



COMMUNITY CONSULTATION TOOLKIT

**A GOOD PRACTICE GUIDE FOR VICTORIAN
EXPLORERS AND MINERS
February 2006**



*DID YOU UNDERSTAND A WORD HE SAID ...
BECAUSE I'M BLOWED IF I DID!*

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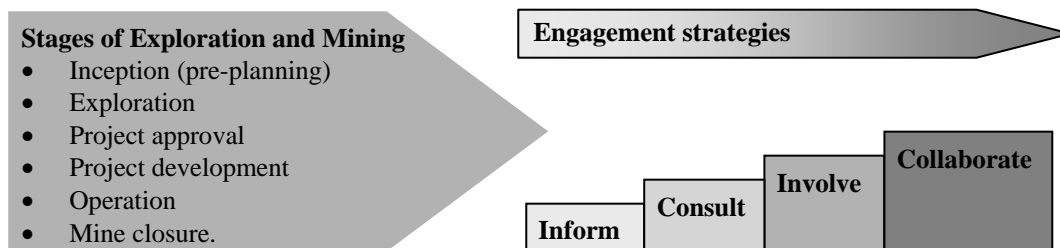
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Introduction

The Australian minerals industry is part of the communities in which it operates. The future of mining in Australia is dependent on its contribution to social, economic and institutional development of their communities. This requires those involved in the industry to implement effective and transparent engagement, communication and reporting arrangements with stakeholders.

Mining today requires effective consultation with communities. The engagement approach adopted by a particular company will depend on the consultation policy of the company and the effectiveness of that consultation will depend on the commitment of the company to the approach taken. This toolkit provides guidelines for effective consultation through a range of engagement strategies. All companies need to consult however the choice of which strategies of engagement companies will adopt is determined by the policy of that company.

THE TOOL KIT will assist mining companies to effectively manage community consultation in rural and regional Victoria at all stages of mining. Explorers and miners should consider their community engagement strategies at all stages in the mining process.



IN YOUR COMPANY:

- Do you have a consultation plan?
- Where does your consultation plan best sit?

INFORM – provide the community with balanced and objective information to ensure they understand the nature of the project, any changes and the likely impacts, benefits and long term legacy of the project.

CONSULT – consult with the community by providing mechanisms for two way information flows between company and community.

INVOLVE – work directly with the community throughout the process to ensure community issues and concerns are consistently understood and considered.

COLLABORATE – foster partnerships with the community whereby input is sought at the decision making stages of the mine operation.

THE FIRST STEP IN EFFECTIVE COMMUNITY CONSULTATION IS TO HAVE A GOOD PLAN, COMMITMENT

1. Community consultation - why it is important?

Community consultation is important. It is about information sharing, listening, respecting and understanding how exploration and mining will impact on the community.

Consultation between communities and mining companies is integral to today's mining activities because it is good for business.

1.1 Communities and mining

The minerals industry generally interprets community as those inhabitants of immediate and surrounding areas who are affected by the company's activities. **Host communities** are those regarded as those living in the *immediate vicinity* of an operation, may have a *cultural affinity* or claim, or *direct ownership* of an area in which the company has an interest. An **affected community** refers to those in the community directly affected by company activities. These effects can be social, economic or environmental and are at the local level.

1.2 Legal obligations - licences and permits

For an Exploration Licence to be granted in Victoria, the applicant is required to provide a description of the proposed method for consultation with land-owners, Crown Land managers and local councils¹. For a mining licence to be granted, the applicant is required to gain consent and agreed compensation for work on private land or restricted crown land. **This requires consultation.**

For mining operations, the formation of an Environmental Review Committee (ERC) can provide one forum for effective community consultation. For information on the ERC process, ask your local Department of Primary Industry – Minerals and Petroleum Regulation officer².

1.3 Benefits of community consultation

**EFFECTIVE COMMUNITY CONSULTATION IS CRITICAL FOR
SUCCESSFUL MINING OUTCOMES**

Why the need to consult.

