



Stakeholder communication & engagement

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Sustainability Research Centre: *Transforming Regions*

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Global coastal trends

“Profound and urgent changes occurring in vulnerable coastal zones”

- Almost half of the global economic activity is generated in the coastal zone
- 270m people and US\$13 trillion of assets are exposed to sea level rise

<https://www.futureearthcoasts.org/wp-content/uploads/2015/12/LOICZ-Signpost-Web.pdf>

Global coastal trends

Complex and cumulative drivers of change

Fenwick Island, USA



Joanna Woerner, Integration and Application Network, University of Maryland Center for Environmental Science <http://ian.umces.edu/imagelibrary/displayimage-513.html>

Australian trends

National environmental trends

Climate change is having impacts throughout Australia

“At no time in recent history have the effects of climate change on Australia’s coast been as apparent as they were from 2011 to 2016”

Clark GF, Johnston EL (2016). Coasts: Coasts: 2011–16 in context. In: Australia state of the environment 2016, Australian Government Department of the Environment and Energy, Canberra

National social trends

Australian population continues to expand with a projected increase to 31m people by 2033

“... the most prominent growth outside of capital cities between 2014 and 2015 occurred along the coast of Australia, particularly in Queensland”

ABS, 2016, Regional Population Growth, Australia, 2014-15

National economic trends

Australian household wealth 2nd only to Switzerland

“Australia has long been labelled the land of the middle class but ... this is less the case today”

22 of the top 25 highest earning suburbs are in coastal cities

<http://mccrindle.com.au/the-mccrindle-blog/australias-household-income-and-wealth-distribution>

<https://www.businessinsider.com.au/the-25-richest-suburbs-in-australia-2015-5#1>

