

Example – Presentation for a company

Explanation and background information to the slides

Informations about this presentation

This presentation bases upon the basic version of the presentation „Neighbourhood dialogue – an instrument to prevent and solve conflicts between companies and their neighbours“. The selection of the following slides are to be seen as an example how to adapt the basic version to a specific situation, target group and objectives:

Target group: *Leading persons of two different companies, that both are in trouble with their neighbours because of odour problems.*

Problem: *The origin of the odour problems are not clear, measurements are to be started. The neighbours are split into three parties, that blame one of the companies or both. The companies are placed in a small village of 5000 inhabitants, which find work in the companies. The authority has not yet informations how long the problem lasts. Number of complaints against the companies are rising extremely.*

Objective for the presentation: *The authority wants to convince especially one of the companies to start a dialogue with the neighbours and discuss the options of the starting situation ??.*

Neighbourhood-Dialogue – tools, process, evaluation – specific example company 1



The basic presentation can be downloaded on the IMPEL homepage
(www.impel.eu)

The order and choice of slides can be adjusted to the individual needs and the target audience, as you can see in this example.

Example – Presentation for a company Explanation and background information to the slides


European Union Network for
the Implementation and Enforcement
of Environmental Law

**„Odour problems in
(village)“**

**Name of presentator and adress of the
authority (contact-dates)**





Neighbourhood-Dialogue – tools, process, evaluation – specific example company 2

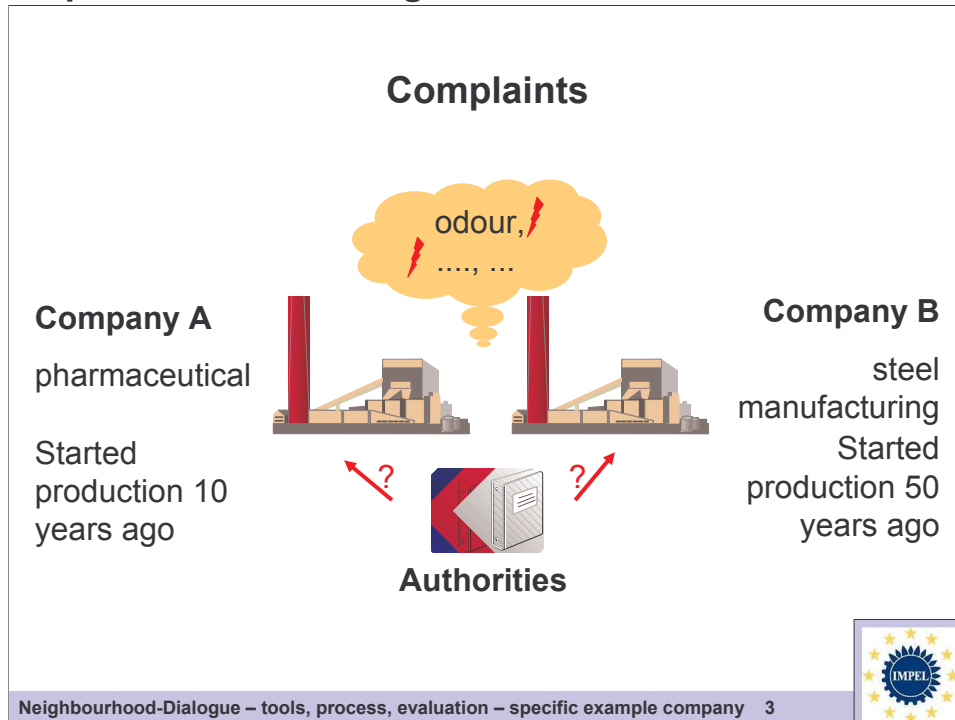
The texts and pictures of this and the following slides should be adjusted to the concrete situation, the needs and the target audience.

You are invited to translate the presentation into your own language.

IMPEL would be glad if translations into other languages or your specific examples could be made available for other interested colleagues on the IMPEL website.