¹ Mineral Resources Development Act 1990 Section 40, Mineral Resources Development Regulations 2002 Schedule 12

² ERC guideline can be viewed at [www.dpi.vic.gov.au/.../541033097288d508ca256ff80003c7d7/\\$FILE/ERC%20Guidelines%20v1.1.PDF](http://www.dpi.vic.gov.au/.../541033097288d508ca256ff80003c7d7/$FILE/ERC%20Guidelines%20v1.1.PDF)

- **To manage expectations** by ensuring that communities fully understand the nature of the project, and the likely impacts and benefits that may be derived from project operations.
- **To promote community confidence** in project management by ensuring open and transparent discussion of project development processes, technical studies, impacts and risk management processes. Collaborate with stakeholders considering all stakeholder input.
- **To ensure operational efficiency** and continuity within a supportive local community environment, not only for existing operations but also to sustain development of future projects.
- **To ensure sustainable project design and decision-making** by incorporating local community knowledge, views and concerns in technical studies, project design and decision making.
- **To enable companies to recognise and address community concern early.**



EFFECTIVE CONSULTATION IS GOOD BUSINESS

2. Community expectation - Company obligation

All levels of community engagement involve a commitment from the company and an expectation from the community.

| | INFORM | CONSULT | INVOLVE | COLLABORATE |
|------------------------------|---|--|--|---|
| Community Expectation | To get balanced and objective information about aspects of the project that impact on us. | To be asked our opinions and to allow us to provide feedback to the company on matters that concern us. | To be involved in the decision making process and the exploration of alternatives regarding those issues that are of concern to us. | To create a partnerships with us whereby we have faith that our concerns and ideas are integrated into the decision making processes. |
| Company Obligation | We will keep community well informed. | We will listen to and acknowledge community concerns and provide evidence that concerns are considered in decision making. | We will work with the community to make sure concerns and issues are directly reflected in the alternatives developed. Provide feedback to the community on how their input has influenced outcomes. | We will look to the community for advice and innovation in solving issues that concern them and incorporate their advice in the decision making process to the maximum extent possible. |

2.1 A good track record

In today’s minerals environment it is essential that companies have a good track record on environmental and community consultation. Increasingly, community attitudes are being considered by regulators as part and parcel of the success of proposals. Examples of bad community outcomes have soured the willingness for authorities to risk political exposure. Though not regulated, effective community consultation planning is now integral to approvals being granted.

COMMUNITY CONSULTATION IS SERIOUS COMPANY BUSINESS

Community consultation requires:

- Commitment from the Board of Directors and through all levels of the company.
- Good consultation plan.
- Sufficient consultation resources and skilled and committed staff.
- Clearly defined consultation approaches.
- Consultation accountability and continual improvement.

2.2 Capitalising on consultation

Consultation is not a one way process – should not have negative outcomes – should deliver more value to the company than the company has had to expend.

MAXIMISE THE BENEFITS OF CONSULTATION BY BEING PRO-ACTIVE

3. The starting point

**CONSULTATION BEGINS AT THE CONCEPT OR
EXPLORATION STAGE:
IT IS NEVER TOO LATE TO START**

3.1 What to do – get to know your community stakeholders

- Community issues need to be identified – sensitively to mining recognised
- Community stakeholders need to be mapped – key groups/individuals identified
- Culture of community needs to be understood – history, values, aspirations etc

All of these can influence:

- Project **acceptance**
- Project **success**
- Project development **time-line**.

3.2 How to begin – map the community stakeholders

Community Stakeholder Mapping identifies groups of stakeholders with different levels of interest, capacities, and relevance in the project. Knowing these stakeholder groups allows miners and explorers to develop targeted consultation approaches.

It involves identifying:

- those in the community that will be impacted by the mining project
- the level of impact.

Two distinct stakeholder groups can be identified.

- **Primary Stakeholders** – people who are directly impacted by the project such as beneficiaries of the project, host communities at project sites, staff and supply chain partners etc.
- **Secondary Stakeholders** – individuals or groups with an interest in the project, local and national government, policy makers, advocacy groups and NGOs who are not directly impacted but nonetheless have a legitimate interest in the project.

Community stakeholders can belong in Primary and Secondary Stakeholder groups

Within these groups, there are stakeholders that are:

Specific issue related – people and groups that only have a concrete "stake" in a specific issue. Stakeholder mapping can identify the issue and the group.

Affected by a range of issues – groups or individuals might be concerned with the total project. Several stakeholder mapping exercises may be required to identify these groups.

How to identify community stakeholders?