Diverse and vulnerable coastal communities

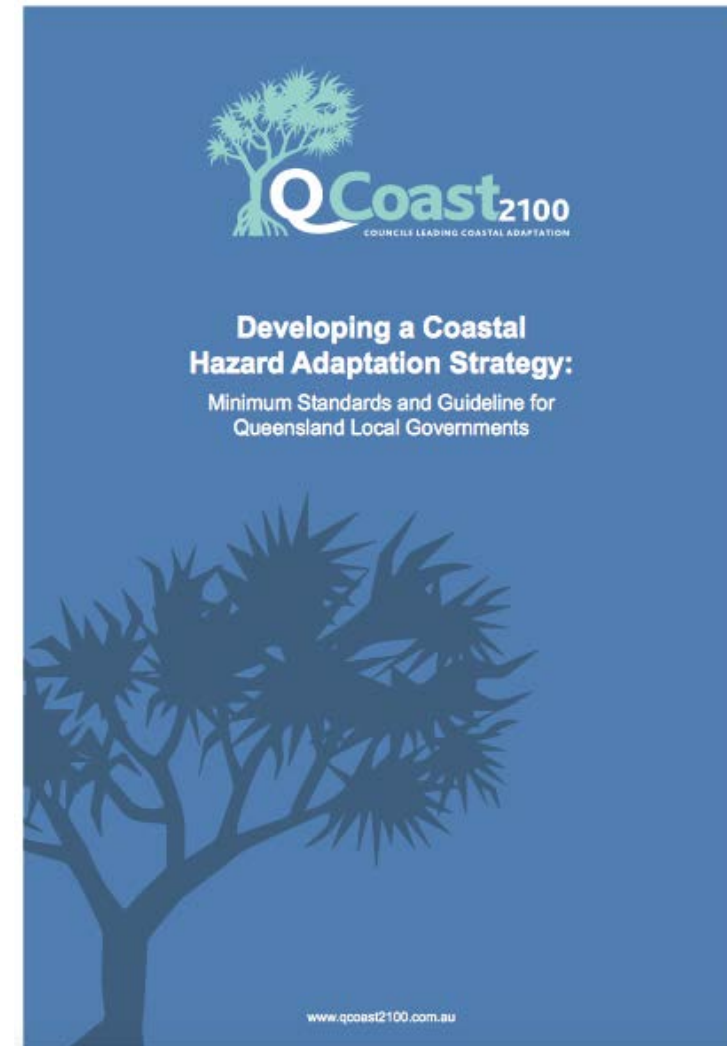


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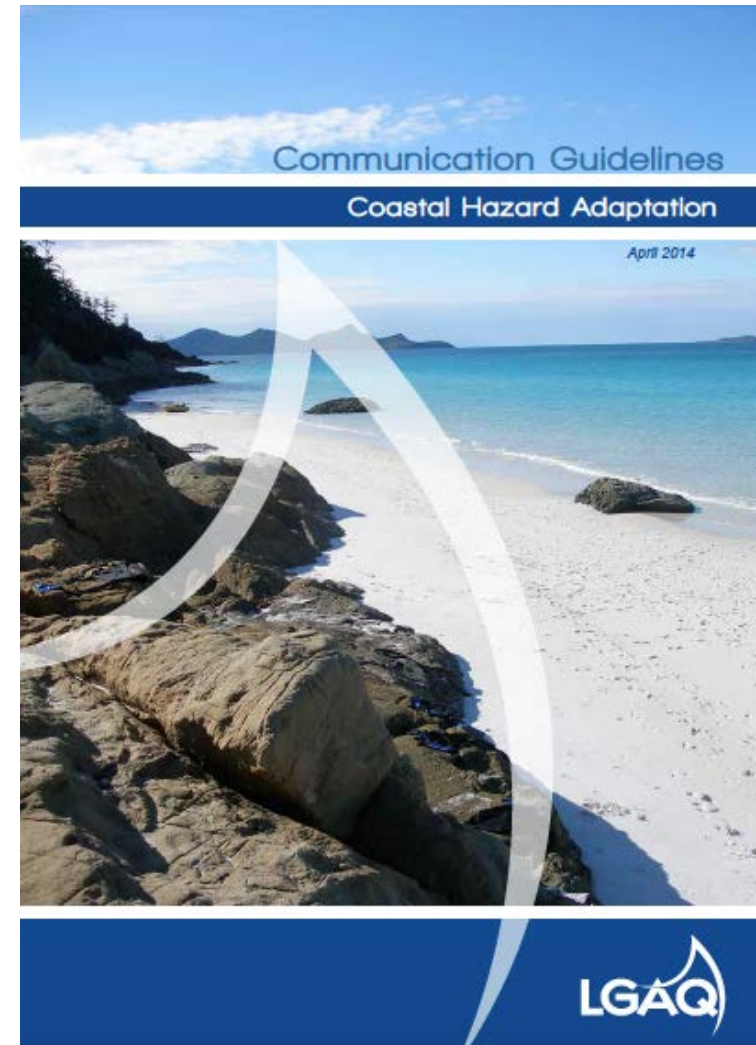
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QCoast2100

- Minimum standards
- Leading practices



LGAQ Communication Guidelines



Why stakeholder engagement?

Korfmacher (2001) states that the most common rationales are democratic, substantive, and pragmatic:

- Democratic rationale: emphasises the **inherent value** of public participation in decisions that affect the public
- Substantive rationale: citizens may have **unique contributions** to public decisions and citizens' values and technical knowledge **should help to inform the final decision**
- Pragmatic rationale: a community that has contributed to, and been educated by, the decision-making process is **more likely to support the decision outcome and facilitate its implementation**

Korfmacher 2001

Korfmacher, K. S., 2001, 'The politics of participation in watershed modelling', *Environmental Management*, vol. 27, pp. 161-176

Traditional approaches to decision-making

- Top-down
- Fuelled by ‘Tragedy of the Commons’ fears
- Driven by a desire to maintain power and ideology

