

# NZARM Conference 2010

## **The Way We Work: *Collaborative Approaches***

**“A community-based bottom up approach to manage and achieve behaviour change”**

It is a type of Participatory Process, which also includes:

- Extension
- Social Marketing
- Appreciative Inquiry

# What tools can Councils use to persuade people to change their behaviour?

Economic Instruments: Subsidies  
Penalties

Regulation: Rules in plans  
By-laws

Participatory process: People change because they perceive it is in their own best interests.

# When do you use this approach?

- Problem/issue is too big for an individual
- Conflict resolution is needed
- Number of different parties/interest groups involved
- Issue has high enough profile/interest/importance to attract a sufficient number of people

Examples:

Landcare Groups

Pest Control Group

Stream Care Groups

Integrated Catchment Management

*Example*

## Living Streams

***The aim is to encourage the property owners to change the way they look after the streams by advancing good reasons, complemented by community peer pressure and technical assistance.***

# Northern Pegasus Bay Coastal Management Plan



## **Why did we need a plan??**

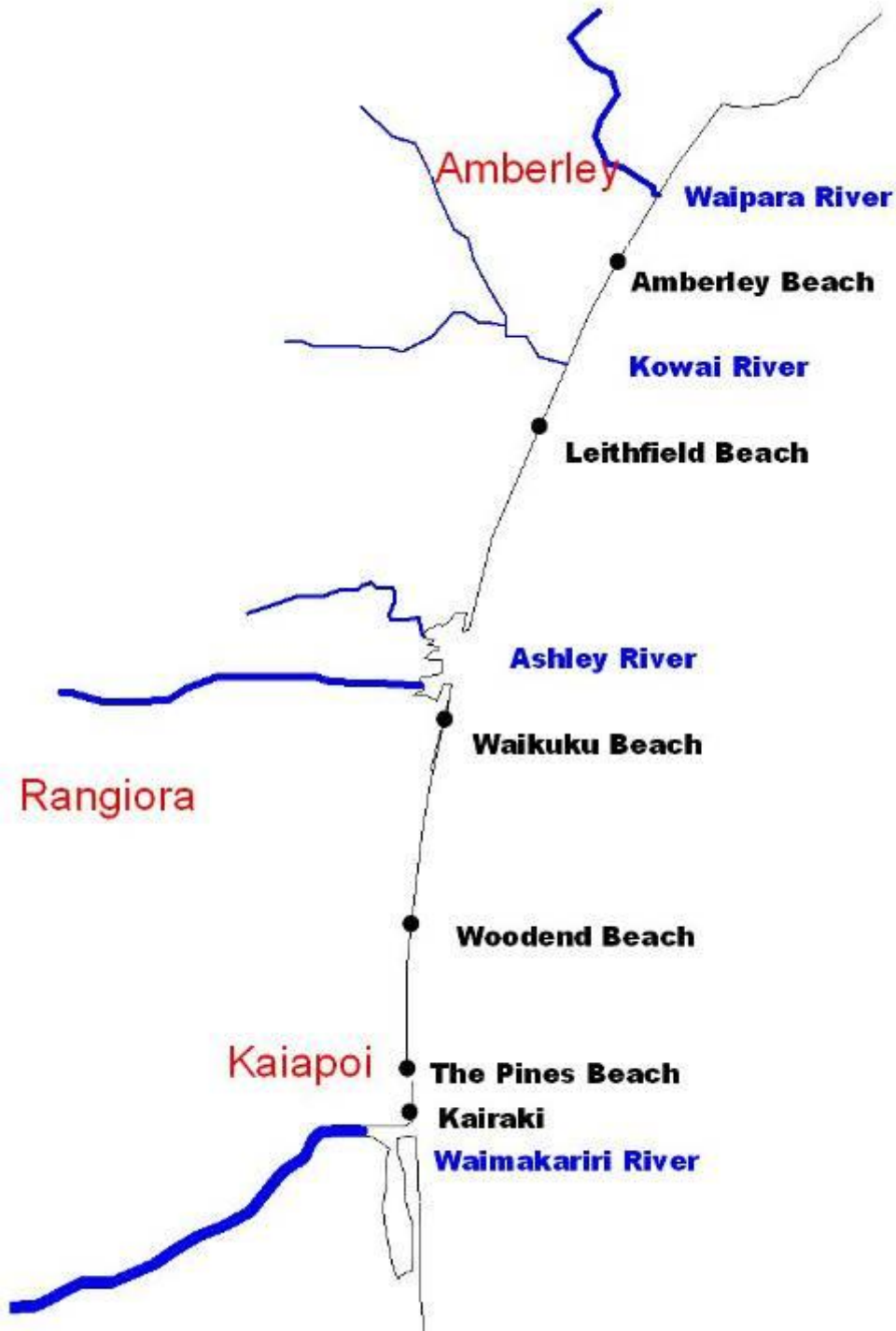
There were a number of statutory organisations who have responsibilities in the coastal area and a number of voluntary organisations. But there was no plan to integrate and co-ordinate coastal management. And the unresolved issue of vehicles on beaches wouldn't go away, and side-tracked everything else.

