ Consider the following:

- Consider what information you want to convey. Which key issues will you focus on?
- Use visual information, such as maps, drawings, plans, photos, graphs etc.
- Ensure the displays are colourful and easy to read and understand
- Have several displays/stations, that are large enough so several people can view them each at once.
- Also provided printed materials, including information sheets and feedback forms with the opportunity for participants to provide their names and addresses.

(3) Advertise and promote the exhibit well, with emphasis on the time(s) it will be open and the issues that will be addressed.

☞ Ensure to invite key stakeholders specifically.

HANDY HINT		Invite a reporter with an interested in the project or issue, to gain media coverage.

(4) Ensure to allow adequate time to set up, and conduct the exhibition.

☞ Consider the following:

- Provide adequate staffing of knowledgeable company representatives to answer questions.
- Ensure the quarry manager circulates to facilitate engagement and answer questions.
- Post a staff member at the door to explain the format to entering participants.
- Encourage participants to fill out feedback forms, and leave their names and addresses. Add these people to the stakeholder mailing list.

(5) After the event, collate all feedback and publish the results (e.g. mail/email to participants who left their contact details, and public on the webpage).

3.6. Open day

An open day involves providing the community with a limited time when they can access the quarry, and join in activities such tours and demonstrations.

Suitability:	Suitable for all quarries. Recommended for large quarries, which are expected to attract more interest.
Objectives:	To increase awareness, inform and educate the public about operations, final products, geology and biodiversity.
Target audience:	The general public.

Advantages:	• Can attract a large number of people • Showcases the biodiversity value within the site • Provides educational opportunities for interested stakeholders • Increases credibility, trust and transparency • Better understanding of the final products and markets that will buy them • Stakeholders can raise issues and concerns with the proposed extension • Usually enjoyable for both community members and staff.
Disadvantages:	• Can be resource intensive • Takes a lot of time to plan • Health and safety is an issue • Need to establish that the quarry is not open to the public on non-open days.
Timing:	Early in the process.
Costs:	Note: Try to win sponsors to help with the cost, such as the machinery company that will be on display. • Advertising • Extensive planning • Bus hiring • Activities (e.g. children's games, • Staffing
Roles:	• Quarry manager (to plan the open day activities, welcome the community, answer questions, undertake guided tours etc.) • Quarry staff (to answer questions, help run activities, demonstrate machinery) • Administration support (to help plan the open day, advertise, help run activities) • Bus driver (to drive the tours) • If needed, a graphic designer to design the advertisements.
Method:	

(1) Plan the open day:

- Develop a schedule of activities, demonstrations and presentations
- Choose a day of no operations, e.g. a Sunday.
- Choose an appropriate time, e.g. 1pm to 4pm.
- Create the displays and supporting materials
- Organise sponsorships, such as the machinery company that will be displayed
- Plan for car-parking
- Create a safety plan, which identifies areas of danger and how these will be managed. For example, ensure dangerous areas (such as steep slopes) can be secured.

☞ Activities could include the following

- Bus/walking tours around the perimeter of the pit
- Walking tours through areas of rehabilitation
- Planting trees in restoration areas
- Demonstrations of machinery at work (e.g. excavators/front end loader/crushing plant)
- Scheduled presentations on operations, geology, biodiversity, the end-use etc.
- Stalls showing visual information on the proposed extension, manned by knowledgeable staff or volunteers
- Question and answer sessions on the proposed extension
- Machinery displayed for children to climb into
- Other generic fair activities, such as face-painting, children's games etc.
- If required, food/drink stalls (e.g. sausage sizzle)

(2) Advertise.

☞ Publicise the location, opening times and purpose. Advertise that the open day is child-friendly.

☞ Personally extend invitations to key stakeholders, relevant community groups, and schools

☞ Design a flyer and a letter-box drops.

☞ Also advertise in the local newspaper and radio.

☞ Ensure that attendees will wear appropriate clothing, e.g. hat, sunscreen, closed-in shoes.

