

# **Managing stakeholder interests: How to manage complex and competing expectations**

Jacob King

Penelope King

# Managing Stakeholders

- Managing stakeholders is dictated in:
  - NEPM: Schedule B8: Community Engagement and Risk Communication (NEPC, 1999 as amended 2013)
  - Assessment and management of contaminated sites: Contaminated sites guidelines s.14 (WA DER, 2014)

# Identifying Stakeholders

- Know your site
  - Contamination contained onsite or extends offsite?
  - Is the site owner operated or 3<sup>rd</sup> party operator?
  - Is the site licensed?

# Conceptual Site model

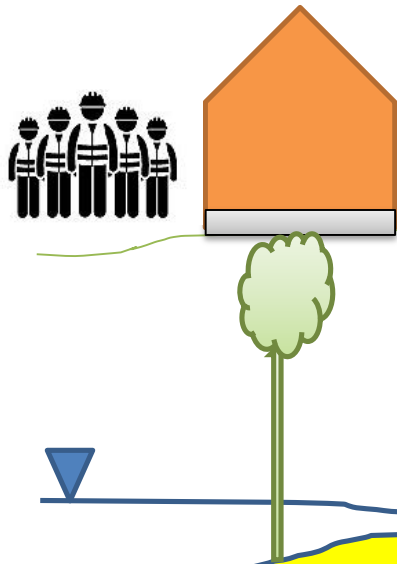
- Developing a CSM Allows:
  - Better understanding of the site
  - Identify data gaps
  - Identify unknown stakeholders
  - Identify unnecessary stakeholders

# Conceptual Site Model

## Affected Commercial/Industrial Site

### Potential Stakeholders

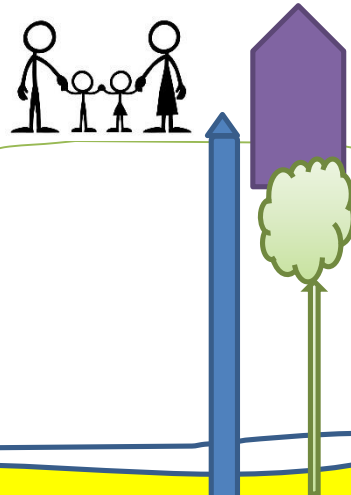
- Owner
- Operator
- Workers
- Licenser (DMP/DER...)



## Affected Residential Property

### Potential Stakeholders

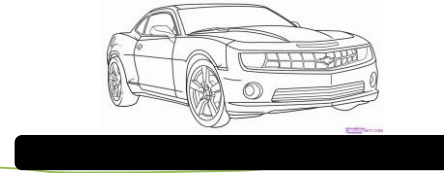
- Owner
- Occupants (renter)
- Real Estate Agent