Previous initiatives included Environment Canterbury Regional Coastal Environment Plan, Northern Pegasus Bay Motor Vehicle Access Strategy, Coastcare Groups at Amberley Beach, Leithfield Beach and Waikuku Beach. All had failed, either partially or completely, due to the motor vehicle issues not being resolved.

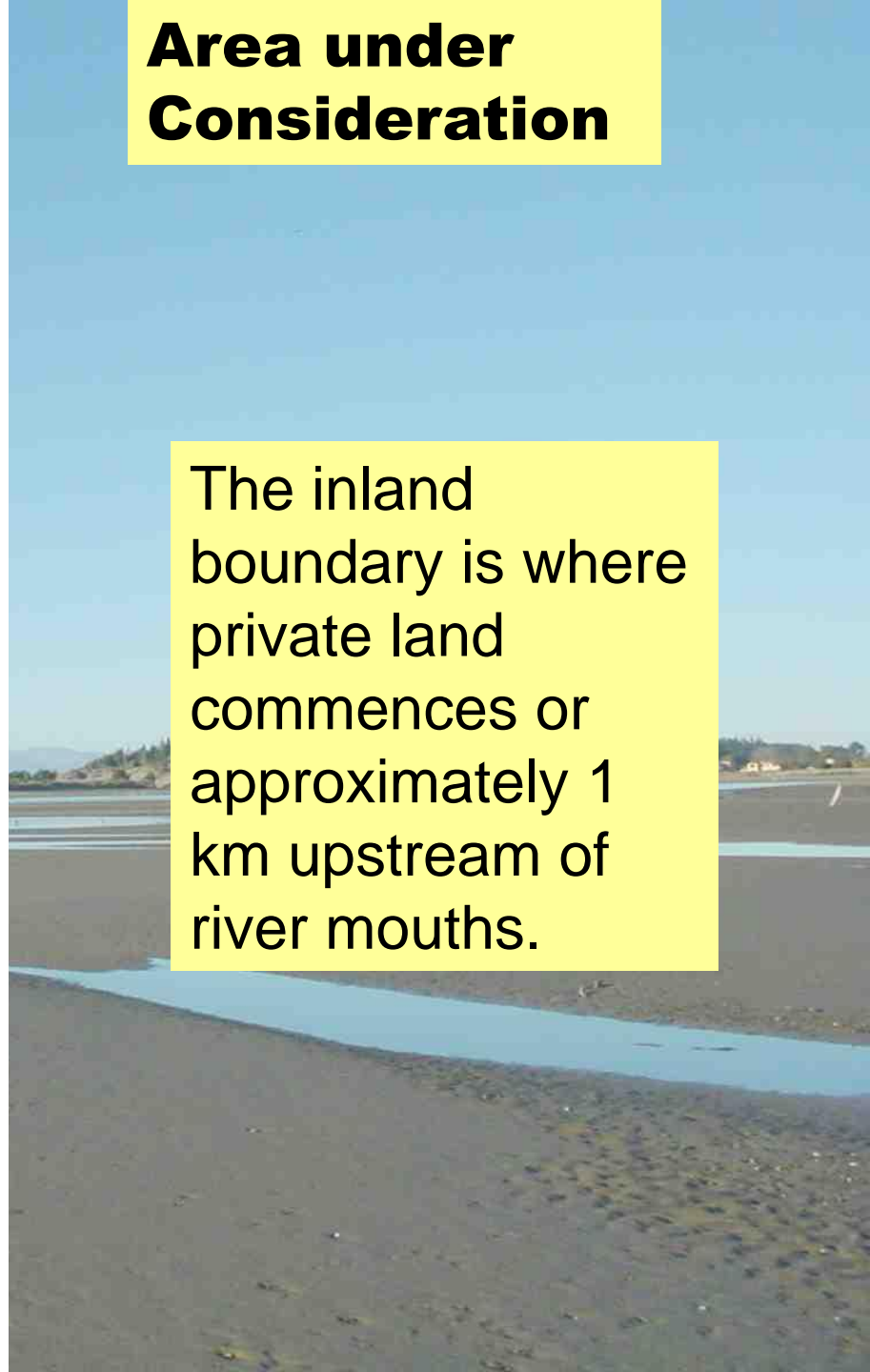
## What are the Issues?