Example – Presentation for a company

Explanation and background information to the slides



With this slide you can show the basic situation of the actual conflict.

Generally:

Authorities control that the sites and activities under their responsibility are operated /carried out in compliance with the legal requirements. If conflicts arise, it is important for them to find sustainable solutions in accordance with the law. Such solutions will as a rule reduce incoming complaints and decrease unproductive work for the authorities, especially if after some time, the involved parties can solve their problems bilaterally. In a dialogue process companies and neighbours can make agreements beyond the required BAT level. Thus they can achieve more than is required by the law.

For companies safety of the site and legal security are important. Using direct dialogue with neighbours and authorities they can develop creative solutions beyond normal enforcement measures of authorities. The scope for negotiations is potentially wider (*example: agreement on certain opening or production hours, route of approach, removal of the entrance of a chemical plant. ...*)

Prevention: In this area of conflict neighbourhood dialogue can be used as means for conflict prevention instead of conflict solution. Noticing that there are conflict situations ahead authorities can recommend companies to start dialogue in good time to prevent conflicts or to minimise severeness of conflicts (e.g. during permit procedures)

Residents are in case of (subjectively perceived or objectively measurable) effects concerned about loss in value of their estates, peace, air quality, free (good) sight, optical aspects, health or they fear dangers like fire or explosion ...

Example – Presentation for a company Explanation and background information to the slides

Graphs and facts about complaints in (village ...)

Numbers:

Situation:

Investigations of the authority:

...



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 4

Complete this slide with the facts (if possible with graphs) of the starting situation to convince the audience, that the situation affords an active way of coping with it.

During the presentation you can discuss with the audience, which facts they see.

Example – Presentation for a company

Explanation and background information to the slides

Risks and consequences of not talking with the community ...

- Eg. Negative press
- Immediate enforcement actions
- Financial risks of citizens actions
- ...

Neighbourhood-Dialogue – tools, process, evaluation – specific example company 5



Description should reflect the real situation in a neutral way.

During the presentation you can discuss with the audience, what risks and consequences they see.

Example – Presentation for a company

Explanation and background information to the slides

Benefits of a professional dialogue procedure

- ✓ Companies / sites improve their public image
- ✓ Companies gain opportunity for site-development
- ✓ Number of complaints will decrease
- ✓ Workable solutions will be created
- ✓ Resistance and administrative appeals against permissions or decisions decline
- ✓ ...

Neighbourhood-Dialogue – tools, process, evaluation – specific example company 6



If a discussion about possible disadvantages starts, talk openly about them:

- Agreements are not legally binding as long as they are not integrated into binding decisions of the authority (which may not always be possible) or in a valid civil law contract.
- Participants wanting to push through with maximum demands will probably refuse dialogue participation as solutions agreed upon will usually represent a compromise.
- „Concepts of the enemy“ cannot be maintained in a successful dialogue process.
- Participants give up their distance to each other – which is not always regarded as a gain.
- The neighbourhood may split up into different groups – the chances and risks of which should be evaluated with care.

Summing up: weighing the pros and cons of neighbourhood dialogue

1. reaching a sustainable and mostly peaceful co-existence between industrial/ commercial and private neighbours through neighbourhood dialogue is possible
2. all participants may profit from this
3. reductions of regulation and control require new strategies
4. as a rule, the advantages of neighbourhood dialogue prevail clearly over its disadvantages (*)

In spite of this, in special cases it may not make sense to start a dialogue. But the neighbourhood dialogue as an instrument still remains an important additional option for an authority.

Example – Presentation for a company

Explanation and background information to the slides

Neighbourhood dialogue ...

- ... is not a substitute but a complement to authorities actions,
- is a structured, dialogue process supported by facilitation.
- is an effective communication platform for conflict prevention.
- aims at finding solutions in case of severe or recurring conflicts between companies and their neighbours.
- can be used systematically to maintain good neighbourhood relations.



