



# Draft Community & Stakeholder Engagement Plan

## Hawkesbury-Nepean River System CMP

HNRS Steering Committee

20 December 2023



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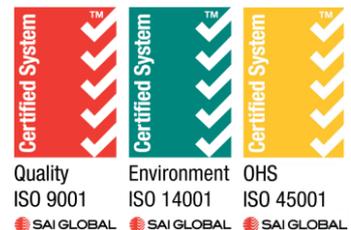


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## ACKNOWLEDGEMENT OF COUNTRY

The Board and employees of Water Technology acknowledge and respect the Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of Country throughout Australia. We specifically acknowledge the Traditional Custodians of the land on which our offices reside and where we undertake our work.

We respect the knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander Peoples, who we continue to learn from and collaborate with. We also extend our respect to all First Nations Peoples, their cultures and to their Elders, past and present.





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# 1 INTRODUCTION

## 1.1 Background

The Hawkesbury-Nepean River system is a major social, environmental, and economic asset for Greater Sydney and the Central Coast. It contains beautiful iconic beaches, sprawling rivers and estuaries, and areas of significant social and cultural significance. Along with being a key economic driver for the region, the coastal zone also contains a passionate local community, who are heavily invested in its utility and management.

Under the NSW Coastal Management Framework, future coastal management for the Hawkesbury Nepean River System (HNRS) will take the form of a Coastal Management Program (CMP). The six local councils that border the estuarine reach of the river system have come to the agreement of partnering in the development of an integrated, whole-of-estuary, CMP. The six partner councils (PCs) are:

- Central Coast Council
- Hawkesbury City Council
- The Hills Shire Council
- Hornsby Shire Council
- Ku-ring-gai Council
- Northern Beaches Council

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

To fulfil these requirements, the NSW Government recommends that councils prepare a coastal community and stakeholder engagement strategy in Stage 1 of the CMP process to assist in identifying how the council/s will engage with the community and stakeholders during the preparation and implementation of the CMP.

A Community and Stakeholder Engagement Strategy for this CMP was prepared as part of the Stage 1 Scoping Study (Water Technology, 2020). It was prepared according to guidelines issued by the NSW Government titled '*Guidelines for community and stakeholder engagement in coastal management*' (hereby referred to as "the Guidelines") and provides an overarching strategic framework for designing and executing community and stakeholder engagement throughout all five stages of the CMP process – see Figure 1-1.

During Stage 1 of the CMP process a workshop was held to aid in the develop the Strategy. The workshop was attended by a cohort of coastal technical experts and communications/community engagement staff from each of the partner councils and NSW Department of Planning and Environment (DPE). The workshop provided an insight into how the Guidelines provided by the NSW Government could be tailored to the Hawkesbury-Nepean River system.

Based on the Community and Stakeholder Engagement Strategy, engagement was conducted for Stages 1 (see Stage 1 Scoping Study) and 2. A feature of the Stage 2 engagement was the establishment and use of a website for the CMP process - <https://hawkesburynepeancmp.org/>. The website provides information and

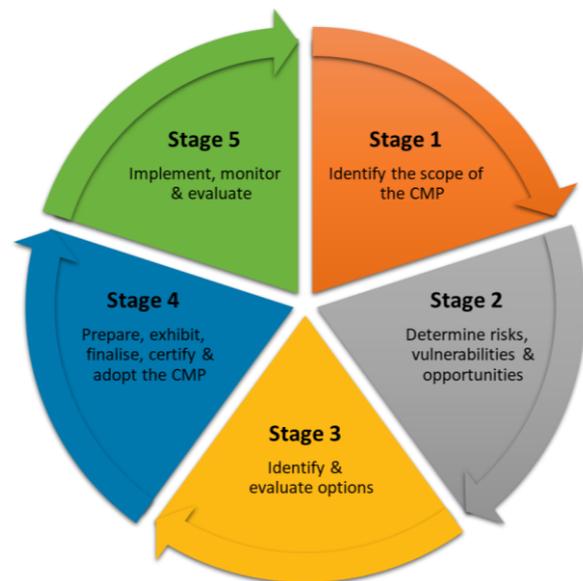


Figure 1-1 The NSW CMP Process



updates about aspects of the CMP project. There are currently 800 community and other stakeholders subscribed to the website.

The purpose of this document is to progress the Community and Stakeholder Engagement Strategy from Stage 1 into a detailed Community and Stakeholder Engagement Plan for execution of Stages 3 and 4 of the CMP.

During November 2023, coastal technical experts, and communications/community engagement staff from each of the PCs were interviewed to understand engagement methods that work in their LGA, useful stakeholder groups and existing engagement networks.

This document provides a detailed implementation plan of effective engagement activities that is tailored to the needs of each of the 6 partner councils. It summarises the engagement methods, timing, and responsibilities for all engagement activities.

## 1.2 Project Delivery Structure

The overarching goal of this project is to deliver Stages 3 and 4 of the CMP as per the recommendations and mandatory requirements set out in the NSW Coastal Management Manual (the Manual). The project will be delivered in a sequential structure, comprising 7 tasks across Stage 3 and 4 - as provided in Figure 1-2.



Figure 1-2 Project Delivery Structure

## 1.3 Purpose and Engagement Approach

According to the Guidelines (OEH, 2018), the purpose of engagement for each stage of the CMP process is:

- **Stage 3** - Share the decision-making dilemma. Establish a process that will be used to choose between options, incorporating community preferences and criteria.
- **Stage 4** - Gain community confidence and support for decisions that are in the documented CMP.



The IAP2 spectrum (Figure 1-3) provides a framework to choose appropriate levels of engagement. The main engagement levels used in this Plan are Inform, Consult, and Involve. Each phase of consultation is assigned a level of consultation, allowing the consultation activity to be scoped appropriately. At the commencement of each activity, the level of influence their contribution will have on the overall outcome should be clearly defined. Managing stakeholder expectations regarding their involvement will assist with ownership and acceptance of the CMP.

