TIGTECH

3 NEW COMPETENCIES FOR A MORE COLLABORATIVE COMMUNICATIVE TECH GOVERNANCE

NO.1

EVIDENCE OF TRUSTWORTHINESS – A NEW APPROACH TO COMMUNICATIONS

This was created as part of the final findings of the TIGTech, Trust in Tech Governance initiative

To see the full document, please click here

To know more about TIGTech and Evidence of Trustworthiness, please contact Hilary Sutcliffe on hilary@societyinside.com

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THREE COMPETENCIES FOR A MORE COLLABORATIVE, COMMUNICATIVE TECH GOVERNANCE

Trust is an outcome best achieved by focusing on others. So attempts to earn trust should start with understanding and involving stakeholders, including citizens.

New skills will be needed. TIGTech research identified three which both embody and include the drivers of trust:

Showing evidence of trustworthiness – a new approach to communication

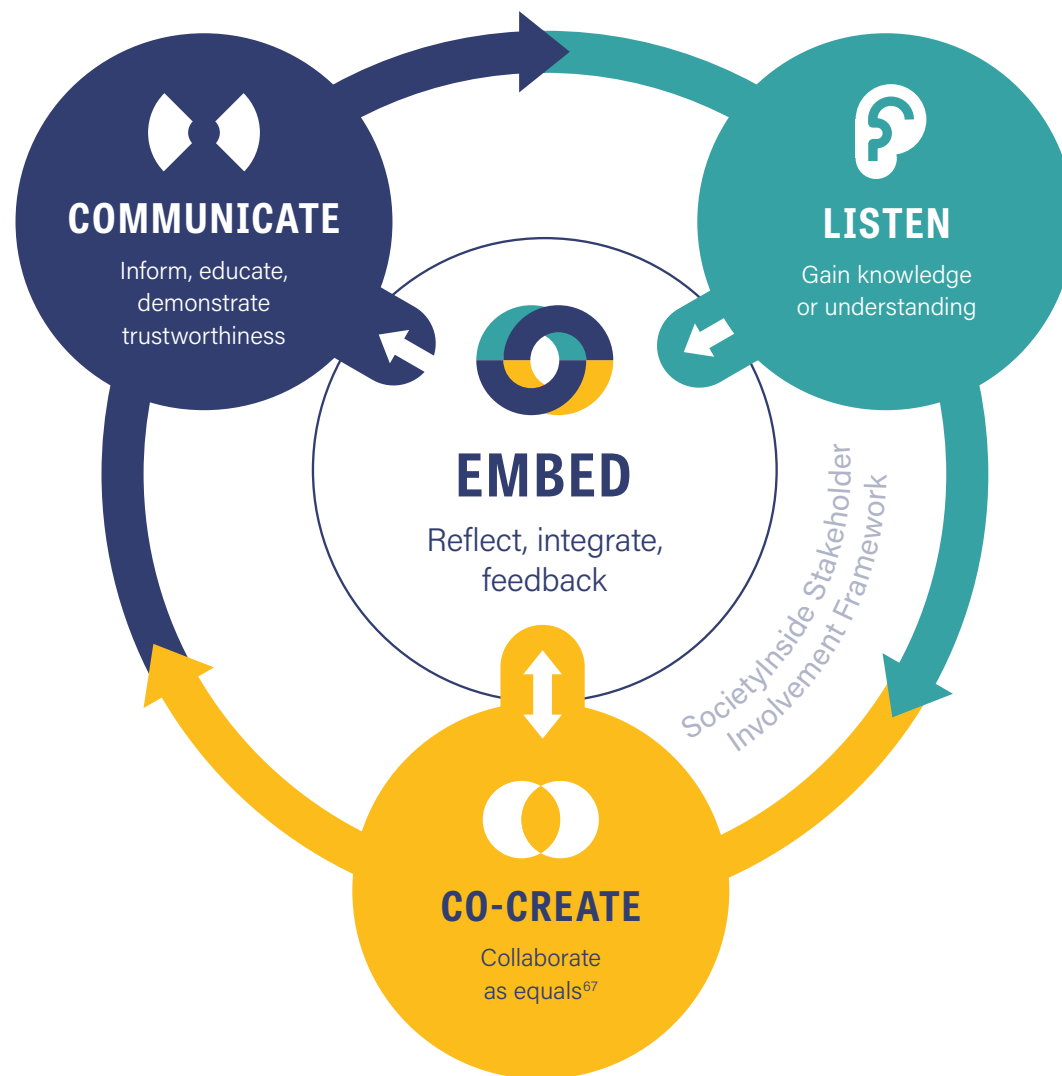**Building trusted environments for governance design**

Involving citizens in governance design – 'Nothing about us without us'

Tech governance organisations engage with their stakeholders in three main ways – through listening, co-creation and communication. All for the overarching purpose of embedding the knowledge gained and the perspectives of those stakeholders into governance design, application, enforcement and outcomes.
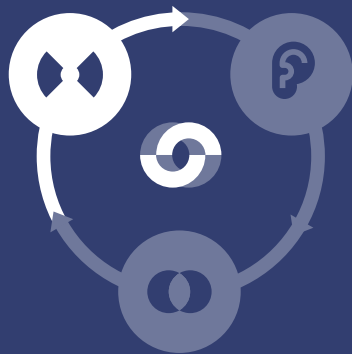
NB: The three skills outlined here focus on listening, co-creation and communication – we would like to have been able to find out more about the all-important process of embedding citizen and stakeholder views and priorities within governance design and decision making. Unfortunately this was not possible – partly because such information appears scarce and partly because of the time constraints of the project. (We are seeking funding for this in our next phase of work).

