

# **Guidelines for community and stakeholder engagement in coastal management**



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## Purpose and background

The *Coastal Management Act 2016* (CM Act) requires councils to consult with the community and stakeholders before adopting a coastal management program (CMP). Part A of the coastal management manual (the manual) includes statutory provisions and mandatory requirements relating to community and stakeholder engagement.

The purpose of this guideline is to:

- highlight where community and stakeholder engagement can strengthen and streamline coastal management planning
- suggest engagement outcomes for key stages of the planning process
- guide councils and public authorities on effective engagement actions for each of the stages involved in the preparation of their CMP.

It is recommended that councils take the opportunity to identify and involve key stakeholders from the initial phases of CMP preparation.

This may require councils to consider the cultural and language diversity of their community when planning engagement activities.

Councils that incorporate well designed and culturally appropriate engagement throughout CMP preparation are more likely to develop a CMP which is inclusive, meaningful and supported by the community and stakeholders. This will also help to streamline the review, adoption and certification processes for the CMP and help the council to be well placed to access funding for coastal projects.

Many councils have comprehensive community engagement policies, strategies and capabilities in a range of engagement methods.

The Integrated Planning and Reporting (IP&R) manual provides detailed guidance on how to develop a broad community engagement strategy to develop and review the Community Strategic Plan (CSP). That manual and strategy are both relevant to the CMP.

In developing the coastal community and stakeholder engagement strategy, councils may draw on these existing engagement policies and strategies.

This guideline does not intend to duplicate existing guidance on community engagement (see *References and Resources*), rather it aims to provide additional information specific to coastal management in New South Wales and the preparation of a CMP.

## Statutory provisions (from the CM Act)

### 16 Consultation

- (1) *Before adopting a coastal management program, a local council must consult on the draft program with:*
  - (a) *the community, and*
  - (b) *if the local council's local government area contains:*
    - (i) *land within the coastal vulnerability area, any local council whose local government area contains land within the same coastal sediment compartment (as specified in Schedule 1), and*
    - (ii) *an estuary that is within 2 or more local government areas (as specified in Schedule 1), the other local councils, and*
  - (c) *other public authorities if the coastal management program:*
    - (i) *proposes actions or activities to be carried out by that public authority, or*
    - (ii) *proposes specific emergency actions or activities to be carried out by a public authority under the coastal zone emergency action subplan, or*
    - (iii) *relates to, affects or impacts on any land or assets owned or managed by that public authority.*
- (2) *Consultation under this section is to be undertaken in accordance with the relevant provisions of the coastal management manual.*
- (3) *A failure to comply with this section does not invalidate a coastal management program.*
- (4) *The regulations may amend Schedule 1.*

## Mandatory requirements (from Part A of the manual)

### Community engagement and consultation

15. A draft CMP must be exhibited for public inspection at the main offices of the councils of all local government areas within the area to which the CMP applies, during the ordinary hours of those offices, for a period of not less than 28 calendar days before it is adopted. This mandatory requirement does not prevent community consultation, or other consultation, in other ways.



## Developing a stakeholder and community engagement strategy

In this guideline, 'community' refers to any individual or group of individuals who have something in common. They are members of the public who may be residents in the local government area or a local interest group.

'Stakeholders' refers to individuals or groups who have a stake or direct interest in the outcome of the process. This may include public authorities, community groups, directly affected landholders or business groups.

The Integrated Planning and Reporting (IP&R) manual explains the challenges of involving the community in strategic planning and long-term decision-making if they lack relevant information or evidence. A key role for councils is to work with the community and stakeholders to identify major issues and potential impacts and to understand the implications of management actions. This demands a mix of approaches to listen and learn from the community, to inform and to involve them in decision-making.

The public engagement processes established as good practice by the International Association for Public Participation (IAP2) is a widely accepted model. The Quality Assurance Standard for Community and Stakeholder Engagement (prepared by IAP2) details a comprehensive process for engagement. This incorporates a set of core values (see **Box 1**) that local councils may consider when designing a coastal engagement strategy.

### **Box 1: IAP2 core values** (from the IAP2 Quality Assurance Standard for Community and Stakeholder Engagement)

1. Public participation is based on the belief that those who are affected by the decision have a right to be involved in the decision.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

The IAP2 spectrum (**Figure 1**) provides a framework for defining the appropriate role of community and stakeholders in an engagement process. The spectrum identifies five levels of engagement, the goal of each level and the community's role in decision-making and implementation.

The IP&R guidelines indicate that for the preparation of a Community Strategic Plan (CSP) and Delivery Plan, councils should aim for the 'involve' level of participation during the planning process and the 'collaborate' level during ongoing management (see **Figure 1**).

The identification of issues and the decisions made during the preparation of a coastal management program (CMP) are generally of the same level of public impact as the

decisions for the CSP, so tools and techniques aligned with the ‘involve’ and ‘collaborate’ levels of engagement are strongly recommended. It is important to note that to operate at the ‘involve’ and ‘collaborate’ levels, the council will ‘inform’ throughout the process.

It is also important to recognise that the level of engagement may change throughout the stages of the planning process and different approaches will be required for different stakeholder groups.

By choosing appropriate styles of engagement, councils can work with the community to:

- understand issues, goals and aspirations
- identify and evaluate alternative options
- identify preferred actions.

The decision about the final management actions and priorities in the CMP remains with the council, subject to advice from the NSW Coastal Council and certification by the Minister.


