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exploration
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implementation

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kate brooks
KAL ANALYSIS



Earning and nurturing a social licence.

Bringing harmony to New Zealand's fishing community.

Situation

Community distrust of the aquaculture industry had resulted in increased operating and governance costs. Government research and analysis on public perceptions of the industry did not deliver a pathway for the industry to resolve community distrust of its operations. Aquaculture New Zealand identified that public relations and advertising alone would not solve this challenge over the long term.

Approach

Kate presented a plenary session translating the theory of a 'social license' into understandable concepts and deliverable actions for members of the aquaculture community. Over a series of workshops an understanding of individual circumstances developed, helping to devise actions plans that benefited regional members and subsequently the entire industry.

Outcome

The industry was re-energised with a common view of community engagement and knowledge of the necessary tools to improve communication and relationships across their communities. In just eighteen months, regional members are more connected with tools to better understand alternative ways to interpret behaviour, respond to criticism and distrust, and foster partnerships and relationships with key influencers such as government and environmental groups.



Kate is an absolute pleasure to work with. She takes the time to understand the issue and then tailors a solution based on her seafood sector expertise. An inspiring public speaker, she is also a highly capable facilitator of group work. Qualities which have helped bring a step change to the way our industry builds community support and understanding. Kate has become a key touchstone for the industry's social license efforts.

Adam Hicks
Communications Manager
Aquaculture New Zealand



Kate has also presented this successful model in Australia as well as to UK Seafish in London to tackle similar challenges in their regions.