

Orica Botany Industrial Park (BIP): Community Engagement Planning Workshop

April 4th, 2005; 5pm to 8-ish pm
Orica Administration Building,
Beauchamp Road, Matraville

Welcome & Introductions

- I'm Peter Shmigel of Nolan-ITU, an independent sustainability consultancy
- Clients include Orica, State & local governments, & environmental groups
- My job:
 - Help this group look at the present situation of "Orica and the community"
 - Help this group consider if there are (or are not) improvements needed to current methods of relating to each other

Purpose

- To agree on community engagement processes/models for Orica at Botany
- To agree on role and model/criteria for Independent Monitoring Committee for Groundwater Treatment Plant

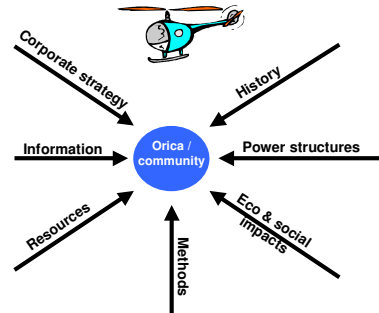
Format

- Session 1: Intro's
- Session 2: Orica's Views (Barbara)
- Session 3: "Best Practices" (Peter)
- Break
- Session 4: What's the current situation?
- Session 5: What can the future hold?
- Session 6: What helps or harms way forward?
- Session 7: How best to proceed?
- Session 8: Practical next steps

Format

Current situation	Barriers	Drivers	Better situation

Helicopter View



Between you and me...

- Find someone you don't really know at another table and go sit next to them.
- Tell each other:
 - What you think Orica is trying to achieve in community engagement?
 - What you would like to get out of today?

Motivations & Aspirations

Orica's motivations

- Maintain profits
- Covering legal backside
- Preventing blow-up of major issues
- Preventing legacies
- Improving comms processes
- Appeasing the community - spinning

Your aims

- Orica as champion for BB – broader role
- Commitment from Orica to good corporate citizenship
- Honesty in process of engagement, clear and up-front, real process
- Better ways to work thru the issues that community feels are important
- Contract with local community about how reporting and accountability are to happen

Session 2: Barbara's Presentation

- How does Orica see itself going at present?
- What would it like to achieve in future?

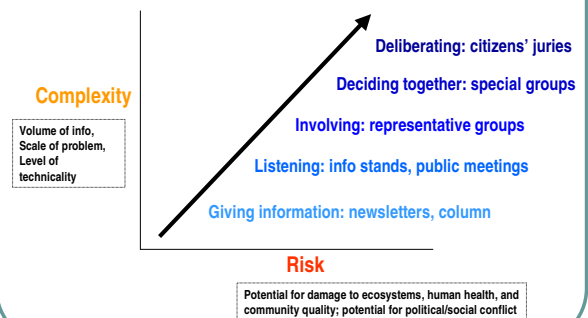
Session 3: "Best Practices"

- Jargon jumble: engagement, consultation, feedback, "social license to operate", transparency, accountability
- Bottom line: smarter public increasingly forcing governments and industry to abandon "DAD" (Decide and Defend)
- Best ways to do things differently have been emerging for last 20 years – "PEP" (Profile, Educate, Participate)

Right horse for right course

- 'Communication and consultation involve a **two-way dialogue** between stakeholders with efforts focused on consultation rather than a one way flow of information from the decision maker to other stakeholders.' (AS/NZA 4360:1999 Risk Management)
- What happens in a participation process should reflect it's **goals**
- It's goals should be set by two main factors:
 - How **complex** is the situation at hand?
 - How much **risk** (real or perceived) is there in the situation?

