Community consultation
Engage your impacted stakeholders early or it’s uphill all the way
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
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

<table>
<thead>
<tr>
<th>Public Participation Goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promise to the Public</td>
<td>We will keep you informed.</td>
<td>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</td>
<td>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.</td>
<td>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.</td>
<td>We will implement what you decide.</td>
</tr>
</tbody>
</table>

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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

Inattentives

Browsers

Attentives

Fanatics

* Copyright 1991 Dr. Peter Sandman
Four kinds of risk communication

Outrage management

Crisis management

Stakeholder relations

Precautionary advocacy

Increased outrage

Increased risk

Risk = Hazard + Outrage
TIME MAGAZINE
PERSON OF THE YEAR 2011
This is Ned
When values/perceptions clash
12 principal outrage components*

<table>
<thead>
<tr>
<th>Safe</th>
<th>Risky</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary</td>
<td>Coerced</td>
</tr>
<tr>
<td>Natural</td>
<td>Industrial</td>
</tr>
<tr>
<td>Familiar</td>
<td>Exotic</td>
</tr>
<tr>
<td>Not memorable</td>
<td>Memorable</td>
</tr>
<tr>
<td>Not dreaded</td>
<td>Dreaded</td>
</tr>
<tr>
<td>Chronic</td>
<td>Catastrophic</td>
</tr>
<tr>
<td>Knowable</td>
<td>Unknowable</td>
</tr>
<tr>
<td>Individually controlled</td>
<td>Controlled by others</td>
</tr>
<tr>
<td>Fair</td>
<td>Unfair</td>
</tr>
<tr>
<td>Morally irrelevant</td>
<td>Morally relevant</td>
</tr>
<tr>
<td>Trustworthy sources</td>
<td>Untrustworthy sources</td>
</tr>
<tr>
<td>Responsive process</td>
<td>Unresponsive process</td>
</tr>
</tbody>
</table>

* 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
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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