



Outrage Assessment and Mitigation

Organisations ignore community outrage at their peril

Rather than underestimating or overlooking it, you have to understand where it comes from and when it's likely to occur. Then head it off at the pass before you feel the heat.

The public sees things differently to experts, and often reacts differently to risky situations as a result. Even if there is very low technical hazard, the community may still be outraged. In simple terms, when it comes to risk, perception is just as important as hard science. The challenge for organisations is to look beyond traditional, hazard-centric risk management, and view outrage as equally important. Futureye helps you understand the drivers of outrage, and put systems in place to gauge and deal with community expectation and sentiment, before issues get out of hand.

Our services

- **Outrage assessment process** – What is driving public sentiment?
- **Mitigation strategies** – How do you influence perception?

- **Reputation risk management systems**
 - Assessing reputation risks and auditing
- **Building culture, skills and programs**
 - Developing a social licence strategy.

Futureye has helped:

Zinifex Port Pirie to proactively change licence conditions and its approach to community engagement so that it would more effectively reduce the risks of lead-in-blood levels in children under five.

OneSteel to mitigate community outrage when its Whyalla Steelworks was granted an indenture from the EPA and concerns over dust emissions flared.

BHP Billiton to analyse key outrage risks associated with the dust issues in Port Hedland, and the short and long-term consequences for the company.

Rio Tinto to understand the impacts of a leukemia cluster in a regional city and build a proactive industry and community engagement strategy.



Futureye
Real solutions to real dilemmas

Zinifex Port Pirie Case Study

Engaging for Change

The brief

The company's key sustainability challenge is the unacceptably high level of lead-in-blood of children under the age of five. Zinifex's Port Pirie Smelter is the world's largest lead smelter and until recently has operated under a licence in South Australia that focused primarily only on environment issues.

Zinifex (now called Nyrstar) initiated a process to gain greater local community input into the decision-making of environmental and community health priorities at the Port Pirie Smelter.

Futureye provided its expertise in designing and implementing community based programs. A key aspect of the brief was that the process needed to be facilitated in a way which encouraged alignment around the core issues and deliverable goals.

The solution

Zinifex sourced a technical partner, CSIRO, with input from Futureye. Futureye facilitated the design of the process for engagement to run CSIRO's the deliberative multi-criteria evaluation technique through a citizens' jury.

Zinifex organised and Futureye facilitated a trial citizens' jury using the deliberative multi-criteria evaluation technique with the Department of Health, Environment Protection Authority (EPA) and the Port Pirie Council as participants. All three government bodies supported the technique to be trialed with the local community, and provided input to improve the process.

In order to prepare for a citizens' jury in Port Pirie, Futureye worked closely with Zinifex in developing communications materials and recruited a broad spectrum of the community. Futureye facilitated the first phase of the citizens' jury, which was completed in November 2005. The EPA committed to take on board the community priorities in terms of how it licences the smelter.

The result

Zinifex has government support to trial the citizens' jury technique and commitment that the EPA will take the outcomes into account when it sets the smelter's improvement priorities. The citizens' jury input into a licence represents a significant step forward for transparent licensing of a major facility. Zinifex hopes to broaden its license so that it takes into account environmental and community health and that the outcome strengthens its social licence to operate.

“Futureye have constructively and robustly challenged the team's paradigms in developing the strategy for engagement, ensuring that all the issues and potential outcomes are clearly understood when making the final decision on the strategy.”

Chris McQuade, former Manager Business Support, Zinifex Port Pirie Smelter (now Sustainability Manager at Rio Tinto Minerals).

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