- Creating a list of stakeholders.
- Identifying those which
 - are affected by, or significantly affect the issue
 - have information, knowledge and expertise about the issue
 - control or influence implementation instruments relevant to the issue(s).
- Map community stakeholders according to levels of impact and interest in the project.

Levels of Impact:

| Level 1: | Level 2: | Level 3: | Level 4: |
|---|--|--|--|
| Primary Stakeholders who experience high levels of impact | Secondary Stakeholders with high levels of interest in the project | Primary Stakeholders who experience low levels of impact | Secondary Stakeholders with low levels of interest |

The following **COMMUNITY STAKEHOLDER MAPPING GUIDE** is a tool to help organise the mapping process. It identifies the community stakeholder groups, their level of impact and the consultation strategy that might be required for different community stakeholders. An example of how this tool might be used is included at the back of this booklet.



KNOW YOUR COMMUNITY STAKEHOLDERS.

COMMUNITY STAKEHOLDER MAPPING GUIDE

Key Issue: IDENTIFY KEY ISSUE

- this approach can be used for the total project, specific stage or aspect of the project or for a particular issue
- list each group/individual
- rank why they are a stakeholder on a Scale of 1 to 3 1=low, 2=medium, 3=high

| WHO - suggested | WHY – because they have/are; | | | | | |
|-----------------------------------|-------------------------------------|-----------|----------------------------|------|------------|----------|
| List stakeholder group/individual | Information | Expertise | Implementation Instruments | | | Affected |
| Such as: | | | Permits | Regs | Agreements | |
| Private | | | | | | |
| Landowners | | | | | | |
| Community groups | | | | | | |
| Other community members | | | | | | |
| | | | | | | |
| Public | | | | | | |
| DPI | | | | | | |
| DSE | | | | | | |
| EPA | | | | | | |
| Local Government | | | | | | |
| Other Authorities | | | | | | |
| | | | | | | |
| Other stakeholders | | | | | | |
| Local Experts | | | | | | |
| NGO | | | | | | |
| | | | | | | |

CONSULTATION STRATEGY

| WHO - suggested | Level of impact | Inform | Consult | Involve | Collaborate |
|---------------------------|------------------------|---------------|----------------|----------------|--------------------|
| Private | | | | | |
| Landowners | | | | | |
| Community groups | | | | | |
| Other community members | | | | | |
| | | | | | |
| Public | | | | | |
| DPI | | | | | |
| DSE | | | | | |
| EPA | | | | | |
| Local Government | | | | | |
| Other Authorities | | | | | |
| | | | | | |
| Other stakeholders | | | | | |
| Local Experts | | | | | |
| NGO | | | | | |

| Level 1: | Level 2: | Level 3: | Level 4: |
|--|--|---|---|
| Primary Stakeholder high levels of impact | Secondary Stakeholder high levels of interest | Primary Stakeholder low levels of impact | Secondary Stakeholder low levels of interest |

4. Planning community consultation

Consultation programs will vary from project to project and community to community –they will however share certain basic principles.

4.1 Basis principles

- Communicate clearly and at the right time.
- Provide full and transparent information promptly.
- Encourage fair and informed discussion.
- Support consultation by responding promptly to information requests, complaints and fears.
- Establish clear timelines and lines of communication.
- Provide information in plain language.
- Give practical help to people and groups to take part in the consultation process.
- Make consultation and communication accessible to all.
- Provide feedback to communities on regular basis.
- Allow consultation to be effective – have an impact on the decision making process.
- Stimulate conciliatory exchanges of opinions, ideas and concerns.
- Evaluate the effectiveness of the consultation program adopted.
- Be open to changes in the program if need arises – both from a community perspective or company perspective.

