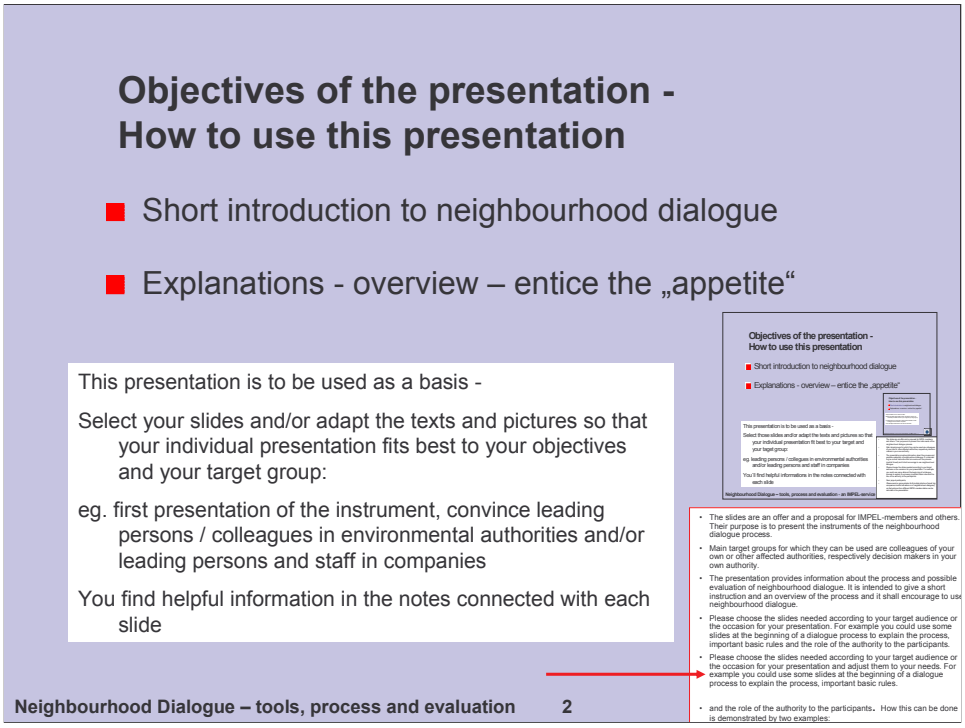
Explanation and background information to the slides

The order and selection of slides can be adjusted to the needs and the target audience.

You are invited to translate the presentation into your own language and adapt it to the special situation in your country.

IMPEL would be glad if translations into other languages could be made available for other interested colleagues on the IMPEL website. (www.impel.eu)

Explanation and background information to the slides



The slides are an offer and a proposal for IMPEL-members and others. Their purpose is to present the instruments of the neighbourhood dialogue process.

Main target groups for which they can be used are colleagues of your own or other affected authorities, respectively decision makers in your own authority.

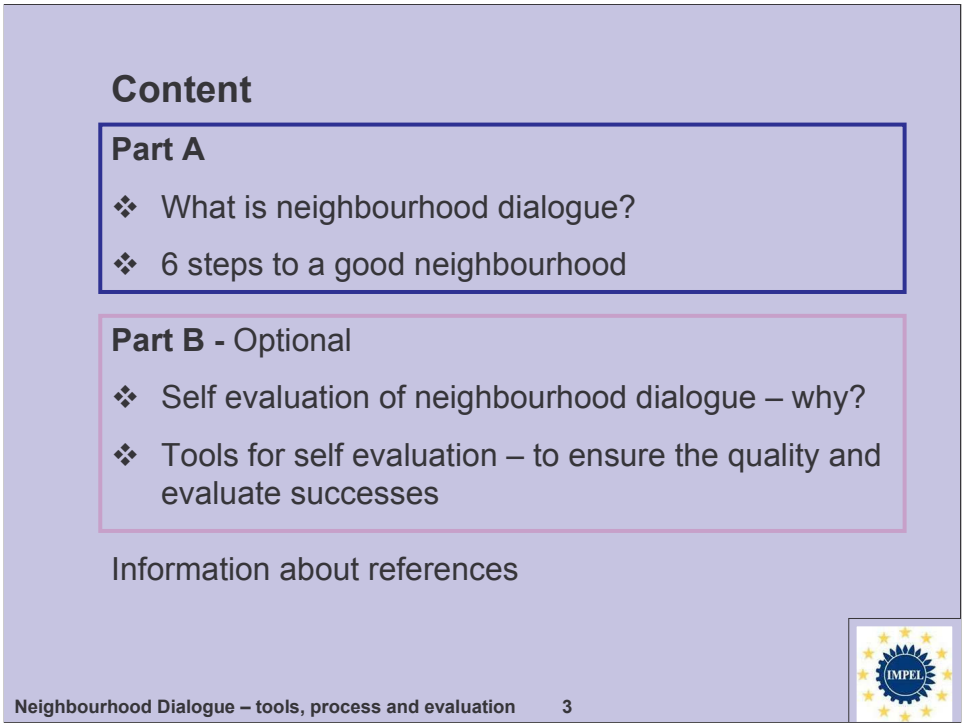
The presentation provides information about the process and possible evaluation of neighbourhood dialogue. It is intended to give a short instruction and an overview of the process (central thread) and it shall encourage to use neighbourhood dialogue.

Please choose the slides needed according to your target audience or the cause for your presentation and adjust them to your needs. For example you could use some slides at the beginning of a dialogue process to explain the process, important basic rules and the role of the authority to the participants.

How this can be done is demonstrated by two examples:
- Example 1: convince authority staff
- Example 2: convince representatives of company(ies)

You find them as separate presentations on the IMPEL homepage.

Explanation and background information to the slides



The presentation is divided into two parts that can be used separately or together. If necessary you can select or adjust the slides to your individual main targets and your target groups.

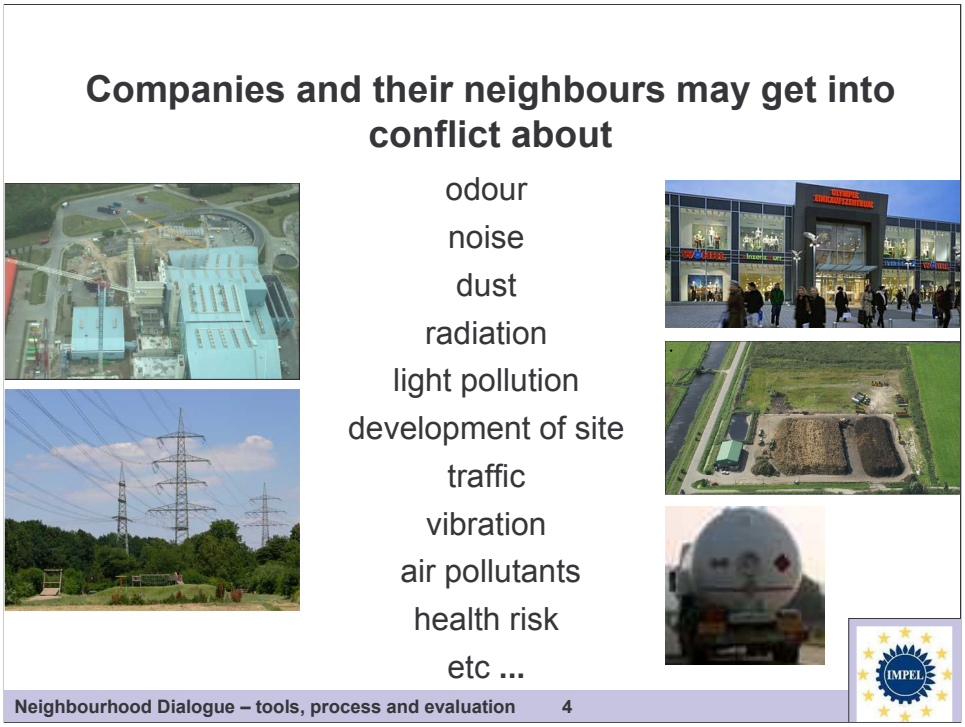
- **(A)** The first part informs about the purpose and the possible benefits of a neighbourhood dialogue. This part ends with some information about the six steps of the process and the role of authorities in neighbourhood dialogues.
- **(B)** The second part presents selected instruments to assure the quality of a dialogue process and to assess success and results. The instruments enable authorities and companies to carry out a self-evaluation. You are free to choose the appropriate instrument that fits most to your case or to adjust it to your own needs.

