



Hollier and Hart

We help make progress on complex and difficult issues.

Our Principals, Fiona Hollier and Phillip Hart, are Nationally Accredited Mediators.

- Mediation
- Dealing with complex multi-party issues
- Conflict coaching
- Facilitation
- Community / stakeholder engagement
- Team development
- Strategic planning
- Group consultation and decision making processes
- Skills development.

We have supported a wide range of private and public sector organisations in achieving their goals.

For more information:
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We are based in Sydney, Australia, and undertake projects in regional and interstate locations.

Resolving Environmental Disputes

Environmental disputes occur in many forms: how to allocate limited resources such as water, new proposed infrastructure, changes to the use of natural resources, rectifying or remediating existing environmental damage or attempting to avoid such harm, and so on.

Often many different issues are strongly interconnected.

Environmental disputes vary greatly in scale (from local to regional, even global), the range of issues involved, the number and types of people affected, and their interrelationships.

Environmental disputes are typically very complex, affecting numerous different parties in very different ways, and often with serious political implications.

Each situation needs its own tailored approach.

Five criteria for an effective process

- ✓ **Representativeness** - Consult with multiple gatekeepers across many stakeholder groups, jurisdictions and levels of government. Don't hear only the angry and articulate, the loudest and best-resourced voices. Reach beyond the "usual suspects", and capture the missing voices
- ✓ **Deliberation** - Mesh together people from many different backgrounds, having them share their perspectives in .
- ✓ **Capacity** - Equip people to participate more thoughtfully and productively. The aim is to stimulate the democratic imagination, and the reward is better decisions and more robust agreements
- ✓ **Influence** – Agree and announce in advance how the collaborative effort and collective wisdom will be used by the decision makers
- ✓ **Diversity** – What works well in one place may fail dismally elsewhere. Identify the practices that work best in different settings. Learn from the techniques already active in those settings.

Challenges

- Long histories of discontent and frustration, with high levels of anger and very poor relationships
- Blame and labelling - 'irresponsible tree-huggers, rednecks, money-hungry suits, faceless bureaucrats...'
- Threats to livelihoods and profitability
- Multiple interlocking processes underway, such as cross-claims and legal challenges
- Complex technical information crucial to good decision-making
- People's different perceptions of risk and reward
- Some parties much better resourced than others, and able to withstand long delays and impasse
- Some positive outcomes only felt in the very long-term, and hard to weigh against immediate negative impacts
- Small steps are sometimes all that are possible, at a given time
- Intermediate solutions may not resolve underlying the issues.