Increasing impact on the decision					
Public participation goal (what are we trying to achieve)	Inform	Consult	Involve	Collaborate	Empower
	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
Promise to the public	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 1-3 IAP2 Public Participation Spectrum

## 1.4 CMP Engagement Requirements

### 1.4.1 Statutory Provisions (from the CM Act)

The CM Act requires local councils to consult with the community and stakeholders before adopting a CMP. Section 16 of the CM Act requires that:

*(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, and (ii) an estuary that is within 2 or more local government areas, 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.*

#### **1.4.2 Mandatory Requirements (from Part A of the Manual)**

Part A of the coastal management manual includes statutory provisions and mandatory requirements relating to community and stakeholder engagement. These provisions and requirements include:

*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.*



## 2 STAKEHOLDER ANALYSIS

### 2.1 Overview

A detailed stakeholder analysis was conducted in the Stage 1 Scoping Study (Water Technology, 2020). The strategy identified and categorised key groups of internal and external stakeholders for the project, which are summarised in Table 2-1.

Table 2-1 Stakeholder Groups for the CMP

Internal Stakeholders			
	CMP Steering Committee		
	Broader Partner Council stakeholders (including councillors and council staff)		
External Stakeholders			
	Local Community		State Government Agencies
	First Nations Groups		Upper Catchment Stakeholders

The Stage 1 Scoping Study proposed a Project Governance Structure to formalise engagement avenues with these stakeholder groups. During Stage 3 of the CMP, modifications have been made to the format and function of these groups, predominantly to reframe some of the “committees” to be “working groups” in order to cut down on red tape and keep the project agile.

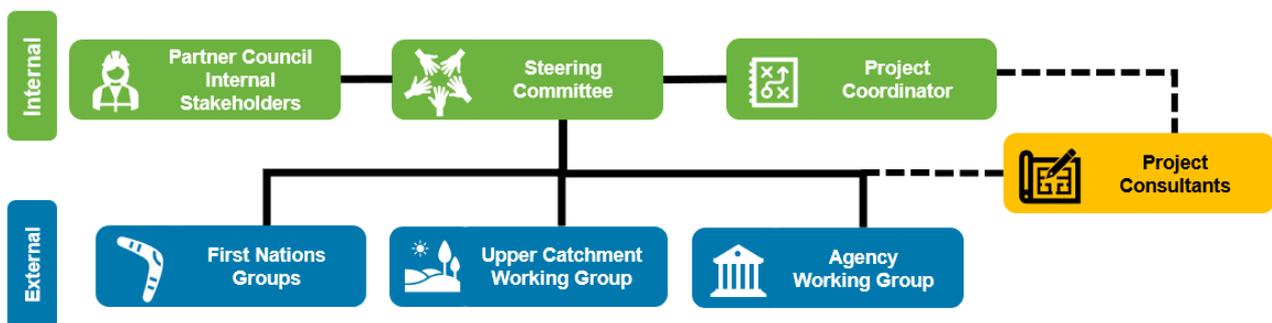


Figure 2-1 Project Governance Structure

A brief overview of the stakeholder groups is provided in Sections 2.3 and 2.2.

### 2.2 Internal Stakeholders

Internal stakeholders are those who are part of the decision-making team – and as such the project steering committee are considered internal stakeholders. Members of the steering committee are invited to take part in all engagement activities. Practically, it may be that a subset of members is involved in each, and this is reported back to the group during the steering committee meetings. Outcomes and summaries of each engagement activity would be incorporated into the overall project deliverables.

Internal engagement should be conducted with the staff of PCs with roles and responsibilities in:



- Environmental management.
- Planning and development.
- Roads & drainage.
- Utilities, such as water & wastewater and sections.
- Open space & recreation.
- Communications/engagement.

It is important that councillors from each of the six partnering councils are briefed and engaged throughout the CMP process as they are the elected representatives and conduits to their communities.

## 2.3 External Stakeholders

### 2.3.1 Local Community Stakeholders

In the guidelines, '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.

A community profile for the study area has been provided in Section 4.4 of the Scoping Study report (Water Technology, 2020), along with the identification of range of key community groups (the latter of which was undertaken using the Community Directories on the website of each PC. This has been updated to form a contemporary dataset and includes those listed in Table 2-2.

There also numerous other community groups in the study area related to specific activities and demographic groups – including:

- Tourists
- Non-resident workers
- Schools and other education institutions - Pre-schools, schools, universities (e.g. Ourimbah Campus – University of Newcastle, Hawkesbury Campus- University of Western Sydney)
- Youth groups
- Retirement homes and other aged facilities
- Commercial boating and tourism operators
- Commercial fishers and aquaculture farmers e.g. oyster farmers