The content is based on two publications - products of the IMPEL-project on neighbourhodd dialogue, which you can download from the IMPEL-homepage:

„Toolkit – Establishing Neighbourhood Dialogue”
(http:impel.eu/categories/228/search_type/and)

„Guideline and excel table for self evaluation of neighbourhood dialogue“
(http:impel.eu/categories/228/search_type/and)

Explanation and background information to the slides



Reasons for neighbourhood complaints and conflicts are manifold and are not always connected to rational causes / scientifically established risks or measurable emissions. These are only examples, the list is not completed.

Other reasons for conflicts may be risk of accident s and incidents because of explosive or harmful chemicals, etc.

Other causes such as mistrust and other concerns are often hidden behind apparently rational conflict reasons such as noise or dust.

Explanation and background information to the slides

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. …)

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 …

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)

Seveso II installations: In the permit procedure dialogue may be implemented as a standard instrument for a proactive, trustful and transparent communication and information policy.

Dialogue about permits: For a permit of high public interest, dialogue can be used to start developing proactive, trustful and transparent relationships between the operator, the authority and the local residents.

Explanation and background information to the slides

This slide shows the possible parties in the dialogue. Normally the main parties are:
- a company / several companies / site management
- the residents / complainants
- other groups involved in the case
- the authority
- a facilitator (from the authority or external) who is accepted by all parties

It is necessary to reflect carefully, which groups or persons should participate in the indivudual 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…

… 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 but also special subjective 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.

Hints, HOW to be aware of / to handle them: It is important, to pay adequate attention to them – adequate little or big – so that they disturb the dialogue 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.

Explanation and background information to the slides

The dialogue process can be supported by consequent use of one moderating technique (e.g. Metaplan-technique). The facilitator is impartial and stimulates the process of neighbourhood dialogue. If the authority prefers to use internal facilitators, their role must be accepted and agreed by the whole group. The agreement on rules for the discussion is helpful.

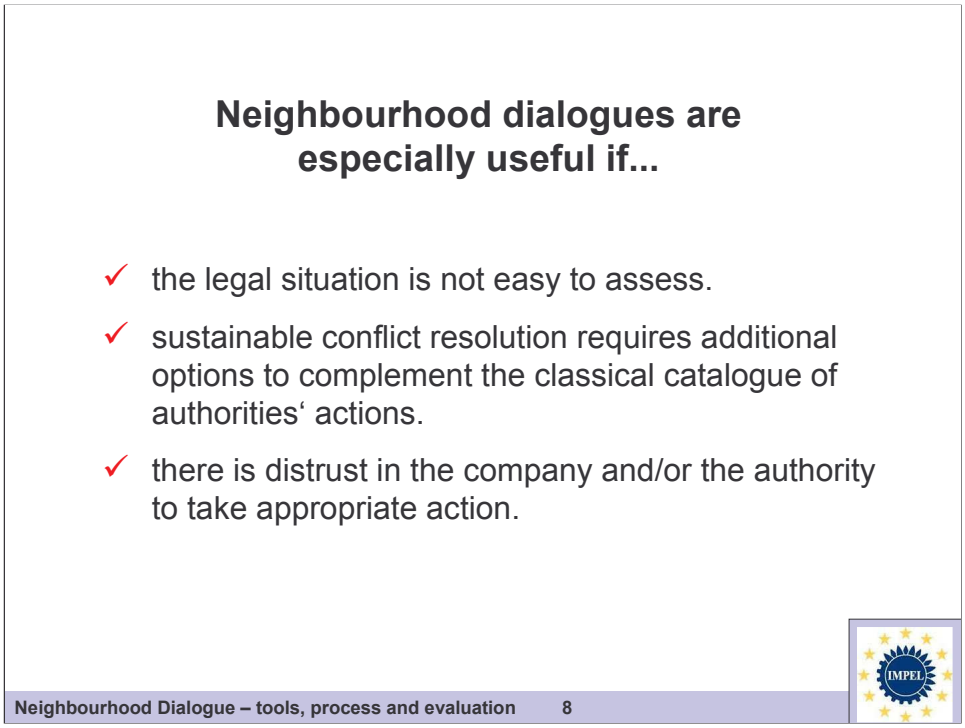
When participants feel that they are being heard and their problems are being taken seriously, the dialogue process can help develop trusting relationship between all parties.

After the solution of the first problems neighbourhood dialogue may develop into 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.

Neighbourhood dialogues may not substitute necessary actions of an authority but they provide for a broadening of the scope of tools for conflict resolution.

Explanation and background information to the slides



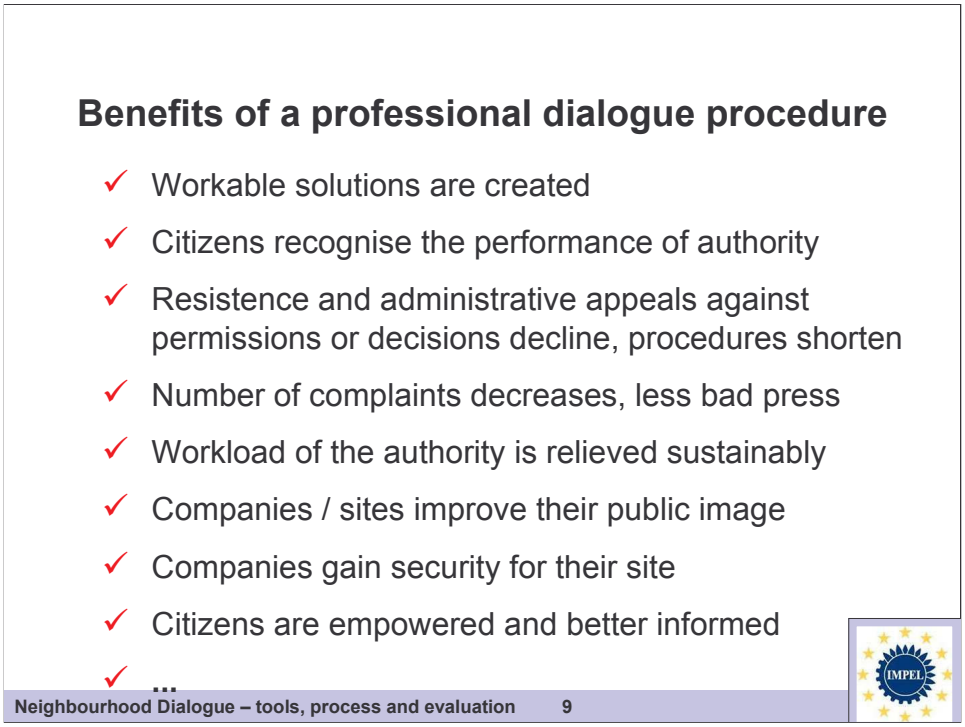
Neighbourhood dialogue may not substitute the regulatory actions of an authority, but they provide a broader range of tools for conflict resolution.

