



social licence to operate





Social licence to operate (SLO) definitions

A concept to describe the informal approval or acceptance that communities grant to a resource development company or industry.

(Thomson and Boutilier, 2011)

SLO defined in literature as ...

- ongoing and fluid
- levels of acceptance
- relevant to stakeholders, at multiple levels
- may be revoked
- (responsive to) changes in perceptions
- reflective of relationships

(Mapstone et al. 2017)



Social acceptance, reputation and trust

- When we talk about SLO, we are really talking about building social acceptance, reputation and trust
- Trust is a central concept of SLO
- Trust is cemented in social relationships; founded on ways people experience their relationships with each other and the institutions or organisations they interact with.
- Key message #1 Relationships and trust are central to SLO; therefore a 3rd party cannot get SLO for you

SLO Engagement Framework





- Guide there is no one-sizefits-all approach
- Provides an intervention logic
- Process is more important than the method

Socialising





- Socialising the concept of SLO with and within the organisation
- Critical first step
- Reflect internally on approaches, behaviours and culture and what influence these have on building the conditions for trustworthiness.



Trust, trustworthiness and SLO

 Key message #2 – Trust cannot be demanded; it must be earned in the eyes of others.

- Trust arises when organisations deliver approaches, behaviours and outcomes that demonstrate trustworthiness.
- Demonstrate honesty, competence and reliability
- Strong leadership

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Reputation Index

 Colmar Brunton Public Service Reputation Index

OVERALL REPUTATION

TOP 10

2021

Fire and Emergency remains top of the pack.

Ministry of Health enters the top 10 for the first time, and Tourism New Zealand is back in the mix.

Callaghan Innovation jumps from 5th to 2nd place.

121 FIRE EMERGENCY

109

Department of Conservation
Te Papa Atawbai

112

Callaghaninnovation
New Zealand's Innovation Agency

108





111



107



110



106



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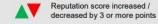
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PUBLIC SECTOR REPUTATION INDEX 2021







Reputation, trust, credibility and legitimacy are all elements that come together in the concept of Social Licence to Operate (SLO) and contribute to social approval for an activity

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Hearing



- The terms of a social licence are found in the values, expectations and perceptions of stakeholders
- More than just reducing risk to the organisation.



Purpose

Context

Reflecting

Building

SLO

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Hearing.

Aspirations

Reflecting

Introduction

to SLO

Socialising

Engagement

Future

Planning

Implementation

Synthesis

Partnerships

Hearing



Transactional vs. Relational relationships

...rather than appreciating that those communities have interest and perspectives that are valid and should be listened to, [industries] perception is oh, we just need to tell them what we're doing and in a more effective way... (Interview #2).

• Understanding what it is that communities are basing their approval on.

Integrating





- Translating it into action
- Collecting and evaluating data

Integrating





- Key message #4 SLO is a long game
- There are no silver bullets, short cuts, or quick fixes
- SLO is not a permanent concept but is subject to change as opinions and perceptions change
- Organisations are not static staff and budgets change

Reflecting





- Runs across all the steps
- Continuous process
- How do our actions inform and build trustworthiness?

Application





- Steps are interconnected
- Not necessarily linear in sequence
- Not necessarily of equal weight

Application - Predator Free Awarua Landscape project





- Introduction to SLO with Predator Free Southland Governance Group
- Key criteria for engaging with Awarua communities
- Interviews identified community aspirations and visions, key learnings from past engagements and perceived barriers for achieving a Predator Free Awarua.
- Developed an engagement roadmap advice on strategies for engagement



Application

- Te Uru Rākau workshop and handbook
 - Handbook to help landholders engage to gain and maintain social licence
 - Workshop with Te Uru Rākau staff at all levels to socialize social licence in their work

- Our Land and Water National Science Challenge
 - Partnership with AgResearch, Otago, Cawthron, Dirt Road Comms and agribusinesses
 - Developing a Waka Māori stream to develop the framework into a truly bi-cultural model
 - Building social licence for entire sectors rather than place-based SLO
 - Develop tools that can be used at different scales, where appropriate, within the framework



4 Key SLO messages

- 1. Relationships and trust are central to SLO; therefore a 3rd party cannot get SLO for you.
- 2. Trust cannot be demanded; it must be earned in the eyes of others.
- 3. Communities grant SLO
- 4. SLO is a long game