Table 2-2 Key Community Groups in the Study Area – by LGA

Area	Residents and Rater Payers Groups	Recreational Groups	Business and Industry Groups	Environmental Groups
Central Coast Council	<ul style="list-style-type: none"> <li>▪ Bar Point Community Association</li> <li>▪ Davistown Progress Association</li> <li>▪ Central Coast Beach Access Reform Coalition</li> <li>▪ Empire Bay Progress Association</li> <li>▪ Green Point Resident's Association</li> <li>▪ Koolewong &amp; Point Clare/Tascott Progress Association</li> <li>▪ Mooney-Cheero Progress Association</li> <li>▪ Patonga Beach Progress Association</li> <li>▪ Pearl Beach Progress Association</li> <li>▪ Peninsula Waterways Committee</li> <li>▪ Spencer Community Progress Group</li> <li>▪ St Hubert's Island Resident's Association</li> <li>▪ Umina Community Group</li> <li>▪ Wagstaffe to Killcare Community Association</li> <li>▪ Hardys Bay Residents Group</li> <li>▪ Killy Cares</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brisbane Waters Outdoor Club</li> <li>▪ Central Coast Dragon Boat Club</li> <li>▪ Central Coast Game Fishing Club</li> <li>▪ Gosford RSL Fishing Club</li> <li>▪ Gosford Sailing Club</li> <li>▪ Ocean Beach SLSC</li> <li>▪ Saratoga Sailing Club</li> <li>▪ Umina SLSC</li> <li>▪ Woy Woy Fisherman's Co-op</li> <li>▪ Deepwater Dragon Boat Club</li> <li>▪ Central Coast Outrigger Canoe Club</li> <li>▪ Central Coast Lifeguards</li> <li>▪ Brisbane Water Oyster Festival</li> <li>▪ Hawkesbury Fishing Charters</li> <li>▪ Hawkesbury Cruises</li> <li>▪ Darkinjung Cultural Tours</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Coast Plateau Chamber of Commerce</li> <li>▪ Gosford/Erina &amp; Coastal Chamber of Commerce and Industry</li> <li>▪ Peninsula Chamber of Commerce</li> <li>▪ Brisbane Waters Oysters Association</li> <li>▪ Surfriders Central Coast</li> <li>▪ Catchment to Coast Committee</li> <li>▪ Aqua Park Central Coast (Gosford)</li> <li>▪ Boat, Bike, Paddle Hire Central Coast (Killcare)</li> <li>▪ Brisbane Water History Ferry Tours</li> <li>▪ Girri Girra Aboriginal Experiences</li> <li>▪ Bombora – Ettalong Beach SUP</li> <li>▪ Westray Oysters</li> <li>▪ Sydney Oyster Farm Tours</li> <li>▪ Hawkesbury River Oyster Shed</li> <li>▪ Broken Bay Pearl Farm</li> <li>▪ Hawkesbury and Broken Bay History Ferry Tours</li> <li>▪ Heritage Ventures</li> <li>▪ Fantasea Ferries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Australian Conservation Foundation – Central Coast</li> <li>▪ Community Environment Network (based at Ourimbah)</li> <li>▪ Ettymalong Creek Landcare (Umina)</li> <li>▪ Pearl Beach Dune Care Group</li> <li>▪ Pearl Beach Bushcare</li> <li>▪ Pretty Beach Bushcare</li> <li>▪ Ettalong – Peninsular Dune Care</li> <li>▪ Patonga Bushcare</li> <li>▪ Umina Landcare 4x groups</li> <li>▪ National Parks Association (Central Coast)</li> <li>▪ University of Newcastle Ourimbah</li> <li>▪ CEN Waterwatch</li> <li>▪ Central Coast Marine Discovery Centre</li> <li>▪ National Parks Association (Central Coast)</li> <li>▪ Peninsula Environment Group</li> <li>▪ Pearl Beach Environment Group</li> <li>▪ Take 3 for the Sea</li> <li>▪ Clean4Shore</li> </ul>
Northern Beaches Council	<ul style="list-style-type: none"> <li>▪ Bayview-Church Point Resident's Association</li> <li>▪ Cottage Point Community Association</li> <li>▪ Church Point Friends</li> <li>▪ Duffys Forest Residents Association</li> <li>▪ Scotland Island Resident's Association</li> <li>▪ Terrey Hills Progress Association</li> <li>▪ West Pittwater Community Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ Avalon Yacht Club</li> <li>▪ Bayview Yacht Racing Association</li> <li>▪ Newport Arms Fishing Club</li> <li>▪ Pittwater Pinks Dragon Boat Team</li> <li>▪ Warringah Anglers Club</li> <li>▪ Bei Loon Dragonboat Club</li> <li>▪ Royal Prince Alfred Yacht Club (Newport)</li> <li>▪ Royal Motor Yacht Club – Broken Bay</li> </ul>	<ul style="list-style-type: none"> <li>▪ Avalon Palm Beach Chamber of Commerce</li> <li>▪ Newport Chamber of Commerce</li> <li>▪ Pittwater Business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bush to Bowl – indigenous bush tucker</li> <li>▪ Pittwater Natural Heritage Association</li> <li>▪ Protect Palm Beach</li> </ul>
Ku-ring-gai Council	<ul style="list-style-type: none"> <li>▪ St Ives Progress Association Inc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Empire Marina Bobbin Head</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ku-ring-gai Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ku-ring-gai Wildflower Garden</li> <li>▪ Wahroonga Waterways Landcare</li> </ul>
Hornsby Council	<ul style="list-style-type: none"> <li>▪ Berowra &amp; District Community Association</li> <li>▪ Berowra Waters Progress Association</li> <li>▪ Brooklyn Community Association</li> <li>▪ Dural District Progress Association</li> <li>▪ Milsons Passage Progress Association</li> <li>▪ North Turramurra Action Group</li> <li>▪ Pennant Hills District Civic Trust</li> <li>▪ Westleigh Progress Association</li> <li>▪ Dangar Island League</li> <li>▪ Eastbend Rural Communications Inc</li> <li>▪ Bar Point Community Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brooklyn Fishing Club</li> <li>▪ Hawkesbury River Dragons Dragon Boat Club (LHARA)</li> <li>▪ Hawkesbury River Sailing Club (LHARA)</li> <li>▪ Hawkesbury River Yacht Club (LHARA)</li> <li>▪ Hornsby Ku-ring-gai Sailing Club (LHARA)</li> <li>▪ Ku-ring-gai Hornsby Angling and Casting Club</li> <li>▪ Lower Hawkesbury Aquatic &amp; Recreation Association (LHARA)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hornsby Chamber of Commerce</li> <li>▪ Brooklyn RSL</li> <li>▪ Hawkesbury River Postman</li> </ul>	<ul style="list-style-type: none"> <li>▪ Friends of Berowra Valley Inc</li> </ul>



