Community consultation and outrage - some theory and practice

GHD Environment

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Why engage?

People have a right to be consulted about issues that impact them

IAP2'S PUBLIC PARTICIPATION SPECTRUM

iap² international association for public participation

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION →

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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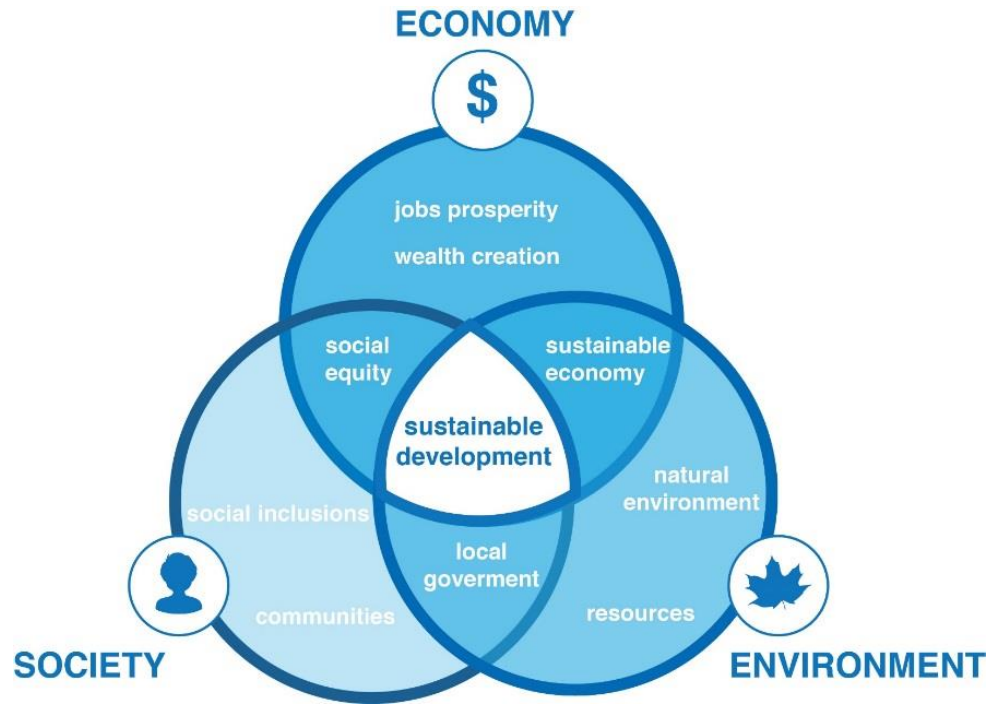# TIME MAGAZINE
PERSON OF THE
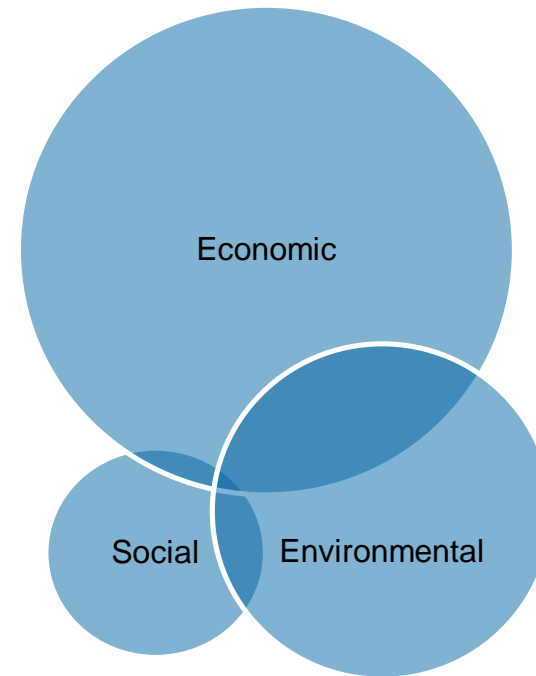YEAR 2011

Your Choice

Consult then decide

or

Decide then defend

In an ideal world…..