Hardin 1968

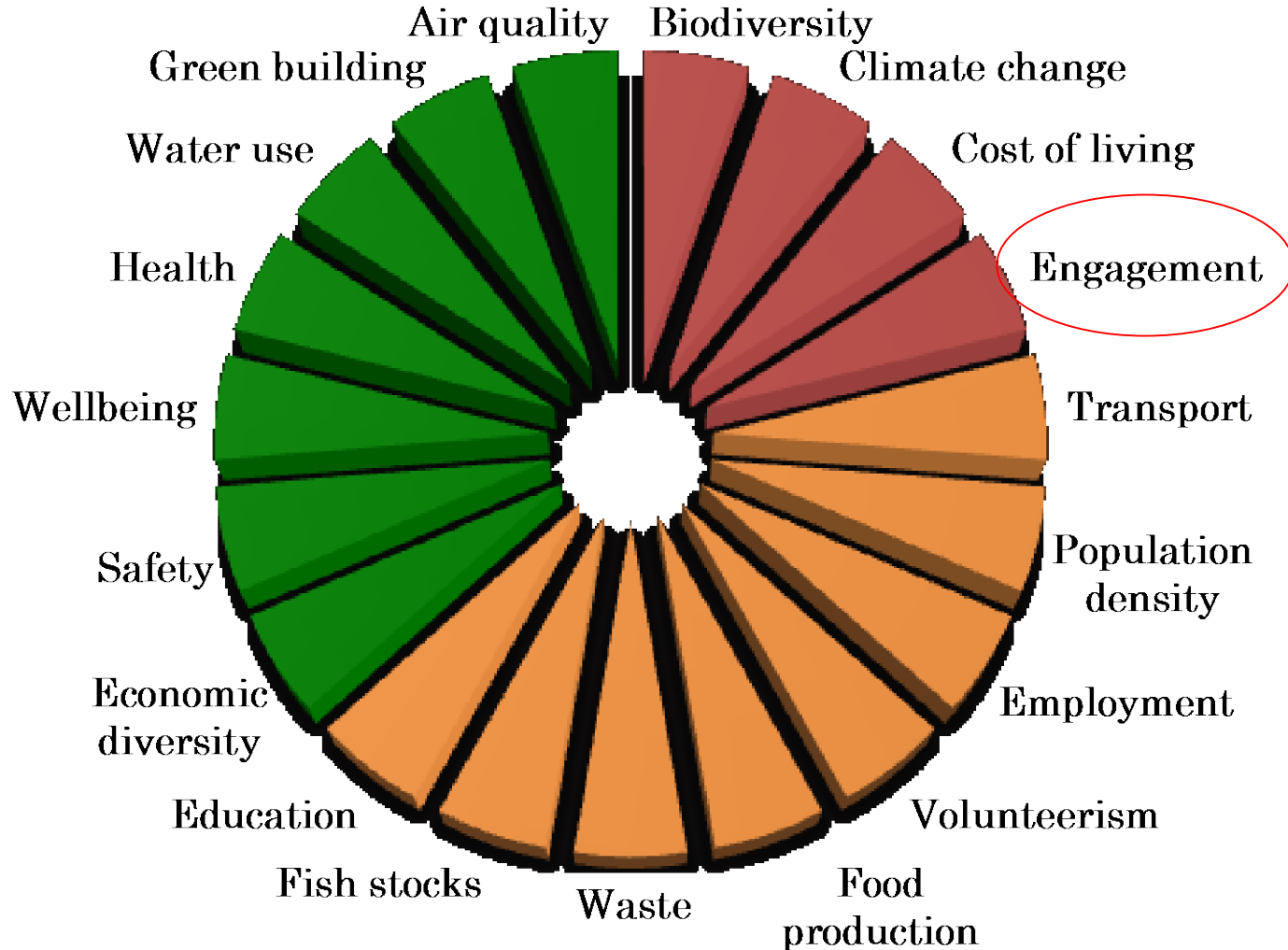
Hardin, G. 1968, ‘The Tragedy of the Commons’, *Science*, Vol. 162.