4.2 Planning the consultation process

GOOD PLANNING IS VITAL FOR AN EFFECTIVE COMMUNITY CONSULTATION PROGRAM

No matter which consultation approach is used the objectives need to be clear and specific, achievable and realistic;

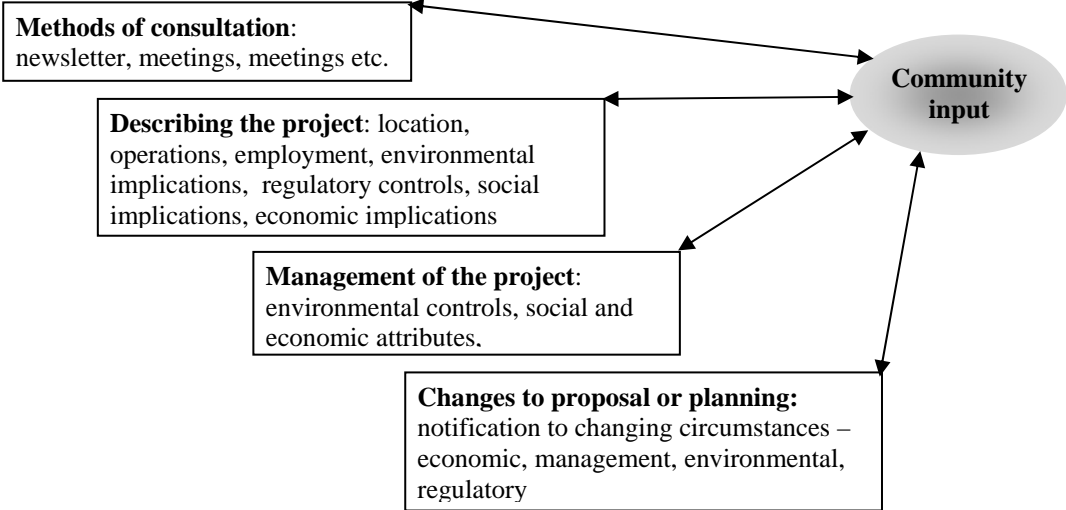
- need to show *commitment by the company*
- establish *clear lines of communication*
- *be effective* – maintain credibility, ensure information is understood – both information from the company to the community and vice-versa, develop mechanisms for mediation, celebrate effective consultation and admit some fault if warranted.

CONSULTATION IS A TWO-WAY PROCESS

Communities are more inclined to receive and consider information if they feel they have the capacity to have an input to the decision making process – just providing information regardless of how well presented is only a first step to effective consultation.

A community consultation program should aim at least to consult, if not involve and collaborate.

The consultation process should provide a pathway for information to flow from the company to the community and vice-versa.



All forms of consultation should continue throughout the operation stage of the project and on project completion.

REGULAR AND WIDE CONSULTATION IS IMPORTANT

How to get the community involved?

Community engagement – what happens if you cannot engage the community – they do not want to be involved in the project.

Encourage engagements by matching different techniques with levels and types of consultation needs. Do not expect all to be engaged at all levels.

Some communities are more receptive than others and will require different approaches – be flexible and seek advice if required.

COMMUNITY ENGAGEMENT REQUIRES SKILL – SEEK HELP IF NEEDED

Are adequate funds and skilled staff available?

Effective community consultation takes time – to be successful, programs need adequate funds and staff resources.

Companies need to build into their planning time lines community consultation. Projects that proceed before good community consultation programs are in place are likely to experience delays at later stages as a direct result of too little time spent on the community consultation program.

COMMUNITY CONSULTATION IS TIME AND MONEY EFFICIENT OVER THE LONG TERM

Is the program working?

Monitoring public opinion and complaints will identify how successful the program is. If issues can be resolved by consultation and collaboration – the program is being successful. If issues are escalating and resolution is improbable – the program is not working. With constant review this situation should not occur – if it does, it is too late and a new approach is needed.

DO NOT IGNORE SIGNS OF DISCONTENT NO MATTER HOW SMALL THEY MIGHT BE – THEY HAVE A HABIT OF GROWING.

4.3 Planning checklist

The following could form the basis of a consultation plan.

| PLANNING CHECKLIST | | |
|--------------------|---|-----------|
| COMMENT/TIMELINE | | COMPLETED |
| | CLEARLY DEFINED CONSULTATION OBJECTIVES | |
| | AN ADEQUATE CONSULTATION BUDGET | |
| | DESIGNATED PERSON RESPONSIBLE FOR CONSULTATION | |
| | EFFECTIVE AVENUES FOR CONSULTATION | |
| | IDENTIFIED YOUR STAKEHOLDER GROUPS | |
| | IDENTIFIED THE STAKEHOLDER ROLE (MAPPED) | |
| | THE CONSULTATION PLAN IS A TWO - WAY PROCESS | |
| | IDENTIFIED THE FORM(S) OF CONSULTATION TO BE USED | |
| | A CONSULTATION POLICY OR PLAN | |

5. Choosing a consultation method

See what others are doing. Visit other sites – learn from their experiences. Use industry forums and networks to assist in developing consultation programs. Effective consultation on one project benefits all – poor consultation tarnishes the industry as a whole.

