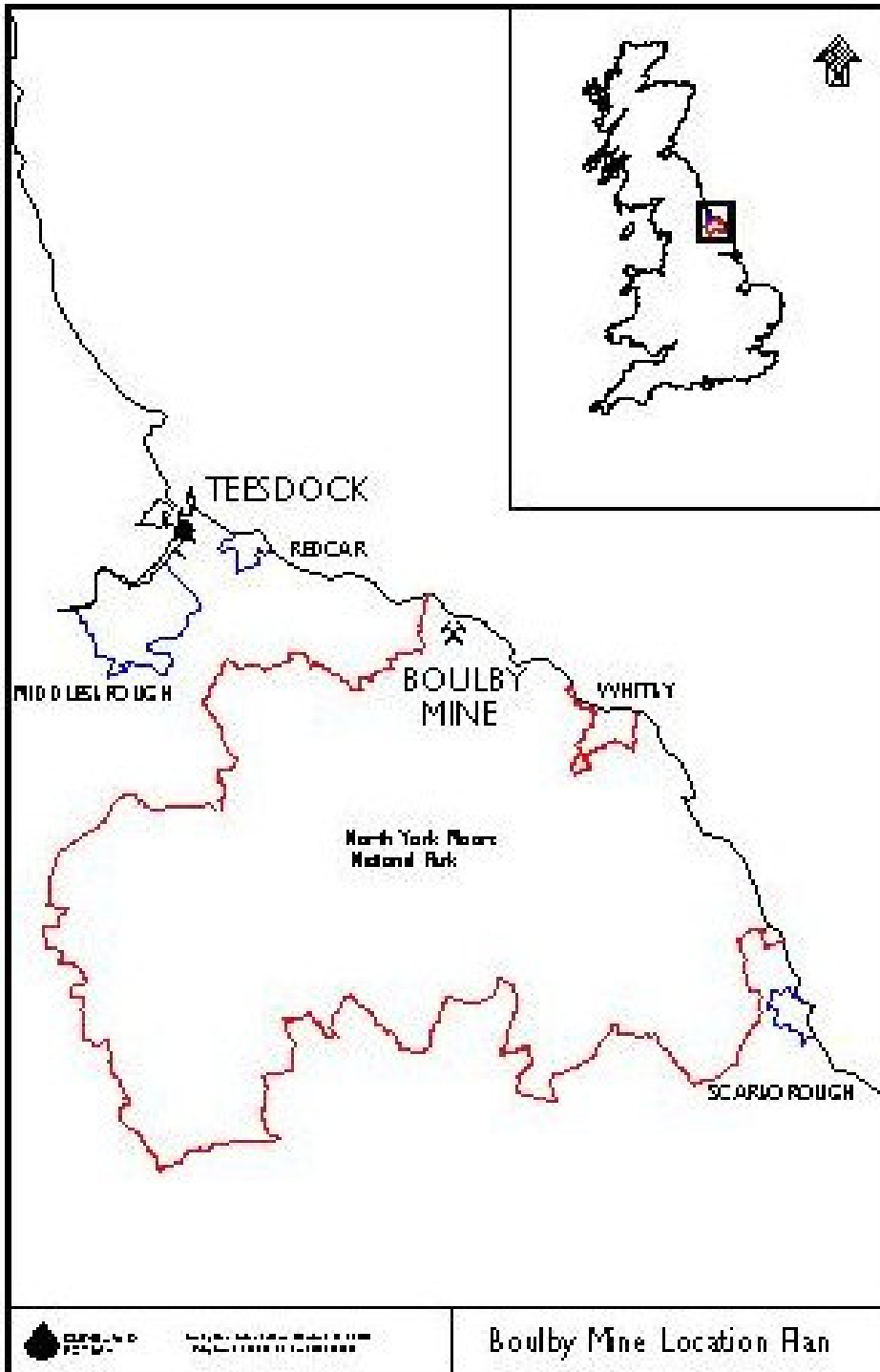


An aerial photograph of the Cleveland Potash Ltd industrial facility. The facility consists of several large, interconnected concrete buildings and structures, including several tall, cylindrical chimneys. It is situated in a valley surrounded by rolling green hills and fields. The sky is clear and blue. The text "Cleveland Potash Ltd" is overlaid in large white font, with "A part of the Community" and "Not apart from it" below it in a slightly smaller white font.