Area	Residents and Rater Payers Groups	Recreational Groups	Business and Industry Groups	Environmental Groups
Hills Shire Council	<ul style="list-style-type: none"> <li>Annangrove Progress Association</li> <li>Box Hill-Nelson Progress Association</li> <li>Glenorie Progress Association</li> <li>Hillside Progress Association</li> </ul>	<ul style="list-style-type: none"> <li>Hawkesbury Social Skiers</li> </ul>	<ul style="list-style-type: none"> <li>Dural Round Corner Chamber of Commerce</li> <li>Sydney Hills Business Chamber</li> </ul>	<ul style="list-style-type: none"> <li>The Hills Shire Bushland Conservation Committee</li> </ul>
Hawkesbury City Council	<ul style="list-style-type: none"> <li>Colo Heights Progress Association</li> <li>Freeman's Reach Progress Association</li> <li>Hawkesbury District Progress Association</li> <li>Pitt Town Progress Association</li> <li>Windsor Progress Association</li> <li>Macdonald Valley Association</li> </ul>	<ul style="list-style-type: none"> <li>Upper Hawkesbury Power Boat Club (Windsor)</li> <li>Windsor Paddlesports Club</li> <li>Bridge to Bridge Water Ski Classic</li> </ul>	<ul style="list-style-type: none"> <li>Hawkesbury Chamber of Commerce</li> <li>Windsor Business Group</li> </ul>	<ul style="list-style-type: none"> <li>Australian Plants Society North Shore Group</li> <li>Floating Landcare</li> <li>Hawkesbury Environment Network</li> <li>Hawkesbury River County Council (HRCC)</li> <li>Hawkesbury EarthCare Centre</li> <li>Hawkesbury-Nepean Waterkeeper Alliance (WSU)</li> <li>Streamwatch, Greater Sydney Landcare</li> <li>Hawkesbury bushcare volunteers</li> <li>Hawkesbury-Nepean Landcare Network</li> </ul>
General CMP Study Area	<ul style="list-style-type: none"> <li>Lower Hawkesbury River Residents Association</li> </ul>	<ul style="list-style-type: none"> <li>Anglers Action Group (Sydney Northside)</li> <li>Lower Hawkesbury Aquatic &amp; Recreation Association</li> <li>NSW Recreational Fishing Alliance</li> <li>NSW Water Ski Federation</li> <li>Fishing associations</li> <li>Penrith Panthers Fishing Club</li> <li>Scouts/Sea Scouts</li> <li>Youth Groups</li> </ul>	<ul style="list-style-type: none"> <li>Broken Bay Oysters Association</li> <li>Broken Bay Pearls</li> <li>NSW Farmers</li> <li>Stormwater NSW</li> <li>Local tourism businesses including tour operators, ski resorts, and caravan parks.</li> <li>Starship Cruises</li> <li>Fantasea Cruises</li> <li>Hawkesbury River Charters</li> <li>Marine Rescue</li> <li>RFS water based units</li> </ul>	<ul style="list-style-type: none"> <li>Bushcare Groups (Central Coast, Hawkesbury, Hornsby, Ku-ring-gai, Northern Beaches, The Hills)</li> <li>National Parks Association (North West Sydney)</li> <li>Take 3</li> <li>Clean4Shore</li> </ul>



### 2.3.2 State Government Agencies

There are a wide range of state government agencies with management roles and responsibilities across the study area that are relevant to the CMP. These agencies are spread across four (4) separate government departments (or clusters). These agencies and their position within the wider NSW state government organisational structure are depicted in Figure 2-2. Some of these agencies have a land and asset management role, whilst others are issues based.

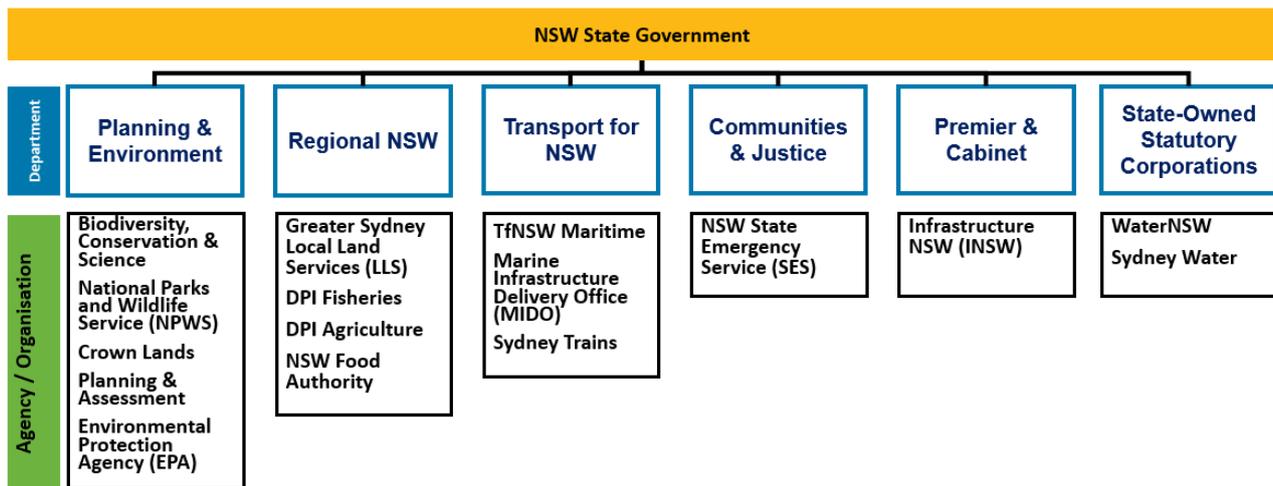


Figure 2-2 NSW State Government Agencies relevant to the CMP

### 2.3.3 First Nations Groups

First Nations representative groups (FNRGs) should be engaged with in all stages of the CMP process. These groups include three Local Aboriginal Land Councils (LALCs) located in the Hawkesbury River system CMP study area:

- **Darkinjung LALC**
- **Deerubbin LALC**
- **Metropolitan LALC**

The LALCs have a degree of governance and interface with council, as well as the various State and Federal Government bodies. LALCs have a right to be informed in the planning, protection and preservation of cultural sites and areas under the *NSW Aboriginal Land Rights Act 1983* on land within their boundaries. LALCs aim to achieve long term economic and social solutions for the indigenous communities, and to conserve and maintain cultural and heritage land management. Additional LALCs exist across the upper catchment of the study area.

Consultation the PCs in Stage 3 has identified a number of additional First Nations stakeholder groups:

- **Hornsby Council:** The **Hornsby Aboriginal & Torres Strait Islander Advisory Committee** was formed in 2006 and considers any matters involving Aboriginal heritage or culture, then makes a recommendation to Council (<https://www.hornsby.nsw.gov.au/community/services/aboriginal-services>).
- **Ku-ring-gai and Northern Beaches Councils:** The **Aboriginal Heritage Office** (AHO) has partnership with six local Sydney Councils - including Lane Cove Council, North Sydney Council, Ku-ring-gai Council, Northern Beaches Council, Strathfield Council, and Willoughby Council. The AHO offers a wide range of services to the community and staff of local Councils. This includes the provision community education



and events, protection of Aboriginal sites, and the provision of training to Council staff in Aboriginal Sites Awareness (<https://www.aboriginalheritage.org/>).

