

Green Issues Communications



Confederation of European Waste-to-Energy Plants

Consultation is not a waste of time

June 12, 2008

Green Issues Communications

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The irrational side

- As human beings, we are highly irrational
 - We object to new roads even though we all drive cars
 - We object to new houses although we all live in one
 - We object to waste facilities although we all produce it
 - We object to energy plants although we all consume it
- Often promoters only key in on technical issues
 - The irrational side must also be taken into account
- Developers must also deal with the profit issue
- You need Third Party Advocates (TPAs)

Why difficult projects fail

They do not win their
Licence to Operate

The Licence to Operate

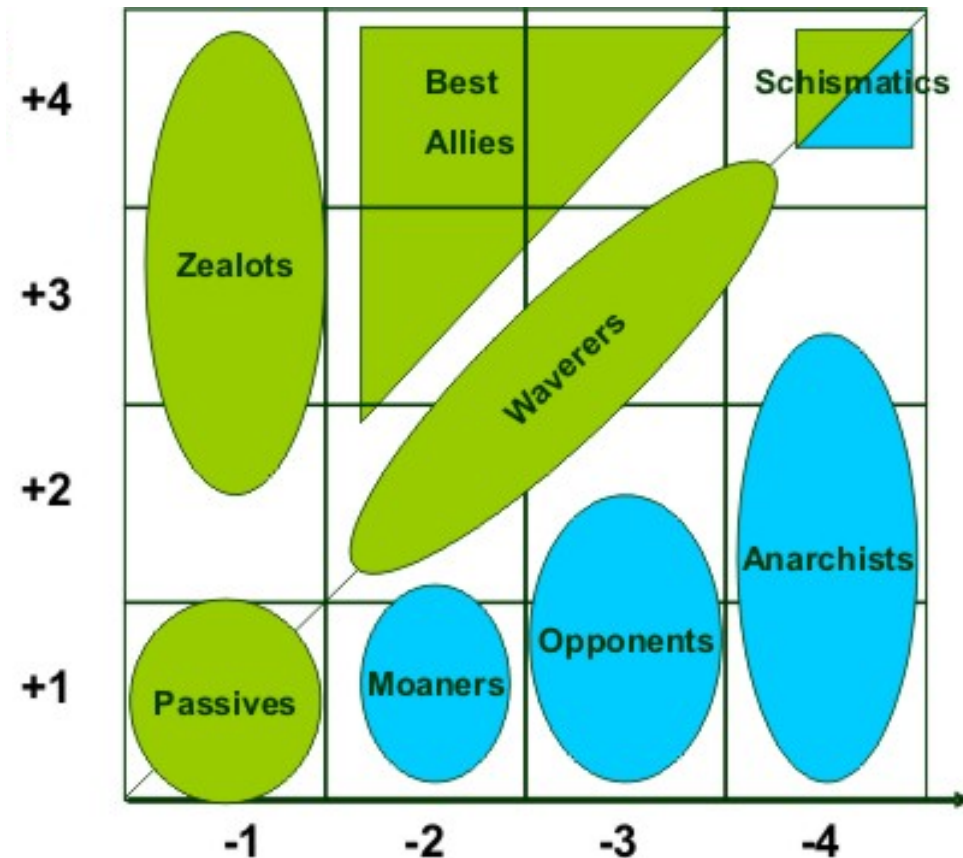
- Beyond regulation and the legal system
- Good companies win it easily
 - Even for very tough projects
- Others will always struggle
 - Even with easy projects
- It is often highly irrational
 - And seems to ignore the facts
- The TPAs have a key role in granting it



How societies behave

Sociodynamics

- It is a small number of people who can make or break a project
- Actions taken by them can lead to success or failure
- Supporters are useless unless identified and mobilised
- Uncover win-win projects
- Opponents politely ignored



Using TPAs in an issue or crisis

- They bring an air of independence
 - Negating the ‘source effect’
- They can say things you cannot
- They can take chances with the truth
 - Like the Green Groups
- They have a much greater chance of being believed
- They must be ‘cultivated’ before the crisis
 - Working on issues, for example