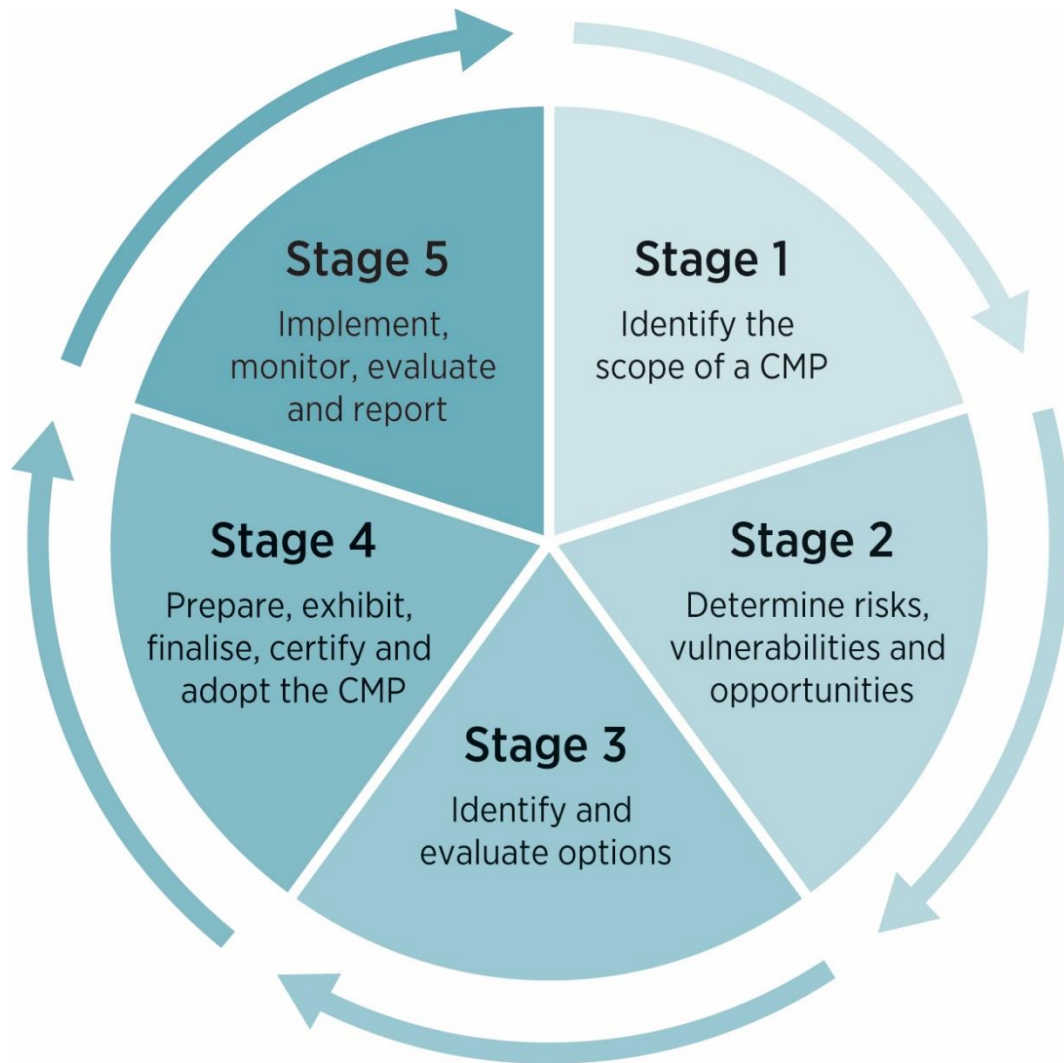
Increasing impact on the decision 					
	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal (what are we trying to achieve)</b>	To provide the public with balanced and objective information to help them understand the problem, alternatives and/or solutions	To obtain public feedback on alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution	To place the final decision-making in the hands of the public
<b>Promise to the public</b>	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will work with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide

Figure 1 The IAP2 public participation spectrum

## Engagement when preparing a CMP

It is recommended that councils follow a five-stage risk management process for the preparation and implementation of a CMP (see **Figure 2**). Each of the stages will benefit from community and stakeholder input and provides an opportunity for community education and engagement.

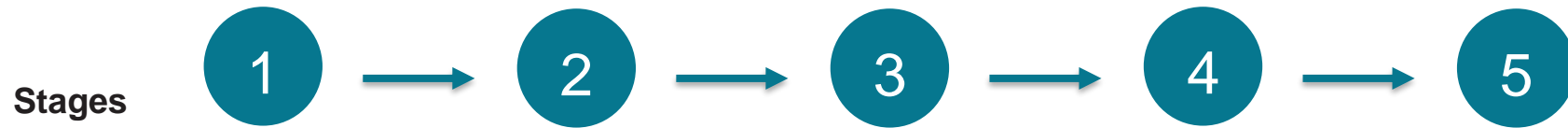


**Figure 2** Stages in preparing and implementing a CMP

The intent, level of community involvement and engagement outcomes for each stage are summarised in **Figure 3** and described in detail in the following sections. Additional community and stakeholder communication and engagement documents are included in the *Reference list*.



Guidelines for community and stakeholder engagement in preparing and implementing a CMP



	Identify the scope of a CMP	Determine risks vulnerabilities and opportunities	Identify and evaluate options	Prepare, exhibit, finalise, certify and adopt the CMP	Implement, monitor, evaluate and report
<b>Engagement intent</b>	<p><b>Community/stakeholders</b> Bring all interested parties on board early to share information and ideas (before decisions are made).</p> <p><b>CMP content</b> Identify stakeholders and prepare stakeholder profile. Review existing information about stakeholder perspectives to help set the focus and priorities of subsequent stages of the CMP.</p>	<p><b>Community/stakeholders</b> Empower community and stakeholders with knowledge to contribute to decisions in subsequent stages. Share information equitably among stakeholders.</p> <p><b>CMP content</b> Explore risks, vulnerabilities and opportunities of coastal management. Explore different perspectives on coastal risk management.</p>	<p><b>Community/stakeholders</b> Share the decision-making dilemma. Establish a process that will be used to choose between options, incorporating community preferences and criteria.</p> <p><b>CMP content</b> Identify and evaluate opportunities to address coastal risks for relevant coastal management areas, consistent with management objectives.</p>	<p><b>Community/stakeholders</b> Gain community confidence and support for decisions that are in the documented CMP.</p> <p><b>CMP content</b> High involvement stakeholders participate in the detailed process of finalising a plan, e.g. within the coastal management advisory committee or other activities relevant to the risks.</p>	<p><b>Community/stakeholders</b> Maintain community support for and commitment to the CMP, especially among those directly involved in, or impacted by the implementation.</p> <p><b>CMP content</b> Active community participation in implementation of CMP actions where relevant. Active community participation in monitoring and review of CMP implementation</p>
<b>IAP2 levels of engagement</b>	Inform, consult, involve	Inform, consult, involve	Inform, involve, collaborate	Inform, consult, involve	Inform, involve, collaborate
<b>Level of community influence on decisions</b>	Council retains decision-making about the scope of subsequent stages and will incorporate community input.	Council retains decision-making. Community and stakeholders may contribute to detailed studies on issues of concern and participate in risk assessment and evaluation.	Council, stakeholders and community collaborate to identify the full range of potential responses to manage coastal vulnerabilities and to evaluate options.	Council retains decision-making about the CMP. Community involvement and feedback refine actions in the CMP to address risks considered unacceptable by the community.	Council retains decision-making but will look to the community for advice, innovation and resources to improve implementation of the CMP actions.

Guidelines for community and stakeholder engagement in preparing and implementing a CMP



Engagement outcomes	<ul style="list-style-type: none"> <li>stakeholders and the community understand how they can be involved in the preparation of a CMP</li> <li>establish working relationships built on mutual trust and respect</li> <li>understand community goals, aspirations, values and priorities</li> <li>understand community motivations to participate in planning and implementation</li> <li>help community understand dynamic nature of coastal processes and the need to set long-term objectives</li> <li>increase community understanding of the new legislative and planning framework –CM Act, CM SEPP and manual</li> <li>determine the engagement activities that are required during the preparation of subsequent stages of the CMP</li> </ul>	<ul style="list-style-type: none"> <li>a shared understanding of risks and opportunities over different timeframes, and the range of actions that could address different risks</li> <li>a shared understanding of the varied perspectives about coastal management within the community</li> <li>council understands community's 'attitude to risk'</li> <li>community and stakeholders understand vulnerabilities, risk and opportunity studies, including technical aspects such as scenarios for sea level rise, hazards and impacts</li> <li>increased community trust of technical information based on their involvement and understanding of assumptions and limitations</li> </ul>	<ul style="list-style-type: none"> <li>strong working partnerships</li> <li>managers within council aware of coastal hazards, threats, risks and vulnerabilities, opportunities and actions relevant to their responsibilities and potential conflict with other council priorities</li> <li>public authorities contribute to identification and evaluation of management options, are aware of responsibilities and accept the adaptive nature of the CMP</li> <li>council understands stakeholder views about cost-benefit distribution, willingness to pay and potential trade-offs</li> <li>robust options, understood by all stakeholders in terms of risks, cost and benefits</li> </ul>	<ul style="list-style-type: none"> <li>community and stakeholder support for actions and priorities in the CMP</li> <li>increased awareness about funding options and how CMP implementation will be integrated with council's Resourcing Strategy and Delivery Program under IP&amp;R</li> <li>public authorities accept roles and responsibilities in the CMP</li> </ul>	<ul style="list-style-type: none"> <li>community understanding of how CMP will be implemented through the IP&amp;R framework and land use planning system; and by other public authorities</li> <li>community informed about progress on actions</li> <li>community is aware of the effectiveness of actions in terms of changes to coastal risk profile, coastal condition and community satisfaction</li> <li>continue partnership with community by creating opportunities for community involvement in implementing, monitoring, evaluating and reporting effectiveness of CMP</li> </ul>
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Figure 3 Engagement overview for each stage in CMP preparation