5.1 Identifying community stakeholders

Different community stakeholder groups need different consultation methods at different stages of the project.

| CONSULTATION METHOD | INFORM | CONSULT | INVOLVE | COLLABORATE |
|---------------------|--|--|---|--|
| EXAMPLE TOOLS | Fact sheets Web site Open house Public speaking | Public comment Focus groups Surveys Public meetings | Workshops Polling Invited submissions | Advisory groups (ERC) Participatory decision making Consensus building |

5.2 Communication methods

Consultation has been part of the mining industry for many years and there are a range of tried and true methods of community consultation that have been successful.

- Arranged visits to other mining operations – communities would like to see what a mining project looks like.
- Develop links with local schools, businesses, community groups – sponsorships, in-kind assistance, education materials, volunteer/initiate on community projects etc.
- Attitudinal survey to detect specific areas of interest/concern – use this to target specific issues identified by stakeholders.
- Provide contact points – 24 hr phone line, on call person, email contact etc.
- Use direct mail or letter drop for information – particularly to target groups.
- Media – build relationships and keep local media informed with accurate information.
- Public meeting – need to be well managed to ensure positive outcomes. An external facilitator may help.
- Demonstration projects.
- Individual discussion with stakeholders.
- Maximise the use of an ERC as a consultation mechanism.

These methods can all be of value, however not all methods will work in all situations – companies need to have a good understating of stakeholders groups and their sensitivity to the project and choose communication methods accordingly.

5.3 Methods checklist

| METHODS CHECKLIST | | |
|-------------------|--|-----------|
| COMMENT/TIMELINE | | COMPLETED |
| | REVIEWED WHAT OTHERS HAVE DONE | |
| | CLEARLY DEFINED WHO TO COMMUNICATE WITH | |
| | ESTABLISHED WHAT TO COMMUNICATE | |
| | ESTABLISHED WHEN TO COMMUNICATE | |
| | DESIGNATED PERSON RESPONSIBLE / LINE OF COMMUNICATION | |
| | SELECTED PARTICULAR METHOD(S) FOR INFORMATION DISEMINATION | |
| | IDENTIFIED COMMUNITY INKIND CONTRIBUTIONS | |
| | DETERMINED KEY INFORMATION CHANNELS IN THE COMMUNITY | |
| | CREATED TRANSPARENT DECISION MAKING /CONSULTATION LINKS | |
| | MONITORING MECHANISM IN PLACE | |



THAT WAS INTERESTING ...
THEY ACTUALLY LISTENED TO US!

6. Implementing consultation plan

Mineral projects regardless of their scale generally go through a series of stages.

- PHASE ONE : the conceptual/exploration phase
- PHASE TWO: the evaluation and feasibility phase
- PHASE THREE: the development /operational phase
- PHASE FOUR: the closure/post operational phase

At each of these stages it is important that the community consultation program matches both the company policy and community need for information and involvement.

6.1 Putting the plan into action

Have a carefully developed plan and stick to it. Effective consultation is complex and requires special skill/knowledge. It is important that the person responsible for the consultation program has good interpersonal skills, can communicate effectively and is genuinely committed to the consultation process.

TO BEGIN YOU NEED PEOPLE SKILLED FOR THE ROLE

6.2 Resources needed

Consultation is a critical and necessary part of all mining projects today. A budget is needed that is sufficient to achieve the objectives of the program. This budget will vary depending on the scale of the project and on community expectations. Smaller projects will have smaller budgets – may not be able to employ a full-time person or prepare glossy brochures – and the consultation plan will reflect this.

6.3 Responsibility

It is important to nominate a person or persons for the community consultation role. In a smaller company this person may have a number of roles. This person needs to have the appropriate skills to coordinate and manage the consultation process. In some cases training may be required.

It is important to recognise that all company employees and contractors at some time will engage with the community and need a clear understanding of the procedures to follow and who to report to.