But what mostly happens…..

Formula (Dr. Peter Sandman)

$$\text{Risk} = \text{Hazard} + \text{Outrage}$$

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Experts & the public

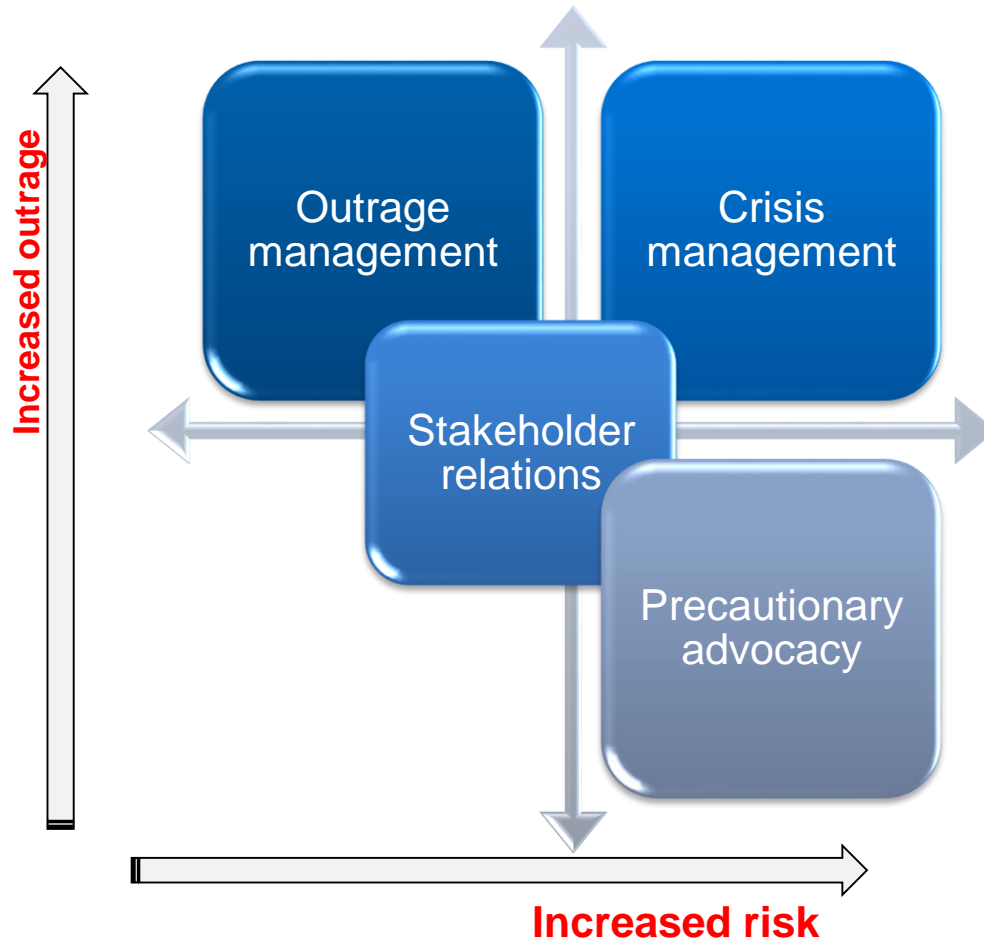When hazard **high**
& outrage **low**
*public apathetic
& experts concerned*

When hazard **low** &
outrage **high**
*public concerned
& experts apathetic*

Precautionary
advocacy

Outrage management

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Four kinds of risk communication

Increased outrage

Outrage management	Crisis management

Stakeholder relations

Precautionary advocacy

Increased risk

Peter Sandman

Where does a Flying Fox impact sit ?

