



Environment Institute
of Australia and
New Zealand Inc.

Community consultation

Engage your impacted stakeholders early
or it's uphill all the way



At a glance

GHD 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

servicing **5** global markets

45+ service lines

Why?



Your Choice

Consult then decide

or

Decide then defend



IAP2'S PUBLIC PARTICIPATION SPECTRUM

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

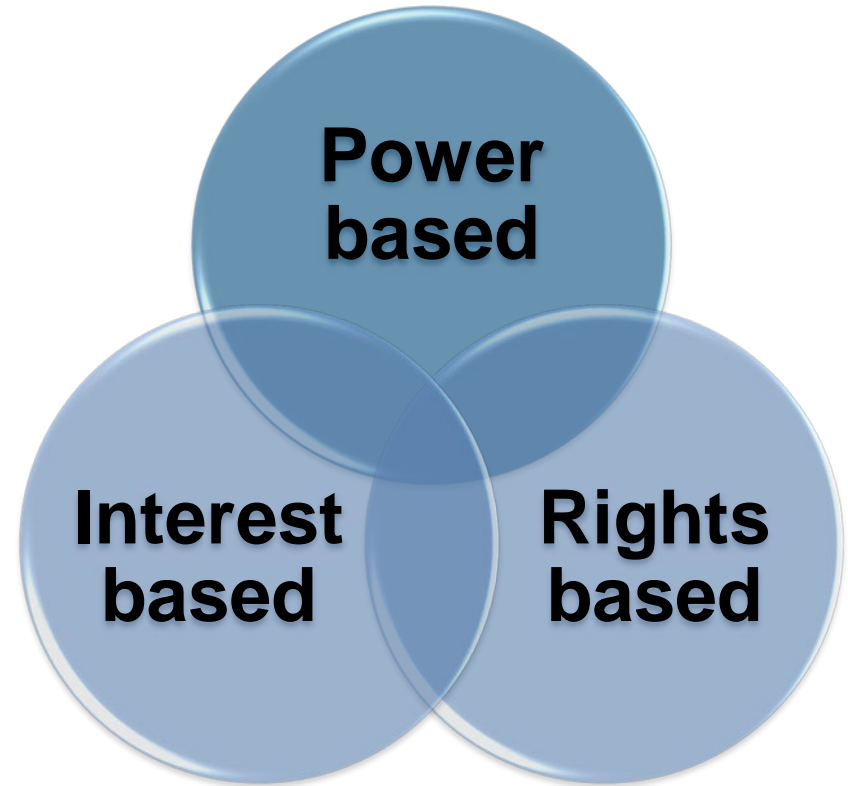
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly 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.

Stakeholder Types

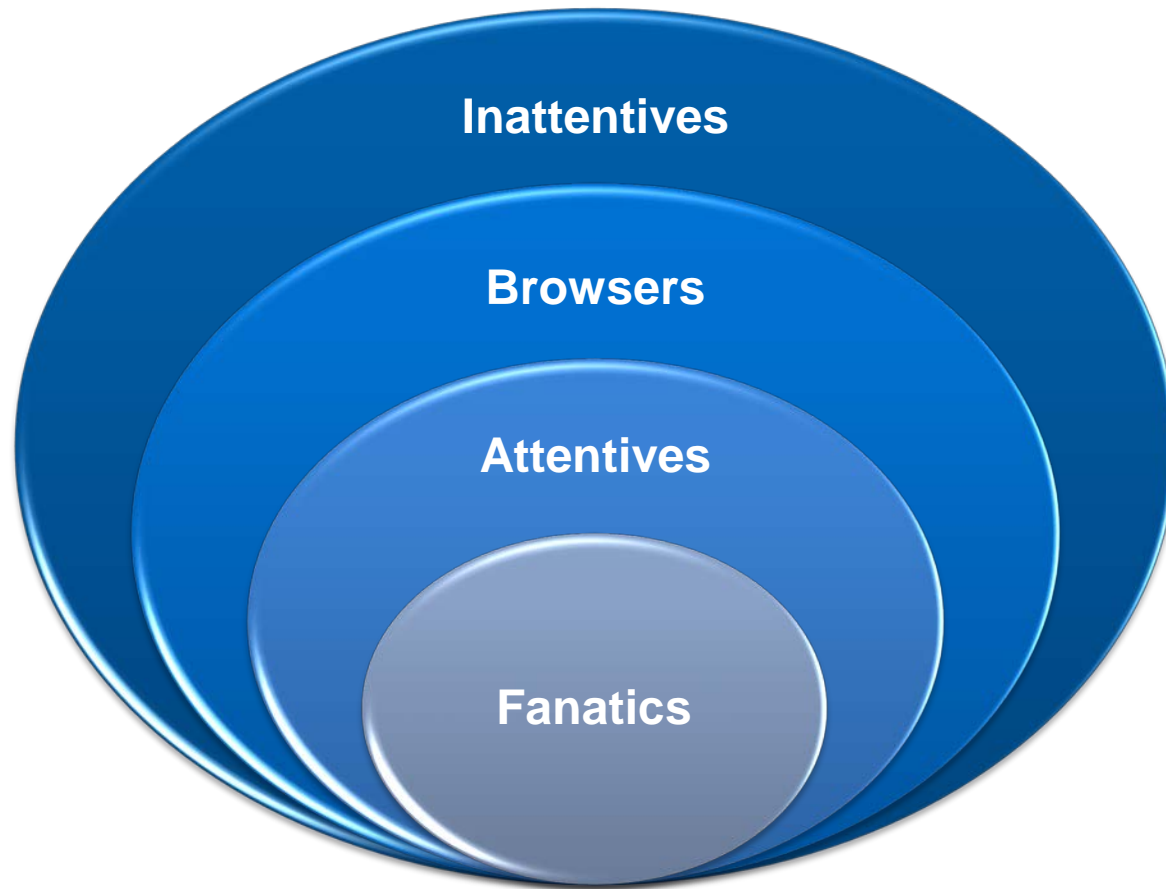
Rights based – I'm deeply impacted and have a right to have a voice