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 7

Make sure, that you as the authority will not give up your actions, while starting a neighbourhood dialogue, but that you can connect your acting with the results of the dialogue.

Neighbourhood dialogue cannot replace measures of the authority, but it may allow for a wider range of action, that might comprise other and partly wider options.

Generally:

The dialogue process can be structured by consequent use of one moderating technique (e.g. Metaplan-technique). The facilitator is impartial and stimulates the process of neighbourhood dialogue. The agreement on rules for the discussion is helpful.

If participant experience that they are heard and their problems are dealt with seriously for the most part they enter into the dialogue and build up trust. After the solution of the first problems neighbourhood dialogue may develop to a forum for conflict prevention.

If neighbourhood dialogue is perceived and used as a process the sustainability of its effect and its solutions may be assured.

Example – Presentation for a company Explanation and background information to the slides



You can discuss with your audience, which could be the best participants in the group to work with on the actual odour problems in the concrete situation. The red lined participants should be involved in any case.

Maybe you will need an intensive (next) discussion, to analyse the situation of the involved groups and persons.

Generally a neighbourhood dialogue with a well composed group of participants is useful,

... especially if there is more than one problem to be solved and the situation is very complex concerning well-foundedness of complaints and the legal basis; if complaints increase and / or not only rational aspects play a part.

... especially if there is a complex structure of complainants, more than one affected authority and/or several contact persons in the company and it is difficult to develop a clear and transparent solution the best thing to do is to invite the central parties and potentially supporting persons.

Attention, be aware of notorious complainants/malcontents and find the best way to cope with them:

(Hints, HOW to be aware/ to handle them: (It is important, to pay adequate attention to them – adequate little or big – so that the risk, that they disturb the dialogue is as little as possible. So they can be included in the process or kept outside. Maybe it makes sense, to negotiate with them separately. Guiding principle for difficult partners: Do not spend too much energy, which is needed to reach success with other (many / important) participants.

Example – Presentation for a company

Explanation and background information to the slides



Neighbourhood dialogue can only be successful if there is a plan to manage the process, and help participants understand how the process will work towards developing a solution. Single engagement actions might be good but their effects quickly fall flat or don't work at all if there's no follow up.

Initiators must know the goals they want to achieve and agree on them with all participants at the first meeting.

The process and the steps to achieve the goals must be made clear to all involved.

The process is made up of a series of steps (see slide). The steps build up, one upon the other, and form the basis of a well planned dialogue process. Before the first meeting the participants are informed about the neighbourhood dialogue process.

Tip: Remember your dialogue plan is flexible, and can be changed at any stage if local circumstances or issues change.

You will find detailed information about the steps in the „Toolkit – Establishing neighbourhood dialogue (page 12 – 43), in the appendix you find a short version (page 45 – 47) and further useful supporting material for neighbourhood dialogues (page 48 – 66) (http://impel.eu/categories/228/search_type/and)

Example – Presentation for a company

Explanation and background information to the slides

Good convincing example ...