Why it doesn't work

- Decision makers Decide
- Decision makers Announce
- Decision makers Defend

➤ *Conflict!*

Regional sustainability indicators



The problems

- Adversarial modes of decision-making
- Mismatches in benefits, costs and implementation
- Subordination of public interest to a special interest
- Lack of coordination and trust
- Institutional inertia
- Piecemeal or symptoms approaches to problems
- Ineffective use of science

➤ *Inability to deal with complexity*

The keys to successful engagement

- Motivations
- Preferences
- Capacities
- Existing networks

Research on community engagement

- SEQ Western Catchments
- Lake Eyre Basin

Enhancing Community Engagement

AG-SIP project: “Enhancing Community Engagement in the SEQ Western Catchments”



Objective:

- To increase the understanding of, and capacity for, long-term effective community engagement in the SEQ Western Catchments and other NAP regions

Researchers:

- Tim Smith, Toni Darbas, Cristine Hall, Anne Leitch, Jenny Bellamy, Jane Fisher, and Glare Gambley

Key Contextual Drivers

- Population growth and migration
 - Changing land uses and demographics
- Modes of production
 - Increasing production costs and decreasing commodity prices
- Regional Natural Resource Management governance
 - Changing power relationships

➤ *Challenges for community engagement*

Project Overview

1. Understand current engagement practice
 - Understand who was involved in engagement
 - What tools were used
 - Understand perceptions of success and failure
2. Assess motivations and preferences of stakeholders
 - Understand the dynamic local context of engagement
 - Landholder motivations and preferences for engagement
 - To populate the engagement typology
 - To understand other functioning (non-NRM) social networks
3. Trial and test engagement tools
 - Research the effectiveness of engagement tools
 - Develop tools for monitoring and evaluation of engagement
 - Build reflective capacity among practitioners

NRM Engaged - Landcare

Motivations	<ul style="list-style-type: none">• Realisation that the problem is big• Tree-changers• Affinity with 'green' philosophy• Affinity with the natural environment
Preferences	<ul style="list-style-type: none">• On-ground activities
Other groups / networks	<ul style="list-style-type: none">• Mixed: some only NRM, others involved in scouts and school groups
Limitations	<ul style="list-style-type: none">• Time