**Cleveland Potash Ltd**  
**A part of the Community**  
**Not apart from it**



# Cleveland Potash Boulby Mine

- Cleveland Potash has the only Potash mine in the UK

- Located on the North East Coast of England
- Boulby Mine

- many place names in the north east of UK end in –by,

- its a relic from the Viking age





# Cleveland Potash Boulby Mine

- A relatively new mine
  - shaft sinking in 1968,
  - first production in 1973
- Shaft 1.100m deep
- Mine workings ~15km end to end
- Mines ~3mtpa ore to
  - produce ~1mtpa potash products
  - mainly for fertilisers
- Also mine development roadways in salt
  - produce ~750ktpa salt
  - mainly for de-icing salt/winter maintenance





# Socio-economics

- Employs about 850 persons directly & 150 full time contractors
- Estimated 4.000 other jobs dependant on our spend, 2.000 of these within 20km
- Turnover ~€ 120.000.000 pa
- Largest single employer in East Cleveland
- Unemployment rate in East Cleveland = 7.5%
- Already classed as one of the most deprived areas of the UK (multiple deprivation index)



# Landscape & other designations

- **Boulby mine**
  - Has onshore mineral leases of 139 km<sup>2</sup>
  - & offshore mineral leases of 280 km<sup>2</sup>
- **is**
  - within the North York Moors National Park
  - On the “Heritage Coast”
  - Within 5km of the largest SSSI in England
  - Within 5km of 10 other SSSIs
  - Within 10Km of Ramsar site
  - Has many other designated areas and buildings within its mineral lease area





# Operational Licences

- Not only do we need to either own or lease the mineral rights, we also need :-
- Planning permission from the Mineral Planning Authority (actually most local authorities are also MPAs)
  - This was referred up to Government for a Planning Enquiry – permission granted
- Consent to Discharge – licence to discharge our salt to the North Sea via submarine tailings pipeline
- Authorisation from another local authority to operate specified “dusty” processes



# New legislation – new planning permission

- Over the years, legislative requirements have changed
- Mineral Planning authority is now the National Park Authority
- The Environment Agency has been created and now
  - manages our Consent to Discharge and reporting requirements under OSPARCOM
  - CHP plant IPPC licence
- 1995 Environment Protection Act placed a requirement on us to renew our mineral planning permission
- 1996 we put together an application to renew our planning permission
- This application demanded an Environmental Impact Assessment



# Consultation

- We are keen proponents of the need for consultation about developing legislation and other developments
- Not so keen to have our applications scrutinised by anybody who wanted to do so
- Until 1997 our external policy had been “What does it have to do with them?” and all complaints, comments, applications for information, any other correspondence not contributing to production was ignored
- Nobody had the job of responding and nobody did



# Planning Process

- Once a Planning Application has been submitted :-
- It has to be advertised by notice on the gate and in the local press
- Copies of the application are circulated to various statutory and non-statutory consultees
- Any one of these can cause delays or refusal



# Consultation

- Why were we so surprised when we submitted our application, that there were some objections to it ?
- We had 25 years of frustrations by people with complaints about us
- Nobody knew what we actually did within our boundary
- Lots of stories about what happened in the mine – mostly wrong of course



# Application process now – Submit to the National Park Authority

- Consult with

- Redcar & Cleveland Borough Council
- Scarborough Borough Council
- The Environment Agency
- North Easter Sea Fisheries Authority
- English Heritage
- Natural England

- Staithes Harbour Commissioners
- Loftus Town Council
- Hinderwell Parish Council
- Mickleby Parish Council
- Lythe Parish Council
- Whitby Town Council
- North York Moors Association



# Planning application lodged

- There were so many objections that the National Park Authority suggested to us they would have no choice but to refuse our application
- They offered us the chance to delay their decision by mutual consent – an offer we accepted
- We then had to quickly develop and adopt “Plan B”



# **Plan B – engage the public and the pressure groups head on**

- **The number and diversity of the objections suggested that our previous policy had been flawed**
- **We engaged a public relations company that was formed by journalists that used to write anti-industry articles**
- **We became early adopters of “spin” (following our new labour Government’s example)**
- **We put together a “roadshow”**