Risk = Hazard + Outrage

What causes tension & conflict

Competing values & beliefs

Past experience

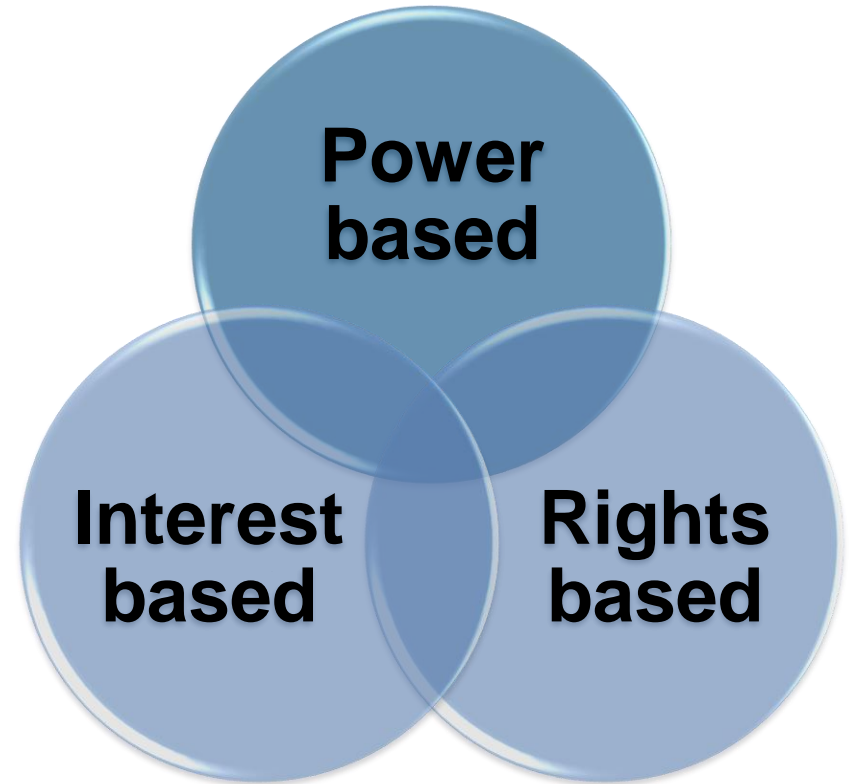Direct impact / sense of loss

Data not trusted