## Stage 1 – Identify the scope of a CMP

In Stage 1 councils set the scene for the coastal planning process. They will consider the status of coastal management for the council area and decide on the focus of the CMP. To do this, they will:

- Gather information about the coast. This may include community observations, photos of coastal hazard events and how the community values the coast.
- Identify the stakeholders, community members and networks that have interests in the coast and how they may be engaged during the preparation of the CMP. It is recommended that councils develop a community and stakeholder engagement strategy to guide latter stages in the planning process.
- Identify issues and opportunities affecting the area now, and those that are considered likely in the future for a range of scenarios.
- Assess the adequacy of existing management arrangements. This may include community feedback about their satisfaction with current coastal management.
- Identify any knowledge gaps and studies that may need to be prepared to support decision-making in later stages.
- Undertake a first-pass risk assessment to determine where action may be required.
- Identify the pathway to a certified CMP, including any proposed fast-tracking linked to the quality and effectiveness of existing management information and processes.

The community holds information and opinions that can contribute to a comprehensive scoping study and help the council to identify priorities for Stage 2. This may help set council onto an appropriate course for investigation, planning, decision-making and implementation during subsequent stages.

### Engagement outcomes

The aim of the engagement activities in Stage 1 is for the local council to:

- increase community and stakeholder understanding of the new legislative and planning framework – CM Act, State Environmental Planning Policy (Coastal Management) 2018 (CM SEPP) and manual
- establish strong working relationships with community networks and stakeholders which are built on mutual trust and respect
- be clear about the coastal management roles and responsibilities of the council and public authorities
- understand community goals and aspirations for the coastal zone and community views on values, opportunities and priorities
- understand community motivations for participation and preferred approaches and processes, to encourage increased community interest and willingness to actively participate in coastal management
- increase community and stakeholder understanding of the dynamic nature of coastal processes, risks and opportunities and the need to set long-term objectives
- determine the engagement activities that are required during the preparation of subsequent stages of the CMP.

## Engagement activities

### Develop a coastal community and stakeholder engagement strategy

It is recommended that councils prepare a coastal community and stakeholder engagement strategy in Stage 1 to assist in identifying how the council will engage with the community and stakeholders during the preparation of the CMP.

The engagement strategy may build on and be consistent with the council's engagement policy and the approach used in the Community Strategic Plan.

Much of the information needed to develop a community and stakeholder engagement strategy for the CMP may have been generated by the council and other public authorities in previous stakeholder engagement processes or in developing council's engagement policy and strategy.

Other plans, such as an existing coastal zone management plan or flood risk management plan or community development plan, may document issues and priorities that have previously been identified by stakeholders and the community.

It is recommended that councils review the methods and results of previous engagement that is relevant to coastal community values and concerns. Further engagement focused on specific issues with targeted audiences may be required.

This approach will enable the coastal community and stakeholder engagement strategy to be based on up-to-date information about current community needs, interests, aspirations and capabilities.

The engagement strategy may assist to:

- identify the context, scope, purpose and organisational commitment to engagement
- identify and understand stakeholders and community networks and their interest in the issues and the process, motivations, values and capacity to engage
- determine the level of community and stakeholder participation that is appropriate to each stage of the project
- describe engagement objectives, opportunities, barriers and risks
- identify engagement methods that are suited to different stakeholders and stages
- identify the process for implementation, evaluation and review.

Where a council intends to amend the mapping of coastal management areas, it is recommended that engagement activities consistent with the requirements for preparing planning proposals be included in the engagement strategy for the CMP.

**Box 2** provides examples of engagement policies, strategies and tools used by councils. Effective engagement strategies often utilise existing community leaders and networks to help develop and implement the engagement processes (Smith et al. 2016).

### **Box 2: Examples of local council community engagement strategies**

**Warringah Council** (now part of Northern Beaches Council) developed a community engagement framework comprising a policy, matrix and toolkit. It was designed to strengthen links to the community, so that council would be aware of and more responsive to community concerns and be more efficient and effective. The framework includes a comprehensive list of engagement tools that could be applied by other councils in coastal management.

**City of Sydney** has a comprehensive engagement strategy and the council website hosts a community engagement platform. Stakeholders can view plans and submit feedback through online forms and forums.

**Gosford City Council** (now part of Central Coast Council) developed a Community and Stakeholder Engagement Strategy to assist in the development of its Community Strategic Plan. It included useful information on evaluating the success of community engagement processes. The council also developed a series of factsheets on coastal processes, coastal risk, coastal values and the planning process. These were sent to all affected property owners and made available online.

**Port Stephens Council** has a publicly available Community Engagement Policy and Community Engagement Guidelines. Council conducts an annual survey of the community's satisfaction with Council's governance, services, facilities and priorities.

**Bega Valley Shire Council** has prepared a Community Engagement and Communications Toolkit which contains advice on a wide range of engagement tools.

**Newcastle City Council's** Community Engagement Framework 2013–2018. The framework includes a toolbox with advice on engagement techniques and templates that can be applied to any council project. Templates cover, a forward consultation program, an engagement brief, an engagement proposal and an evaluation matrix.

Newcastle Council engages through the Newcastle Voice, a community reference panel that invites engagement on a range of issues via workshops, face-to-face meetings, quick polls, and surveys. The program aims to embed community participation in council's operations and move away from consultation on single issues. As an in-house initiative, the program is more cost-effective and builds council knowledge of the community over time.

**Lake Macquarie City Council** has a similar Have your say Lake Mac engagement hub. The community is encouraged to register online and can be involved in consultation on several council programs and projects.

**Port Macquarie Hasting Council** 'Listening' is an online community consultation hub.

**Wollongong City Council** has a similar Have your say Wollongong engagement hub.

**Sydney Coastal Councils Group** has developed a Coastal Connections: Community Engagement Strategy (social media) which is designed as a capacity building tool to develop a social media campaign. The Coastal Connections project includes a Quick Guide to Social Media and provides an excellent approach to developing a social media campaign for any project or program. It identifies benefits and potential problems of using social media in an engagement process.



When preparing an engagement strategy, councils are advised to consider the purpose of engagement and the outcomes to be achieved in relation to the CMP. In addition to identifying relevant community and stakeholders, it is recommended that councils consider a broad range of stakeholder engagement opportunities and potential barriers.

Opportunities may include existing coast-based community groups, events and festivals, or engagement activities linked to peak coastal usage periods. Barriers may be due to previous experience, location or cultural considerations.