- Motor Vehicles on Beaches and in Estuaries – environmental damage, human safety, noise , people's 'right' to drive on the beach, disabled access
- Protection of a nationally significant estuary
- Whitebaiting access to estuary
- Dogs- threat to birdlife, dogs near people, dogs needing exercise, dog pooh etc
- Horses- horse training, horse riding on beaches
- Camping and rubbish
- Beach access for people and vehicles
- Infra-structure and signage. Car parks, toilets etc.
- Habitat protection and enhancement

# Area under Consideration



The inland boundary is where private land commences or approximately 1 km upstream of river mouths.



# The Process



# Management Plan

*Prepared by Steering Committee elected in December 2006, comprising:*

- Statutory Body representatives (5)
- Iwi (1)
- Commercial Activity representatives (2)
- Environmental groups representatives (5)
- Recreational groups representatives (5)
- Community representatives. (5)

## Mission Statement

***“To protect and enhance the Northern Pegasus Bay coastal environment”***

**Goals**

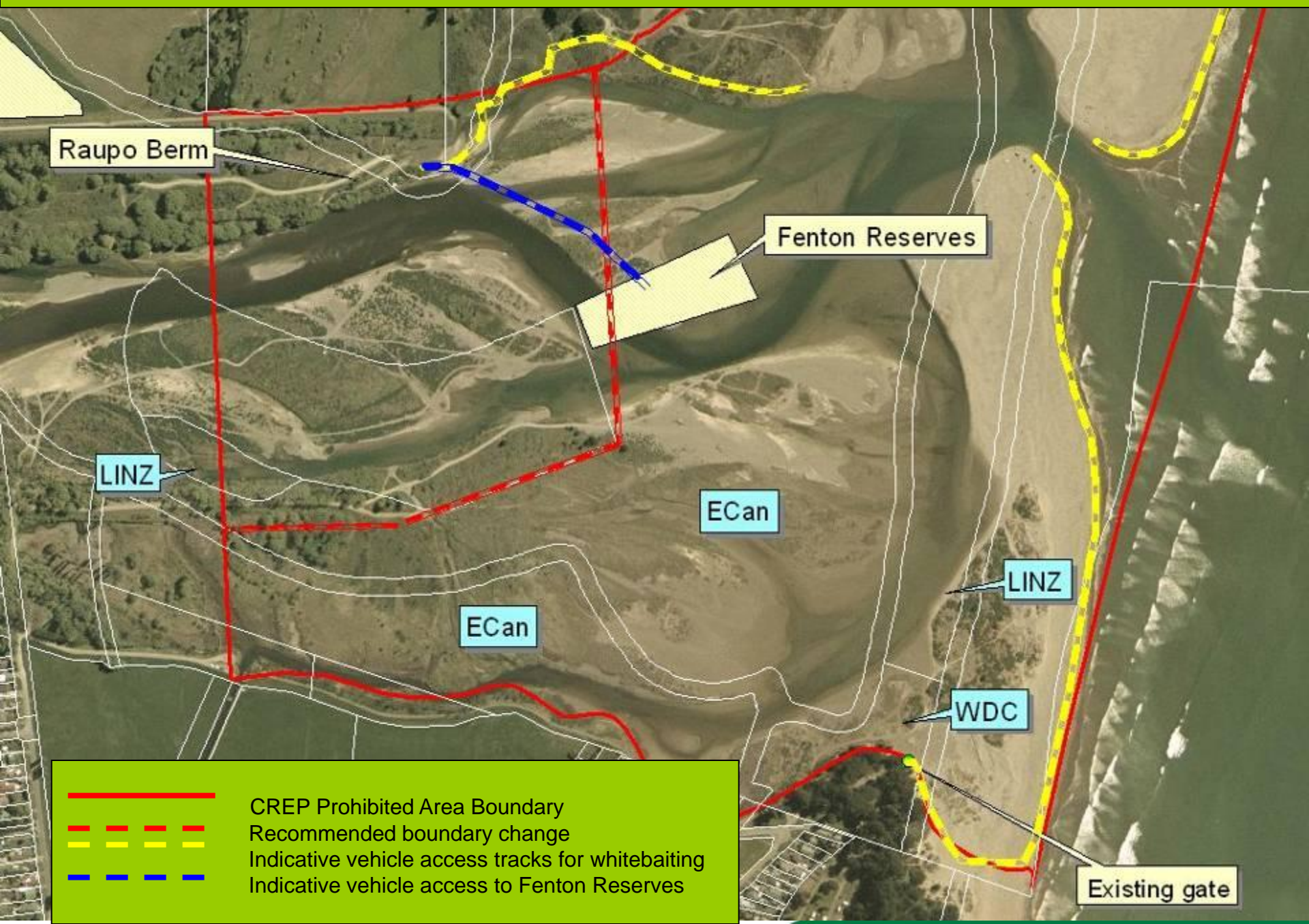
High level aims  
are relatively  
easy to agree on