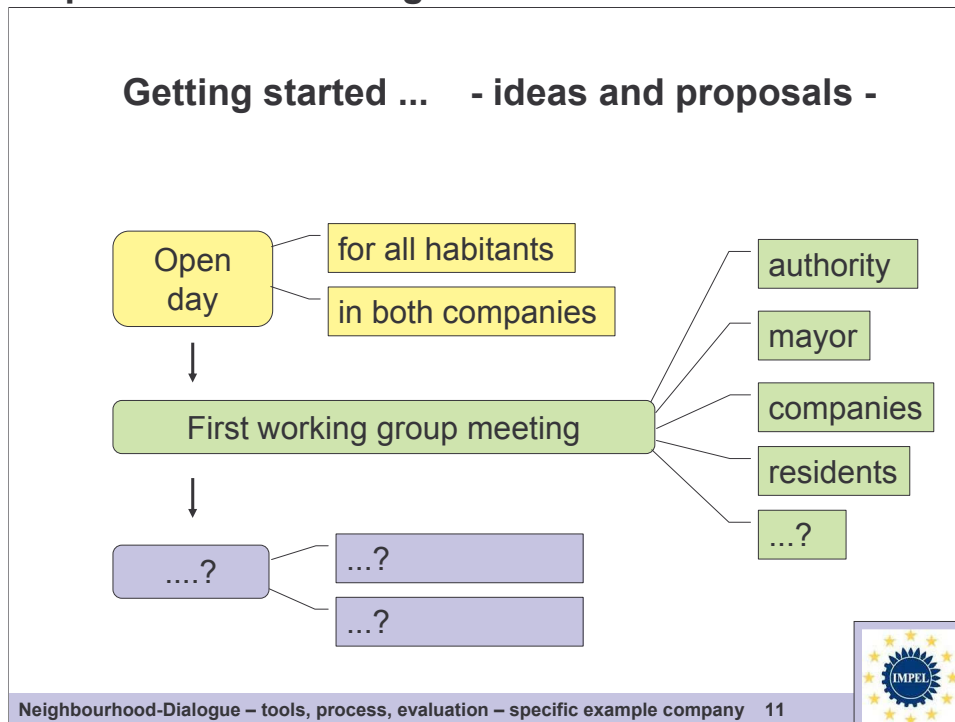
- Situation
- Problem
- Handling the dialogue...
- Results/ successes of this dialogue ...

Neighbourhood-Dialogue – tools, process, evaluation – specific example company 10



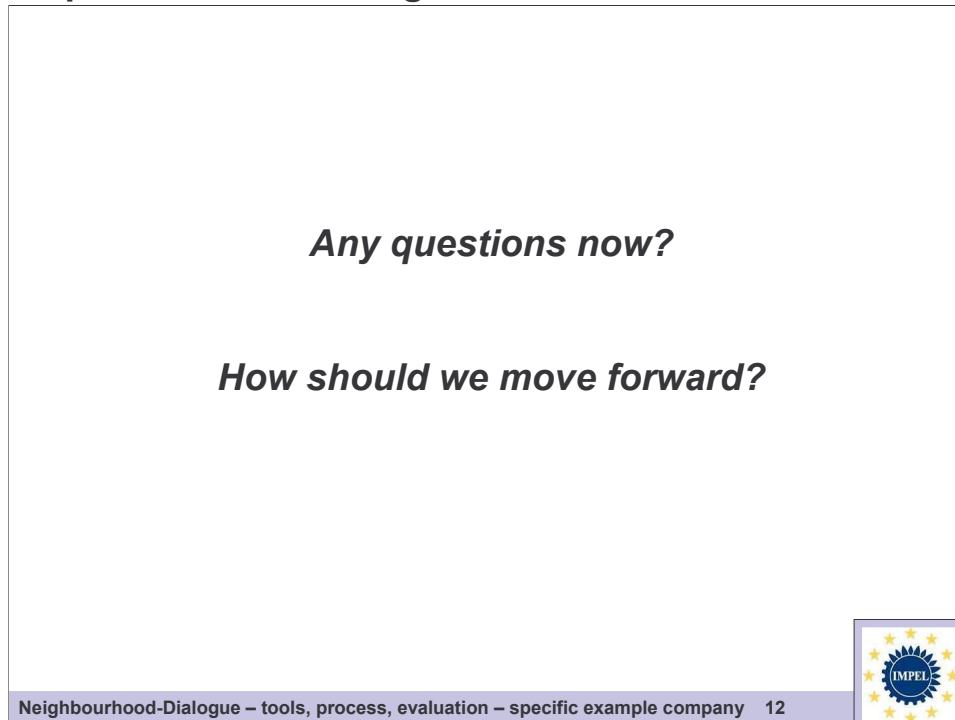
Here you could describe an example of a (successful) dialogue process, if possible one with a comparable situation and/or one which the presenting authority-staff knows by personal experience.