Neighbourhood dialogues are especially useful if

- there are several issues to address
- it is difficult to assess the relevant facts, the justification of complaints and/or the exact consequences of the applicable legal rules.
- complaints or the number of conflict issues increase
- it becomes apparent that distrust and other deficits in information and communication perceived in the neighbourhood of a site as well as presumed negative effects on health and environment which are not scientifically proven aggravate the conflict and create mistrust. The resulting concern in the neighbourhood often plays an important – if not decisive - role.

Another reason to get the main stakeholders together to talk, could be when there’s a diverse mix of complainants, several responsible authorities involved and / or diverse relevant contacts in the management of the site / enterprise. These factors can all make it difficult to reach a solution. Other potentially helpful persons could be asked to get involved in dialogues.

Explanation and background information to the slides



This slide shows primarily advantages for authorities, but as well some advantages for the other parties in a dialogue. In the individual dialogue process occur totally different benefits.

If the presentation is used for other target groups it make sense to adapt the list of benefits to the audience.

For all participants:

- Workable solutions, solutions better adapted to the interests of the different parties.

For the authority: (some are benefits even for the **company**)

- Citizens recognise the performance of the authority – they understand the scope of action and their trust in authorities actions increases
- Resistence and administrative appeals against permissions or decisions decline, procedures shorten, through early involvement of citizens
- Number of complaints decreases, less bad press
- Workload of the authority is relieved sustainably

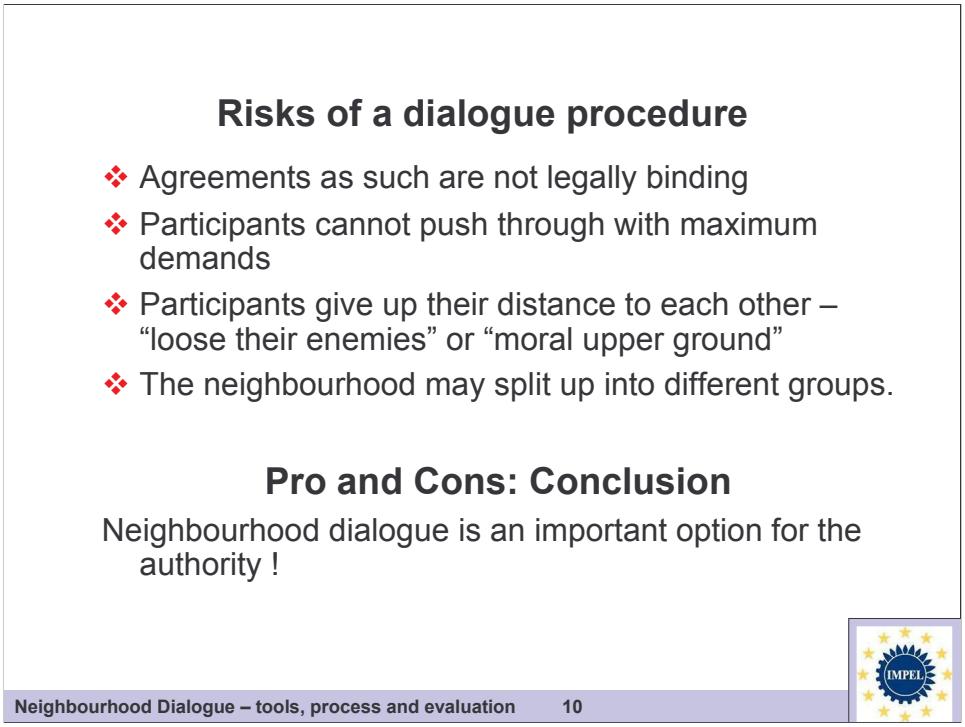
For the company:

- Companies / sites improve their public image by more contact and open disscussions
- Companies gain security for their site (developement) when there are less problems with the neighbourhood

For the citizens:

- Citizens are empowered and better informed if they are provided with understandable informations and if they get answers to their questions

Explanation and background information to the slides



Disadvantages: neighbourhood dialogues may also have unwelcome side effects and shortcomings – which should be clear for all participants from the beginning:

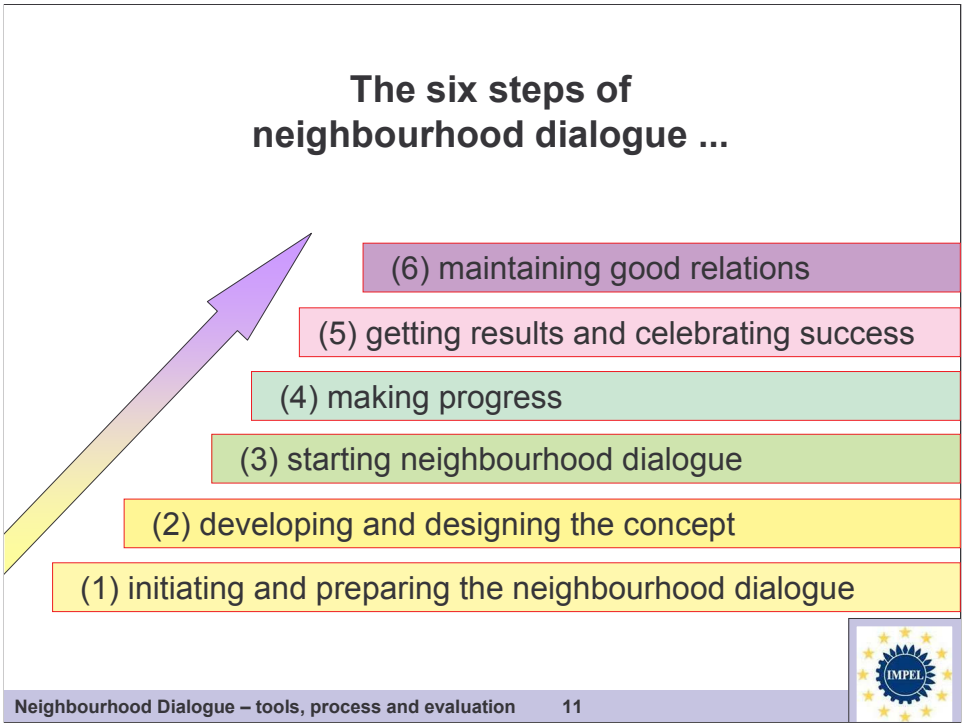
- Agreements are not legally binding as long as they are not integrated into binding decisions of the authority (which may not always be possible) or into a valid civil law contract or a settlement under public law.
- Participants wanting to push through with maximum demands will probably refuse dialogue 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.

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.

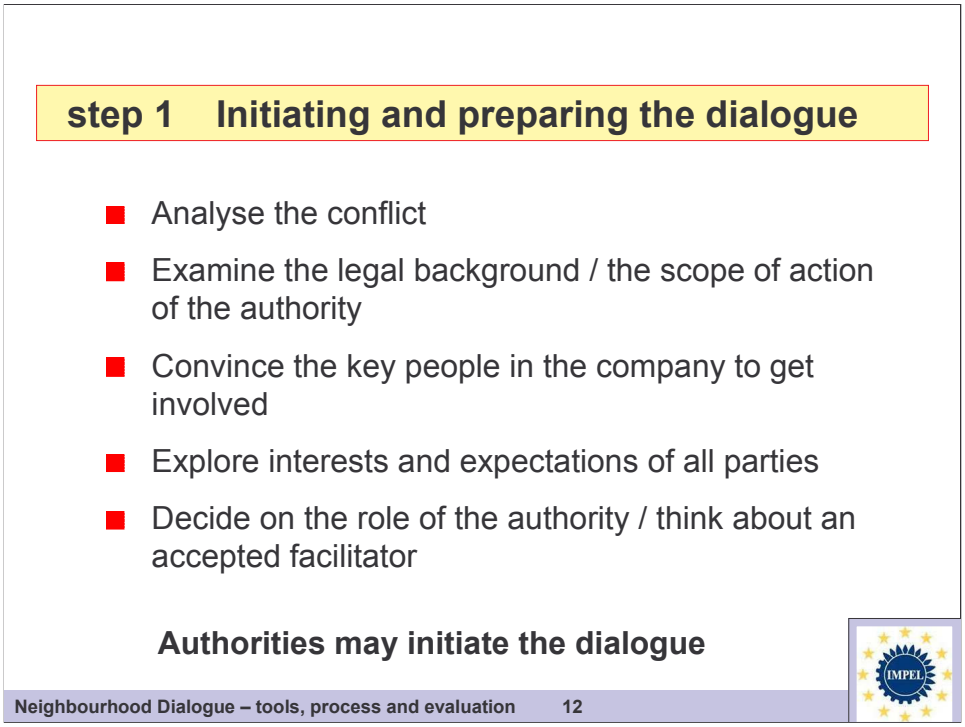
The process and the steps to achieve the goals must be made clear to all involved.