The engagement strategy can help the council to reach out to the community and demonstrate the benefits of being involved in CMP development.

It is also important for council to recognise and understand why community members may want to be involved when developing the engagement strategy. For instance, stakeholders may have:

- an issue or activity-based interest, for example, recreation or business
- a place-based interest, associated with a particular location on the coast or estuary
- a needs-based interest, for example, a direct threat to property or business interests
- a philosophical interest, for example, environmental sustainability, community access, good governance or use of council resources.

It is recommended that the engagement strategy is approved by senior managers and may need to be endorsed by council.

## Identify and profile stakeholders and the community

Identifying and establishing a profile of various stakeholders, the community and existing networks will enable the council to:

- identify the range of stakeholder views about the value and significance of the coast and the ways in which the resident and visitor population use the coast
- identify the representativeness of stakeholder groups and networks
- consider appropriate engagement techniques that encourage meaningful stakeholder and community involvement
- highlight information that is needed for the economic evaluation in Stage 3.

Stakeholders may include both internal stakeholders (across relevant council divisions or departments and councillors), and external stakeholders such as public authorities, business organisations, environmental groups (peak and local), tourism organisations and recreation groups (surf clubs and others) (see **Box 3** for details).

**Box 3: Stakeholders and community that may be identified in the engagement strategy**

**Councils:**

- mayor and councillors
- senior leadership team and relevant advisory committees
- council staff – from land use planning, natural resource management, asset management, parks and recreation, emergency services, communications
- neighbouring councils

**Community/business:**

- chamber of commerce and business groups, including tourist operators
- peak environment groups and local environmental groups
- community recreational groups such as surf life-saving clubs, fishing, surfing, swimming, walking, cycling and art or photography groups
- landholders – resident, non-resident and landholder groups
- visitors
- Local Aboriginal Land Council and native title holders or registered claimants

**NSW Government agencies:**

- Office of Environment and Heritage
- Office of Local Government
- Department of Primary Industries – Fisheries
- Department of Industry – Lands
- Marine Estate Management Authority
- Department of Planning
- Local Land Services
- Roads and Maritime Services
- infrastructure authorities
- elected representatives
- relevant Federal agencies and elected representatives

**Groups that may require additional consideration:**

- people with disabilities
- people with culturally, ethnically or linguistically diverse backgrounds
- Aboriginal and Torres Strait Islanders
- young people, elderly people
- single parents
- people in remote locations

Culturally appropriate engagement with traditional Aboriginal owners and the Local Aboriginal Land Council is an important part of the preparation of a CMP. It is valuable to understanding the cultural significance of the coastal landscape and the influence that coastal processes, hazards and environmental change may have on the values of physical and non-physical elements of cultural heritage.

Appropriate consultation may help to promote effective participation, facilitate the sharing of cultural knowledge and provide Aboriginal people the opportunity to participate in coastal management that incorporates the principles of cultural heritage conservation.

The Australian Heritage Commission (2002) provides advice on engaging with Indigenous communities. It highlights the importance of recognising the interests of Aboriginal people that relate to cultural heritage and actively engaging Aboriginal people early in the development of a project involving cultural heritage.

The Department of Environment, Climate Change and Water (2010) provides advice on the requirements for consulting with Aboriginal people as part of the process to determine potential impacts of proposed activities on Aboriginal objects and places.

A new legal framework is being developed to improve the way Aboriginal cultural heritage is protected and managed in NSW. The 2010 Guidelines remain relevant until the Aboriginal cultural heritage reforms are finalised.

Where relevant, it is recommended that councils establish working relationships with adjoining councils in Stage 1 of CMP preparation. This is required when the CMP includes a coastal vulnerability area in a coastal sediment compartment or estuary which crosses local government boundaries. Where a CMP covers a sensitive coastal lake (including its catchment), adjoining councils are advised to work closely together.

## Community profile

It is recommended that councils prepare a community profile that identifies some of the following, depending on the location, the potential vulnerability of the community and the complexity of socioeconomic analysis. This information will help in the evaluation component of Stage 3:

- community age structure and trends
- cultural and language background
- residency – permanent, rental or absentee owners
- types of residence, such as single dwellings, medium density and relocatable housing
- length of residence
- land and property values and trends
- number of visitors and seasonality of visitor numbers
- holiday rental values and trends
- employment levels and primary employment sectors, identifying particularly the extent of economic activity that is coast-dependent. This includes employment in coast-based recreation, tourism and fisheries and the number of retirees
- income
- portion of the community living within a specified distance of the coastal zone
- types of outdoor recreation and patterns of use and activities
- membership of local environment or service groups relevant to the coast (e.g. Landcare, Coastcare, Reserve Management Trusts, surf life-saving clubs and lifeguard services). This will also include identifying key champions who are opinion leaders within existing networks (see Smith et al. 2016).

In completing the community and stakeholder analysis, it is recommended that councils use results of previous engagement activities to determine the community's preferred approach to engagement. This may also identify useful background information and identify gaps in the appreciation of community values and understanding. For instance, the council may consider:

- how individuals and stakeholder groups in the community like to be engaged
- what the community regards as an equitable and democratic process for engagement and whether the council can devolve some control of the process to the community
- the existing knowledge and engagement capacity within the community
- the cultural and language diversity of their community so that engagement opportunities reflect the diversity of cultures and backgrounds.

## Establishing a coastal management advisory group

Preparing and implementing a CMP is a major long-term project, requiring consideration of multiple complex issues about which there will be differing perspectives across the council and the community. Engagement is therefore not a one-off event, rather it is a long-term dialogue (see Smith et al. 2016).

Councils may consider establishing a coastal management advisory committee, panel or a non-statutory working group as one way of facilitating local community and stakeholder involvement and oversight of the planning process.

This group may assist with scoping the CMP and the ongoing sharing of information and ideas. If a council decides to establish such an advisory group, it will be helpful to be clear about the role of the group, the scope of its interests and how its input will be used.

The advisory group may be a committee of the council (under the *Local Government Act 1993*) or a working group. Councils may choose to appoint new members specifically for coastal management issues; or may broaden the terms of reference of an existing natural resource, environment or planning advisory committee or working group to include coastal management issues.

There is also value in establishing a forum with broad stakeholder interest within the local government area (or across larger spatial extents), to provide advice and feedback to the council(s) during the preparation of the CMP and potentially during its implementation. Members may be appointed on a representative basis or because of their coastal knowledge and skills. They may provide opportunities to facilitate communication with local communities, stakeholders or sectors of interest.

Members may include representatives with an interest or expertise in Aboriginal cultural heritage values and practices, youth, business, environment and conservation, recreation, landholders directly affected by coastal hazards and others that are relevant to the local area. Membership will also include council, agency staff and councillors.

The council may consider establishing a coastal management advisory working group during Stage 1, so members can contribute to the scoping process.

## Concepts and information to communicate in Stage 1

In Stage 1, councils are advised to provide information to the community to help raise awareness of coastal issues and the process followed in the preparation of a CMP. This may include informing the community about:

- The NSW coastal management framework comprising the CM Act, CM SEPP, coastal management manual and the NSW Coastal Council.