Example – Presentation for a company Explanation and background information to the slides



Here you can propose the first ideas for starting the process.

Example – Presentation for a company Explanation and background information to the slides



Proposal:

Prepare in advance your answers on critical questions.

Ask with the invitation for questions in advance.

Prepare in advance some questions to initiate a discussion.

... to invest more time in neighbourhood dialogue means:

- to inform about further literature
- to organise a training seminar

The discussion can be documented by consequent use of a moderating technique (e.g. Metaplan-technique).


An agreement on further usage of and dealing with neighbourhood dialogue would be the best result that could be achieved.

Example – Presentation for a company

Explanation and background information to the slides

Information about this presentation

More detailed information about the steps of a neighbourhood dialogue on the following slides.



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 13

The following slides you can use, if there are detailed questions about the steps and details of a neighbourhood dialogue.

Example – Presentation for a company

Explanation and background information to the slides

step 1 Initiating and preparing the dialogue

- Analyse the conflict
- Examine the legal background / the scope of action of the authority
- Convince the key people in the company to get involved
- Explore interests and expectations of all parties
- Decide on the role of the authority / think about an accepted facilitator

Authorities may initiate the dialogue



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 14

Legal framework: the legal situation must be clear – dialogue cannot replace implementation or enforcement measures of authorities – illegal situations cannot be tolerated in exchange for the initiation of a dialogue. Only after thorough examination of the case and in case of good prospect for a successful dialogue and achievement of the legally required standards, a defined period of time may be conceded for compliance to be achieved.

Role of the authority: The authority provides support for the parties involved and gives advice, checks up the legal framework, explores the scope of action.

Involvement of the company: sometimes it is useful to develop a provisional concept on structure and procedure of the dialogue, that company representatives get an idea of what is ahead and which advantages the dialogue will bring for the company including the longterm perspective. Sustainable solutions are worked out / opposition and objections against permits will decrease / frequency of complaints will decrease too. (You can find further supporting arguments for authorities dealing with companies in part B of this presentation).

Potential for conflicts: The authority may recommend neighbourhood dialogue to the company as a preventive measure or in a permit procedure.

Key persons in the authority / company / important active parties that have to be involved to assure the success of the dialogue. Be aware that some of the key people become evident only during your work on step 1 and 2.

Analysis of interests: first identification – basis for the following dialogue concept.

Facilitator accepted by all parties: usually you need a facilitator, the person may come from the authority, it may be a professional external facilitator or a person with profound foundation of trust (mayor / pastor / vicar ...).

Example – Presentation for a company

Explanation and background information to the slides

Step 2 Developing and designing the concept

- Assess opportunities and risks of the dialogue
- Contact representatives
- Identify representatives' willingness to negotiate and scope for action
- Define participants in the dialogue
- Define date, place, form of dialogue
- Reach agreement on dialogue concept as first step of cooperation

Authorities can act as a representative or facilitator



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 15

step 1 + 2 are closely linked in the dialogue, they often overlap.

In this step several questions are solved:

For example:

- Is there a great need for information exchange between the parties?
- Is there any scope of action?
- Are the relations between the acting parties favourable for a dialogue or not?
- Which is the legal situation?
- Does the authority have any scope for action regarding its measures?
- Which are the chances of success if only the authority takes measures?
- Which chances of success are there for a dialogue of the involved parties?
- Who should be involved in the dialogue?

The authority as facilitator: the authority can take over this role only if all parties involved accept it (= enough trust in the authority). Alternatively a representative from another department / another office can moderate the discussions. If both options are not possible an external (impartial) facilitator should be engaged.