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)

Explanation and background information to the slides



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 …).

Explanation and background information to the slides

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)

Explanation and background information to the slides

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.

Explanation and background information to the slides

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.

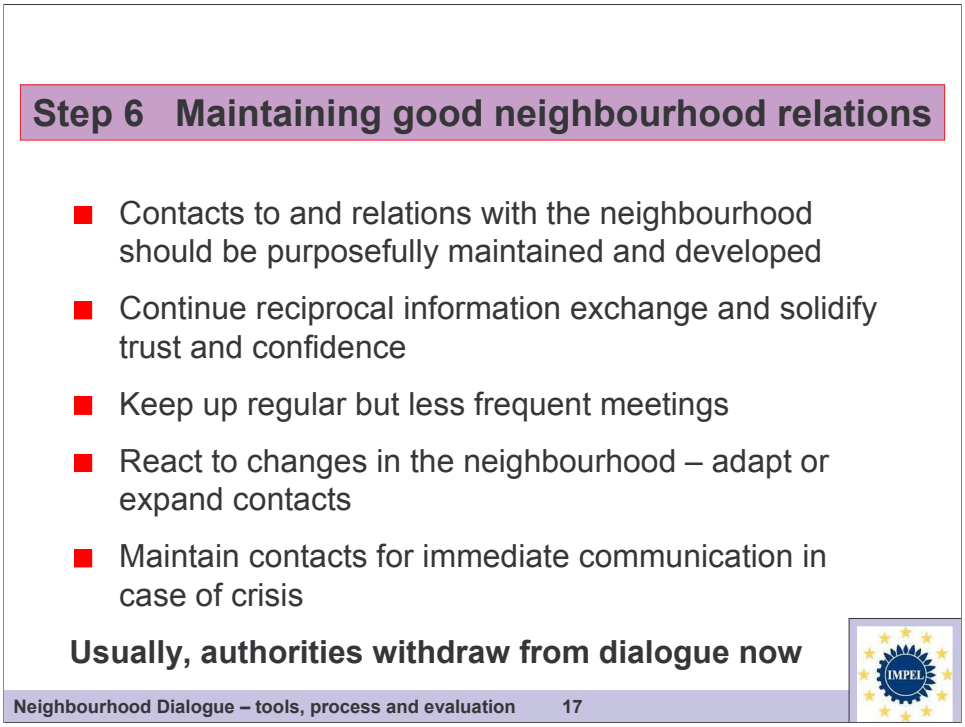
Explanation and background information to the slides

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.

Explanation and background information to the slides



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.

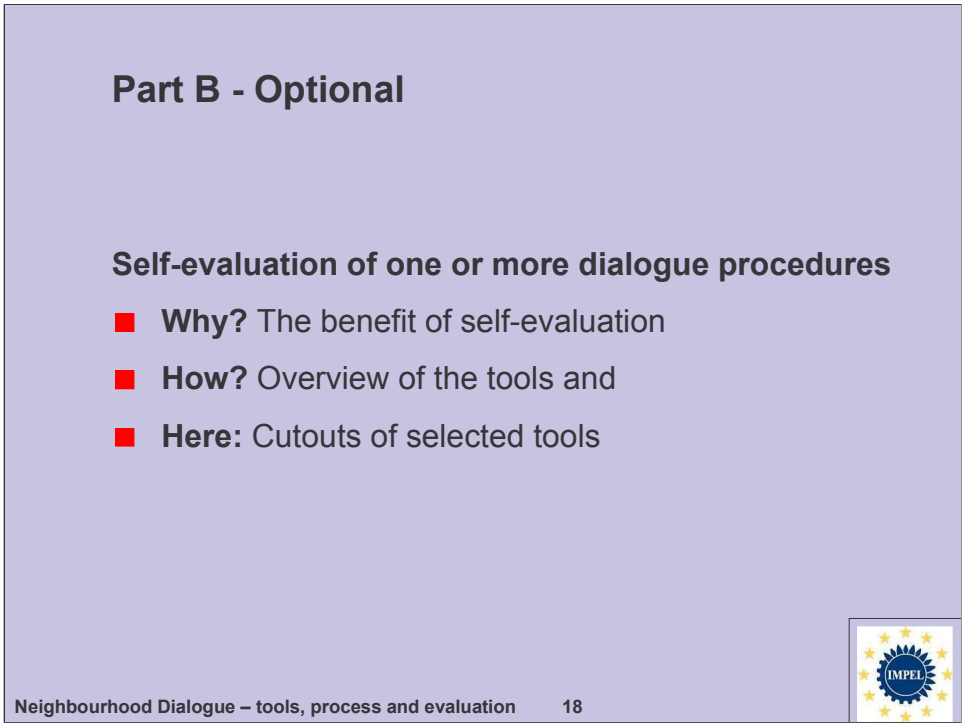
Regular but less frequent meetings: adequate structures should be developed for preventive dialogue – which differ in frequency as well as in participants from the „acute“ dialogue phase for resolving a conflict. E.g. a smaller group may meet and then report regularly to the other interested stakeholders, 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.

Explanation and background information to the slides



In part B of this presentation an authority/ a company/ a facilitator may find information about specific measures to ensure the quality and evaluate the success of one or several dialogues.

If an authority has made neighbourhood dialogue one of its instruments it may evaluate (and prove) the results and successes of one or more dialogue processes. This will provide more facts, with which colleagues or leading persons can be convinced in their own authority, in other units and/or even the key persons in a company.

You can use the following slides as an option in the following manner:

- Use them in combination with part A
- Or use them separately – only part B
- Or chose those slides, which give a first idea, what self evaluation can mean to your audience

For initiators installing their first neighbourhood dialogue, the slides of part A would probably suffice. The first slides of part B give a short overview of the tools and what their individual focus is, while the last slides contain more detailed information about the most important tools for quality assurance and evaluation of results.

The following slides consequently present tools for quality assurance and assessment of success in neighbourhood dialogues.

Again: please use and combine the slides individually according to the aims of your presentation.

Explanation and background information to the slides

A self evaluation is done, when projects or institutions assess their action on their own and analyse and evaluate the results.