COMMUNICATE
Inform, educate, demonstrate trustworthiness

LISTEN
Gain knowledge or understanding

EMBED
Reflect, integrate, feedback

CO-CREATE
Collaborate as equals[67]

SocietyInside Stakeholder Involvement Framework

EVIDENCE OF TRUSTWORTHINESS

A new approach to communications

This new approach shifts communications from PR and broadcast mode to Evidence of Trustworthiness, where providing evidence of the Trust Drivers in use is the focus for communication to all stakeholders.

The 7 Trust Drivers show providing evidence of trustworthiness is important for trust:

► **Intent** – It shows your commitment to public interest in action

► **Competence** – It allows you to more clearly demonstrate delivery against expectation & competence

► **Respect** – By 'showing your workings' in plain language and in a more open way you demonstrate your respect for all stakeholders

► **Integrity** – Greater visibility of process and impact demonstrates integrity in action

► **Inclusion** – It allows demonstration of how different perspectives have contributed to decision-making

► **Fairness** – It demonstrates fairness and 'procedural justice' in action

► **Openness** – This more radical openness is an important way to uphold this trust driver

6 ways of demonstrating trustworthiness

These suggestions have come directly from citizens and business – via the Food Standard's Agency's Trust in a Changing World Deliberative Citizen Forums,[68] FSA Consumer Attitudes towards Emerging Technologies Research 2020,[69] PA Consulting citizen research report, 'Rethinking Regulation – from watchdogs of industry to champions of the public"[70] and SocietyInside analysis of 19 public dialogues in Building Confidence in Emerging Technologies – what stakeholders expect and how companies can respond.[71]

1

Be more Human – talk to us

► Present a more human and empathetic face – we want to hear from the real people who do the work

► Talk to us so that we can understand. Use everyday language, interesting visuals, videos, stories.

► Be accessible and responsive – answer the phone, be easy to contact, answer our questions, respond to our concerns.

► Don't be anonymous and faceless – how are we to feel confident in something we know nothing about?

" 82% of Consumers feel more protected when they've heard of the regulator."

" 67% of people would like to know more about what regulators do."

2

Be more visible – show your impact

- ▶ Make yourself as visible as possible – our belief in your intention is only as strong as your visibility.

- ▶ Be clearer and bolder about what you stand for – our confidence depends on seeing you in action.

- ▶ Get out there and show how you are standing up for citizens – use your voice.

- ▶ Be more specific about your role and actions. Tell us exactly what you've done so far, what you've learned, what you're doing next and what you expect the outcome to be.

- ▶ We want to know someone is on the case to ensure that tech is safe and that when things go wrong, there is a system in place to put things right & punish those liable. Tell us what you do.

" Trust in the Food Standards Agency rose to an all-time high when they were open about their handling of a series of problems within the food sector."

" When regulation makes the news, consumers are reassured that the regulator has their back."

" Citizens feel more protected when regulators publish all regulatory breaches – much less when only the big ones are published."

3

Be more inclusive – listen to us

- ▶ Listen to what we care about and let us see that you care about these things too.

- ▶ Build a direct relationship to understand what our concerns and issues are.

- ▶ If you listen more to what's happening on the ground, you will avoid many mistakes.

- ▶ We want to know these organisations share our values.

4

Help us help ourselves – educate and empower us

- ► Give us a balanced sense of risk; don't 'scare monger' and show us it's in hand if you can.

- ► Help us with clear and visible fact checks and rebuttals for misinformation.

- ► Educate us about important issues – don't leave it to the media.

- ► Help us understand what we need to do ourselves and give us informed choices.

- ► Empower us by telling us specifics about what we can do in the situation to keep safe.

- ► Give us consistent ways to judge companies.

5

Be independent and honest

- ► Work with industry by all means, but we want to see evidence of 'bite'.

- ► Own up to mistakes and say you are sorry when things go wrong.

- ► Show us you are impartial and are holding people to account.

- ► We feel more protected when we see you are independent of businesses.

- ► Explain uncertainty. Don't cover things up because you think we can't handle the truth.

" The reputation of the Human Fertilisation and Embryology Authority was enhanced when its CEO went on to the UK influential Today Radio programme to apologise for mistakes and explain what would happen next – 'at last a public servant who can apologise and admit something went wrong' callers told the BBC." [72]

6

No excuses – do your job

► 'The system is complicated' isn't a good enough excuse for lack of action – find the way to do your job properly.

► Be proactive – find and raise issues before they are harmful – think of things we haven't thought of.

► Where you need to work with other agencies, just do it. We want action not excuses.

► Learn to work together with other regulators – collaborate, don't compete.

► Don't pass the buck 'it's someone else's job' when you don't know what to do.

► Don't be slow, inactive or invisible when there are problems – it makes us question your ability to deliver.

❝ **Changes in attitudes towards emerging food technologies (at least in the short-term) may be influenced by: information provision; discussion with others; increased understanding and familiarity with the technologies (in particular in relation to safety and the risk assessment process) and the benefits both to individuals and to the wider environment and society; belief that some technologies were becoming or would come to be regarded as 'normal'; and future sustainability challenges"** [73]

Conclusion

By designing the content of communications around evidence of what you are doing to be worthy of stakeholder trust, you are creating a communications strategy that will build a more resilient trust relationship between your organisation and its stakeholders.

But communications is not simply about output, it is about creating understanding. TV legend turned science communicator Alan Alda reminds us in his wonderfully titled book "If I understood you, would I have this look on my face", the responsibility of being understood lies firmly with the communicator and not the person being communicated to. It is not simply enough to communicate, mutual understanding is the goal.

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