

Stalemate is a choice

Reframing risk to get yes

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# Reframe Risk To Get Yes



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## Reframe Risk To Get Yes

We don't have a contamination problem.

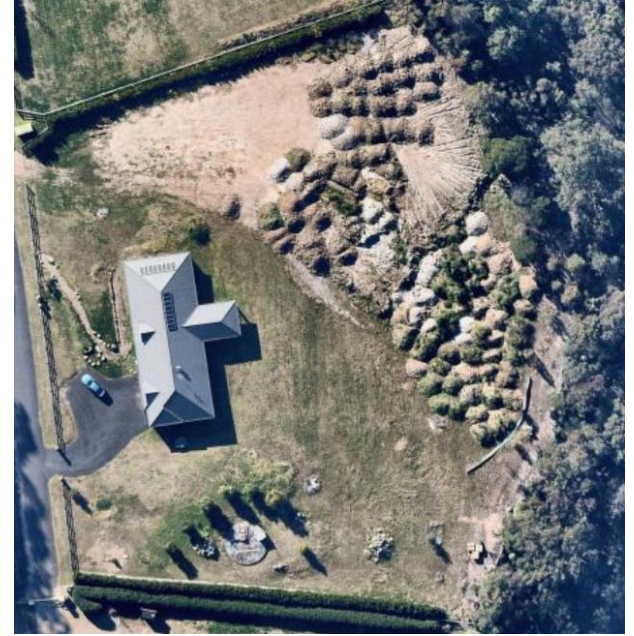
We have a risk communication problem

It's costing our clients.

## Reframe Risk To Get Yes

### Site 1 - What was the problem

- 2,200m<sup>3</sup> of uncontrolled dumping
- Whistleblower in gated estate
- Regulator pollution clean up notice
- Get rid of the soil



## Reframe Risk To Get Yes

### The stalemate

- Regulatory notice - actual / potential harm
- Planning authority lists site as contaminated
- Landowner fear and financially constrained
- Project stall for five years

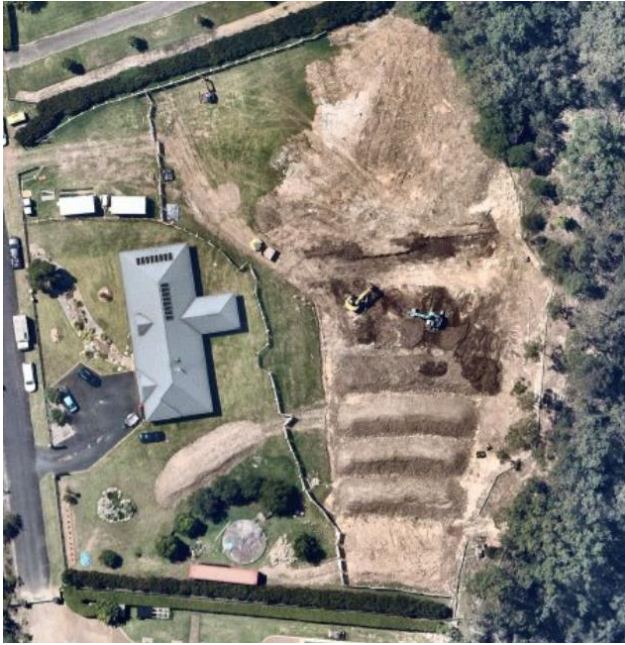
## Reframe Risk To Get Yes

### Risks

- Harm claimed (no measure of risk)
- Financial - \$1.5M or asset value impact
- Emotional - confronting calls, teary dining rooms
- Regulator - walkaway outcome or prosecution
- Community - neighbour unrest

# Reframe Risk To Get Yes

## Solution

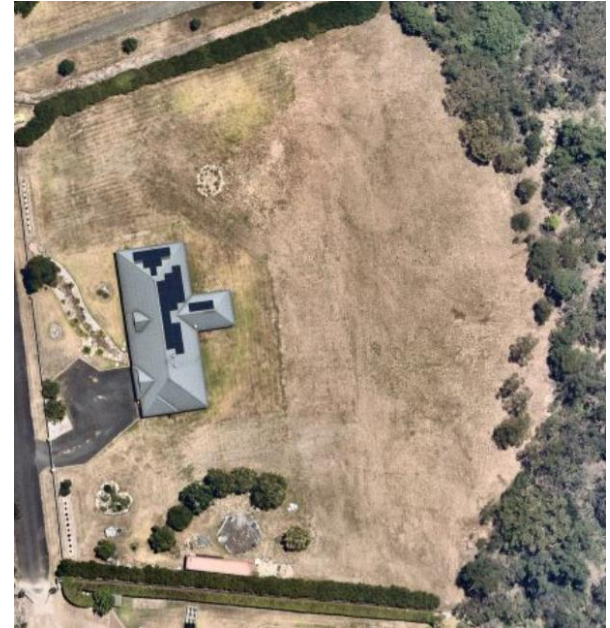


- Accept pollution event
- Assess harm through risk lens
  - Build trust, explain science
- Negotiate acceptable risk level
  - Agree site listing removal
  - Remove unacceptable risk

# Reframe Risk To Get Yes

## Outcome

- Stall unlocked, fixed in 6 months
- Unacceptable risk removed
- 80% cost reduction
- Walkaway potential removed
- 95% waste avoidance
- Asset value
- Regulator satisfied, no litigation



## Reframe Risk To Get Yes

### Site 2 - What was the problem



- 11,000m<sup>3</sup> of uncontrolled fill
- Regulator pollution / harm notice

## Reframe Risk To Get Yes

### The stalemate

- Notice suggested removal
- Landowner / regulator relationship
- Family - emotional tightrope
- Commercial lawyer
- Inexperienced contractor influence
- 8 year stall



## Reframe Risk To Get Yes

### The risks

- Assumed harm, no risk measure
- Regulator - containment rejection, prosecution threat
- Sustainability - default to dig/dump
- Financial - \$6 to \$7M or asset value impacted
- Understanding - lawyer fist banging and blame shifting
- Emotional - contractor pressure, and managing family

## Reframe Risk To Get Yes

### Solution

- Acknowledge dumping occurred
- Remove 'noise' - lawyer and contractor
- Risk lens on humans and environment
- CEnvP-SC confidence boost for regulator
- Clean up to acceptable risk (reduction, not elimination)

# Reframe Risk To Get Yes

## Outcome

- Strategy in 6 months (8 year stalemate)
  - Regulator satisfaction with plan
    - Expected end results
      - ~85% cost reduction
      - ~95% waste avoidance
  - unacceptable risk removed



## Reframe Risk To Get Yes

### Take Homes

- Harm freezes people, risk drives decision
- Reframing risk creates value
- Confidence, not calculations
- Expensive theatre