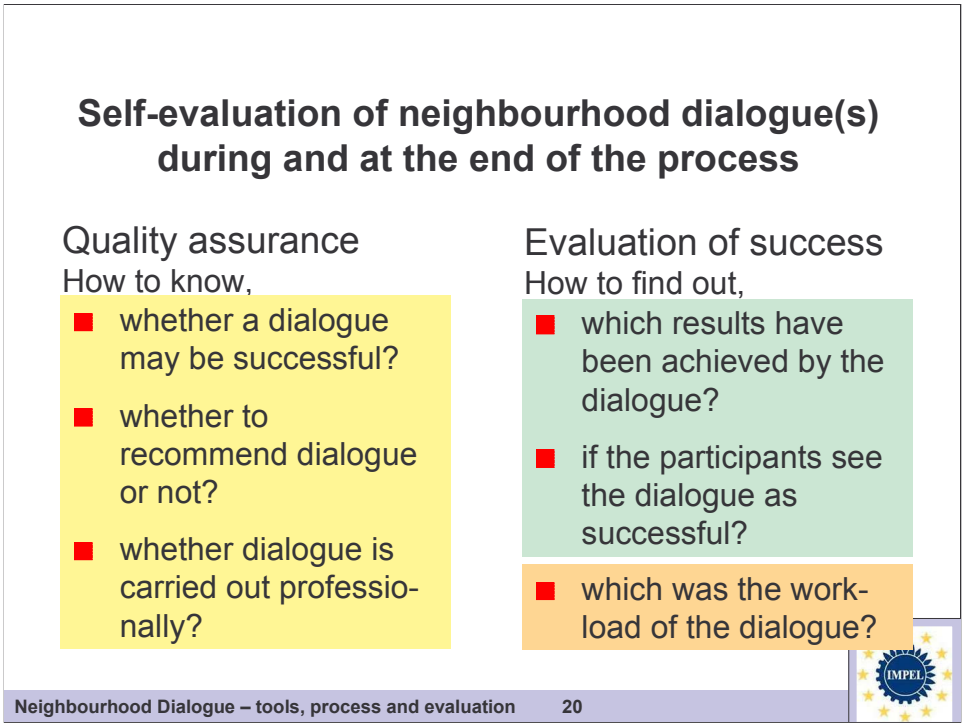
To find out, if a dialogue procedure provided the expected benefit, all involved groups should be interviewed:

- Companies: Do they feel more acceptance? Do they see more safety of the site?
- Citizens: Do they have more confidence in the company / the authority? Do they feel better informed?
- Authorities: Are there less complaints? Is the workload decreasing? Did they achieve more sustainable results?

Therefore authorities (and companies / or the facilitator) may use several tools for self evaluation. The results, the success and the contentness of the participants can be evaluated.

For more information see the document in the library on the IMPEL-Homepage „Guideline for self evaluation of neighbourhood dialogue“ that can be downloaded. (http:impel.eu/categories/228/search_type/and)

Explanation and background information to the slides



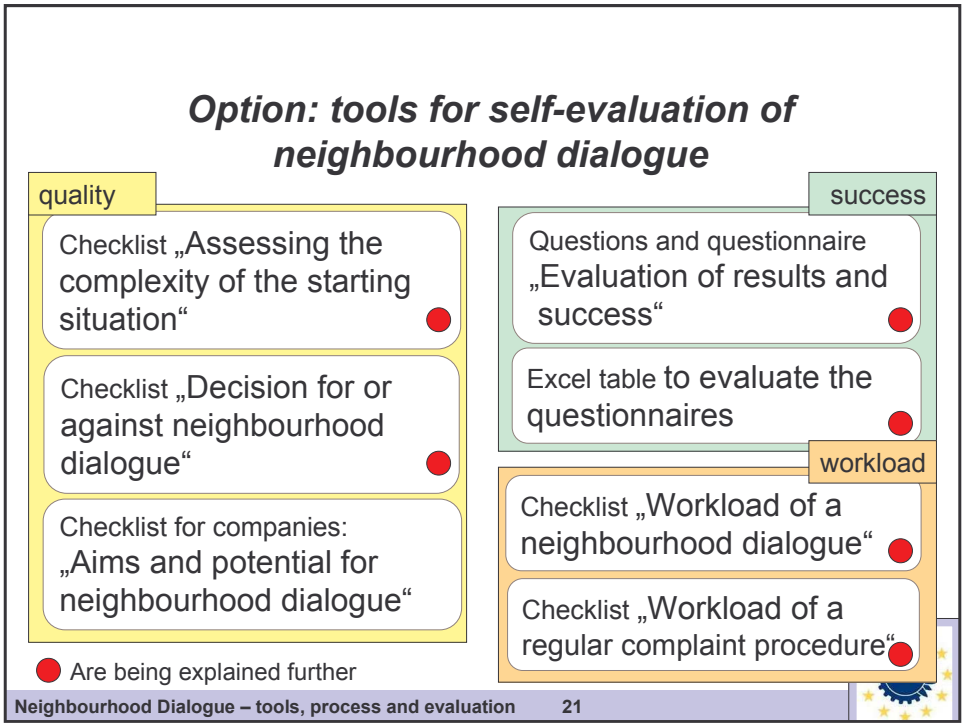
Self evaluation means: The facilitator, the authority or the company itself may use the evaluation instruments as such (or adapt them to their individual needs).

Self-evaluation should be integrated in each dialogue procedure at the beginning, during and at the end of the process:

> At the beginning and during the process you may use self-evaluation, to come to a well founded decision to start a dialogue or not, to assure the quality and to make necessary corrections.
>
> During and at the end of a dialogue procedure you may use self-evaluation for quality assurance, as a basis for necessary corrections in the procedure and to find out if the process was successful (in the eyes of all participants) and which results have been achieved. You may document the resources needed and compare the latter to the resources needed for dealing with complaints in a regular administrative procedure.

If you plan to present single tools it might be very helpful to look first for deeper information into the „Guideline and excel table for self evaluation of neighbourhood dialogue“ (http:impel.eu/categories/228/search_type/and)

Explanation and background information to the slides



Slides 22 to 27 contain more detailed information about the most important tools for quality assurance and evaluation of results. The tools marked with a red dot will be explained further in the subsequent slides.

The checklist Assessing the complexity of the starting situation already provides clues for the estimation of resources necessary for the handling of the matter (in terms of time and staff). With the completion of this analysis it will become clearer, whether the installation of a neighbourhood dialogue remains a promising option for the individual case.

The checklist Decision for or against neighbourhood dialogue contains criteria for a systematic reasoning or a well founded recommendation (be it within the own office or towards site managements or other stakeholders). Its treatment also helps to recognise aims and topics for the dialogue.

The questions for evaluation give a basic structure for a round table discussion with all dialogue participants and help to estimate whether the dialogue is promising enough for all to be continued.

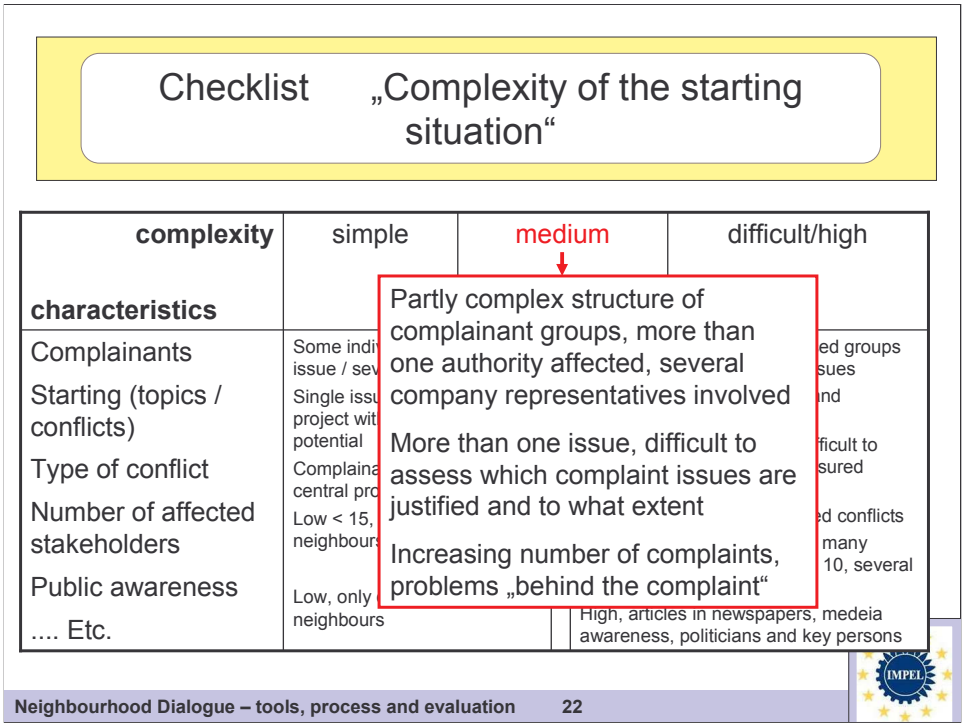
The questionnaire is meant for (written) interviews of the participants in the course of and at the (provisional) end of a neighbourhood dialogue, so that necessary corrections / improvements within the process may be recognised and success may be documented.