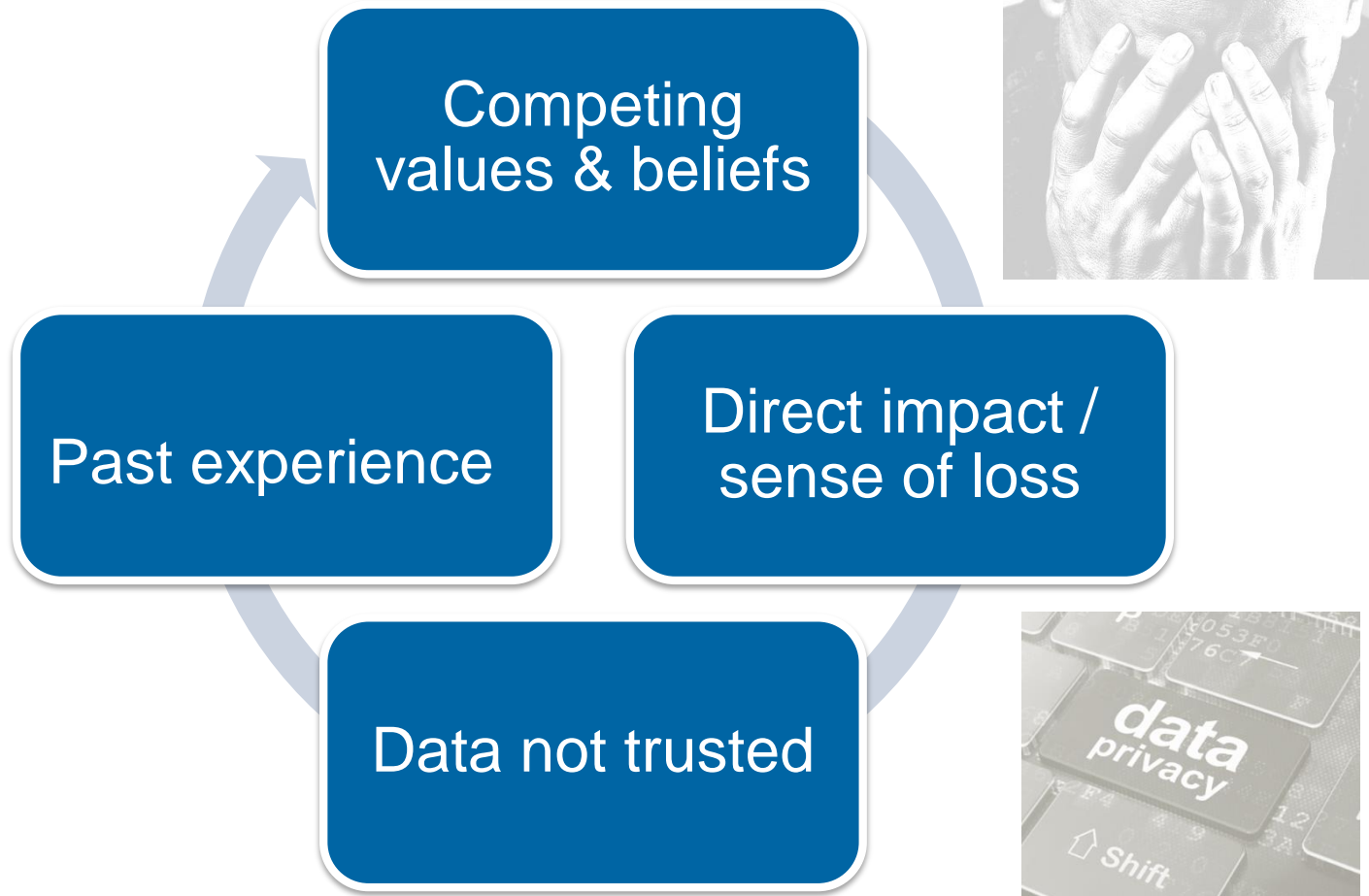
Stakeholder Types

Rights based – I'm deeply impacted and have a right to have a voice

Interest based – we know what is best for society

Power based – I have control and power 'I decide'