Engagement Goals



Success Elements

- “communications included a mix of educational, consultative and participative approaches in an integrated program that provided opportunities for the whole of the affected community;
- there were forums for two-way discussions between representative members of the affected public, community activists, the proponents and technical experts, preferably with a degree of shared decision-making (e.g. consensus-based stakeholder forums);
- the process responded to the public's requests for new information, including the conduct of additional research;
- the forums were independently chaired, were responsive to the needs of participants, involved a degree of shared control over the agenda, and built good interpersonal relationships;
- there was a generous allocation of time for the process;
- there was early public involvement, well before a final decision;
- the agency was not the proponent of a particular technology or site, or if the agency was the proponent, then the process was seen to be independent of the agency; and
- the agency was genuinely committed to community participation.”

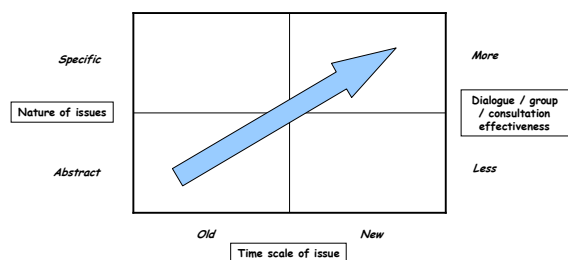
Check List

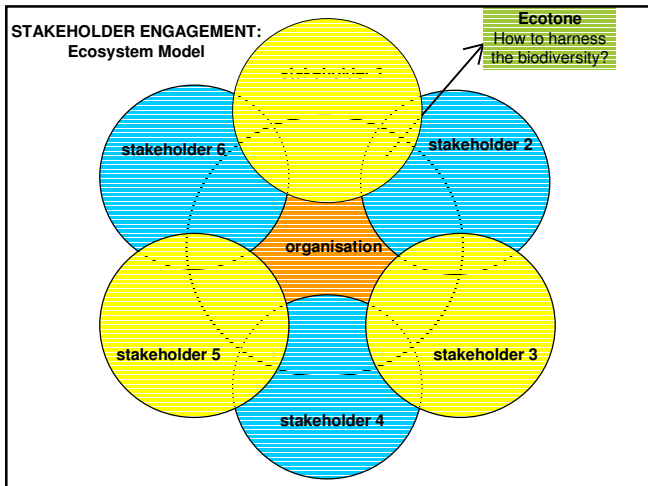
1. Are there clear goals for the process?
2. Are the affected people aware of and part of the process?
3. Do participants know where they stand?
4. Does the process use various ways to include people?
5. Is information honest, relevant and accessible?
6. Are people treated with respect?
7. Does the process have time and money?

Real World...

- The way Govt/industry think and talk is often different from the way that community members think and talk.
- What is or is not risky is very different for different people.
- Conflict is normal.
- The more specific the dialogue, the more effective it is.

Effectiveness Dynamic





Housekeeping

- We will do a fair bit of work in groups
- Please have a person to take notes (that I'll then collate) and a person to do report-backs from your group to all of us
- Your individual thoughts are also really important (so keep notes that you may want to give me later)

Session 4: Current Situation

- How would you describe the current situation of how Orca engages with community and stakeholders?
- Does it meet the needs of community and stakeholders?
 - Think about things like information flows & quality, trust levels, levels of participation, committee arrangements etc
- As individuals, list 5 "descriptors" of the current situation and then go around the table. Pick the most common ones.

Current Situation

- "Fragmented" way (example: lots of different committees) to relate to each other
- Not satisfactory – history of issues creates lack of credibility in present
- Time consuming and unrealistic timeframes
- Low on outcomes
- Complexity of issues makes community members feel helpless
- Venues not accessible enough (maybe Botany Town Hall / RSL)
- Technical information: deceptive, not community focused, or relevant
- Process is still very site specific – not about cumulative impact of Orca etc
- Seems to be positive change on Orca's part
- Frustrating
- Well meaning – intent is right
- Mutual mistrust (not just Orca and community, but Gov agencies); culture of mistrust
- Information: flow level, technical arrogance, gaps, and poorly distributed
- Orca controlling the whole process; Orca undermines community's level of interest and the capacity to contribute
- Damned if we do, damned if we don't in terms of participating (community reps)
- One-way, dead boring
- Limited understanding of why people aren't participating
- Big variation in background knowledge levels of participants
- Clear definition of community expectation missing – confused relationship: different expectations
- Bewilderment thru bombardment; overload
- Lot more activity and contact
- Difficult to translate from small picture to larger implications
- Not enough customisation of info; more context, more "why is this important and what does it mean"
- Tainted