(Further questions can be found in the „Guideline for self evaluation“, resource see slide 28)

Example – Presentation for a company

Explanation and background information to the slides

Step 3 Starting neighbourhood dialogue

- Send out invitations / prepare the first meeting
- Plan well the agenda, methods and structure for the first meeting
- Plan sufficient time for initial discussion about the main issue
- Encourage participants to involve and build trust
- Make agreements about rules of dialogue, including communicating with the media

Authorities act as an impartial party



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 16

Starting neighbourhood dialogue is a very important step. Here the representatives involved check whether it is possible and worthwhile to build up trust. Therefore a sophisticated structure is needed.

The invitation and preparation of the first meeting should be planned carefully: who invites – to which place – when – how long – what is the issue – which are the objectives ...

The development of the structure of the items and the dialogue uses a clear structure of the dialogue steps including a „warm-up phase“ for participants, the agreement on common ground rules ... Techniques of moderation and visualisation provide support for an effective discussion.

Experience shows that there should be enough time for an initial discussion about the main issue. Participants must experience that they are heard and that there is room for their emotions.

Role of the authority: the authority gives support to those involved and gives advice. The authority ensures that legal requirements are met and take care that expectations of participants stay realistic.

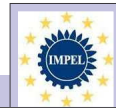
Example – Presentation for a company

Explanation and background information to the slides

Step 4 Making progress

- Supply comprehensive information, that is understandable for all participants
- Being clear and open with facts and uncertainties, encourage adoption of different perspective and careful listening, solve and prevent misunderstandings ...
- Build up an objective basis for agreements: analysis of interests, development of options
- Develop agreements with mutual obligations that are acceptable for all parties

Authorities inspect the compliance with legal requirements



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 17

Initiate openness while dealing with facts, uncertainties, fears and concerns, limitations, obstacles and responsibilities – this needs a good plan for the discussion and a professional moderation of the meeting. Explore the conflict behind the conflict.

Bases for an agreement: thorough analysis of interests, development of options / often also compilation of criteria for objective decisions

Development of agreements with mutual obligations, that all parties can accept. It must be clear who has got which task and which responsibility, how the result can be checked. Attention: agreements below legal requirements are not acceptable!

Example – Presentation for a company

Explanation and background information to the slides

Step 5 Getting results and celebrating success

- Each meeting should be followed up by documenting and translating agreements into action, communicating performance to participants
- Get regular feedback about work style and results, evaluate the dialogue process
- Share the results with participants and celebrate success
- Communicate the results to the media together

Authorities integrate dialogue results into their decisions where possible



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 18

Within their legal framework, authorities align their decisions with the results of the dialogue as far as possible and practicable. The basis of authority's action is the legal framework. Within this framework, dialogue results may be integrated.

It is therefore important for the authority to repeatedly describe and clarify its scope for action and its discretionary powers. The success of this and of other dialogues also depends on authorities alignment to (and perhaps active support of) the dialogue results.

Example – Presentation for a company

Explanation and background information to the slides

Step 6 Maintaining good neighbourhood relations

- Contacts to and relations with the neighbourhood should be purposefully maintained and developed
- Continue reciprocal information exchange and solidify trust and confidence
- Keep up regular but less frequent meetings
- React to changes in the neighbourhood – adapt or expand contacts
- Maintain contacts for immediate communication in case of crisis

Usually, authorities withdraw from dialogue now



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 19

In this step, contacts with and relations to the neighbourhood are solidified and put on a sustainable foundation. This requires that the informational exchange and the building of trust is continued as an ongoing process.

Regular but less frequent meetings: adequate structures should be developed for preventive dialogue – which differ in frequency as well as in participants from the „acute“ dialogue phase for resolving a conflict. E.g. a smaller group may meet and then report regularly to the other interested stakeholders, or different small groups may meet on different topics (politicians, cross-regional citizens' initiatives, direct neighbours, ...) so that they can work on their respective special issues in the different meetings.

Changes/ departures / loss of key contacts should be compensated, generational change, new stakeholders, changes in interests require an active stakeholder management (absolute necessity!)

Site managements which developed solid communication channels in „peaceful“ times have a chance to use these in times of crisis for a timely and trust-engendering information of the neighbourhood.