HANDY HINT

The number of attendees will directly correlate with the amount advertising. Advertise as widely as possible, but be aware of exceeding capacity.

(3) Hold the open day.

☞ Set up early in advance.

☞ Ensure participants are aware that the quarry is strictly closed to the public on other days.

3.7. Quarry tour

A quarry tour involves a group of community members visiting the site and taking a tour guided by the quarry manager.

Suitability:	Suitable for all quarries.
Objectives:	To show interested community members how the quarry operates, and rehabilitation measures being undertaken.
Target audience:	Key stakeholders, local schools, universities, nature conservation groups, and any interested member of the public.
Advantages:	• Showcases the biodiversity value within the site • Educates the community • Increases credibility and trust • Better understanding of the final products and markets that will buy them.
Disadvantages:	• Health and safety issues • May increase concerns if worse than imagined by stakeholders (hopefully this would not occur)
Timing:	Ongoing, the frequency dependent of the level of interest shown by the public.
Costs:	• Publicising • Transportation
Roles:	• Quarry manager (to give the tour) • Administration support
Method:	

(1) Plan the tour.

☞ Play close attention to health and safety issues. Ensure participants are wearing the right clothing (e.g. covered toe shoes or steel-capped shoes, long sleeved shirts, hats, helmets, high-visual vest, sunscreen). If this is too difficult to achieve, a way around this is to tour the quarry in a bus, and only step outside of the bus in safe areas.

☞ If possible, choose a day when blasting is planned to occur. This will create interest and show how controlled and modern today's blasting technologies are. This will hopefully resolve some misconceptions about blasting in surrounding residents.

(2) Invite members of the community.

☞ There are a number of groups you would be potentially interested in a site visit:

- Key stakeholders
- School groups (can be part of a school assignment, for example)
- University class (can also be part of a university assignment)
- Any interested member of the public

(3) Undertake the quarry tour.

☞ Focus on rehabilitation efforts and showing the biodiversity living within the quarry (especially if guiding a nature conservation group).

☞ Ensure it is perfectly clear that the quarry cannot be accessed outside of guided tours, for obvious safety reasons.

☞ Collect the names and contact details of the participants, for future engagement opportunities.

3.8. Workshops

Workshops (often also known as focus groups) are 'brainstorming' sessions, where a small group of stakeholders discuss potential issues in depth, and work together to develop a set of views or recommendations.

Suitability:	• Sensitive or complex projects with a range of issues and impacts • Many and diverse stakeholders
Objectives:	To gain an understanding of the diverse opinions of key stakeholders, and work towards solutions to key issues.
Target audience:	A limited number of key stakeholders (aim for approximately 10 people).
Advantages:	• Builds understanding of the likely attitudes of people who are well informed • Identifies issues that should be focused on in technical assessments • Builds knowledge and appreciation of other perceptions and issues in stakeholders • Builds relationships with key stakeholders
Disadvantages:	• Resource intensive
Timing:	Early enough in the process that changes can still be made; late enough when there is enough information to work on.

Costs:	• Venue • Staffing • Printing of materials for use in the workshop • Printing and distribution of meeting proceedings after the workshop.
Roles:	• Quarry manager (workshop facilitator) • Company representatives/technical personnel (to participate in the workshops) • Administration support
Method:	

(1) Organise the workshop:

- Identify an appropriate venue. Ensure there are tables and chairs, and possibly wall space for posting notes.
- Arrange appropriate catering.

(2) Present a clear set of discussion points prior to the workshop, to distribute to attendees.

(3) Invite key stakeholders to participate (no public advertisement).

☞ Each workshop should involve approximately 15 - 25 people, including representatives of different sectors of the community, the quarrying company, technical personnel and possibly, the local authority. Ensure there is no over-representation by any particular community group.

HANDY HINT

Do not turn anyone away if they are keen to participate – they probably have something to say!

(4) Undertake the workshop.