**Objectives**

**Actions**

This is the hard part, as every  
action has a consequence.  
Takes 90% of the time.

# Ashley River/Rakahuri Estuary: Recommended Vehicle Access Tracks & Prohibited Area Boundary Change



## Draft Plan

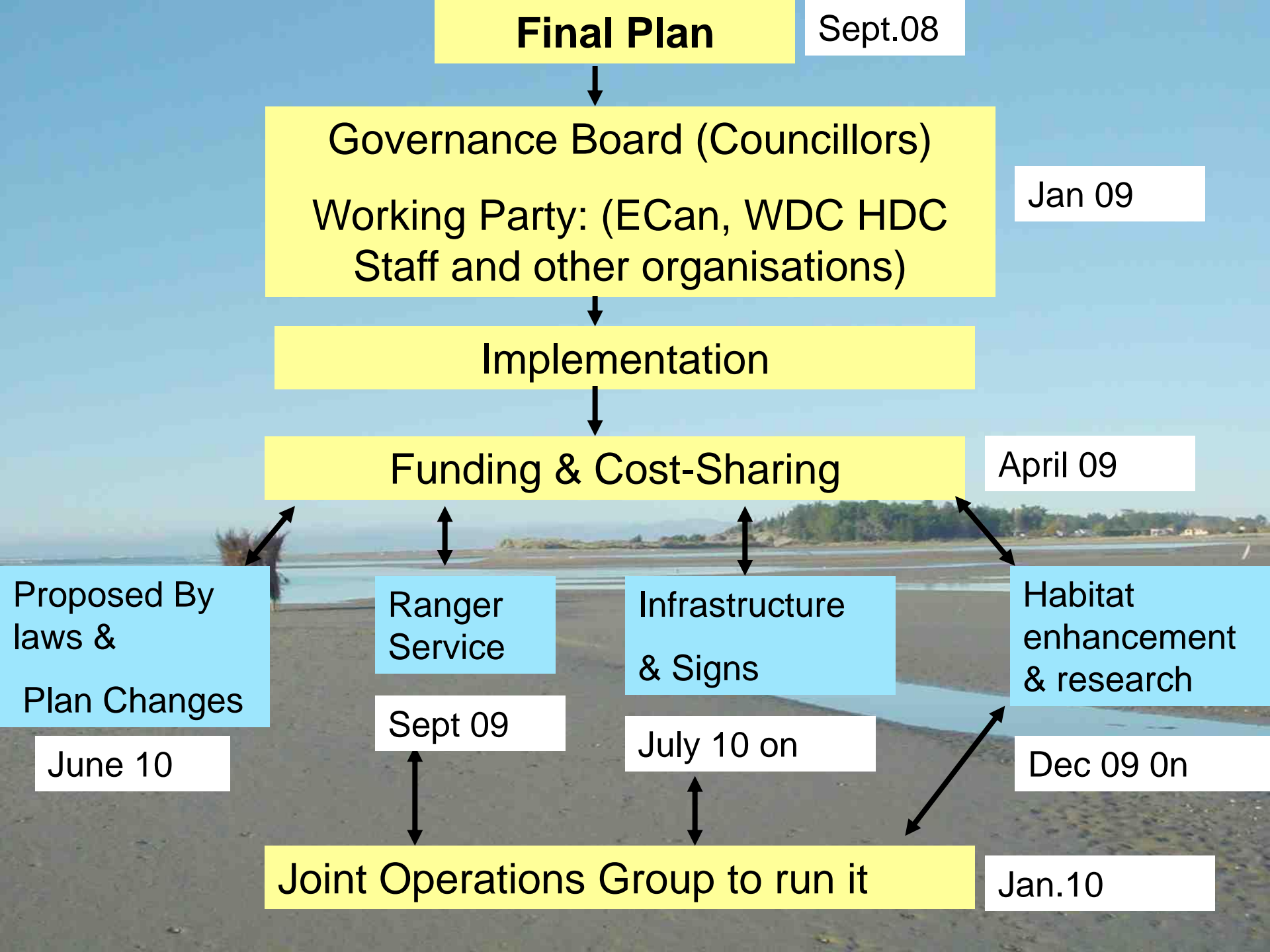
Community Feedback sought at five beach meetings, hui at Tuahiwi Marae, and written feedback.(104 documents)