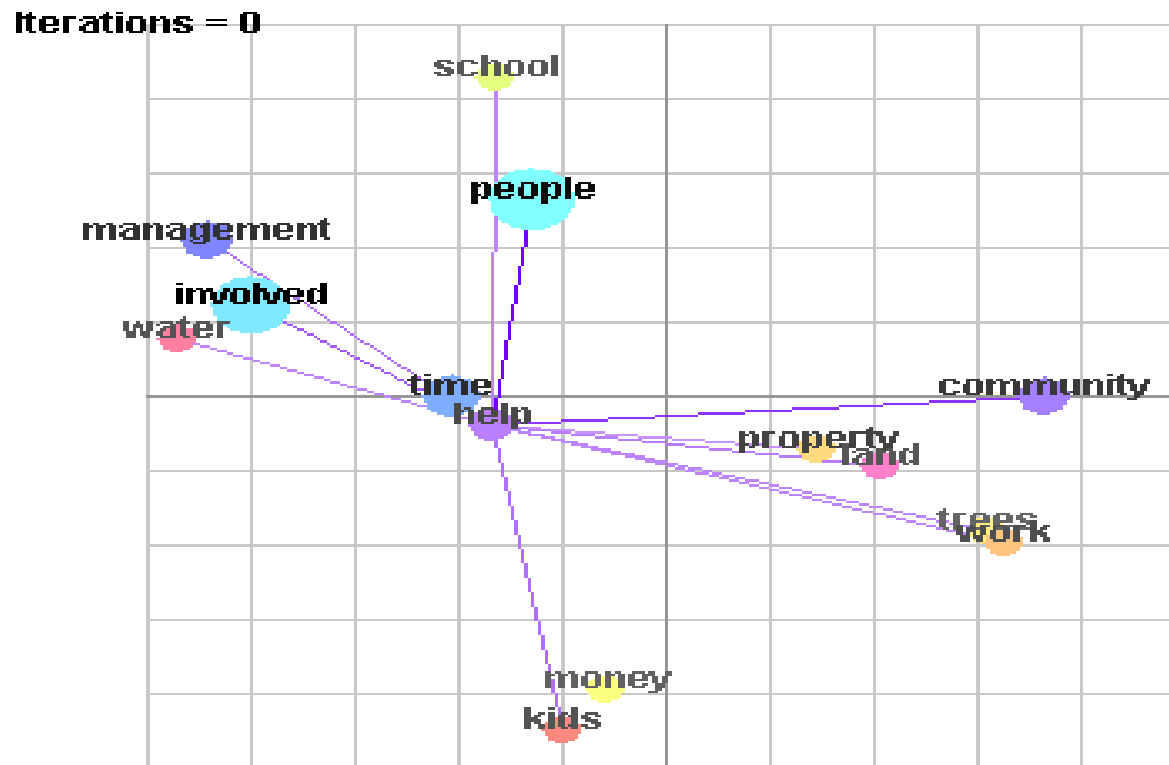
NRM Engaged - Industry

Motivations	<ul style="list-style-type: none">• Sustainable livelihoods<ul style="list-style-type: none">– current productivity– future generations
Preferences	<ul style="list-style-type: none">• Specific information when they need it (targeted telephone call)<ul style="list-style-type: none">– someone with local knowledge– someone with detailed industry knowledge• Hands-on activities (eg. shed meetings)• Within-industry forums
Other groups / networks	<ul style="list-style-type: none">• Few: local school, but only when their children attend
Limitations	<ul style="list-style-type: none">• Time

Engaged in other groups (eg. P&Cs, service clubs)

Motivations	<ul style="list-style-type: none">• To keep the community going• Supporting the vulnerable
Preferences	<ul style="list-style-type: none">• Fit into their current administrative processes
Other groups / networks	<ul style="list-style-type: none">• Only 1 involved in a NRM group
Limitations	<ul style="list-style-type: none">• Time• NRM not seen as their primary interest

Engaged in other groups (eg. P&Cs, service clubs)



- 31% of the time that “help” was mentioned, it was associated with the concept of “people”, and another 21% of time, it was associated with the concept of “community”
- Only 6% of time did it relate to “land” and 4% to “trees” and “water”

Key messages for community engagement

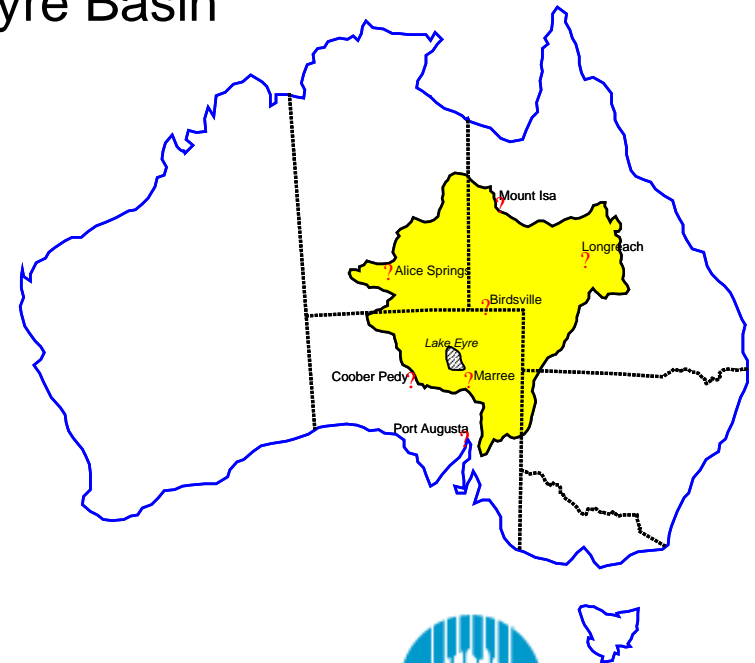
- Differences in motivations and preferences
 - Non-NRM motivations are anthropocentric
 - Industry motivations are production-centric
 - Landcare motivations are ecocentric
- People engage in communities of interest that are transient (eg. schools when their children are at school)
- Networks are currently disconnected from each other