The checklist : „Aims and potential for neighbourhood dialogue“ can be used in the discussions with companies.

The checklists on Workload of a neighbourhood dialogue and Regular complaint procedure help towards the rough estimation in advance as well as the documentation at the end of the process and - on the long run – make comparisons between procedures possible.

You can find even more tools (as well as several examples of application) in the **„Guideline for self evaluation“** (see description on p. 7 to 11, main example p. 12 to 31, further examples p.77 ff.)

Explanation and background information to the slides



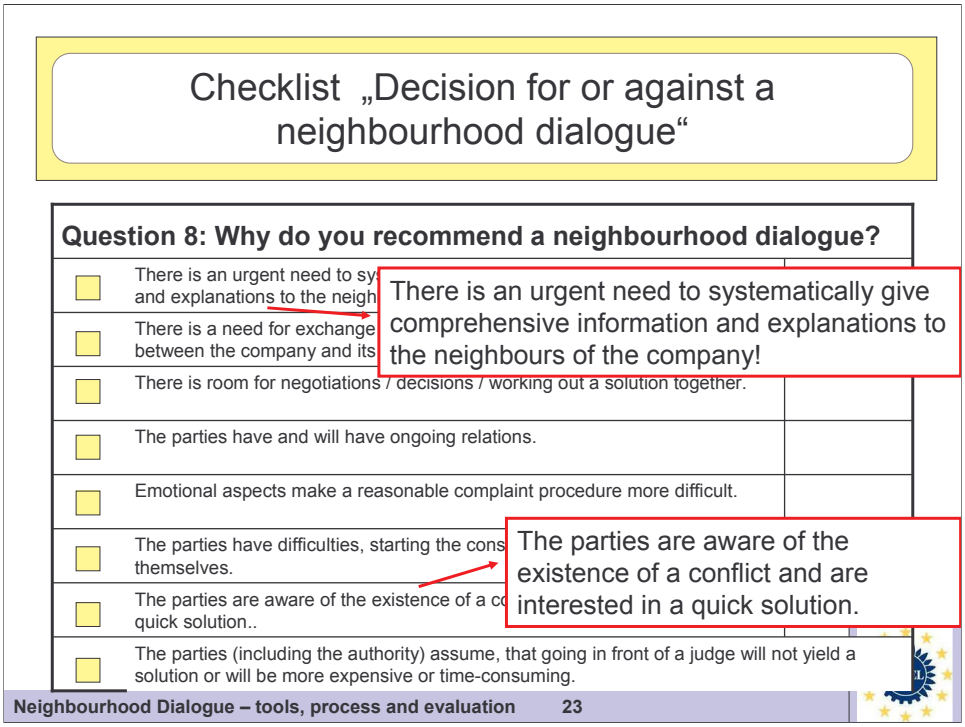
In Step 1 of a neighbourhood dialogue (see slide 11) this checklist helps assessing the complexity of the starting position. The tool can be used in the beginning or before the beginning of a neighbourhood dialogue and will give good advice even later in the dialogue process or complaint procedure.

Nearly all neighbourhood dialogues are implemented because there are many and/or serious complaints. To come to a well-founded estimation of whether having a neighbourhood dialogue makes sense it is useful to precisely describe the starting situation. The tool “assessing the complexity” leads you to a description concerning the structure of affected stakeholder groups, conflicts and topics, public awareness and other characteristics of the situation. Using this tool leads to an improved insight into whether a neighbourhood dialogue should be considered as an option or not.

Assessing the complexity will give you a first and rough estimation of how difficult the situation will be. You can use this as a first indicator for the estimation of workload connected with this case. Assessing the complexity will give you a systematic overview of the case and may be helpful for handling the complaint(s) as well as to establish a special neighbourhood dialogue.

See Guideline for self evaluation: Schematic to assess the complexity, p. 39 to 41 and examples on page 81 to 94

Explanation and background information to the slides



Using this checklist in Step 1 of a neighbourhood dialogue helps to systematically argue for or against the installation of a neighbourhood dialogue within your own sphere of work as well as towards management representatives of a concerned site or enterprise or towards any other potential participants of a neighbourhood dialogue.

Additionally, it also hints at the goals at which the individual dialogue should aim.

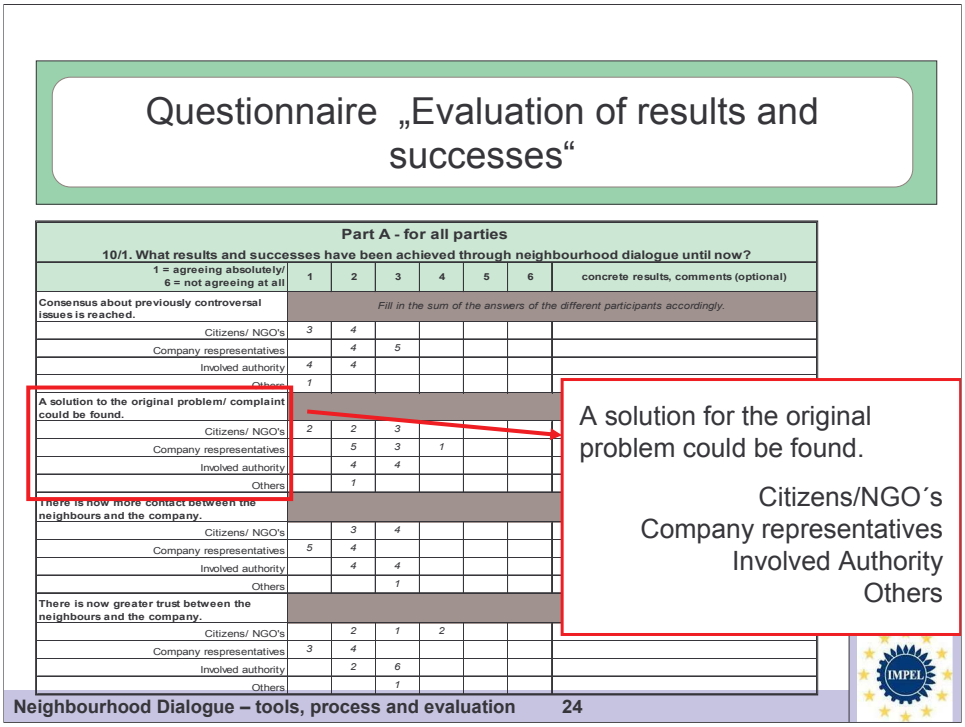
At the end, a clear decision in favour of or against a dialogue should be possible – or at least the questions which remain to be answered for this decision should be clear. The same is true for a first assessment of the necessary resources.