- **The Hills Shire Council:** The **Muru Mittigar** are a local indigenous social enterprise group active across the LGA (<https://www.murumittigar.com.au/>). Their services include Aboriginal Cultural Awareness Programs, Community Assistance, Financial Services, and professional business services like landscaping and conservation management.
- **Hawkesbury City Council:** There are several active FNRGs active across the Council area. Further liaison with Council should be undertaken during the development and execution of this plan in to identify and engage with these groups.
- **Central Coast Council:** Council have formed an **Aboriginal Advisory Committee** to help identify, examine, and formulate a collective response to issues that affect the Central Coast Aboriginal community (<https://www.centralcoast.nsw.gov.au/aboriginal-advisory-committee>). Central Coast Council also has a Heritage & Cultural Advisory Committee to act in an advisory capacity to the Council with respect to providing support, advice and recommendations on heritage conservation, promotion, and heritage projects within the Local Government Area including Aboriginal Culture ([Heritage and Culture Advisory Committee | Central Coast Council \(nsw.gov.au\)](#)).

#### 2.3.4 Upper Catchment Councils

In addition to the six (6) local government areas that border the tidal waterways of the estuary, there are an additional eighteen (18) local government areas that encompass the wider Hawkesbury-Nepean River Catchment (either wholly or partly). These include:

- Blacktown City Council
- Blue Mountains City Council
- Camden Council
- Campbelltown City Council
- Cessnock City Council
- Fairfield City Council
- Goulburn Mulwaree Council
- Lithgow City Council
- Liverpool City Council
- Mid-Western Regional Council
- Oberon City Council
- Penrith City Council
- Queanbeyan-Palerang Regional Council
- Singleton Council
- Upper Lachlan Shire Council
- Wingecarribee Shire Council
- Wollondilly Shire Council
- Wollongong City Council



### 3 RISK MANAGEMENT

There are several stakeholder risks that this plan intends to manage as outlined in Table 3-1. Management methods for each risk are listed in this table.

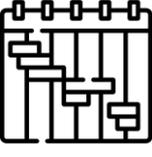
Table 3-1 Key Risks and Management Approach

Risk	Description	Risk management methods
<b>Messaging consistency and coordination</b>		
	Engagement advertisement and messaging will be undertaken by 6 different PC organisations. Inconsistency of messaging may lead to misunderstanding, misinformation, and a lack of awareness about the objectives and outcomes.	<ul style="list-style-type: none"> <li>High levels of coordination between project consultants and comms/engagement teams of PCs.</li> <li>Use of a single, consolidated C&amp;S Engagement strategy (this document) by comms/engagement teams of PCs.</li> <li>Development of (approved) pre-canned messaging content during each engagement phase – to ensure consistent and equitable messaging across the CMP study area.</li> <li>Content to be developed to be broadly consistent in messaging, but with local specificity across functional zones and upper catchment.</li> </ul>
<b>Engagement fatigue across the community</b>		
	Extensive community and stakeholder engagement was undertaken as part of the development of the preceding CZMPs, EMPs, and other environmental management plans. This may result in engagement fatigue across target community groups.	<ul style="list-style-type: none"> <li>The design of the engagement plan should consider concurrent engagement activities being undertaken across the PC LGAs and the upper catchment.</li> <li>Design of the engagement plan should avoid “over-engagement” during Stage 3.</li> </ul>
<b>Activating community members and groups</b>		
	<p>Many community members will have a range of competing personal priorities and limited time to meaningfully engage with the project.</p> <p>Many people may not understand the benefits that the CMP can provide to them, and this may result in apathy / lack of interest.</p>	<ul style="list-style-type: none"> <li>The project should compile a database of contact information (emails and phone numbers) for the community groups listed in Table 2-2 – so that these groups can be reached out to directly.</li> <li>Make use of Council’s community planning partnerships (Hawkesbury, The Hills) for links to youth etc.</li> <li>Use a wide range of communication methods such as social media posts, project bulletins, media releases to encourage community interest.</li> <li>Undertake “opportunistic” engagement at local community events to help raise profile and interest in the project.</li> <li>Design engagement materials to be easily digested and understood. Especially online engagement advertisements (use of “clip-ification” methods).</li> <li>Engagement materials to succinctly emphasise the importance and benefits of the project to the local communities “<i>Why you should care!</i>”.</li> </ul>



Risk	Description	Risk management methods
		<ul style="list-style-type: none"> <li>Use of incentivisation methods (prizes / rewards) to encourage participation in engagement activities.</li> <li>Provide in-person engagement opportunities at strategic locations to minimise community travel times.</li> <li>Incorporation of local issues and risks into messaging content to active local groups through relevancy.</li> </ul>
<b>Limited representation of youth demographic</b>		
	<p>CMP community engagement response demographics often skew towards retirees, with disproportionately low responses from youth demographic.</p>	<ul style="list-style-type: none"> <li>Engagement with local youth groups and youth recreational groups.</li> <li>Engagement with local schools.</li> <li>Use of social media and online engagement methods.</li> <li>Design engagement materials to be easily digested and understood. Especially online engagement advertisements (use of “clip-ification” methods).</li> <li>Use of incentivisation methods (prizes / rewards) that are geared towards youth participation.</li> </ul>
<b>Limited representation of other community groups</b>		
	<p>The risk of excluding certain community groups or stakeholders, leading to a lack of diversity and representation in decision-making processes.</p>	<ul style="list-style-type: none"> <li>Utilise existing Council partnerships with community leaders to ensure a broad representation.</li> <li>If required, utilise engagement materials that adopt languages other than English (LOTE) for specialised communities.</li> </ul>
<b>Targeting localised community issues and needs</b>		
	<p>The CMP study area is very large – and contains a range of geographically localised issues. (i.e. the main issues affecting upstream areas at Richmond will be very different to those downstream at Pittwater)</p>	<ul style="list-style-type: none"> <li>Use of localised messaging content (text and imagery) – specifically designed for each functional zone of the estuary.</li> <li>Incorporation of local issues and risks into messaging content to active local groups through relevancy.</li> <li>Provide in-person engagement opportunities at strategic locations to allow focus on localised issues and needs.</li> </ul>
<b>Confusion or ambiguity regarding CMP scope</b>		
	<p>There is often confusion amongst the community as to the scope of a CMP – and remit/objectives are often confused with other management tools such Flood Risk Management Plans, Council Open Space Strategies, Regional Boating Plans, etc.</p>	<ul style="list-style-type: none"> <li>Engagement materials to succinctly outline the scope of the project and its objectives.</li> <li>Design engagement materials to be easily digested and understood. Especially online engagement advertisements (use of “clip-ification” methods).</li> </ul>