- The benefits of coastal management that are integrated and coordinated with other council planning processes and the legislative drivers for a CMP.
- The dynamic nature of coastal environments and the hazards associated with future coastal processes including sea level rise and threats to environmental values.
- The benefit of a risk management approach that considers the likelihood and consequences of hazards and threats to identify the risks relating to each of the coastal management areas, the acceptability of these risks and the extent to which they are reduced by various management options. It is likely that many in the community will not be familiar with formal risk terminology and concepts.
- How the council will determine the costs of management actions, cost-sharing arrangements and other viable funding mechanisms to ensure the delivery of the actions is consistent with the timing of their implementation.
- The opportunities for community and stakeholders to be involved in the planning process.

## Develop a shared vision statement for the coast

In Stage 1 it is recommended that councils develop a vision for the coast that is consistent with the objects of the CM Act and council's broader vision, as set out in its Community Strategic Plan.

In Stage 1, the council may consult with a community advisory committee about the vision, or they may use a broader community engagement activity (such as a web-based survey) to refine the concepts, values and themes that are important for the coast.

The coastal vision will assist in developing local objectives and targets and will inform risk assessment and option evaluation in Stages 2 and 3.

## Engagement tools

The following engagement tools may be useful in Stage 1, tailored to suit the community groups or stakeholders and their preferred method of engagement:

- Drop-in groups/kiosk at public locations (shopping centre, surf club), or at community events, to exchange information about coastal processes, issues and values.
- Local radio story, newspaper article or information notes included with rates notices to inform the community about the planning and engagement processes.
- A 'State of the Coast' report on coastal and estuary issues can be a good stimulus for discussion sessions. This could identify existing and likely future issues. The CoastAdapt Infographics are an example of the types of information that could be provided to community members in relation to planning for adaptation to climate change.
- Community meetings to present information about the management of the coast and seek community feedback.
- Field days and coastal education events.
- Web-based platforms, such as council website, blog or engagement hub to exchange information about coastal processes, issues and values.

Many councils also have a social media presence and use web-based tools for their consultation activities. The use of web-based and social media platforms can:

- help council to create a community of interest about coastal management and gauge public sentiment about coastal issues
- enable a wide range of resident and non-resident landholders and visitors to be involved in planning



- allow people to be involved at times that suit them, rather than only at formal meetings at set times and places
- facilitate access to management information to which people can return for reference
- frame decision-making processes clearly and logically, so people can see where their input will make a difference.

The Queensland [Get involved](#) website and [Sydney Coastal Councils Group Community Engagement Strategy](#) provide additional information on the use of social media for consultation.



**Figure 4** Community engagement activities are an important part of Stage 2 (Photo: D Wiecek/OEH)

## Stage 2: Determine risks, vulnerabilities and opportunities

Stage 2 involves detailed scientific, engineering, economic and social studies to fill knowledge gaps and help understand relevant to coastal management issues. Stage 2 may also include a detailed coastal risk assessment.

Community and stakeholder involvement during the preparation of the Stage 2 studies builds awareness in the community of the risks, vulnerabilities and opportunities and prepares the community for informed consideration of management options and actions in Stage 3.

Engagement in Stage 2 can also contribute new economic, social and cultural information that will inform subsequent stages.

### Engagement outcomes

Engagement during Stage 2 builds on the relationships established in Stage 1.

Outcomes to work towards include:

- A broad shared understanding of the extent and nature of risks and opportunities, and the types of actions that may be appropriate to address different levels of risk over various timeframes. For instance, councils may provide information in Stage 2 about notation on coastal risks on s10.7 certificates. Consultation about s10.7 certificates will continue in later stages.
- Managers within the council are aware of coastal vulnerabilities, opportunities and actions that are relevant to their responsibilities and any potential conflict with other council management responsibilities or priorities.
- A shared understanding of the varied perspectives about priorities for coastal management within the community.
- Council has a clear understanding of the community's 'risk appetite' – what coastal risks and management outcomes are 'acceptable', 'tolerable' and 'unacceptable' to the local community.
- Council has additional information about community social and economic characteristics that will help it evaluate the viability and acceptability of management actions in Stage 3.
- Community and stakeholders understand what is involved in vulnerability, risk and opportunity studies, which may include technical aspects such as scenarios for sea level rise, hazards and impacts. This includes an understanding the assumptions, methods and limitations of the hazard studies.
- Increased community trust and acceptance of technical information based on their own input to technical studies.

### Engagement activities

Community engagement in Stage 2 needs to take account of the existing level of community awareness of coastal hazards and risks and threats to coastal environmental, social and economic values.

To facilitate effective discussion, it is recommended that councils define and explain technical terminology and concepts associated with risk management including hazard, vulnerability, resilience, sensitivity, exposure, threat, probability and risk, and the dynamic nature of coastal processes and coastal ecosystems (see **Glossary** for definitions of coastal terms).

Engagement activities could include the following elements.

- Community information sessions, presentations, newsletters, field days or web-based information on what is involved in risk, vulnerability and opportunity studies, the data that is used, the assumptions that are made and how data are analysed and interpreted. This may help to explain the strengths of the data and where there is uncertainty. These activities may also involve the community in studies or data gathering in relation to threats to natural habitats, systems or important species.
- Focus groups and in-depth interviews to explore socioeconomic issues such as how different groups use the coastline, the relative value of different assets, preferred access points, and how they obtain information about the coast. Councils may seek feedback about the extent to which local businesses are coast-dependent and invite people to provide information and evidence about past coastal process events (such as photos of beaches after major historical storms), or information about impacts on biodiversity.
- Focus groups with directly affected landholders to explore what the results of hazard studies mean in their locality. This could include the timeframes over which erosion, inundation or recession are expected to occur and how that affects the relevant responses. Clear information may help to avoid or reduce community anxiety and encourage people to be involved in developing practical management options.
- Workshop(s) with a range of affected community members, stakeholders and experts about the details of coastal risk assessment processes. This will help to take account of diverse perspectives when identifying the highest risks and those needing an urgent response. The workshop process can also highlight risk treatment options that reflect community concerns and aspirations.
- Briefings or other sharing (such as websites, factsheets, emails and newsletters) of the results and implications of other detailed technical studies.

## Engaging adjoining councils

Ongoing engagement during Stage 2 will facilitate a coordinated approach to the definition of coastal issues that cross council boundaries. This includes:

- coastal hazard and risk assessment within coastal sediment compartments, the catchments of coastal lakes and estuaries
- coastal wetland and littoral rainforest communities that cross council boundaries
- land use or coastal access arrangements for contiguous coastal settlements.

A council is required to consult with adjoining councils and other councils within the same sediment compartment when preparing a CMP. Such consultation may be about the scope, methods, data, coastal hazards or estuary processes. This may include consideration of sea level rise scenarios, the availability of high-quality spatial data (photogrammetry, LiDAR and bathymetry) for each council area, hydrologic and catchment modelling, and how the councils will use hazard information or ecological studies in later stages of preparing the CMP.

Adjoining councils may have cross-representation on coastal advisory groups but may also need to consult at the policy level to enable consistency.

## Engagement tools

Tools that may be used in Stage 2 include:

- web-based information on the council website or engagement hub
- face-to-face and online surveys
- community participation in surveys of coastal condition (e.g. for coastal environment areas and coastal wetlands and littoral rainforests)
- printed material in newsletters, fact sheets, local paper or newsletters
- drop-in information sessions prior to a workshop
- discussion within the coastal management advisory committee
- focus groups
- in-depth interviews
- social media
- a risk workshop that includes the provision of information and seeks feedback, and active involvement in the risk assessment (community and stakeholder representatives may contribute to the scaling of consequences and evaluation of acceptable and tolerable risks).