After questions concerning general information and date (1-5) the checklist offers :

6. What may possibly be the main reasons for a neighbourhood dialogue?
7. Where did you get the main impulse/ idea to consider a neighbourhood dialogue?
8. **Why do you recommend a neighbourhood dialogue?**
9. Are the following aspects adequately assured?
10. How do you assess the starting position of the neighbourhood dialogue?
11. How much time will the dialogue process require the special assistance of the authority?
12. How much time …?
13. Do you have any other comments or suggestions or are there any relevant matters
14. Given the results of this checklist: do you recommend a neighbourhood dialogue?

See Guideline for self evaluation: Checklist to assess the chances of a neighbourhood dialogue (p. 42) and examples for application (p. 94 and further, Guideline. Tool II)

Explanation and background information to the slides



This questionnaire serves (in steps 3 to 6 of a neighbourhood dialogue) as a written interview of the participants in the course of a neighbourhood dialogue, so that necessary corrections in the dialogue process may be recognised and implemented and/or first achievements may be documented.

It may be of assistance in deciding about the continuation or the termination of the dialogue.

At the (provisional) end of a dialogue, it shows all participants the results and the success of the individual dialogue an asks about the invested resources at the authority and at the participating site management(s)/enterprises.

The questionnaire differs constantly between the various parties in the dialogues: authorities, enterprises/site managements, citizens, NGOS, neighbours and others.

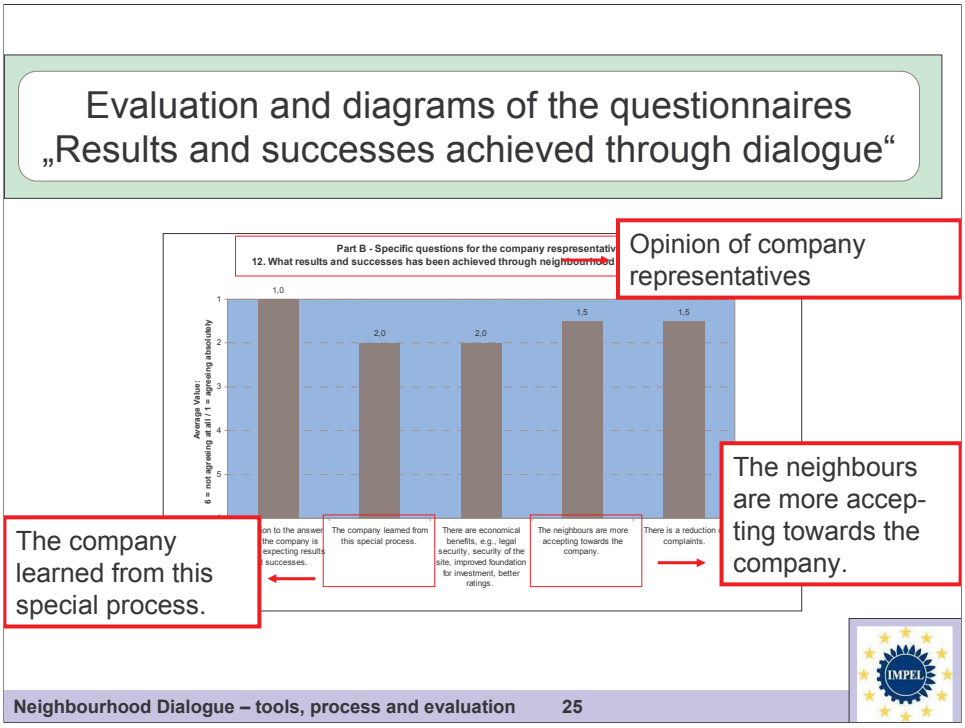
You may change or add to the questionnaire according to your individual needs as a user.

The interrogation touches results and success (consensus / solutions / contacts established / gain in information and understanding / trust / possibilities for influence / satisfaction / estimations of cost effectiveness / invested resources / readiness to participate)

See Guideline for self evaluation: Questionnaires at the end of a ND (p. 51 ff)

and Questions for a group discussion during (or at the end of) a dialogue process (p. 48 ff)

Explanation and background information to the slides



To analyse the results of the questionnaire, there is an Excel table available at the IMPEL-website (free download). It may be used for the analysis of one or several dialogues. (in steps 3 to 6 of a neighbourhood dialogue)

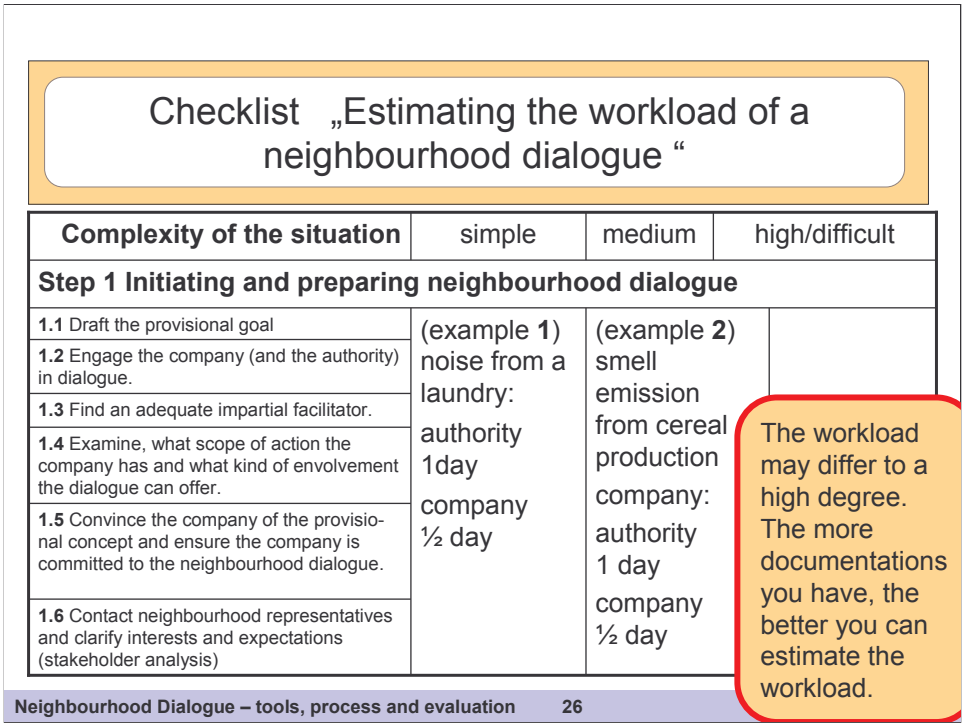
When the results of the questionnaires are entered in the table, they can be displayed in 13 different diagrams, which indicate:

- the composition of participants
- the duration of their participation
- the satisfaction of the different participant group (individually and in comparison to each others)
- the effects of one or several dialogues (as well in the ranking of the different participant groups as in comparison to each other)
- the learning experience of the different groups
- the resource investments of representatives of the authority and the enterprise in terms of work time (individually as well as in comparison)
- different dialogues may be compared with a view to invested time and to the satisfaction of the different participant groups

See Guideline for self evaluation: Estimating the workload of a neighbourhood dialogue (p. 61 ff), and the description of the **Excel table to evaluate the questionnaires** (S.70)

See separate documents in Excel format (free download from the IMPEL-Homepage “Excel table to analyse the questionnaires” as well as an example of application “Evaluation of a specific process),

Explanation and background information to the slides



Checklist „Estimating the workload of a neighbourhood dialogue “

Complexity of the situation	simple	medium	high/difficult
Step 1 Initiating and preparing neighbourhood dialogue			
1.1 Draft the provisional goal	(example **1**) noise from a laundry: authority 1day company ½ day	(example **2**) smell emission from cereal production company: authority 1 day company ½ day	
1.2 Engage the company (and the authority) in dialogue.			
1.3 Find an adequate impartial facilitator.			
1.4 Examine, what scope of action the company has and what kind of envolvement the dialogue can offer.			
1.5 Convince the company of the provisio-nal concept and ensure the company is committed to the neighbourhood dialogue.			
1.6 Contact neighbourhood representatives and clarify interests and expectations (stakeholder analysis)			

The workload may differ to a high degree. The more documentations you have, the better you can estimate the workload.