Session 5: Future Possibilities

- What's the preferred situation for the future?
- What are five key things we would want to achieve in the relationship between Orica and community / stakeholders?
- As individuals, list 5 objectives and then go around the table. Pick the most common ones.

Future Situation

- To have a broader approach – geographically, cumulative impacts, and in terms of stakeholders including all tiers of Government
- To combine transparency (full reports) with practicality (community-focused interpretations by science communicators)
- To have more stakeholder input and ownership in the HOW of community engagement
- To be guaranteed long-term commitment to progress from the company
- To emphasize what we want to achieve and monitor if we've achieved it
- To honestly recognise every participants' constraints
- To have an influence on legislative / policy framework / neighbourhood agreement
- To create a way to really become part of this community – maybe thru 'good neighbour protocol'
- To have the community resourced and empowered on the relevant issues
- To have greater flexibility and targeting in meeting times, venues, and methods
- To have Orica be a broader participant in Botany Bay issues
- To more quickly and more clearly describe specific actions as they arise
- To make sure that NESB communities are strongly considered
- To see if ToR for CPRC is applicable to other consultation mechanism, (eg, more skill based people and Govt agencies in CLC)
- To retain existing committee structure
- To forecast Orica actions and set timetables
- To create a more common goal and mutual objectives for the process
- To have a commitment to real partnering in decision-making
- To structure meetings as discussions rather than presentations
- To pay for independent advice on technical issues, documents
- To better educate community about the issues; give them a basis for knowing / contributing / acting
- To have a more informed Orica on community issues, and more informed community about Orica

Session 6: Barriers & Drivers

- What sort of current aspects can help achievement of a better situation?
- What sort of current aspects can hinder achievement of a better situation?
- From the floor...

Barriers & Drivers

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| <ul style="list-style-type: none"> ● Barriers ● Some folks are complacent; some folks choose to remain outside ● Volunteer availability ● Resources ● History and mistrust – lack of public confidence ● Complexity of issues that need to be dealt with; complexity of documents and processes ● Delays in information delivery ● Competing issues for attention ● Fear ● Record of misunderstanding and miscommunication ● Not clearly understanding constraints of all parties ● Drivers ● Changing and more empowered community ● Most parties do want to solve the problems ● Greater awareness of environmental issues and protection ● Legislation, regulation, policy ● Shareholder demands & profitability ● Corporate citizenship | <ul style="list-style-type: none"> ● Actions ● More educational methods; more broadly based ● More pushing at the grass roots ● Using NGOs to comm; using independent experts ● More scientific oversight / involvement ● Resourcing community-based organisations (independent technical experts) ● Better definition of who's affected, who's a stakeholder, what's the community, where are they ● Clearer definition of the GOAL / VISION of processes ● Better understanding of what's important and relevant and accessible to "community" ● Agreeing the roles of everybody involved ● Understanding of role of workforce vis-à-vis performance of company ● Greater action orientation in what we do – clearly identify problem and the agreed outcomes ● Broader corporate citizenship role in community ● Reviewing existing ToR ● Project-based approach to going forward |
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Session 7: Actions

- What actions can be taken to overcome the barriers and use the drivers, and get us to the better situation?

Session 8: Next Steps

- What needs to happen after tonight? What practical things need doing?
- In terms of GWT, there's a new legal requirement for independent monitoring. How best to meet it?

Next Steps