## Road Reserve

### Potential Stakeholders

- Main Roads (WA)
- Local Council



## Source Site Commercial/Industrial

### Potential Stakeholders

- Regulator (DER) \*
- Auditor \*
- Site Owner
- Site Operator

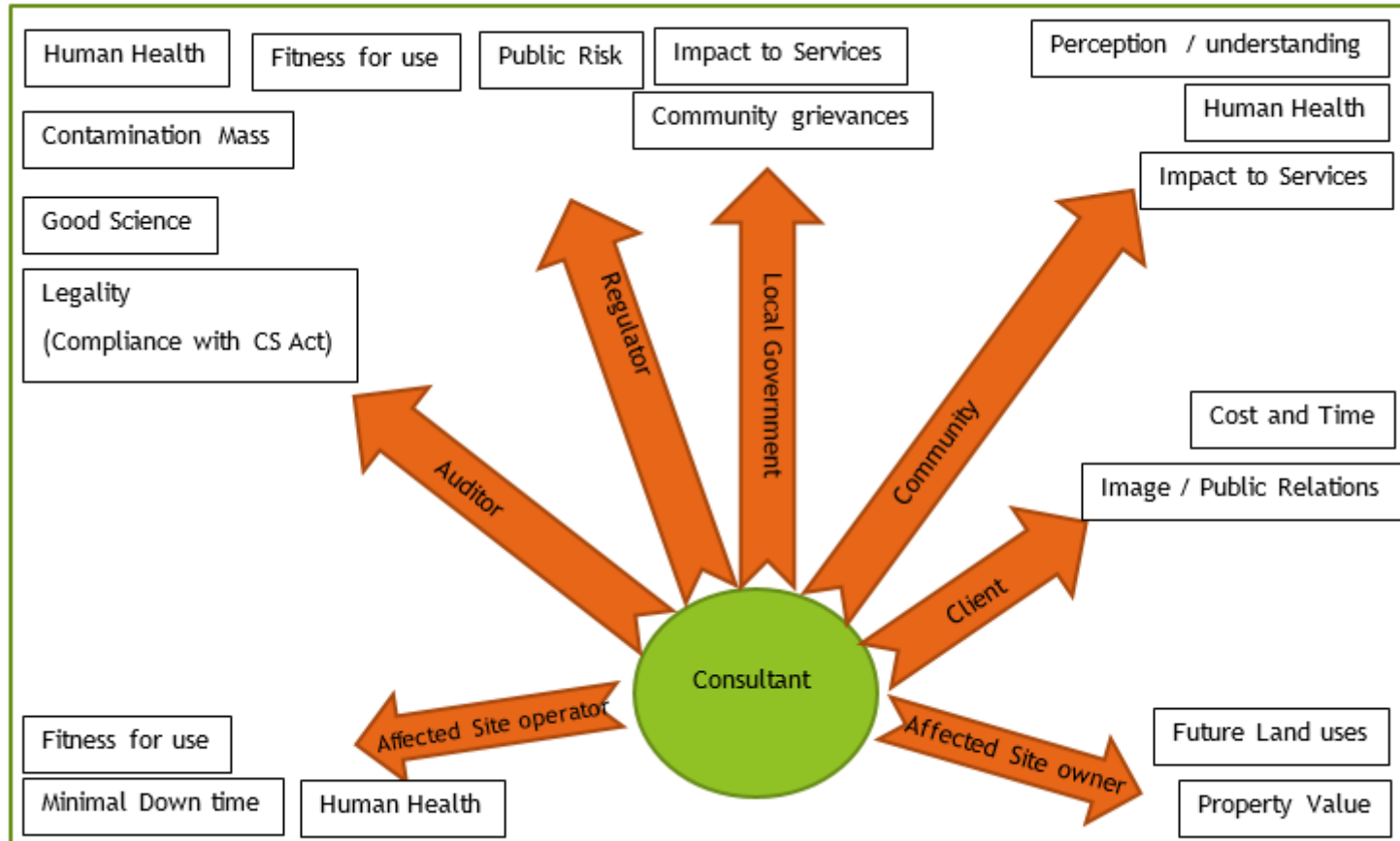


\* Overarching stakeholder for all sites

# Stakeholders onsite vs offsite impacts

- Onsite impacts only
  - Owner
  - Operator
  - Workers
  - Regulator
- Offsite Impact
  - Owner (of each site)
  - Operator (of each site)
  - Workers/Residents (of Each site)
  - Regulator
  - Auditor
  - Local Government
  - Other Government Agencies
  - General Public

# Stakeholder interest



# Whose interest do I follow?

- Client/Polluter?
  - Paying the bills
  - Their problem
- Regulator?
  - They have final sign off for each site
- General Public?
  - Keep Public relations in good standing



# Scope and size

- Guidelines say:
  - Dependant on size of project
  - Depend on level of community engagement
  - Sensitivity of surrounding land use

# When?

- **PSI** – Too early? Before there are solid answers.
- **DSI** – Invasive works may affect neighbours but no results at this point
- **Remediation planning** – Quantifiable results (developed CSM), delineation of plume. Allow stakeholders to have input.

# When? Cont.

- **ongoing management** – goals known, trends established, longer plans.
- **Realistically Stakeholder management should take place at all stages of the project and periodically for on-going works**

# Squeaky Wheel

- Listen to the loudest party
- No complaining means happy stakeholders?
- If you don't appease they may go over your head

# Treat all parties equally

- Everyone is looked after
- No “favouritism”
- More time consuming

# Risk based approach

- Approach each site on scientific and perception risk
- Prioritise sites from highest to lowest and deal with in order
  - Human health risk > Residential / Sensitive land use (kindergarten) > Commercial > Industrial > Road Reserve...

# One size fits all?

- Every site is unique and there is no one size fits all or blanket rule that can be applied
- A CCP/stakeholder engagement needs to be developed based on which stakeholders exist
- Know your site and this will allow stakeholder engagement to improve

# Information is King

- Having masses of technical data is great for some stakeholder but others just want to know if they can use their bore
- Know what level of information for what stakeholder is important to not overwhelm them
- Don't make assumptions about your stakeholders



# Engagement

- Ensure you have the time to engage stakeholders – planning is important
- Provide information in a palatable format for the stakeholder – proper “personalised” implementation
- Provide a system of feedback

# Questions