An example of how to run the workshop is the following:

- Commence with an introduction, to outline the objectives of the workshop and how stakeholder's issues will be considered.
- keep detailed records

HANDY HINT

When introducing, introduce the environmental consultants before the proponent.

(5) Produce proceedings immediately after the workshop to distribute to all attendees, to other key stakeholders, and to be available upon request to the general public.

☞ The proceedings should include the following:

- Detailed description of the project
- Plans, maps and photos
- Description of the environmental assessment to be/being undertaken
- Description of the community engagement plan and opportunities for involvement
- Detailed record of the issues and recommendations raised in the workshop

☞ Proceedings are an important part of the process, because they:

- Illustrate how stakeholders' views have been heard
- Can stimulate involvement and comment by other stakeholders
- Illustrate to the assessment manager that good practice was followed.

3.9. Community liaison group

The community liaison group involves ongoing small-group meetings between key stakeholders and the quarry manager, to discuss the project and key issues.

Suitability:	All projects should undertake this engagement method.
Objectives:	To facilitate two-way discussion between key stakeholders and project representatives, and provide broad-based input by key stakeholders.
Target audience:	Key stakeholders (aim for approximately 10 people).
Advantages:	• Provides an opportunity for two-way conversation • Supports long term relationship building • Enables sharing of local expertise and knowledge • Participants gain an understanding of other perceptions and issues, which leads towards compromise • Builds capacity in community members • Generates new ideas • Demonstrates the likely community attitude to the project • Enables accurate information to be given in direct response to specific questions.
Disadvantages:	• Group members may not be representative of the community • May be difficult to sustain in remote communities.
Timing:	Regularly (e.g. once a month, or up to every six months) throughout the duration of the process – before and after lodgement.

Costs:	• Venue • Staffing
Roles:	• Quarry manager/meeting organiser • Project representative(s) (e.g. developer)
Method:	

(1) Consider who to invite into the community liaison group.

☞ If not many key stakeholders were identified in Stage 1 (approximately 10 people) – invite all.

☞ If more than 10 key stakeholders were identified, consider the following:

- The demographic profile of the community, to ensure fair representation
- Stakeholders most affected by the proposal
- Stakeholders most interested in the proposal
- Stakeholders most likely to derail the proposal.

☞ Allow some flexibility to include other key stakeholders identified throughout the process.

(2) Conduct the meetings on a regular basis (e.g. monthly, or six-monthly).

- Ensure to follow up actions that resulted from the previous meeting.
- Ensure the meeting is not dominated by one group/individual.
- Be transparent and forthcoming with information to build credibility
- Record the meetings, and any issues arising.

(3) After each meeting, distribute meeting minutes to participants.

3.10. Attend meetings with existing groups

The quarry manager attends existing community meetings.

Suitability:	All projects should consider this method.
Objectives:	To proactively seek community engagement, and talk about the project with key community groups.
Target audience:	Relevant groups (e.g. residential groups, special interest groups) in the community.
Advantages:	• Makes use of existing community processes • Demonstrates respect to community groups • Minimises public frustration, as the quarry manager is working around existing processes • Builds relationships with key community groups/stakeholders • Gains an insight into existing community issues

Disadvantages:	Nil.
Timing:	Ongoing.
Costs:	Nil.
Roles:	Quarry manager (to attend the meetings)
Method:	

(1) Find out about community meetings that occur in the area, by contacting key community groups, and through the local government.

(2) Ask the organiser if you can attend.

HANDY HINT		Say you are attending to gain an understanding of community interests.

(3) Attend the meetings

☞ Attend alone, so as to not unintentionally create any intimidation.

☞ Take along some information sheets, in case people express interest in the project. However, be mindful that you are there to listen to information presented to you.

3.11. Survey

Surveys pose a standard set of questions to a large range of people, to collect perceptions, attitudes and suggestions at a particular moment in time. They can target a particular group, or determine general community attitude.

