

## Workshop: Working together: answering some of the who, what, how questions

Tuesday, 18<sup>th</sup> September  
1.25pm – 1.55pm  
Auditorium Civic Centre



**Facilitators:** Toni Edmondson, EPA & Michelle Walker, Michelle Walker & Associates

### What is collaborative management?

Collaborative management means the effective cooperation and shared effort of all key stakeholders who contribute to managing areas and/or resources within the coastal zone. The aim of coastal management is to ensure any use or development occurs in an ecologically sustainable manner. This can be achieved through coordinating and integrating research, planning and management activities.

A collaborative approach potentially involves all levels of government and parts of the community, research and management organisations, sectoral and public interests. To be successful, collaboration must reflect the interconnectedness of the physical, ecological and social environments of coastal areas and their values.

Any collaborative approach needs to recognise the diversity of interests in the coastal zone, the differing values that parts of the community hold for coastal areas and the range of scales that collaboration can occur at – ie. local, regional, cross-regional and broader scales.

### Why do we need to collaborate?

Decisions regarding effective planning, conservation and management of coastal areas are heavily influenced by many different (and sometimes conflicting and/or competing) stakeholder interests. Planning and management responsibilities extend across three tiers of government, and involve numerous agencies and organisations and more than 30 Queensland Acts.

In addition to the complicated policy and management context relevant to the coastal zone, the reality is that resources for management activities are limited. Everyone is being asked to do more with less and there are always more initiatives that require funds than we have the dollars for. Where resources are not the limiting factor, projects completed in isolation often result in a duplication of similar projects being undertaken by other coastal managers. Collaboration is one approach to making the available resources stretch further, removing potential for duplication and ultimately achieving the goals we have for our coastal areas.

### In this workshop...

We will explore:

- the nature of collaborative approaches – some examples – the good, the bad and the ugly;
- the benefits and barriers to collaboration;
- the opportunities for/threats to collaborative approaches – from a range of perspectives;
- personal statements of action for collaboration in the future.

### Come with...

- a sense of humour;
- one good example of collaboration in managing coastal areas (preferably from your own experience);
- an openness to listen to others;
- ideas of how collaborative approaches might be applied to existing projects;
- a willingness to commit to collaborative approaches in the future.