ALL EMPLOYEES ARE COMPANY AMBASSADORS IN THE COMMUNITY

6.4 Implementation checklist – consultation matrix

The following matrix provides a valuable community consultation guide during the different phases of a project. Each project will need to prepare a matrix.

| PROJECT PHASE | APPROVAL STAGE | CONSULTATION AUDIENCE | COMMUNICATION TOOLS | LEVEL OF PARTICIPATION | COMMENTS |
|---------------------------------|------------------------------------|---|--|---|--|
| | | Start early, tell people once and then tell them again! | Document all consultation well. | Seek and act upon feedback wherever possible – ask & involve! | Map your stakeholders, revisit this map at each step in the development phase. Identify key stakeholders early. |
| Exploration Concept | EL Granted | <ul style="list-style-type: none"> ❖ Local Government ❖ Landholder(s) | <ul style="list-style-type: none"> ❖ Meetings with local government ❖ Letters ❖ One-on-one visits ❖ Notices in newspapers | <ul style="list-style-type: none"> ❖ Inform ❖ Native title agreement & cultural heritage clearance (where required) | Start communication as early as possible no matter what size the exploration program. Consider compensation agreements early. Obtain all permits and approvals. Do not underestimate how long it will take to consult with all relevant parties. |
| Exploration Drilling | EL Work Plan Approval | <ul style="list-style-type: none"> ❖ Local Government ❖ Landowner(s) ❖ Neighbouring landowners ❖ Community groups ❖ Employees | <ul style="list-style-type: none"> ❖ Newspaper media release ❖ Presentations to groups ❖ Letter drops ❖ Open days/site tours for neighbours | <ul style="list-style-type: none"> ❖ Inform ❖ Consult ❖ Landholder agreements | Be open about results, and provide regular communication. Be open about future mine prospects, timeframes and mining methods EARLY as these will be common questions. The public are often more afraid of not knowing than the actual proposal. The provision of information should be consistent with ASX reporting responsibilities. |
| Mine Concept/Planning | | <ul style="list-style-type: none"> ❖ Local, State & Commonwealth Govt. ❖ Landowners & neighbours ❖ Local & regional community groups ❖ Services and utilities ❖ Emergency services ❖ Local businesses ❖ Employees/families | <ul style="list-style-type: none"> ❖ Focus groups ❖ Workshops ❖ External review groups ❖ Information sessions ❖ 24hr information line | <ul style="list-style-type: none"> ❖ Inform ❖ Consult ❖ Involve ❖ Collaborate | Commence this step at pre-feasibility study stage. Some communities will need time to adjust to the concept of new development. Encourage participation and involve people, seeking feedback and advice prior to making decisions. Encourage some public ‘ownership’ of the project and demonstrate their concerns will be addressed. A social Impact Assessment is advisable. |
| Mine Project Approval | Planning Approval (Council or EES) | <ul style="list-style-type: none"> ❖ Local & regional media ❖ Local indigenous communities | <ul style="list-style-type: none"> ❖ Presentations ❖ Newspaper/radio ❖ Newsletters | <ul style="list-style-type: none"> ❖ Inform ❖ Consult ❖ Involve | |