Suitability:	All projects should use this engagement method.
Objectives:	To gain an understanding of key issues, values, attitudes and knowledge within the community.
Target audience:	Stakeholders on the mailing list.

Advantages:	• Can provide qualitative and/or quantitative information from a large and diverse population • Relatively cost-effective • Enables comparison between community groups, or at different stages of the process. • Can provide a large amount of data • Serves to inform as well as consult the community.
Disadvantages:	• May not be accessible for certain people (limited literacy, non-English speaking, visual impairments etc.) • Analysing the survey data requires time, resources and skill • Provides information on a limited number of issues • Can result in skewed or poor results • Can be expensive.
Timing:	• Recommended after preliminary investigations with key stakeholders (e.g. workshops or interviews) to learn some of the key issues/range of questions needed. • Early in the process, before lodgement. • Can be undertaken more than once throughout the process.
Costs:	A survey that targets a large, random sample can have a relatively high cost. Small-scale surveys can, in comparison, have a low cost. Costs include:
Roles:	• Quarry manager (to design the survey, and analyse the results) • Administrative support (to distribute and collect the survey)
Method:	

(1) Draft the survey.

☞ Preliminary investigations with key stakeholders (e.g. workshops or interviews) can be used to identify the key issues/range of questions needed in the survey.

☞ The survey can be written in a number of ways, such as a 'poll' (a small number of closed questions), a mix of open and closed questions, or a 'comment form' to accompany the information sheet. Choose the form and distribution method best suited to your project and site.

☞ The survey must be carefully designed to ensure it generates reliable and useful information. It should also be quick and easy to read and understand. Questions should be impartial and clear.

☞ The survey could obtain the following information from stakeholders:

- Name/contact details
- Any concerns with the proposal
- Any suggestions for enhanced benefits
- Any comment on the proposed public participation process
- Whether they wish to stay informed and/or participate throughout the process
- Also include the response date (generally four weeks to respond), and the details of how to return the survey.

(2) Trial the survey before distribution.

(3) Distribute the survey.

☞ Include the information sheet and a brief cover letter with the survey.

HANDY HINT

If known, address stakeholders by name on the cover letter. Where possible, hand sign letters.

☞ The survey can be conducted via a number of means (e.g. electronic, mail, telephone, face-to-face).

☞ They survey could also be placed on the quarry's webpage.

☞ Mail (if mailing the survey) to all stakeholders on the stakeholder mailing list. Also mail the survey and information sheet to organisations, to forward on to their members.

☞ Ensure that the official contact person is prepared for telephone calls from stakeholders, by preparing a prompt sheet.

HANDY HINT

If it is a major project with high sensitivity, contact key stakeholders by telephone prior to sending the information sheet/survey.

(4) Collect the results in the next four weeks, and analyse the data.

☞ Keep the Stakeholder Mailing List updated with responses. Unless respondents indicate that they do not wish to be contacted further, leave all stakeholders on the mailing list, even if they have not returned the survey.

☞ Ensure suggestions for the project are recorded and considered appropriately.

3.12. Newspaper advertisement

A paid advertisement in the local newspaper, to formally inform the public.

Suitability:	Check if this method is required by legislation (often required after lodgement). Only use this method if required.
Objectives:	To raise awareness of the project.
Target audience:	The general public.
Advantages:	Can potentially reach a large number of people.
Disadvantages:	• Can be expensive • Shares only limited information • May be missed by many potential stakeholders.
Timing:	Early in the process, to ensure stakeholders are aware of the opportunity to become involved at an early stage.
Costs:	Advertisement fee.
Roles:	Quarry manager.
Method:	

(1) Consider which newspaper, and which days would reach the community of interest.

(2) Find out the regulatory requirements of newspaper advertisements (e.g. wording, font etc.).

(3) Place an advertisement, to the specifications of the public notification legislative requirements.

3.13. Signage on the site

A sign at the entrance to the site, which gives basic information about the project and contact details.