Power based
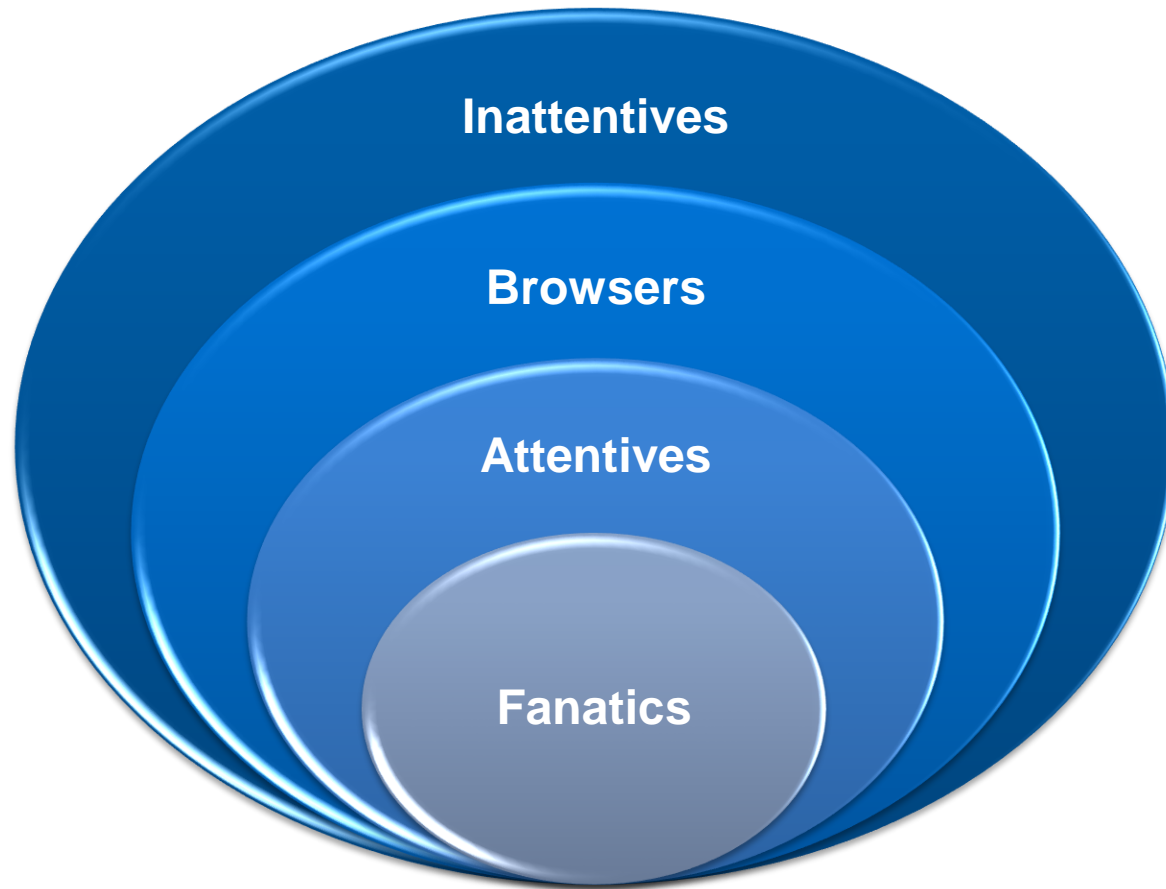
Interest based

Rights based

Stakeholder Types – lets name some

- Elected representatives (Federal)
- Federal Government Departments
- Elected representatives (State)
- State Government Departments
- Local Government
- Local community / interest groups
- Aboriginal Land Council(s)
- Local Businesses / Utilities
- Media

Power based

Interest based

Rights based

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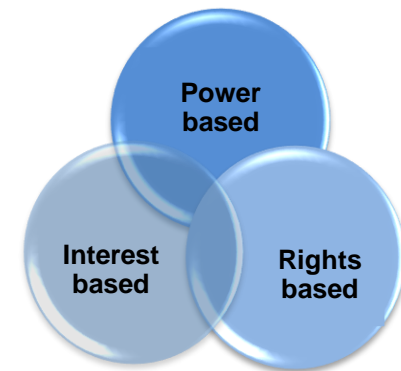
Understanding peoples positions and interests

Inattentives

Browsers

Attentives

Fanatics

* Copyright 1991 Dr. Peter Sandman

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Level of interest vs level of influence – flying foxes in local park

- Neighbour
- Local soccer coach
- Local councillor
- EPA
- Media
- Enviro group
- Others