Feb  
2008

Final Plan Prepared

Plan Presentation to Councils, DOC, Iwi, Te Kohaka o Tuhaitara Trust.

Sept  
2008



**Final Plan**

Sept.08

**Governance Board (Councillors)**  
**Working Party: (ECan, WDC HDC Staff and other organisations)**

Jan 09

**Implementation**

**Funding & Cost-Sharing**

April 09

**Proposed By laws & Plan Changes**

**Ranger Service**

Sept 09

June 10

**Infrastructure & Signs**

July 10 on

**Habitat enhancement & research**

Dec 09 0n

**Joint Operations Group to run it**

Jan.10

# Bylaw Process

ECan, HDC, WDC Staff work through to draft bylaws. (Some changes from Plan)



Districts notify proposed bylaws and appoint Hearing Panels, and receive submissions.



Hearings take place, and draft recommendations to Councils are prepared.



Councils pass bylaws

# What Have I Learnt from using Collaborative Approaches?

- 1 Many people, including councillors and senior staff do not know what is meant by “Collaboration”, and treat it as a form of consultation.
- 2 Collaboration is relatively easy with small groups and one facilitator, it is a different beast on a community scale.
3. A difficult situation is when people have firmly held and opposing BELIEFS, and exacerbated if financial, cultural, environmental and emotional aspects are also present.
4. The facilitator must display total confidence at all times!

- 4 Big projects take twice as long as you expect.
- 5 Having agreed to proceed, the first step is to agree on process. Content comes second.
- 6 Facilitation skills required include conflict resolution, negotiation, political understanding and skills, leadership skill, or the ability to enlist people with these skills to help you.

### **Relationship building is a key skill.**

- 7 Another skill: Tact. The art of telling someone to go to hell in such a way that they look forward to the journey!

- 8 Introducing Statutory Backing can be minefield. The statutory body can decide to base its decision purely on the hearing process and the most vocal submitters, or to introduce its own beliefs and ignore the plan recommendations.
  
- 9 People who don't get the answers they want out of the process are likely to try and get their way by discrediting the process.

# WHY DO COLLABORATIVE APPROACHES WORK?

When people get to know each other, they get to understand each other, and then they listen and understand the validity of all the different viewpoints.

It's hard to dismiss the views of someone you've got to know and respect as the rantings of a greeny or a greedy farmer, when you know they are genuine and you know they've got a point.

As this happens, it progressively gets easier for the difference viewpoints to be accommodated in a programme.

# The Role of Enforcement

There are people who won't collaborate or co-operate, but persist in doing the wrong thing.

Without enforcement they undermine the work of everyone else, and create resentment and frustration.

Enforcement with community backing is a different beast to enforcement of rules the community does not understand.

**Yes, we need enforcement!**

# Summary

- 1 Which do you prefer – an adversarial approach (E.g. The Environment Court), a mediated approach or a collaborative approach?

*People who attended the CMWS community meetings wanted a collaborative approach not the adversarial RMA approach.*

2. We have used this approach successfully for situations ranging from land care and stream care groups, to Integrated Catchment Management and Coastal Management. It works!

**IF YOU DON'T ALREADY USE  
PARTICIPATORY PROCESSES –  
GIVE THEM A TRY!**