Suitability:	Check if this method is required by legislation (often required after lodgement). Only use this method if required.
Objectives:	To raise awareness in surrounding residents of the project.
Target audience:	The general public (particularly adjoining landowners and people who pass the site).

Advantages:	• Likely that those who frequent the area (and the most likely to be interested) will become aware of the project • Low cost and upkeep.
Disadvantages:	• Does not reach a wide audience • Only informs, does not consult or involve • May need approval to erect the sign from the local government authority/assessment manager
Timing:	At the start of the process.
Costs:	Sign.
Roles:	• Quarry manager • Administration support.
Method:	

(1) Create a simple sign that gives basic information of the project.

☞ The sign should have large letters, and provide the following information:

- Name of company (and company logo)
- Name and brief description of the project
- Simplified site plan (if possible at that stage)
- Relevant dates
- Official contact person, telephone number and email

(2) Place the sign should be located at the main entrance to the site, where it is visible from the road.

3.14. Media release

A release of key information/milestones about the project, for a media outlet for inclusion in a bulletin (print or electronic).

Suitability:	Only use a media release when in response to poor press or inaccurate information published by another group, to 'get the record straight'.
Objectives:	To raise awareness, give key information, and convey a positive tone.
Target audience:	The general public.
Advantages:	• Can reach a large number of stakeholders • Cost effective • Quick and easy to arrange

Disadvantages:	• News editors may change the message, and therefore there is no guarantee that the correct message will be passed on. • Larger newspapers may not consider the project as newsworthy, which leads to poor placement within the newspaper/media. • Only informs – does not consult or involve. • Only conveys limited information.
Timing:	Throughout the process, when the project hits noteworthy milestones.
Costs:	-
Roles:	Quarry manager (to write the media release).
Method:	

(1) Determine the main message you which to convey.

A media release is generally a one-page statement, while a media kit also provides background information and resources.

(2) Check the timing.

☞ If the media release is to be about a specific event, check the deadlines for local news/publication/radio/television bulletins to ensure the media release is published at the right time (usually send releases two weeks before events, except for magazines which often have longer times before publication).

(3) Write the media release, considering the following:

- Write no more than one page.
- Information provided should be factual and up-to-date
- Use short sentences, each a separate paragraph
- Use 'active' words (e.g. 'they have undertaken' instead of 'it has been undertaken')
- Keep the language simple and clear.
- The first paragraph should describe what the project is, who the proponent is, where, when and why
- If including a quote, identify the person and their position, and ensure they are credible.
- Include the contact person and contact details, as well as the date the release was written.

(4) Provide media releases to a range of outlets (e.g. print, electronic, community radio).

HANDY HINT

It may be a good idea to give the editor a call, to point out how the community will benefit from learning of opportunity to comment.

HANDY HINT		Also try contacting a reporter with an interest in the project/issue.

☞ Ensure editing by media outlets to not change the key points.

(5) Track the publication of the information, and importantly, write to thank the reporter.

Stage 4: During Assessment

Your Community Engagement Plan should be in its late stages while the development proposal is being assessed by the relevant authority. However, it is also a crucial time for the community. There is usually a formal public consultation during this stage – this is when the community can make or break the proposal.

In addition to continuing the engagement methods described above, you should consider doing the following:

☞ Show how the ideas and suggestions of the community have been taken and considered (e.g. publish results on the website, or follow up with key stakeholders directly).

☞ Ensure that any statutory requirements for public consultation have been undertaken, and at the right time.

☞ Compile Community Engagement Report (this can even be lodged with the development application).

☞ Maintain community relationships by continuing engagement efforts (see Stage 5). This will reduce the potential for future complaints, as issues can be dealt with as they arise. It also demonstrates that engagement is not merely to ensure approval, but to build long-term relationships with the community.

Stage 5: Ongoing Engagement (Post-Approval)

See *Community Engagement Framework for the Quarrying Industry – Part 2: Existing Quarry.*