Interest level

Influence level

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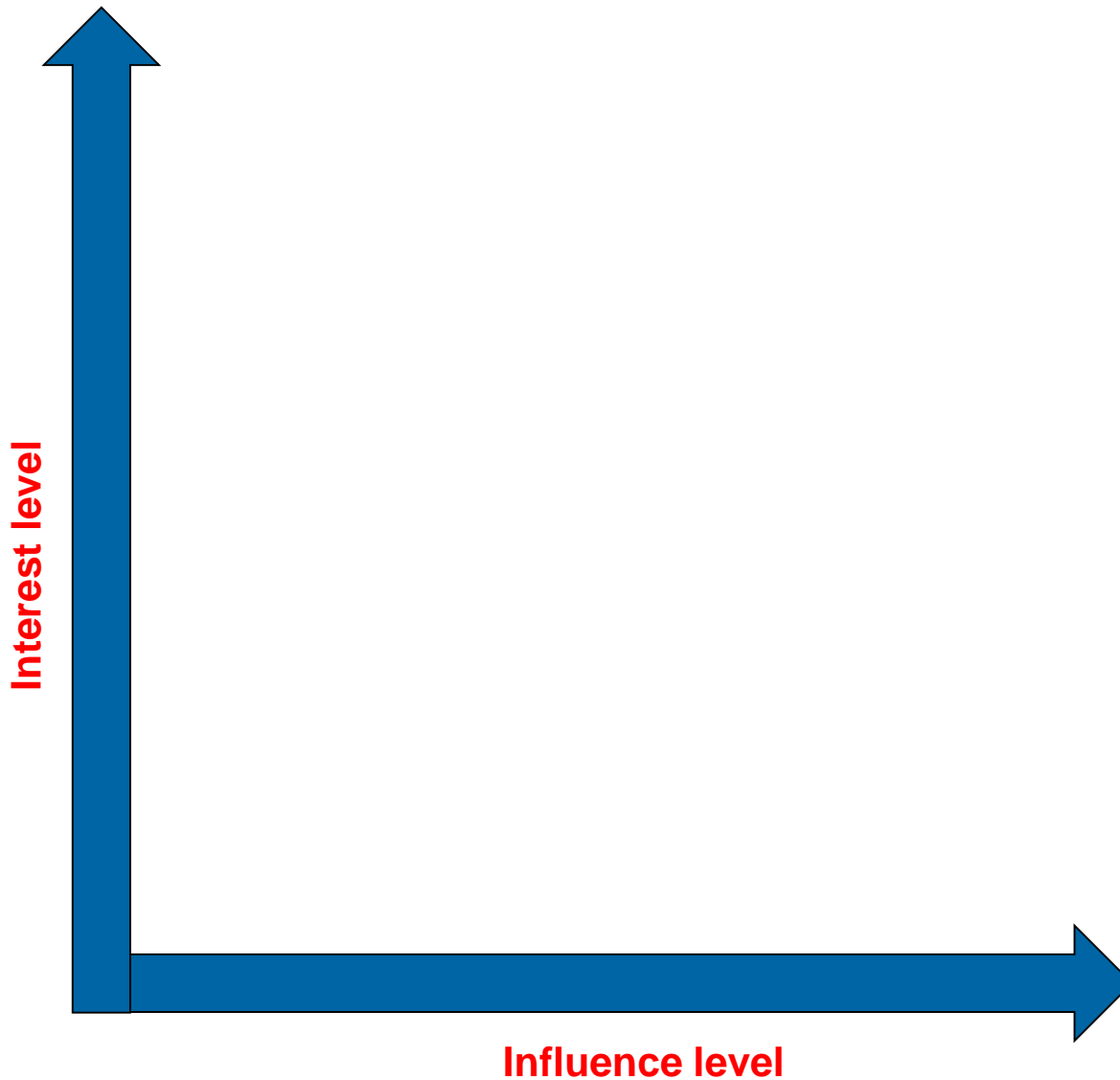
When values/perceptions clash
12 principal outrage components*

Safe	Risky
Voluntary	Coerced
Natural	Industrial
Familiar	Exotic
Not memorable	Memorable
Not dreaded	Dreaded
Chronic	Catastrophic
Knowable	Unknowable
Individually controlled	Controlled by others
Fair	Unfair
Morally irrelevant	Morally relevant
Trustworthy sources	Untrustworthy sources
Responsive process	Unresponsive process

* Copyright 1991 Dr. Peter Sandman

Some takeaways

- Our perceptions of risks and impacts are different

- Conflicting perceptions can manifest into emotional trauma

- When distressed, rational conversations are impossible

- Success relies on identifying social & environmental values early

- Risk perceptions can be directly linked to the strength of relationships, and/or level of trust