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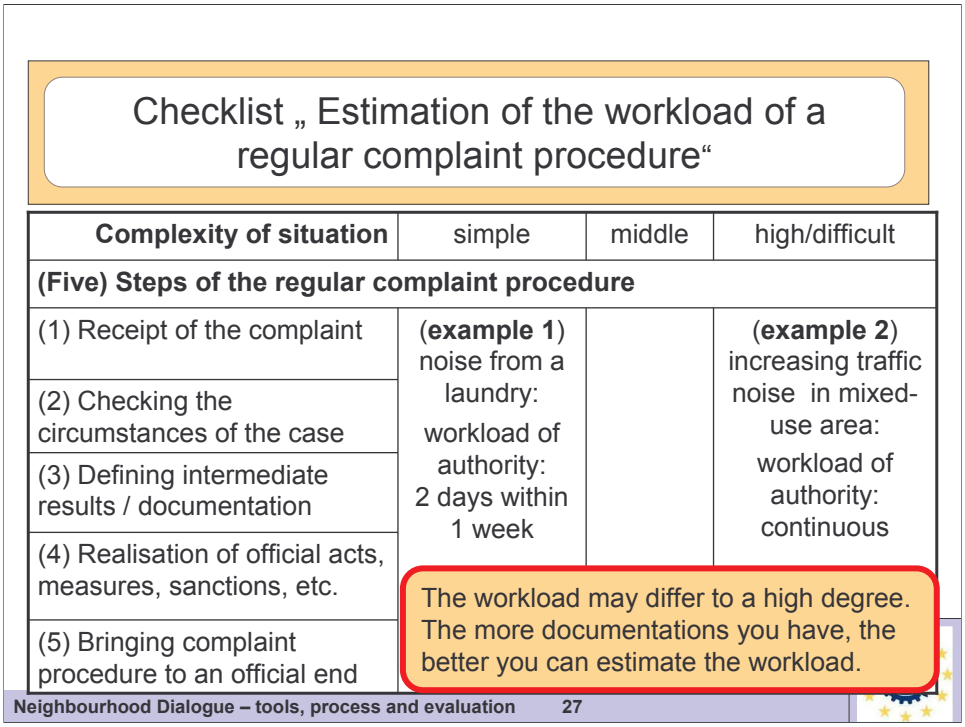
This checklist follows the structure of the „6 steps“ - with some subdivisions - (slide 11) in the course of a neighbourhood dialogue as well as in the assessment of complexity and provides for clues regarding the probable work load for the prospective dialogue. The indicated data is founded on experiences with neighbourhood dialogues carried out so far and may vary in detail.

As every case is different and its development is not exactly predictable, it is worth documenting everyone’s own experiences during and at the end of the dialogue process. This is easily done using this tool.

Without experience in dialogue processes a realistic estimation in advance of the workload which will be caused by a dialogue process is rarely possible. Experience shows that a dialogue does not take more time than a regular complaint procedure. In addition to that often there is no real alternative to a dialogue, if there is a conflict between the company and its neighbours. In many cases the regular complaint procedure brings less results and success and doesn’t stop the influx of new complaints sustainably.

See Guideline for self evaluation: Schematic with the main steps of a neighbourhood dialogue (p. 62 to 65**) and examples** (p. 26 to 28 and 114 to 127)

Explanation and background information to the slides



Checklist „ Estimation of the workload of a regular complaint procedure“

Complexity of situation	simple	middle	high/difficult
(Five) Steps of the regular complaint procedure			
(1) Receipt of the complaint	(**example 1**) noise from a laundry: workload of authority: 2 days within 1 week		(**example 2**) increasing traffic noise in mixed-use area: workload of authority: continuous
(2) Checking the circumstances of the case			
(3) Defining intermediate results / documentation			
(4) Realisation of official acts, measures, sanctions, etc.			
(5) Bringing complaint procedure to an official end			

The workload may differ to a high degree. The more documentations you have, the better you can estimate the workload.

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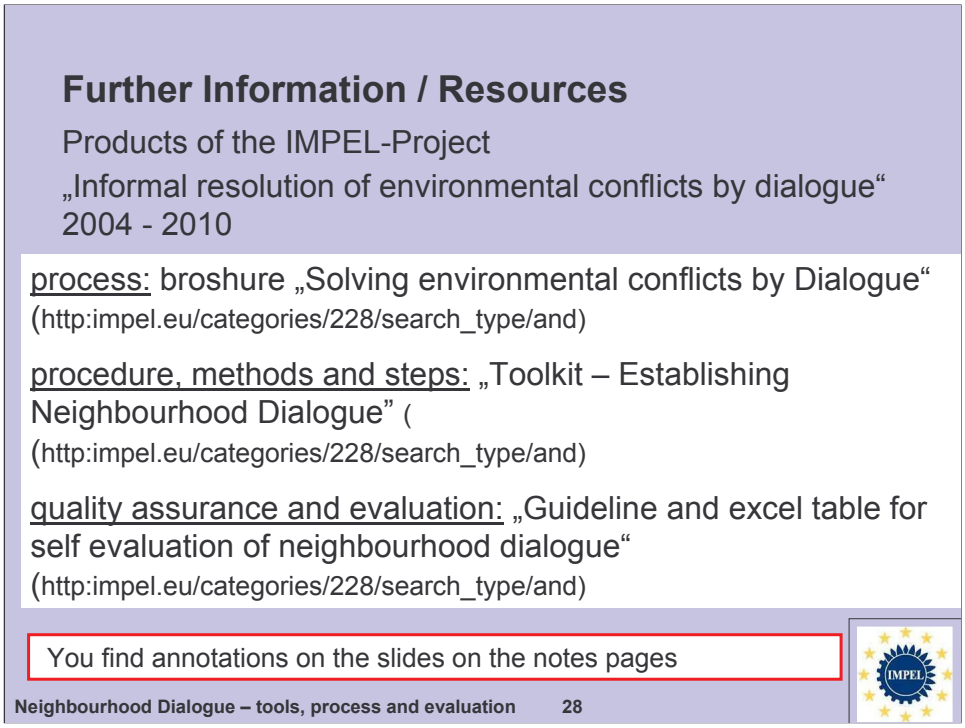
This checklist provides for clues about the workload connected to processing administrative complaints while differing between the handling of simple, medium complex and complex conditions. The indicated data is based on experiences and should be understood as a rough estimation, from which the individual case may deviate.

Based on this estimation, an authority may judge whether a neighbourhood dialogue will be a useful long term investment. The workload of both the dialogue and the (presumably recurring) complaint procedures may be compared to each other in a prognosis. A direct comparison would not be possible as an individual conflict or procedure can either be handled with or without a dialogue.

See Guideline for self evaluation: Schematic with the main steps of a regular complaint process (p. 66-67) **and examples** (p. 29-30 and 122-126)

Explanation and background information to the slides



Other Resources (english language):

Germany

Broshure „Enterprises and their neighbours: Building confidence to solve conflicts. 12 Steps towards a good neighbourhood” www.Gewerbeaufsicht.niedersachsen.de

UK

The Environment Agency: Building trust with communities. A toolkit for staff. Bristol, 2004

The Environment Agency: Working with others. Building trust with communities. A guide for staff. Bristol, 2006

The Environment Agency: Training manual: Engaging stakeholders in permitted sites of high public interest; M 77 course for staff, Bristol 2010.

Explanation and background information to the slides

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