Representatives of the authority participate in the meetings upon invitation only; as a rule the authority withdraws from regular dialogue in this phase.

Example – Presentation for a company

Explanation and background information to the slides

step 1 Initiating and preparing the dialogue

- Analyse the conflict
- Examine the legal background / the scope of action of the authority
- Convince the key people in the company to get involved
- Explore interests and expectations of all parties
- Decide on the role of the authority / think about an accepted facilitator

Authorities may initiate the dialogue



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 20

Legal framework: the legal situation must be clear – dialogue cannot replace implementation or enforcement measures of authorities – illegal situations cannot be tolerated in exchange for the initiation of a dialogue. Only after thorough examination of the case and in case of good prospect for a successful dialogue and achievement of the legally required standards, a defined period of time may be conceded for compliance to be achieved.

Role of the authority: The authority provides support for the parties involved and gives advice, checks up the legal framework, explores the scope of action.

Involvement of the company: sometimes it is useful to develop a provisional concept on structure and procedure of the dialogue, that company representatives get an idea of what is ahead and which advantages the dialogue will bring for the company including the longterm perspective. Sustainable solutions are worked out / opposition and objections against permits will decrease / frequency of complaints will decrease too. (You can find further supporting arguments for authorities dealing with companies in part B of this presentation).

Potential for conflicts: The authority may recommend neighbourhood dialogue to the company as a preventive measure or in a permit procedure.

Key persons in the authority / company / important active parties that have to be involved to assure the success of the dialogue. Be aware that some of the key people become evident only during your work on step 1 and 2.

Analysis of interests: first identification – basis for the following dialogue concept.

Facilitator accepted by all parties: usually you need a facilitator, the person may come from the authority, it may be a professional external facilitator or a person with profound foundation of trust (mayor / pastor / vicar ...).

Example – Presentation for a company

Explanation and background information to the slides

Step 2 Developing and designing the concept

- Assess opportunities and risks of the dialogue
- Contact representatives
- Identify representatives' willingness to negotiate and their scope for action
- Define participants in the dialogue
- Define date, place, form of dialogue
- Reach agreement on dialogue concept as first step of cooperation

Authorities can act as representatives or facilitators



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 21

step 1 + 2 are closely linked in the dialogue, they often overlap.

In this step several questions are solved:

For example:

- Is there a great need for information exchange between the parties?
- Is there any scope of action?
- Are the relations between the acting parties favourable for a dialogue or not?
- Which is the legal situation?
- Does the authority have any scope for action regarding its measures?
- Which are the chances of success if only the authority takes measures?
- Which chances of success are there for a dialogue of the involved parties?
- Who should be involved in the dialogue?

The authority as facilitator: the authority can take over this role only if all parties involved accept it (= enough trust in the authority). Alternatively a representative from another department / another office can moderate the discussions. If both options are not possible an external (impartial) facilitator should be engaged.

(Further questions can be found in the „Guideline for self evaluation“, resource see slide 28 of the basic version)

Example – Presentation for a company

Explanation and background information to the slides

Step 3 Starting neighbourhood dialogue

- Send out invitations / prepare the first meeting
- Plan well the agenda, methods and structure for the first meeting
- Plan sufficient time for initial discussion about the main issue
- Encourage participants to involve and build trust
- Make agreements about rules of dialogue, including communicating with the media

Authorities act impartially



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 22

Starting neighbourhood dialogue is a very important step. Here the representatives involved check whether it is possible and worthwhile to build up trust. Therefore a carefully reflected structure is needed.

The invitation and preparation of the first meeting should be planned carefully: who invites – to which place – when – how long – what is the issue – which are the objectives ...

The development of the structure of the items and the dialogue uses a clear structure of the dialogue steps including a „warm-up phase“ for participants, the agreement on common ground rules ... Techniques of moderation and visualisation provide support for an effective discussion.