Lake Eyre Basin

Desert Knowledge CRC project funded through NHT: “The People, Communities and Economies of the Lake Eyre Basin”

Objective:

- To improve the understanding and functioning of the organisations that manage ecosystem services in the Lake Eyre Basin
(ie. those organisations that act as the interface between government and communities)



Researchers:

Tim Smith, Lynn Brake, Tom Measham, Cathy Robinson, Mark Stafford Smith, Tim Lynam, Silva Larson, Alexander Herr, and Anne Leitch



CSIRO



DESERT KNOWLEDGE
CRC



Natural Heritage Trust
Helping Communities Helping Australia
An Australian Government Initiative

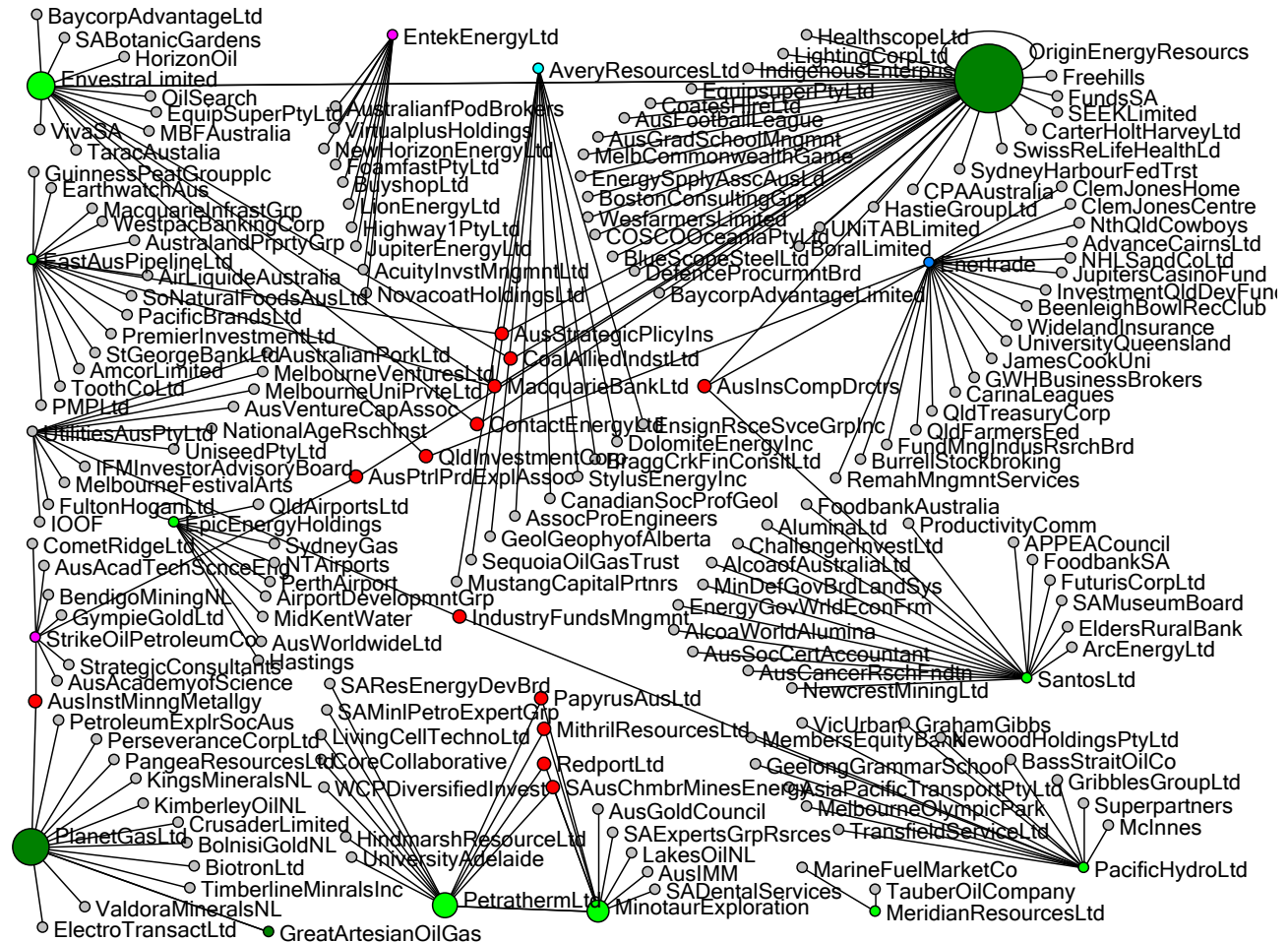
Challenges for Engagement in Remote Regions