Interest based – we represent the high moral ground- we know what is best for society

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

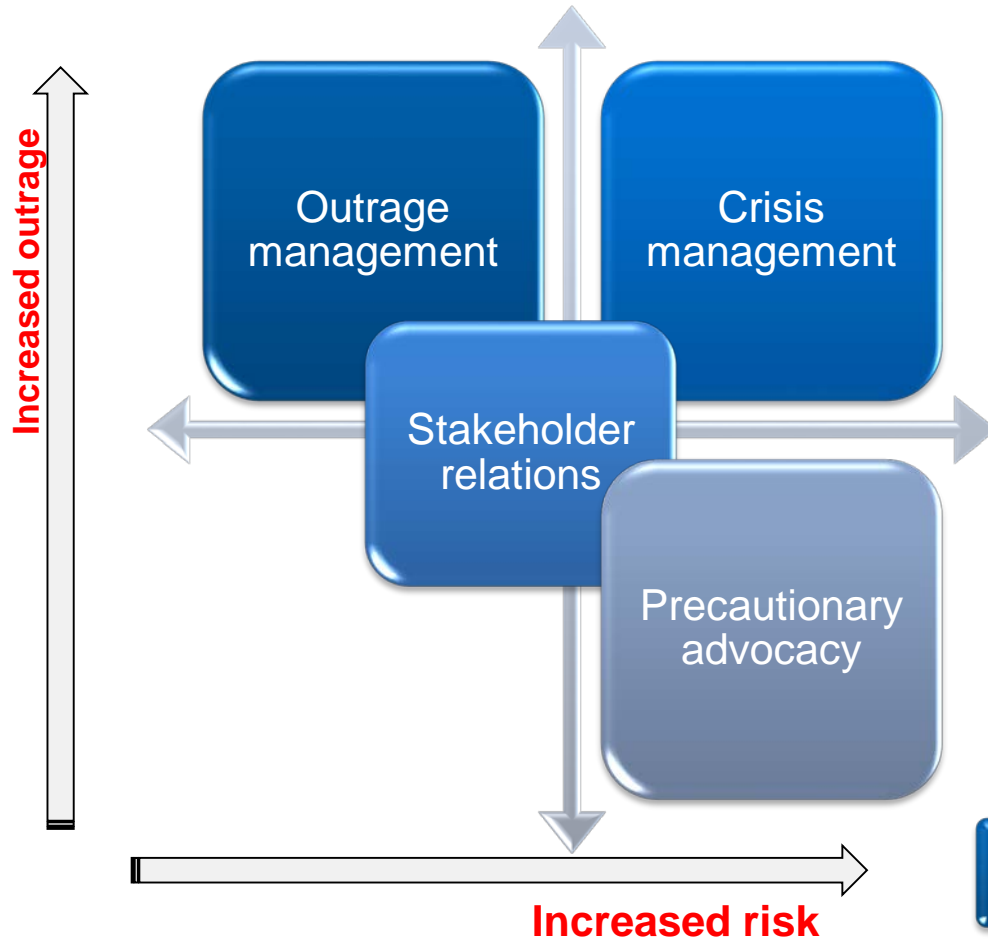


Understanding peoples positions and interests



* Copyright 1991 Dr. Peter Sandman

Four kinds of risk communication



Peter Sandman

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

TIME MAGAZINE
PERSON OF THE
YEAR 2011



This is Ned





When values/perceptions clash

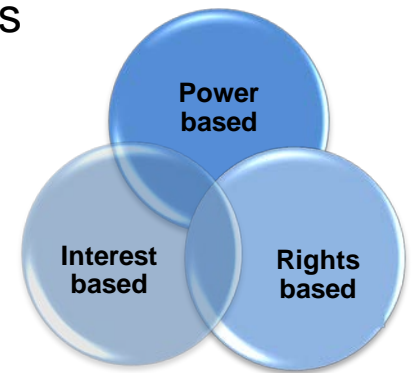
12 principal outrage components*

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

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





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 you reach decisions in selecting one option over another
- Use several meaningful methods and tools to **communicate**

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
- Social media
- Letterbox
- Face to face

Reverse this order

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





Thank you

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