Experience shows that there should be enough time for an initial discussion about the main issue. Participants must experience that they are heard and that there is room for their emotions.

Role of the authority: the authority gives support to those involved and gives advice. The authority ensures that legal requirements are met and takes care that expectations of participants stay realistic. In any case authority members have to be strictly impartial even with little signs and gestures.

Example – Presentation for a company

Explanation and background information to the slides

Step 4 Making progress

- Supply comprehensive information that is understandable for all participants
- Being clear and open with facts and uncertainties, encourage adoption of different perspective and careful listening, solve and prevent misunderstandings ...
- Build up an objective basis for agreements: analysis of interests, development of options
- Develop agreements with mutual obligations that are acceptable for all parties

Authorities control the compliance with legal requirements



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 23

Initiate openness while dealing with facts, uncertainties, fears and concerns, limitations, obstacles and responsibilities – this needs a good plan for the discussion and a professional moderation of the meeting. Explore the conflict behind the conflict.

Bases for an agreement: thorough analysis of interests, development of options / often also compilation of criteria for objective decisions

Development of agreements with mutual obligations, that all parties can accept. It must be clear who has got which task and which responsibility, how the result can be checked. Attention: agreements below legal requirements are not acceptable!

Role of the authority is like in the step before: the authority gives support to those involved and gives advice. The authority ensures that legal requirements are met and takes care that expectations of participants stay realistic, concerning the scope of action of the authority.

Example – Presentation for a company

Explanation and background information to the slides

Step 5 Getting results and celebrating success

- Each meeting should be followed up by documenting and translating agreements into action, communicating performance to participants
- Get regular feedback about work style and results, evaluate the dialogue process
- Share the results with participants and celebrate success
- Communicate the results to the media together

Authorities integrate dialogue results into their decisions where possible



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 24

Within their legal framework, authorities align their decisions with the results of the dialogue as far as possible and practicable. The basis of authority's action is the legal framework. Within this framework, dialogue results may be integrated.

It is therefore important for the authority to repeatedly describe and clarify its scope for action and its discretionary powers. The success of this and of other dialogues also depends on authorities alignment to (and perhaps active support of) the dialogue results.

It is important to talk about the decision making process in the dialogue and within the groups, represented by the participants in the dialogue (e.g. action groups, authorities, ...) If necessary give support to the representatives for the information of their groups.

Example – Presentation for a company

Explanation and background information to the slides

Step 6 Maintaining good neighbourhood relations

- Contacts to and relations with the neighbourhood should be purposefully maintained and developed
- Continue reciprocal information exchange and solidify trust and confidence
- Keep up regular but less frequent meetings
- React to changes in the neighbourhood – adapt or expand contacts
- Maintain contacts for immediate communication in case of crisis

Usually, authorities withdraw from dialogue now



Neighbourhood-Dialogue – tools, process, evaluation – specific example company 25

In this step, contacts with and relations to the neighbourhood are solidified and put on a sustainable foundation. This requires that the informational exchange and the building of trust is continued as an ongoing process.

Regular but less frequent meetings: adequate structures should be developed for preventive dialogue – which differ in frequency as well as in participants from the „acute“ dialogue phase for resolving a conflict. E.g. a smaller group may meet and then report regularly to the other interested stakeholders, or different small groups may meet on different topics (politicians, cross-regional citizens' initiatives, direct neighbours, ...) so that they can work on their respective special issues in the different meetings.

Changes/ departures / loss of key contacts should be compensated, generational change, new stakeholders, changes in interests require an active stakeholder management (absolute necessity!)

Site managements which developed solid communication channels in „peaceful“ times have a chance to use these in times of crisis for a timely and trust-engendering information of the neighbourhood.

Representatives of the authority participate in the meetings upon invitation only; as a rule the authority withdraws from regular dialogue in this phase.

Example – Presentation for a company
Explanation and background information to the slides

End of presentation

**We hope,
we will work together successfully!**