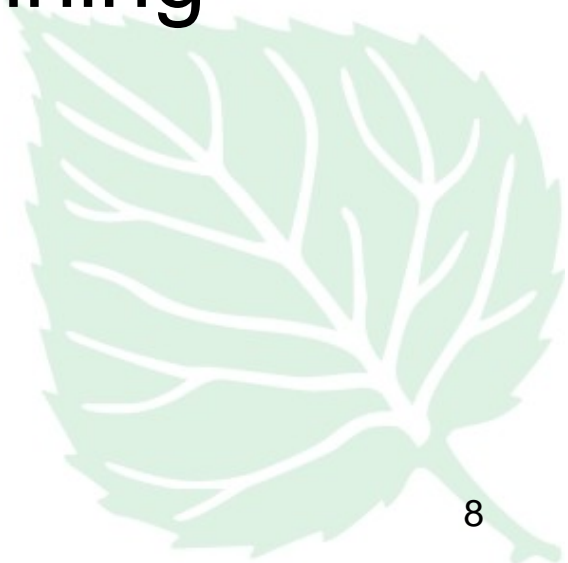
The power of TPAs

- Supporters often look like opponents because they do not give 100% support
- Help supporters - ignore intractable opponents
 - But make sure they are real opponents
 - There is often very little between the sides
- A Third Party will uncover projects of mutual interest to get support - flexibility is essential

Independent supporters (TPAs) have more credibility and power than any company

Politics and consultation

The practicalities of winning approval



The political agenda

- Politicians – key democratic representatives:
 - With many agendas, are often not involved until the end
 - Follow instincts of survival if faced with controversy
 - Take fixed positions from which they cannot unhook
- **Result:** The technical recommendations **increasingly** deferred or over-turned
- **Conclusion:** Projects must involve politicians and those who influence them (TPAs)

Why consultation is vital?

- **Politics is a minefield**
- Politicians do not always make rational decisions:
 - Easily swayed by residents, media, etc.
 - Often have their own agendas
- **Delays cost you money**
- Pre-application consultation is important for success
- Failure to consult can be material to the determination



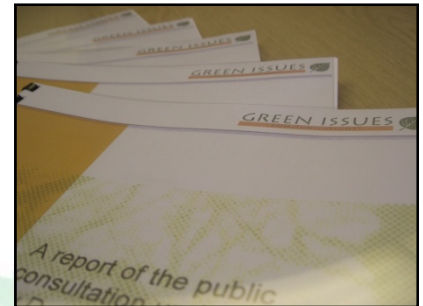
CONCLUSION: Political liaison and consultation can speed the process and save time and money

Green Issues

Principles and Practicalities of our Methodology

Our methodology

1. Get to know the territory and its people
 - Sites are a living part of a community
2. Find supporters - there are ALWAYS supporters
 - They may not look like supporters
3. Uncover the win-win projects
 - Also the hidden agendas
4. Broader consultation with the community
 - How we engage the broader public
5. Maintain the momentum
 - A week is a long time in politics - how long is a year?



The territory and people

Step 1: Understand the community

- Get to know the levers of power:
 - Key politicians even at parish and resident level
 - The movers and shakers - not always politicians
- Get to know how personal interfaces work:
 - Start digging for the real and hidden agendas
 - Know a community like a local: with knowledge, you become local
- Now devise an appropriate forward strategy

The community and your supporters

Step 2: Find supporters and advocates

- We naturally tend to focus on the loud opposition
 - There are people who can support the project
 - But they want something in return
 - Often they are not approached and do nothing
- Get to meet key players, ideally one-to-one
- An outside mediator best placed to hold such meetings:
 - As a third party
 - With political links/understanding – they open doors
- **Result: A more open and honest response**

What do people really want?

Step 3: Uncover win-win projects

- Communities will not accept detriment
 - Without some compensating benefit...but this benefit cannot be imposed
 - It must be demanded by the community
- **Therefore there must be 'win-win' projects**
 - Which are championed by local individuals
 - These projects often not within technical agreements
 - They are sometimes irrational

Consultation on a broader level

Step 4: Consultation with the community

- This should happen AFTER the political and other liaison
 - Otherwise you risk disaffecting key players
- Not communicating sends out a powerful message:

*“We don’t think that you are important
and so we’ll ignore you”*

- If broader communications are not used, opponents will do this for you
- **However, you need the right level of consultation...**

Practical consultation methods

- Stakeholder involvement: Steering groups, citizens panels, surgeries, workshops, 'Planning For Real'
- Broader communications: Exhibitions, meetings, drop-in centres, websites, roadshows
- Complementary actions: Media programmes, polling, mailouts, static displays, presentations, focus streets
- **All consultation should be devised to maximise attendance by Third Party Advocates (TPAs)**

Third Party Advocates - longer term

Step 5: Maintaining the momentum

- Once you have engaged the local community, it is essential to not let go
- But how do you keep supporters motivated?
 - By ensuring key players are regularly updated and your personal relationship is further cemented
 - Whilst ensuring a consistent message of support from TPAs is communicated to decision-makers
- **Maximising the likelihood of politicians remembering the positives of the scheme**

The benefits of the approach

Effective liaison using TPAs and appropriate consultation delivers real results, saving time and money