| | | | | | |
|-------------------------|--|---|--|---|--|
| | | | <ul style="list-style-type: none"> ❖ Electronic media and website ❖ Working parties ❖ One-on one ❖ Letters ❖ Staff inductions ❖ 24hr information line | <ul style="list-style-type: none"> ❖ Collaborate | |
| Mine Development | Work Plan Approval | <ul style="list-style-type: none"> ❖ Local government ❖ Landowners & neighbours ❖ Community groups ❖ Employees ❖ Environmental Review Committee | <ul style="list-style-type: none"> ❖ Presentations ❖ Newspaper/radio ❖ Newsletters ❖ Electronic media and web site ❖ Working parties ❖ One-on one ❖ Letters ❖ Staff inductions ❖ 24hr information line | <ul style="list-style-type: none"> ❖ Inform ❖ Consult ❖ Consult ❖ Involve | Consultation must be undertaken well in advance of any activity commencing on the ground and throughout the development phase. |
| Mine Operation | Work plan variations, inspection and reporting | <ul style="list-style-type: none"> ❖ Local government ❖ Landowners & neighbours ❖ Community groups ❖ Services & infrastructure ❖ Employees & families ❖ Environmental Review Committee | <ul style="list-style-type: none"> ❖ Stakeholder surveys ❖ Open days/site tours ❖ Newspaper/radio ❖ Newsletters ❖ Regular meetings with focus groups (ERC) ❖ External review groups ❖ Staff inductions ❖ 24hr information line ❖ World Wide Web | <ul style="list-style-type: none"> ❖ Consult ❖ Involve ❖ Collaborate | Ensure continual consultation is made throughout the operation, not only relating to the existing operation but new developments. This can be achieved through the Environmental Review Committee (ERC) Meetings and additional regular consultation. |
| Mine Closure | Inspections and return of bond | <ul style="list-style-type: none"> ❖ Local & state Government ❖ Landowners & neighbours ❖ Community groups ❖ Services & infrastructure ❖ Emergency services ❖ Local businesses ❖ Employees ❖ Environmental Review Committee | <ul style="list-style-type: none"> ❖ Public meetings ❖ Presentations to groups ❖ Newspaper/radio ❖ Focus groups ❖ Workshops | <ul style="list-style-type: none"> ❖ Consult ❖ Involve ❖ Collaborate | It is critical to have a good closure plan as early as the mine development stage and this must be clearly communicated to the community. Past mining legacy has hampered the reputation of the mining industry in some communities and scepticism is frequently encountered. Encourage community involvement in mine closure objectives to facilitate support and long term management. |

7. Managing issues

One of the key measures of the success of an effective community consultation program is how the community react if THINGS GO WRONG.

Projects have risks – it is likely at some stage that an event will cause community concern.

**EFFECTIVE COMMUNITY CONSULTATION MEANS YOU
CAN EXPECT COMMUNITY SUPPORT WHEN IT IS MOST
NEEDED**

7.1 Recognising issues and stakeholder groups

Mining projects all involve different levels of risk. Different stakeholders respond differently to risk. Five different risk profiles are identified.

- **High-hazard/low-outrage risk** – community is endangered but not interested.
- **Moderate-hazard/moderate-outrage situations** – community is interested/concerned.
- **Low-hazard/low-outrage** – isn't risk communication but stakeholder consultation.
- **Low-hazard/high-outrage** – community is upset even if risk is low
- **High-hazard/high-outrage** – (crisis communication) community is very upset with good reason.

7.2 Mechanisms for resolving issues

People react to different situations in different ways. The following four categories describe how certain community members or groups might react to certain situations or projects.

- **Activists** – are actively and sometimes emotionally involved in the project
- **Interested** – interested in the project and attentive to media coverage, sometimes go to a meeting, answer a survey, check out a web site, subscribe to a newsletter, and contribute to a campaign.
- **Curious** – keep an eye on the project in the media, but they don't want to provide input.
- **Uninterested** – have not interest in the project.

Based on these categories there are four guidelines for community stakeholder consultation in risk controversies:

- Uninterested – inform them but do not spend too much time trying to engage them.
- Curious and interested – use the media wisely to reach the curious, and to a lesser extent the interested.

The media's main value is to keep the curious adequately informed, and to keep them feeling adequately informed. The interested also rely on the media, but supplement this with more direct sources of information such newsletters, meetings and direct communication.

- Focus on the activists.

When certain groups care deeply, get involved, and still fail to have any impact on the project it can cause irreversible damage. Satisfying activist stakeholders isn't always feasible, but if it's feasible it is always advisable.

- Make it easy to switch groups.

The key to a community consultation program is how easy it is for people to get more involved and control the extent of their involvement.

**DEMONSTRATE YOUR RESPECT FOR THE COMMUNITY
AND YOUR PROFESSIONALISM BY INVOLVING THE
COMMUNITY EARLY**



INVOLVING THE COMMUNITY AS EARLY AS POSSIBLE !

8. More information

EXAMPLES OF STAKHOLDER GROUPS

Example Stakeholder Groups

Neighbours and those affected by your proposed operation.