## Stage 3 – Identify and evaluate options

In Stage 3 councils identify and evaluate management options to address the coastal risks and opportunities identified in Stages 1 and 2.

The engagement process aims to facilitate stakeholder and community involvement in identifying and evaluating the local and regional scale management options so that preferred actions are consistent with the objects of the CM Act and:

- protect, restore or enhance coastal values
- address the identified risks, reducing risk to a level considered to be acceptable by stakeholders and the community
- meet statutory requirements of the CM Act and other legislation
- have regard to the costs and potential cost-sharing arrangements and other viable funding mechanisms.

Councils are advised to consider the range of potential management actions and management pathways, including those that:

- are appropriate now for their local risk, environment, financial and community context
- may be implemented later (after agreed thresholds or triggers are exceeded)
- are unlikely to be appropriate, acceptable or tolerable at any time.

### Engagement outcomes

It is recommended that the engagement activities in Stage 3 build on the relationships and outcomes of the engagement conducted in Stages 1 and 2. The analysis and decisions to be reached in Stage 3 are important steps in the preparation of the CMP.

Outcomes to work towards include:

- A continuing strong working partnership with the community and stakeholders.
- An appreciation of the need to prioritise actions and satisfaction with how priorities are to be identified.
- A clear understanding of the costs and beneficiaries of management actions and the potential cost-sharing arrangements and other viable funding mechanisms.
- Managers across council have contributed to the evaluation of management options within their area of responsibility and are aware of the interactions of coastal management activities across the divisions of the council.
- Public authorities contribute to the identification and evaluation of management options, are aware of their potential responsibilities under the CMP and are willing to work collaboratively with the council to identify practical solutions, relevant to immediate and longer-term timeframes.
- Council has a clear understanding of stakeholder views about beneficiaries of coastal management actions and the distribution of costs and benefits, willingness to pay and potential trade-offs. Conversely, communities have a clear understanding of the costs and benefits of management options, and options for funding implementation.
- Where a planning proposal is being prepared to amend mapping of coastal management areas in the CM SEPP 2018, the community and affected landholders are aware of the planning proposal and its consequences.
- Feasible and viable options, the scope and cost of which is fully understood (in terms of managing the identified risks, cost and benefits to both public and private stakeholders) by all stakeholders.



## Engagement activities

### Engagement within council

During Stage 3, council officers responsible for the preparation or update of the CMP are advised to brief councillors and liaise with managers of relevant sections of the council, such as land use planning, asset management, community development, communications and natural resource management.

The aims of engagement at this stage are to:

- Develop evaluation criteria that are relevant across the council and allow for consideration of the CMP in the context of wider council business. This will assist council to identify and manage any potential conflicts or opportunities between coastal management actions and other actions to which council managers may be committed, such as when a coastal management action would modify another council project or program.
- Raise awareness inside council of the adaptive processes proposed in the CMP, why these processes are necessary and the scope of the management transitions that may be required. This is particularly important when complex or contentious decisions will need to be made in the CMP.
- Raise awareness and drive decisions about how CMP funding will be integrated with council's IP&R framework through which agreed projects are delivered. Councils should be able to demonstrate that the financial arrangements proposed for coastal management actions are consistent with the council's broader financial sustainability and do not create unacceptable financial risks.
- Facilitate decisions about investment in asset management to avoid and mitigate coastal risks. Councils may choose to relocate, raise or reinforce coastal assets (such as roads, seawalls, sewerage systems) as part of their asset management plan.
- Facilitate the integration of planning for coastal emergencies with other emergency management plans.
- Provide information to councillors about how strategic and development assessment decisions about land use can be aligned with coastal risks and contribute to the well-being and prosperity of the community.

### Adjoining councils

During Stage 3, adjoining councils may work together to develop consistent responses and coordinated actions to address coastal issues, risks and opportunities where they cross the council boundary.

This may include:

- consideration of consistent land use planning provisions in coastal vulnerability areas, including aligning mapping of the coastal vulnerability area across council boundaries
- a coordinated approach to coastal access such as along-coast pathways
- joint asset upgrade projects
- consistent priority given to wetland or other coastal environment remediation projects.

Adjoining councils are advised to communicate the benefits of working together to effectively and equitably manage risks and threats in a dynamic and ambulatory coastal environment.

## Public authorities

Section 16 of the CM Act requires that councils consult with public authorities if the CMP proposes actions or activities (including specific actions in the CZEAS) to be carried out by that public authority or if the CMP relates to, affects or impacts on any land or assets owned or managed by that public authority.

It is recommended that engagement with public authorities during Stage 3 explores these actions in detail.

## Community

Engagement with the community at this stage aims to provide opportunities for:

- Discussion of the relative importance of management objectives at different locations, and how individual actions will reduce coastal risk and threats while minimising unavoidable impacts on other important values and objectives.
- Consultation about the timing of management options and appropriate thresholds and triggers to change management approaches on dynamic and ambulatory coastlines.
- Developing community projects that help to protect or restore the coastal environment, improve access or monitor changes during storms or extreme events.
- Discussion of potential management pathways and staging of actions.
- Balancing the distribution of costs and benefits across state, council, public and private interests including consideration of affordability and capacity to pay.
- Discussion of the willingness of landholders/beneficiaries to pay, where there is likely to be a requirement for private contributions to funding.
- Consultation about new funding options that provide for fair and equitable sharing of costs and benefits.

Where additional rates or levies are being contemplated, the consultation will be part of a broader program around the sustainability and viability of council funding and financing.

Councils are advised to draw on this broader process as background information about the likely acceptability of new rates and levies for coastal management.

Each of these topics may be complex and contentious in the community and intensive engagement opportunities may be necessary.

## Engagement tools

Potential engagement tools at this stage include:

- Web-based and social media information and engagement.
- Drop-in sessions where people can obtain local information and discuss possible management actions, in an informal setting.
- Visiting speakers who can share their experience from other areas.
- Discussion within the coastal management advisory group.
- Facilitated workshops where there are high impact, high complexity or highly contentious options to be evaluated. The council may use specialist facilitators for these workshops to gain feedback on the ranking of different options and the rationale for the ranking.
- Specific issue or locality working groups or engagement processes.

Specific engagement is recommended in local communities where the response to a risk driven by coastal recession or coastal inundation hazard is likely to require significant long-term change to the settlement pattern, potential loss of coastal access, significant impacts on visual amenity or significant community costs. As for complex decisions at the whole-of-council scale, specialist facilitators may be beneficial in this process.



**Figure 5** Community engagement is important in CMP development (Photo: D Wiecek/OEH)

## Stage 4 – Prepare, exhibit, finalise, certify and adopt the CMP

Engagement activities during this stage will be at the ‘inform’, ‘consult’, and ‘involve’ levels of the IAP2 spectrum (see Figure 1), depending on the specific issues. Community engagement activities in Stage 4 are most effectively managed by the council, supported as necessary by specialist facilitators where there are complex or controversial issues.