- Sparse populations and limited capacity
- Large distances
- High seasonal variability
- Dependence on natural resources
- Variability of costs and worth of those natural resources
- Remoteness in terms of support and influence
- Pronounced decoupling of resources, rights & responsibilities

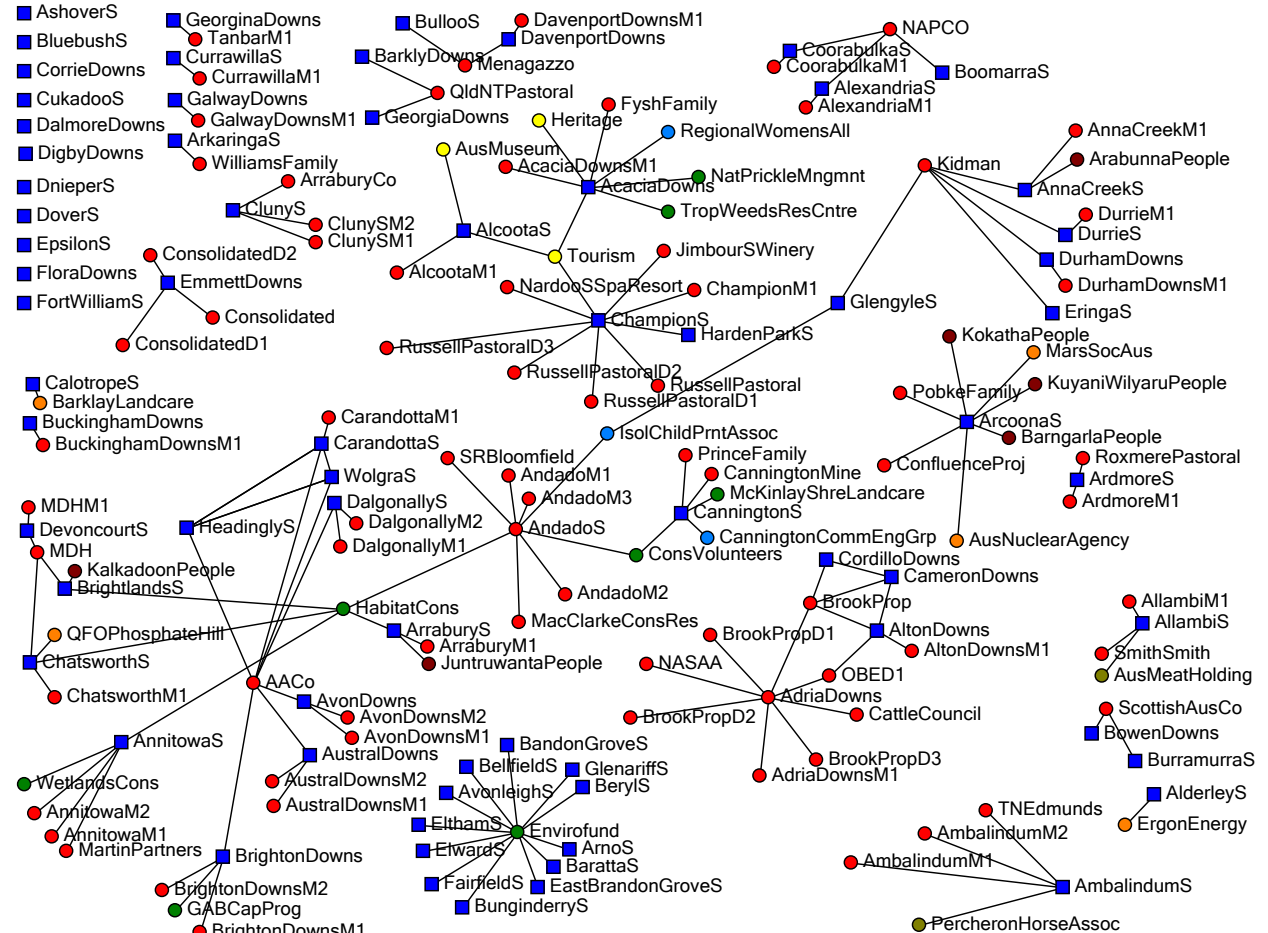
Lake Eyre Basin – relevant findings

Disconnects in formal relationships exist between and within sectors

Mining networks



Grazing networks



Lake Eyre Basin – relevant findings

- Emphasis on ‘one voice’ for sectors may not be appropriate
- Challenges for engagement of non-resident power holders
- There are multiple groups affecting decision-making in the Lake Eyre Basin
 - communities of place vs. communities of interest

CoastAdapt

- Community engagement manual

https://coastadapt.com.au/sites/default/files/information-manual/IM09_community_engagement.pdf



Community
engagement

Information Manual 9

A question of effective governance

- What are the most effective modes of coastal governance?

Types of participation



Arnstein 1969

Arnstein, S., 1969, 'A ladder of citizen participation', *Journal of American Institute of Planners*, 35 (4).

Threats to engagement for adaptation

Gladwin *et al.* (1997) discuss four unsustainable mindsets:

1. Cognitively bounded biological mind (biased to disconnection, proximity, simplicity, certainty and discrepancy)
2. Obsolete worldview mind (biased to atomism, mechanism, rationalism, and individualism)
3. Addicted contemporary mind (biased to efficiency, growth, secularism, narcissism, and techno-optimism)