# The Roadshow

- A foldaway caravan
- Powerpoint presentations
- Leaflets
- Posters
- Pens, pencils, other give-aways, etc
- Conflict Resolution Training for the staff to go and meet the public
- Press training for the nominated spokespeople
- Freephone “hotline” for anonymous complaints or comments
  - with an internal structure to answer the phone and respond to each and every call



# Engaging the Public – Not as Frightening as it seems

- We went with the roadshow around the local communities
- We set up the caravan at public events
- Went to Village Halls to present to any interested groups
- We told them what happened at the mine
- We told them what did not happen at the mine
- We told them what was in the stack plume
- We told them what was in the effluent discharges
- We tried to answer every question
  - if not able at the time offered to respond within days



# Open Days

- **Very time consuming and expensive to organise**
- **Set up in-house team to plan 12 months in advance**
- **No experience base to call on**
- **Took over the Sports Hall**
- **Stalls from each of the departments showing what they do**
- **Mock up mine working for everyone to walk through**
- **Guided Bus trips around the site**
- **Children's day and VIP guests on the first day (Friday)**
- **Open day for anybody to come off the street Saturday and Sunday**
- **All volunteer efforts by the employees – over 50 involved in all aspects of planning and implementation**



A landscape photograph showing a green field in the foreground, a line of trees in the middle ground, and a factory with smokestacks in the background under a cloudy sky.

# **Being in a National Park, there are many pressure groups of all interests**

- **North York Moors Association**
- **Greenpeace**
- **Friends of the Earth**
- **Council for the Protection of Rural England**
- **Ramblers Association**
- **Royal Society for the Protection of Birds**
- **Staites & Cowbar Resident's Association**



# Lessons learned

- **Serious listening identified many complaints that can be eliminated by simple and cheap measures (e.g. Noise, light, traffic etc)**
- **Taking the complaint seriously and responding professionally takes a lot of the complaint away – sometimes it is a mis-understanding**
- **Nominate someone within the company to take and answer the odd-questions that are posed**
- **Nominate a senior manager to act as Champion for outstanding complaints (those not easy to resolve)**
- **Everyone within the company has to become an external ambassador – they live in the area and have extended families**



# A Part of the Community not apart from it

- Have a budget for community support
  - applications are dealt with by a committee of the workers
- Find out which staff also have community roles and engage them in meaningful parts of the company outreach
  - Councillors (often in powerful positions in the community)
  - Magistrates
  - Part time services (territorial army, naval reserve)
  - School governors
  - Etc
- We now allow each of these workers 20 days leave with pay for community service



# **A Part of the Community not apart from it**

- **Seek and actively participate in external initiatives**
- **Business involvement in authority initiatives can level considerable governmental funds for local projects**
  - **Have active membership of their management**
  - **External involvement should include most of the senior management team**



# How do we do things now ?

- Continual dialogue with all possible consultees
- Tell them in advance what we are thinking of
- Take on board any comments they may make
- Tell them when we have made the application
- Offer the Planning Authority additional copies of the application for them to circulate widely
- Telephone each of the consultees to see what their concerns are now the application has been made
- All applications have now been passed within the statutory period



# Summary

- For those of you who are not doing this, it is scary
- When you start it - it gets worse
- Worth persevering
- Its a bit like making sure your workforce is properly trained – there is a cost of training them but the cost of not training them is much greater
- There is a cost to external relations but it is not as high as the cost of not having them !
- 1 years delay on a disputed planning issue means 1 years lost production
  - To some operations 1 years delay would be welcome (compared to the delays they have to endure)



# Summary - North York Moors National Park Authority Local Development Framework

- Core Policy E: The **continued extraction of potash at Boulby will be permitted** provided that any detrimental effect on the environment, landscape or residential or visitor amenity is not unacceptable in the context of any overriding need for the development.
- 6.37: The policy approach for Boulby is established out of the **recognised national need for potash**. Proposals in respect of potash extraction at Boulby will therefore be **dealt with differently** and will be considered against the general policies within the Core Strategy and Development Policies.
- Compare with : “It is **not considered appropriate to safeguard other mineral resources** as there is no policy provision for their extraction in the Park”



# Postscript – the target moves again

- The North York Moors is now a Natura 2000 site

- <http://www.jncc.gov.uk/ProtectedSites/SACselection/n2kforms/UK0030228.pdf>