Risk	Description	Risk management methods
<b>Climate change scepticism</b>		
	Climate change scepticism can often affect the focus and response of community engagement activities	<ul style="list-style-type: none"> <li>Provide information regarding official scientific climate change projections and their scientific basis if positions are questions.</li> <li>Do not enter into in-person climate change debates – refer to Council, NSW Government stance.</li> </ul>
<b>Dominant characters/ viewpoints</b>		
	Dominant characters/ viewpoints may create excess noise in the system and overshadow viewpoints of others	<ul style="list-style-type: none"> <li>Use of expert facilitation skills to manage dominant characters/viewpoints in in-person engagement settings (workshops and drop in sessions).</li> </ul>
<b>Temporal Mismatch</b>		
	Mismatched timelines between community expectations and project timelines may result in impatience, and frustration.	<ul style="list-style-type: none"> <li>Develop realistic timelines and communicate them clearly to manage expectations.</li> <li>Provide regular updates on project progress and milestones.</li> <li>Incorporate flexible approaches that allow for adjustments based on community needs and concerns</li> </ul>



## 4 ENGAGEMENT APPROACH AND METHODS

### 4.1 Project Website

The primary (centralised) online presence for the project will be hosted at the project website: <https://hawkesburynepcanmp.org/>. Throughout Stages 1 and 3 the project has served as a vital information hub for the project, and includes the following information:

- Background of the project, and the NSW Coastal Management Framework;
- An overview of the CMP process, and the various stages involved in the development of the CMP;
- Updates on project progress;
- Key project deliverables such as reports available for public consumption and comment;
- Links to relevant materials such as The NSW Coastal Management Framework, and the Marine Estate Management Strategy.

As the project progresses through Stages 3 to 4, the website should be updated with important content, including:

- Advertising and providing information pertaining to upcoming community consultation events
- Stage 3: Hosting online engagement tools (such as web-based mapping portals – see Section 4.2).
- Stage 4: Hosting of Public Exhibition

It should also be noted that each of the PC's host a version of a "Have Your Say" page that typically facilitates community engagement on Council led projects (see Table 4-1).

Table 4-1 PC Online Engagement Hubs

Website / Council	Page Type	Links
Primary Website	<a href="https://hawkesburynepcanmp.org/">https://hawkesburynepcanmp.org/</a>	
<b>Local Government Engagement Portals</b>		
Central Coast Council	<i>Your Voice - Our Coast</i>	<a href="https://www.yourvoiceourcoast.com/waterways">https://www.yourvoiceourcoast.com/waterways</a>
Northern Beaches Council	<i>Your Say Northern Beaches</i>	<a href="https://yoursay.northernbeaches.nsw.gov.au/">https://yoursay.northernbeaches.nsw.gov.au/</a>
Ku-ring-gai Council	<i>Your Say Ku-ring-gai</i>	<a href="https://yoursay.krg.nsw.gov.au/">https://yoursay.krg.nsw.gov.au/</a>
Hornsby Council	<i>Your Say Hornsby (already established)</i>	<a href="https://yoursay.hornsby.nsw.gov.au/hawkesbury-nepean-CMP">https://yoursay.hornsby.nsw.gov.au/hawkesbury-nepean-CMP</a>
Hills Shire Council	<i>Have Your Say</i>	<a href="https://www.thehills.nsw.gov.au/Contact-Us/Have-Your-Say">https://www.thehills.nsw.gov.au/Contact-Us/Have-Your-Say</a>
Hawkesbury City Council	<i>Your Hawkesbury Your Say</i>	<a href="https://www.yourhawkesbury-yoursay.com.au/">https://www.yourhawkesbury-yoursay.com.au/</a>

All councils have indicated support for the continuing use of the CMP website in Stages 3 and 4.

### 4.2 Online Engagement Methods and Tools

Given the large study area, key for this project will be to utilise online and remote engagement methods. Therefore, for the Stage 3 Engagement, the project will develop and utilise an online mapping portal.



This will consist of an online map to be hosted on the public facing project website where each of the draft management options on the Stage 3 Option Long List can be placed on the map and represented by an icon. From here, users (both community and stakeholders) can click on the icon to:

- Read a brief (non-technical) description of the Action.
- Provide an indication of support. Typically, a drop-down list will be provided with three options: *Support*, *Neutral / Don't Know* and *Do Not Support*. This allows for quantifiable metrics to be pulled from the portal data, that gives a direct indication of the level of community support.
- Provide a free text comment regarding the action.

An example of a similar portal is portrayed in Figure 4-1. The benefits of this approach include:

- **Accessibility and Inclusivity:** Online mapping portals provide a platform that is easily accessible to a diverse range of community members. This inclusivity allows people with varying abilities, backgrounds, and locations to engage in the community development process.
- **Increased Participation:** Online mapping portals often attract a broader range of participants compared to traditional engagement methods. The convenience of participating from home or on mobile devices can encourage more people to get involved in community discussions and decision-making. This will be crucial given the large size of the study area and the geographic spread of community stakeholders.
- **Interactive Visualisation:** Maps offer an interactive and visual representation of data, making it easier for community members to understand complex information. This can enhance communication and comprehension of proposed changes or projects, leading to more informed discussions. This collaborative approach encourages a sense of ownership and involvement in the decision-making process.
- **Efficient Data Collection:** The mapping portals can be used to collect data from community members regarding their preferences, concerns, and suggestions. This streamlined data collection process allows for more efficient and organized analysis of community input.
- **Feedback Analysis:** Digital mapping tools often come equipped with analytical capabilities that allow for the systematic analysis of feedback. This data-driven approach can help identify trends, common concerns, and areas of consensus, aiding decision-makers in shaping policies that align with community preferences. This will be crucial in the efficient delivery of Stage 3.

