

IQA Conference, October 2011



Easier approval of DAs for quarries

1. Why are quarry DAs often problematic?
2. What is the determination process?
3. What does a good DA look like?
4. Being effective at panel hearings.
5. The underlying issue-improving industry reputation.

Common difficulties with quarry DAs



- Quarries are inherently disruptive – noise, dust, land clearing etc
- Products mostly hauled by truck – road safety and damage
- Not large employers
- Community lacks understanding of materials supply / cost relationships
- ‘Backyard’ operations – too often non-compliant
- Very high expectations – ‘mining’ and ‘quarrying’ both ‘extractive industries’.
- Result in low community (ie political) support making approval decisions difficult

Determination process



- Most quarries determined by PAC or JRPPs
- Panels' role is merit based determination (and improving public confidence in planning system)
- Process has four stages
 - pre DA
 - assessment
 - panel hearing
 - determination
- Effective communication needed throughout.

A good DA

- Examines all issues (specified and raised by stakeholders)
- Defines project clearly and describes it consistently
- Addresses all relevant guidelines
- Identifies all impacts and shows effective mitigation
- Is practical with difficult impacts especially traffic safety
- Explains public interest aspects
 - why particular location chosen
 - need for materials
 - cost implications of constrained supply

A good DA



- In summary must
 - be comprehensive and technically sound
 - make a compelling case for the project

Being effective at planning panels

- Context
 - panels deal with large applications of all types
 - all DAs contain multiple technical issues
 - panel members (mostly town planners) not expert in all technical issues
 - need to be seen to be listening to all parties, including objectors
 - recommendation for approval or refusal will already be made.

Effective representation

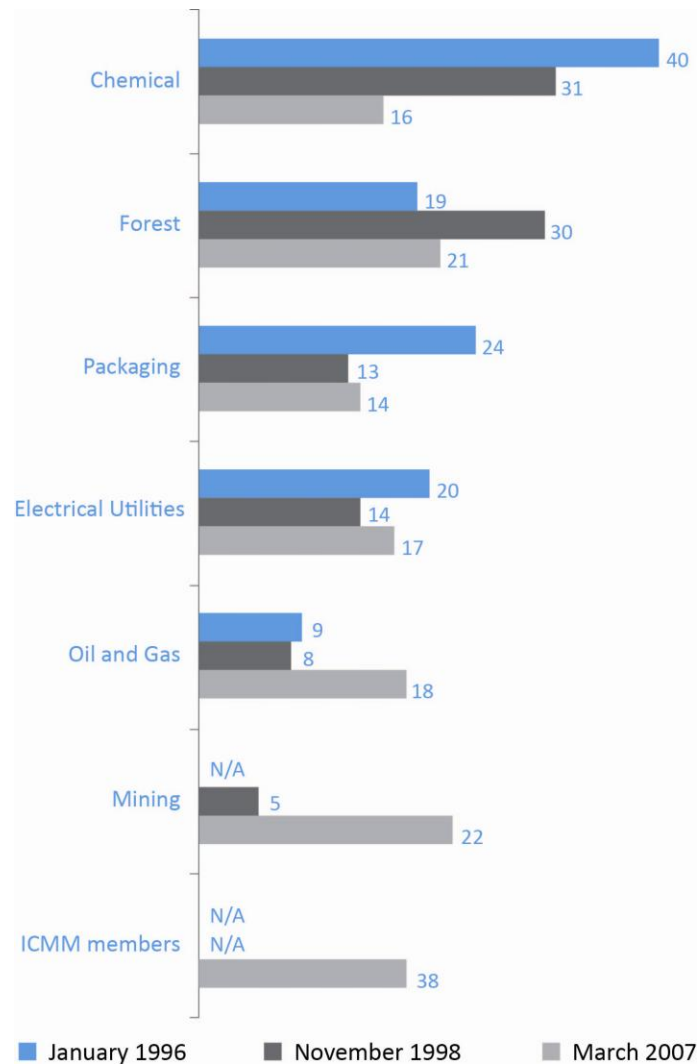


- Ensure relevance: address issues in planner's recommendation
- Have competent specialists for each issue
- They must be well prepared, clear and concise
- Communication must be effective: talk to panel, ask if being understood, use visual aids.

Strengthening industry representation

- Quarrying faces similar challenges to other industries eg mining, oil and gas, construction and defence
- Poor corporate reputation = weak political support
- Changing perceptions and strengthening reputation is possible and desirable
- Outcomes
 - BHP Billiton: FT's company of the year
 - Anglo American: specific awards for small business creation
 - ICMC in 2007 G8 Communique'
 - reputation shift shown in graphs

Figure 2- Percent saying “good” job in managing transition to sustainability 1996-2007



How to build reputation capital

- Engaging with stakeholders and opponents eg MMSD
- Addressing issues collaboratively with credible partners
- Defining leading practice and adopting it
- Transparently reporting on environmental and social performance
- Defining the industry by practices of leading companies, not defending mistakes of weak ones.