- If you engage rights-based stakeholders effectively – less likely to mobilise power-based & interest-based networks
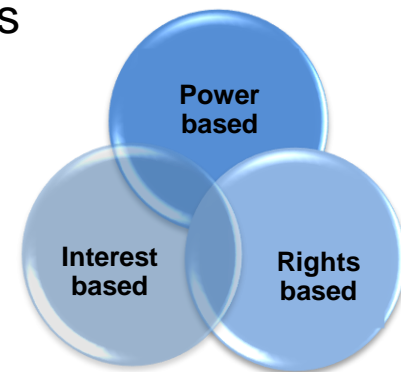
Steps

- Identify **all** stakeholders
- Set up more than one communication channel / method
- Understand **approved** key messages
- Know negotiables and non-negotiables to manage expectations
- Listen
- Take the time to build and maintain **relationships**. Always be consistent and respectful, and keep promises
- Inform, educate, build awareness, collaborate, communicate and **then communicate again**
- Empower stakeholders with as many / much of decision making as you can – remember the Spectrum?

Reaching them

Humans affected by flying fox populations

- Same geographical area

- Different ages/stages

- May be different socio/economically

- May feel more or less affected, and that can change

Tools

- Mass media (local news / paper / radio)

- Social media (targeted ads)

- Letterbox (you know where)

- Face to face (trust)

Reverse this order. Why?

A checklist? For your communication of facts

- Is it simple? – find the core of any idea
- Is it credible? – give an idea believability
- Is it concrete? – make sure an idea can be grasped and remembered later
- Is it important? - help people see the importance of an idea
- Can you tell a story? – empower people to describe an idea through a narrative
- Is it surprising? - attention grabbing?

- Perhaps videos, perhaps infographics?

Stolen from *Made to Stick – Chip & Dan Heath*

OUTRAGE!

How do we avoid it and how do we manage it if it happens?

What can we do?

Being Trustworthy

- Working with a promise of care
- Conveying the value of people and sincerely valuing them
- Being sustainable
- Being **transparent**
- Being accountable and **responsive**
- Keeping commitments
- **Involve** and decide (not decide and defend)
- When communities or individuals become your advocates

Building trust

- Establish a firm **foundation** built on principles of trust, honesty in all things, open communication and transparency

- Take the time to build and maintain **relationships**. Always be consistent and respectful, manage expectations (negotiable/non-negotiable) and keep promises

- Inform, educate, build awareness, collaborate, communicate and **then communicate again**

- Provide **rationale** behind decisions. Shine a light on how decisions were made - in selecting one option over another

- Use several meaningful methods and tools to **communicate**

Six strategies to managing outrage

Acknowledge current problems

Give away the credit

Acknowledge prior misbehaviour

Share control & be accountable

Stake out the middle

Managing outrage

Get underlining issues in the room

* Copyright 1991 Dr. Peter Sandman

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Steps forward

1. Acknowledge uncertainties - actively identify ways to build bridges

2. Approach engagement with the right 'tool box'

3. Find common ground

4. Be creative in finding a way forward

5. Involve the community – **early and often** – timing is critical

6. Fund independent monitoring committees to provide credibility

7. Conflict is challenging – consider personal styles and get the right people to have critical conversations

8. Invest in resources – financial, people, time

Get in early

Conclusion

- Our perceptions of impacts are different

- Conflicting perceptions can manifest into emotional trauma

- When distressed, rational conversations are impossible

- Successful outcomes rely on identifying social and environmental values early

- Risk perceptions can be directly linked to the strength of relationships

- Credible and trustworthy relationships are needed

- If you engage rights-based stakeholders effectively, it is less likely that they will mobilise their power-based and interest-based networks

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At a glance

providing engineering, architecture, environmental and construction services

services to **90+** countries

200+ offices worldwide

85+ years in operation

8500+ people

2014 revenue: AUD **1.5** billion

serving **5** global markets

45+ service lines

Thank you

Thank you for your attention, interest and the opportunity to engage with you

For more information on any aspects of this presentation please contact:

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