We will liaise with the Partner Councils regarding their preferences for the specific of the portal design, including values categories, and aesthetic design elements.

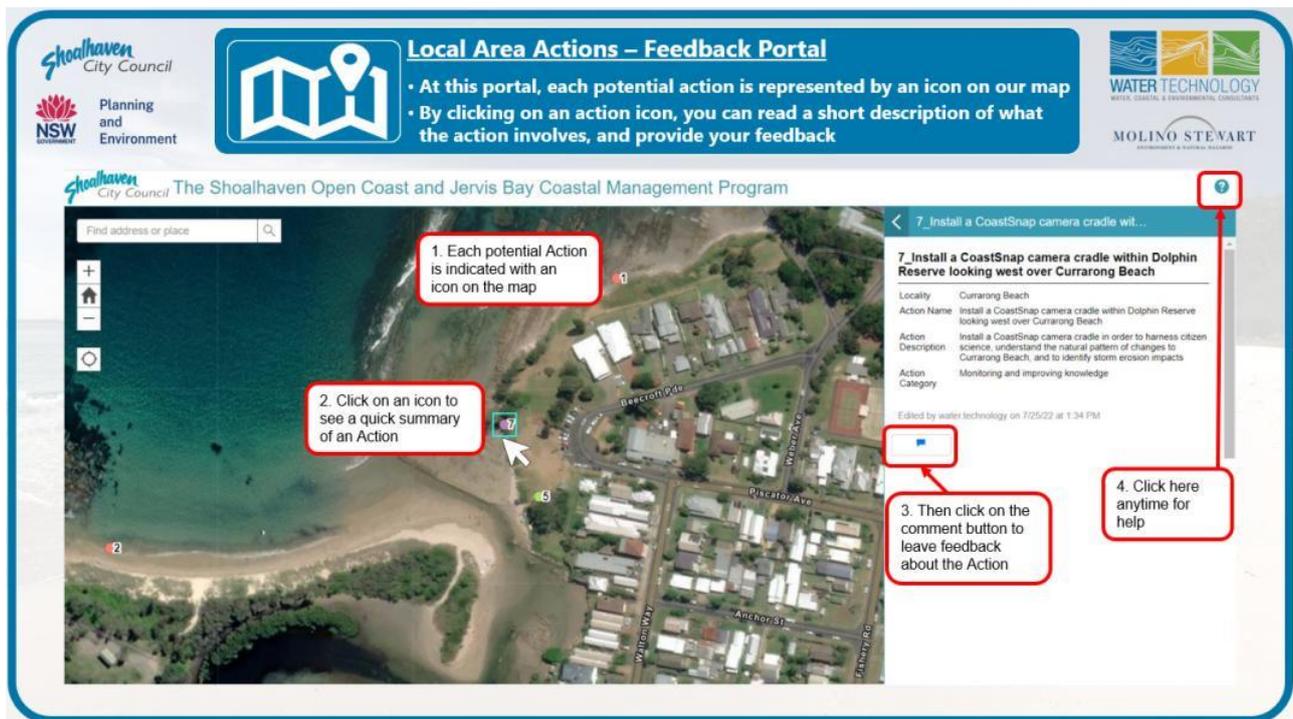


Figure 4-1 Example of a web-based Engagement Portal for Stage 3 Options Assessment

## 4.3 In-Person Engagement: Drop-In Sessions

### 4.3.1 Drop-In Session Format

During Stages 3 and 4 of the CMP, a series of community drop-in sessions will be facilitated to allow people who prefer face to face engagement methods to have their say.

The drop-in sessions will each be open for 2 to 4 hours, and in doing so allow people to attend at a convenient time of their choosing. It will also reduce the risk of overcrowding and allow attendees to have more relaxed and personalised interactions with project staff.

The sessions will include a set of posters/visual aides to promote the project and explain management actions. Feedback can be garnered through the use of feedback sheets. QR codes will also be placed around the rooms to direct people to provide feedback at the online portal.

### 4.3.2 Drop-In Session Locations

Discussions with PC engagement and environmental staff in November 2023 identified a range of suitable locations for drop-in sessions to be held, as depicted in Figure 4-2. Eight (8) potential locations, which will be confirmed closer to the engagement period, were identified with the intention to:

- Appropriately cover the vast geography of the study area.
- Include an appropriate array of estuary function zones and associated issues, risks, and management actions.
- Minimising travel times for local community members and maximising convenience for local communities to increase participation rates.
- Ensure alignment with the availability of transportation infrastructure, including public transit, roads, and parking.



**Figure 4-2 Identified locations for drop-in sessions**

#### 4.4 In-Person Engagement: Additional Opportunities

##### 4.4.1 Harnessing Existing Event Opportunities

One potential avenue for community engagement can be to leverage attendance at wider community events. This can be a strategic approach to enhance community awareness and involvement in the CMP. These pop-up stalls can offer a direct, face-to-face interaction with community members, creating a platform for information exchange, feedback collection, and fostering a sense of shared ownership in the decision-making process.

This process can allow the CMP to tap into existing gatherings where community members are already present and engaged. This approach provides an opportunity to reach a diverse audience, ensuring that a broad cross-section of the community has access to project information and the chance to contribute their perspectives.



## 4.5 Community Engagement Across the Upper Catchment

Based on engagement with Partner Councils and discussions held during the Strategic Direction workshop of December 2023, the following approach is recommended for engagement with communities across the upper catchment.