Workshop Title	Improving Collaboration Working together: answering some of the who, what how questions	
Chair/ Facilitator	Michelle Walker (Michelle Walker & Associates) and Toni Edmondson (EPA)	
Scribe	Cheryl List and Sue Sargent	
Participants <i>(please put in contact details if you wish to be included in future mailing lists for this topic)</i>	Name	E-mail
	Jason Vains	<a href="mailto:j.vains@gbmpa.gov.au">j.vains@gbmpa.gov.au</a>
	Cheryl List	<a href="mailto:cheryl.list@bmrq.org.au">cheryl.list@bmrq.org.au</a>
	Stuart Ackerman	<a href="mailto:stuart@kabq.org.au">stuart@kabq.org.au</a>
	Daniel Carter	<a href="mailto:danielc@redland.qld.gov.au">danielc@redland.qld.gov.au</a>
	Erin Kenna	<a href="mailto:erin.kenna@dpi.qld.gov.au">erin.kenna@dpi.qld.gov.au</a>
	Paul Prenzler	<a href="mailto:paul.prenzler@cardno.com.au">paul.prenzler@cardno.com.au</a>
	David Osborn	<a href="mailto:david.osborn@gbmpa.gov.au">david.osborn@gbmpa.gov.au</a>
	Peter Higgins	<a href="mailto:Peterh@miriamvale.qld.gov.au">Peterh@miriamvale.qld.gov.au</a>
	Ian Adcock	<a href="mailto:iansql@bigpond.net.au">iansql@bigpond.net.au</a>
	Anthony Walsh	<a href="mailto:anthony.walsh@epa.qld.gov.au">anthony.walsh@epa.qld.gov.au</a>
	Anne Briggs	<a href="mailto:anne@mccn.org.au">anne@mccn.org.au</a>
	Wendy Simpson	<a href="mailto:wendy.simpson@epa.qld.gov.au">wendy.simpson@epa.qld.gov.au</a>
	Tara Collins	<a href="mailto:tara.collins@epa.qld.gov.au">tara.collins@epa.qld.gov.au</a>
	Morgan Abney	<a href="mailto:morgan.abney@dlgpsr.qld.gov.au">morgan.abney@dlgpsr.qld.gov.au</a>
	Zoe Elliott	<a href="mailto:zoe.elliott@epa.qld.gov.au">zoe.elliott@epa.qld.gov.au</a>
	Shannon Hunt	<a href="mailto:shunt@goldcoast.qld.gov.au">shunt@goldcoast.qld.gov.au</a>
	Craig Morrison	<a href="mailto:craig@sydneycoastalcouncils.com.au">craig@sydneycoastalcouncils.com.au</a>
	Geoff Withycombe	<a href="mailto:geoff@sydneycoastalcouncils.com.au">geoff@sydneycoastalcouncils.com.au</a>
	Pam Malyseck	<a href="mailto:pams-site@hotmail.com">pams-site@hotmail.com</a>
	Yogesh Parikh	<a href="mailto:yogesh.parikh@environment.gov.au">yogesh.parikh@environment.gov.au</a>
	John Stewardson	<a href="mailto:johns@miriamvale.qld.gov.au">johns@miriamvale.qld.gov.au</a>
	Lisa Emmert	<a href="mailto:lisa.keldsman@aapt.net.au">lisa.keldsman@aapt.net.au</a>
	John Dexter	<a href="mailto:john.dexter@dpi.qld.gov.au">john.dexter@dpi.qld.gov.au</a>
	Sam Miller	<a href="mailto:samantha.miller@dpi.qld.gov.au">samantha.miller@dpi.qld.gov.au</a>
	Keith Wilson	<a href="mailto:Keith.Wilson@nrw.qld.gov.au">Keith.Wilson@nrw.qld.gov.au</a>
	Susan Scott	<a href="mailto:susan.n.scott@mainroads.qld.gov.au">susan.n.scott@mainroads.qld.gov.au</a>
	Beth Clouston	<a href="mailto:beth.clouston@epa.qld.gov.au">beth.clouston@epa.qld.gov.au</a>
	Susan Engle	<a href="mailto:susan@envirocareinc.com">susan@envirocareinc.com</a>
	Sean Galvin	<a href="mailto:sgalvin@seqcatchments.com.au">sgalvin@seqcatchments.com.au</a>
	Robert Smith	<a href="mailto:crsmith@boonah.qld.gov.au">crsmith@boonah.qld.gov.au</a>
	Lindsay Delzoppo	<a href="mailto:lindsay.delzoppo@epa.qld.gov.au">lindsay.delzoppo@epa.qld.gov.au</a>
Amanda Tunbridge	<a href="mailto:ajtunbridge@dodo.com.au">ajtunbridge@dodo.com.au</a>	
Sel Sultmann	<a href="mailto:sel.sultmann@epa.qld.gov.au">sel.sultmann@epa.qld.gov.au</a>	
Erin Porter	<a href="mailto:portere@caboolture.qld.gov.au">portere@caboolture.qld.gov.au</a>	
Anna Lewis	<a href="mailto:annarlewis@hotmail.com">annarlewis@hotmail.com</a>	
Lousie Johns	<a href="mailto:loise.johns@dpi.qld.gov.au">loise.johns@dpi.qld.gov.au</a>	
Peter Stock	<a href="mailto:Peter.Stock@epa.qld.gov.au">Peter.Stock@epa.qld.gov.au</a>	
Les Bevis	<a href="mailto:les.bevis@epa.qld.gov.au">les.bevis@epa.qld.gov.au</a>	
Beth Beveridge	<a href="mailto:beth@sydneycoastalcouncils.com.au">beth@sydneycoastalcouncils.com.au</a>	
David Brown	<a href="mailto:david.brown@bmrq.org.au">david.brown@bmrq.org.au</a>	
Peter McIntosh	<a href="mailto:p.mcintosh@bornet.com.au">p.mcintosh@bornet.com.au</a>	
Alan Key	<a href="mailto:alan.key@nrm.qld.gov.au">alan.key@nrm.qld.gov.au</a>	
Helen Beckett	<a href="mailto:hbeckett@skm.com.au">hbeckett@skm.com.au</a>	
What was discussed <i>(please list the main dot points such as identified)</i>	Introductions and background <ul style="list-style-type: none"> <li>○ Need for better collaborative management across sectors and levels of government and natural resource management bodies.</li> <li>○ Have to be across many values</li> </ul>	

<p>issues or threats)</p>	<ul style="list-style-type: none"> <li>○ Participants asked to recall an experience where collaboration has been a key feature – the good, the bad and the ugly</li> <li>○ Points raised: <ul style="list-style-type: none"> <li>○ Shared understandings and outcomes</li> <li>○ Compromise</li> <li>○ Two way engagement process</li> <li>○ Open and regular communication</li> <li>○ Identify barriers</li> <li>○ Sense of ownership from beginning</li> <li>○ Mutual benefit</li> <li>○ Facilitation</li> <li>○ Speaking same language eg technical jargon</li> <li>○ Trust</li> <li>○ Time</li> <li>○ Understand your potential partners – do homework</li> <li>○ Identify buy-in/benefits for participants collaborating</li> <li>○ Sharing of resources</li> <li>○ Be prepared – don't waste time</li> </ul> </li> <li>○ Barriers: <ul style="list-style-type: none"> <li>○ Preconceptions of organisations (eg government bodies seen as regulators)</li> <li>○ Preconceptions of the idea</li> <li>○ Language – terminology</li> <li>○ Jurisdictional barriers as to who can do what – compartmentalises thinking processes</li> <li>○ Organisational preference to go it alone</li> <li>○ Willingness to share the power and the opportunity</li> <li>○ Technical issues such as same level of knowledge</li> <li>○ Staff turnover – worthwhile investing in the knowledge</li> <li>○ Intellectual property – research</li> <li>○ Community knowledge – not valued</li> </ul> </li> </ul> <p><b>TAKE HOME MESSAGE:</b> Reflect on this heard and discussed – remember 1 thing that will help you in the future</p>	
<p>Suggested follow-up actions</p>	<p>Action</p>	<p>Who will undertake this action?</p>
<p>1.</p>		
<p>2.</p>		
<p>3.</p>		