4. Delusional psychodynamic mind (biased to repression, denial, projection, rationalisation, and insulation)

Gladwin *et al.* 1997

Gladwin, T., Newburry, W. and Reiskin, E. 1997, 'Why is the Northern Elite Mind Biased Against Community, the Environment and a Sustainable Future?', In: Bazerman, M., Messick, D., Tenbrunsel, A. and Wade-Benzoni, K. (eds) *Environment, Ethics and Behaviour*, The New Lexington Press, San Francisco, pp. 234-274.

An obsession with tools

- Engagement is a process of ongoing social learning

Reflection on practice

Each group should consider:

1. **What is your goal** for engagement?
2. **Who are you targeting?** Why? How will you ensure their motivations, preferences and capacities are considered?
3. **Who will do the engagement?** Over what time period? How will it be done and what tools will be used?
4. **How will you evaluate** the engagement processes?
5. **Do you have any concerns** regarding the engagement process? And how will you overcome them?

Spend approximately 20 minutes on each question

Summary thoughts

- Coastal management and adaptation is a social process and effective engagement is complex but critical
- Engagement needs to be matched to motivations, preferences, capacities, and existing networks
- Engagement processes need rigorous assessment – similar to assessment of on-ground change

“As for the future, your task is not to foresee it
but to enable it”

(Antoine De Saint-Exupery)

Saint-Exupery, A de 1952, The Wisdom of the Sands, Hollis & Carter, London (UK Edition).