- Engagement Methods:
  - The significant size of the upper catchment indicates that there is too much area to cover to cost-effectively undertake in-person community engagement across the upper catchment.
  - Therefore, Stage 3 and 4 engagement methods for upper catchment communities will consist of using the online virtual means.
  - This is also consistent with keeping “in-person” engagement activities focussed on the legally defined coastal zone.
- Promotion and Use of Existing Networks:
  - Key to engaging with the upper catchment communities will be to liaise with Upper Catchment Councils:
    - Obtain their buy in and commitment for promoting the project.
    - Utilise their knowledge of local networks and community databases to promote the project.
    - Facilitate promotion of the project through their existing engagement methods (social media accounts, and *Have Your Say* pages etc) and knowledge of relevant community groups (bushcare groups etc).
    - Understand the local issues, risk and priorities of the local communities.



## 5 ENGAGEMENT ACTION PLAN

### 5.1 Overview

A high level overview of the engagement action plan is provided below.

- Figure 5-1 provides a summary of the community engagement activities.
- Figure 5-2 provides a summary of the stakeholder engagement activities.

These figures comprise a “top-down”, or “project level” process chart, outlining the timing and methods of engagement with key stakeholder groups. The chart utilises the image key summarised in Table 5-1 to indicate the method and mode of engagement.

**Table 5-1 Icons Used in Stakeholder Engagement Flowchart**

Icon	Group meeting /discussion	Individual meeting / discussion
In person		
Virtual		



Figure 5-1 Overview of Community Engagement

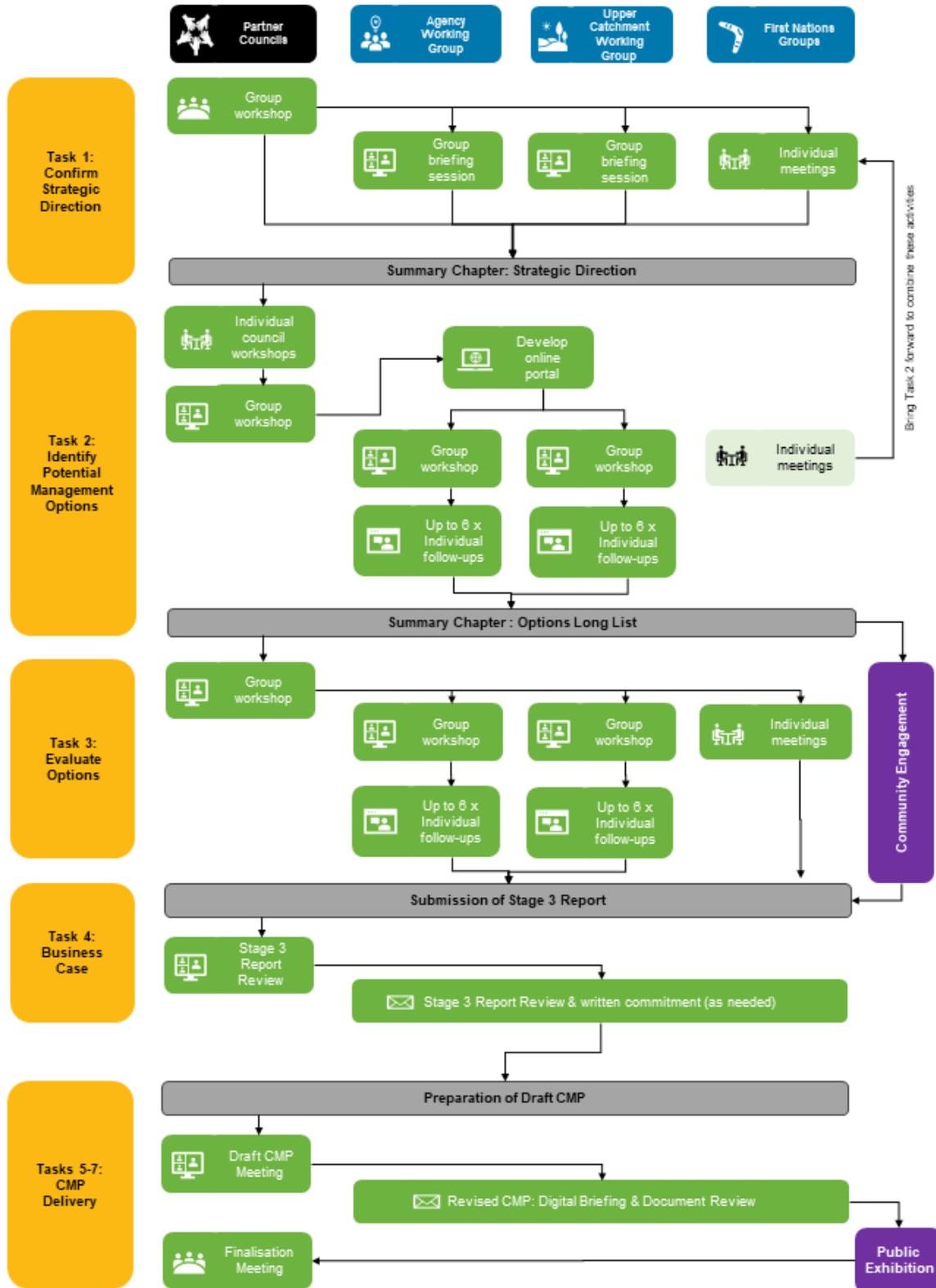


Figure 5-2 Overview of Stakeholder Engagement



## 5.2 Action Plan

An Engagement Action Plan is currently being developed to be implemented during the engagement period.



## 6 MONITORING AND EVALUATION

Formative and summative evaluation should be used to evaluate this plan.

**Formative evaluation** is used during the implementation of the plan. It can include evaluation methods such as feedback sheets (e.g. at drop-in sessions), peer review, reflection, and satisfaction surveys. The plan content and methods may be amended as a result of this evaluation.

**Summative evaluation** occurs at the end of each Stage and generally involves the review of all evaluation data culminating in an engagement report in the report for the Stage. Metrics could include:

- number of responses to community surveys
- quality of responses to community surveys
- number of social pins on the online engagement portal
- compliments/complaints received
- level of interest in engagement activities
- positive feedback to community meetings and presentations.



## 7 REFERENCES

- OEH. (2018). *Guidelines for community and stakeholder engagement in coastal management*.
- Water Technology. (2020). *Hawkebury-Nepean River System Coastal Management Program: Stage 1 Scoping Study*.



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