Consider;

- Geographic location
- Odour
- Dust
- Noise
- Visual
- Vibration
- Water resources
- Transport routes

Community Groups

- Landcare and environment groups
- Residents Association
- Service Clubs
- Farmers Groups
- Rate Payers Associations
- Etc

Local Services & Utilities

- Hospital/health services
- Transport & roads
- Indigenous groups
- Schools and other education
- Water, Gas & Electricity

Employees and Business Associates

- Employees
- Contract Companies
- Consultants
- Industry Colleagues
- Chamber of Commerce

Local Government

- Local council/shire
- Councillors
- Planning Officer
- CEO
- Infrastructure and Development
- Economic Development Boards
- Local Govt. sponsored Trusts and Committees

State Government

- Department of Health
- Parks Victoria
- Department of Sustainability and Environment
- Department of Primary Industries
- EPA
- Catchment Management Authorities
- Water Authorities

Emergency Services

- Police
- SES
- Ambulance
- CFA

Other

- Known action groups
- Known complainants
- Community Leaders
- Field Naturalist Clubs
- Other known allies

Engage community representatives by inviting involvement through

- Advertise in local media
- Direct mail/direct contact
- Shop front/booth in the community
- Visit local community group activities
- Ask community members and other stakeholders

EXAMPLE OF COMMUNITY MAPPING TOOL

EXAMPLE ONLY COMMUNITY STAKEHOLDER MAPPING GUIDE

Key Issue: Exploration drilling program on private and community park land

- rank why they are a stakeholder on a Scale of 1 to 3
indicating 1 = low, 2 = medium, 3 = high

| WHO | WHY – because they have/are; | | | | | |
|-----------------------------------|------------------------------|-----------|----------------------------|------------|------------|----------|
| List stakeholder group/individual | Information | Expertise | Implementation Instruments | | | Affected |
| | | | Permits | Regulation | Agreements | |
| Private | | | | | | |
| Landowners | 1 | | | | 3 | 3 |
| Community groups | 2 | 1 | | | | 2 |
| Other community members | 2 | 1 | | | | 1 |
| Public | | | | | | |
| Environment Authority | 2 | 3 | 3 | 3 | | 3 |
| Local government | 3 | 1 | 3 | 3 | | 3 |
| Other Authorities | | | | | | |
| Other stakeholders | | | | | | |
| Local Experts | 3 | 3 | | | | 1 |
| NGO | | | | | | |

CONSULTATION STRATEGY

| Who | Level of impact | Inform | Consult | Involve | Collaborate |
|---------------------------|-----------------|--------|---------|---------|-------------|
| Private | | | | | |
| Landowners | 1 | X | X | X | X |
| Community groups | 3 | X | | X | |
| Other community members | 3 | X | | | |
| Public | | | | | |
| Environment Authority | 2 | X | X | | X |
| Local government | 2 | X | X | | X |
| Other Authorities | 4 | X | | | |
| Other stakeholders | | | | | |
| Local Experts | 4 | | X | X | |
| NGO | 4 | | | | |

CONSULTATION TOOLS

Things that can be done:

- Prepare a community consultation plan/strategy as part of initial exploration planning
- List all stakeholders and identify key stakeholders
- Prepare a baseline Social Impact Study – especially if the project is likely to grow significantly
- List groups or organisations within the area/region (include groups with positive as well as negative views)
- Communicate with stakeholders as early in the projects as practical
- Direct personal visits – these can be time consuming but are essential in building good relationships.
- Information sessions – these can be more productive than public meetings as a wide variety of information and experts can be on hand to answer questions and deal with concerns
- Make presentations to community and special interest groups
- Hold focus group meetings with special interest groups
- Prepare clear, concise information sheets on the project
- Induct all employees and contractors into your community relations program
- Set up a 24 hour telephone contact number
- Set up a Complaint and Community Liaison Management Systems – make sure that all complaints are dealt with promptly and that there is a mechanism for feedback.
- Distribute regular newsletters in the local community
- Prepare special updates to highlight changes or new activities
- Consider a local employment/suppliers preference policy
- Encourage staff involvement in the local community / sporting activities
- Tailor corporate sponsorship (if any) to compliment your community consultation program
- Consider setting up a community advisory board – to provide constructive community feedback
- Environmental Review Committee – this is likely to be prescribed by the regulators, but work closely with the community representatives and keep them well informed of developments on the project
- Work closely with the media and provide regular updates
- Conduct regular site tours and annual open days for neighbours as well as the wider community.
- Web Page – keep it up to date.

SOME USEFUL REFERENCES

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