### Engagement outcomes

Engagement in Stage 4 is intended to help achieve:

- Increased community and stakeholder understanding of, and support for, actions and priorities in the CMP.
- Increased awareness about the types of funding that will be pursued to implement the CMP and how CMP funding will be integrated with council’s IP&R framework. This includes an understanding of funding arrangements requiring a new contribution from the public or from private landholders who benefit from investment in coastal management.
- A community that is satisfied with its role in the preparation of the CMP and is willing to be constructively involved in its implementation.
- Refinement of proposed management actions as necessary, with further feedback from the broader community.
- A community that understands the role of the State Government, public authorities and the NSW Coastal Council in the finalisation and certification of the CMP.

### Engagement activities and tools

#### Prepare the draft CMP

Councils must prepare a draft CMP that includes components listed in **section 4.2** of the manual (see section 15 of the CM Act and mandatory requirement 14). Supporting documents to the CMP may include the community engagement strategy and the outcomes of any community engagement and consultation activities.

Section 16 of the CM Act requires that before adopting a draft CMP, a council must consult with the community. It also requires the council to consult with other public authorities if the draft CMP:

- proposes actions or activities to be carried out by that public authority
- proposes specific emergency actions or activities to be carried out by a public authority under the coastal zone emergency action subplan
- relates to, affects or impacts on any land or assets owned or managed by that public authority.

It is recommended that council consult with directly affected landholders or residents, the broader community and relevant public authorities during the preparation of the draft CMP.

#### Exhibit the draft CMP

It is a mandatory requirement that a draft CMP must be exhibited for public inspection at the main offices of the councils of all local government areas within the area to which the CMP

applies, during the ordinary hours of those offices, for a period of not less than 28 calendar days, before it is adopted.

The exhibition process is an opportunity for the community and stakeholders to provide feedback on the consolidated statement about proposed management of the coastal zone.

When exhibiting the CMP, councils may also provide:

- additional opportunities for stakeholders to obtain information about the draft CMP and provide feedback
- clear information about how feedback will be used in finalising the draft CMP.

Where the CMP involves complex, high impact or high-cost management proposals, the council may decide to include face-to-face consultation, such as information sessions and workshops, as increased involvement can improve the confidence in decision-making.

Exhibition materials to support community understanding of actions proposed in the CMP may include:

- web-based and hard copy materials (including Q&A sheets) to inform stakeholders and obtain feedback
- drop-in information sessions and workshop sessions for discussing implementation proposals for specific localities, supported by relevant print and electronic information, such as posters, flyers, maps, presentations or video
- maps of coastal management areas defined in the CM Act and CM SEPP and maps of any proposed changes to the boundaries of coastal management areas
- reports on prior consultation, input received and how it has influenced decision-making to date
- detailed technical reports and other supporting information, available on request
- information about how feedback will be used in finalising the CMP.

## Finalise the CMP

After the exhibition period, councils may find it helpful to collate and review all responses and prepare a submissions report that documents issues raised during the exhibition period.

Where council has a coastal advisory group, it may discuss the feedback received and any proposed changes to the draft CMP with the group, before preparing a final draft. Councils may also find it helpful to discuss any changes with relevant public authorities.

The final draft CMP may incorporate any changes necessary to accommodate the feedback received during the exhibition period and meet other requirements.

If the draft CMP is subject to substantial changes after the exhibition period, it is recommended that the CMP be re-exhibited for an additional period of not less than 28 days.

## Certification and adoption

The council may adopt the draft CMP and submit it to the Minister for certification.

After the CMP has been certified by the Minister, a local council must publish it in the Gazette.

The council may wish to notify the community that the CMP is certified, adopted and gazetted. This may be through the electronic media, notices in local newspapers, and or through direct correspondence to the most affected landholders.



Section 19 of the CM Act requires that a copy of a CMP must be available for inspection by the public without charge at the office of the local council. A copy of the CMP must be available for public inspection on the council's website within seven days of publication in the Gazette.



**Figure 6** Citizen science is an important tool helping to fill knowledge gaps (Photo: P Robey/OEH)

## Stage 5 – Implement, monitor, evaluate and report

Councils may consider opportunities to involve the community in activities such as monitoring and reporting on coastal condition, inviting feedback on the effectiveness and benefits of CMP actions that are implemented. The council may also investigate opportunities for collaboration for implementation where relevant.

### Engagement outcomes

The engagement activities in Stage 5 continue to build on the relationships and opportunities that have been fostered in the earlier stages of preparing the CMP. Continuing engagement aims to achieve outcomes such as:

- increased community understanding of how actions in the CMP will be implemented through the IP&R framework, the land use planning system and by other public authorities
- the community is informed about progress on implementation of agreed actions
- the community is aware of the effectiveness of actions in terms of changes to coastal risk profile, coastal condition and community satisfaction
- creating opportunities for community involvement in implementing, monitoring, evaluating and reporting the effectiveness of the CMP, such as through citizen science programs
- agreement about a methodology to accurately monitor and report on progress in the implementation of management actions
- strengthened partnerships with public authorities including adjoining local councils.

### Engagement activities for implementation and monitoring

#### Action implementation

During Stage 5, councils may take the opportunity to:

- provide project-based updates on implementation of specific coastal management actions that detail actions, costs and results
- report to the community on progress in achieving coastal management outcomes
- establish project-specific working groups to oversee the implementation of large-scale works (i.e. involving landowners, council, OEH and other relevant public authorities)
- continue to work with the coastal management advisory working group, where it exists.

#### Community monitoring programs

Councils are encouraged to consider the use of community monitoring programs or 'citizen science'. Citizen science is the term used to describe the involvement of members of the community in scientific programs or projects.

OEH, the Australian Museum, CSIRO, other scientific organisations and several local councils conduct citizen science programs across a range of environmental sciences.

Citizen science approaches have become relatively common components of biodiversity studies or monitoring of water quality, water levels, dune condition and estuary health (see **Box 4** for examples).

Citizen science is an effective way to involve local people in monitoring the condition and health of the local coastal environment and collecting qualitative or simple quantitative data across a broad area.

It does not replace rigorous and robust technical monitoring when accurate, high-resolution data is required (such as LiDAR monitoring of beach and nearshore morphology).

#### **Box 4: Examples of citizen science initiatives**

There are many citizen science projects undertaken by community and environment groups, and supported by government agencies and corporate interests. Programs include [Whale sightings](#), [FreshwaterWatch](#), [WildCount](#), [DustWatch](#), [Atlas of Living Australia](#) and [Birdlife Australia](#).

The National Parks Association coordinates the [Koala Quest](#) and the [Who's living on my land](#) project, and has produced a guide to [Survey techniques for citizen scientists](#).

OEH has developed the [OEH Citizen Science Strategy 2016–18](#) to support citizen science programs.

[Redmap](#) (Range Extension Database & Mapping project) invites the Australian community to spot, log and map marine species that are uncommon in Australia, or along particular parts of our coast.

#### **CoastSnap**

OEH, Water Research Laboratory (UNSW) and Northern Beaches Council have teamed up to establish community beach monitoring photo-point fixtures. Over time, the [CoastSnap](#) community beach monitoring database will provide new insights on beach response to changing wave conditions and storms, which will help communities to understand and manage our dynamic coast.

#### **King tides**

The Department of Environment, Climate Change and Water (now OEH) produced a [Snapshot of future sea levels: photographing the king tide](#) report which presents a photographic record of a king tide event in January 2009.

The [Witness King Tides](#) community photography project provides a web-based record of the inundation impacts of high water king tides. This monitoring program presents photos to educate the community about what coastal communities may look like in the future, as global sea levels rise.

#### **Waterwatch Program guides**

OEH has prepared guidance for local groups and schools who may be involved in monitoring the health of estuaries. The Waterwatch Program guides include [a guide to community monitoring of water quality and estuary health](#), [student resources: fact sheets and worksheets](#), and a [manual for on-site use in the monitoring of water quality and estuary health](#).

## Engagement activities for evaluating and reporting results

Councils are required to evaluate progress and report through the IP&R framework. They are also required to report on the state of the environment, which includes environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.

These reports may present information about the environmental condition of the coast, the outcomes of management actions and community satisfaction with coastal management progress at a local or regional scale.

Information about progress on actions and outcomes from the CMP implementation may be included in these existing reporting frameworks; however, councils may also report coastal monitoring results (including what has been done and what was achieved) and progress against CMP objectives to the community in other formats.

Examples include:

- community meetings or workshops where actions are addressing issues of high community interest, or with local chambers of commerce or local recreational groups where there are specific management actions to address issues of concern to them
- web-based feedback hubs that can be used to inform the community of results and seek feedback on community and stakeholder satisfaction with the actions
- use of newsletters and local media releases (both electronic and print) as part of council's general communication on activities and outcomes
- 'Report cards' providing the community with a snapshot of environmental condition (see **Box 5** for examples).

OEH and some councils have developed estuary health report cards which present information about water quality, estuarine macrophytes, fish populations and other indicators in a simple and accessible format.

NSW Government (2013) provides technical information on calculating compliance with relevant water quality triggers, for reporting on the estuary health cards.

### **Box 5: Examples of estuary health report cards**

- Eurobodalla Shire Council: [Tomaga Estuary Health report card](#)
- Lake Macquarie City Council: [Lake Macquarie water quality report card](#)
- Shoalhaven City Council: [Estuary ecosystem health report card](#)

## Engagement activities for review of the CMP

In reviewing the CMP, councils will return to Stage 1 of the CMP process. The review will be informed by the evaluation of CMP implementation.

One component of that evaluation will be to consider whether the engagement processes used in the preparation and implementation of the CMP were effective.

Councils are advised to consider community satisfaction with the way the coast has been managed, for instance in relation to emergency management, access opportunities or addressing user conflicts.

They may also consider any significant changes to the community (such as age, resident/non-resident balance, or economic dependence on the coast) that would affect future appropriate engagement processes.

Throughout the CMP review process, it will be valuable for the council to maintain a close working relationship with any coastal management advisory committee, panel or working group established to prepare the CMP and any other identified stakeholder groups and interested or affected community members.

Engagement activities may include:

- informing the community about the review of the CMP, in both print and web-based formats, specifically identifying how the community may participate in the review
- conducting surveys of satisfaction, for instance as part of the broader community satisfaction survey for the Community Strategic Plan
- conducting focus groups with existing stakeholder groups to gauge whether community and stakeholder priorities have changed over the life of the CMP
- identifying if there are new or emerging risks that may be the focus of the next CMP, or whether there are new stakeholder groups who will need to be engaged
- assessing community satisfaction with the engagement process to refine the stakeholder engagement strategy.



## References and resources

The **International Association for Public Participation (IAP2)** provides resources to assist in community engagement including:

- the IAP2 Foundations of Public Participation including the Core Values for the Practice of Public Participation, and the Code of Ethics for Public Participation Practitioners,
- the IAP2 Quality Assurance Standard for Community and Stakeholder Engagement. The standard includes a community engagement model with detailed explanation of what is required at each stage of developing and implementing an engagement strategy.
- the IAP2 Participation Spectrum

### NSW Government

NSW Government Community Builders website provides articles on community engagement.

NSW Department of Environment and Conservation 2006, *A Guide for Engaging Communities in Environmental Planning and Decision Making*.

NSW Department of Environment, Climate Change and Water 2010, *Aboriginal cultural heritage consultation requirements for proponents: Part 6 National Parks and Wildlife Act*.

NSW Division of Local Government, NSW Department of Premier and Cabinet 2012, *Integrated Planning and Reporting Manual for Local Government in NSW*.

NSW Office of Environment and Heritage 2011, *Guide to Climate Change Risk Assessment for Local Government*.

NSW Office of Local Government provides community engagement information.

NSW Office of Local Government 2007, *Engaging local Aboriginal communities – a resource kit for NSW councils*.

Examples of community engagement portals operated by the NSW Government include:

- Have Your Say NSW – the NSW Government consultation portal
- Have Your Say on NSW Environment and Heritage – includes topics for discussion, options for providing feedback, links to resources, a twitter feed, and email updates sent to registered users
- Adapt NSW provides advice on adaptation for climate change and risk assessment.

### Queensland Government

The Queensland Government Get involved consultation portal is designed for capturing and reporting community feedback on public policy.

The Queensland Government provides a comprehensive guidance on community engagement in its Community engagement guides and factsheets.

### Other community engagement resources

Australian Centre of Excellence for Local Government (ACELG) developed a series of rural-remote and Indigenous community engagement resources and an online community toolkit for rural, remote and Indigenous councils. Reports include:

Herriman J 2011, *Local government and community engagement in Australia*, Working Paper No.5, ACELG, University of Technology Sydney.



Herriman J 2011, *Community Engagement Resources for Local Government: An annotated bibliography*. ACELG and Institute for Sustainable Futures This was developed in conjunction with the Working Paper 'Local government and community engagement'.

Howard A 2012, *Connecting with Communities: How Local Government Is Using Social Media to Engage with Citizens*, ANZSOG Institute for Governance at the University of Canberra and Australian Centre of Excellence for Local Government.

Morris R 2012, *Community Engagement in Rural-remote and Indigenous Local Government in Australia*, ACELG, University of Technology Sydney.

Australian Heritage Commission 2002, *Ask First: A guide to respecting Indigenous heritage places and values*.

Bang the Table presents resources on community engagement.

Coast Adapt website includes advice on How to engage with stakeholders over coastal hazards National Climate Change Research Adaptation Facility (NCCARF).

CommsGoDigital provides information on community engagement, including blogs from public sector communications, social media, and community engagement professionals in Australia. A crowd-sourced guide to successful community engagement presents expert tips for community engagement. The paper 20 thoughts from the 2015 social media conference presents findings from the 2015 LGPro Conference 'Transforming the way we do business'.

Engage 2 Act is a collective of individuals committed to progressing citizen engagement practice. It aims to foster, develop, lead and break new ground in citizen engagement.

Local Government NSW 2014, Involving locals in local plan making.

Local Government Association of Queensland 2014, Communication Guidelines: Coastal Hazard Adaptation, is a guide for stakeholder communication and engagement in planning for coastal hazards.

Smith T, Leitch A and Thomsen D 2016, Community Engagement: Coast Adapt Information Manual 9.

Planning for People: The community charter for good planning in NSW.

The Sustaining Community website provides discussion on community engagement.

Williamson A 2013, From tools to strategy: putting citizens at the centre of our democracy discusses ways in which social media can be part of a community engagement strategy.