


Getting out of the blocks! Lessons learned from starting the CMP process

Chris Beadle¹, Ben Fitzgibbon², Jane Lofthouse³, Tony McAlister⁴
Water Technology, DPIE, Tweed Shire Council



Presentation overview

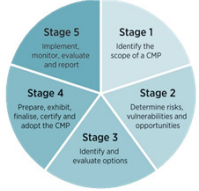


- ▶ Coastal Management Program process
- ▶ Introduction to Tweed Shire
- ▶ Scoping Study
 - ▶ Defining the budget - In-house v Consultant
 - ▶ Setting the scene
 - ▶ Stakeholder engagement
 - ▶ Leveraging your existing studies and plans
 - ▶ To 'fast-track' or not...
 - ▶ Managing risk
- ▶ Conclusions

The NSW Coastal Management process

Coastal Management Act 2016

- ▶ A local council may, and must, if directed to do so by the Minister, prepare a coastal management program...



Defining a budget

- ▶ Adequacy and depth of existing data, studies and plans
- ▶ Scope of issues - hot spots and pressures
- ▶ Capacity to pay – availability of funds and grants
- ▶ In house v Consultant





Defining a budget - in house

In house Positive	In house Negative
Reduced cost	Cost for secondment to substantive role
Ease of access to council data, systems & relevant staff	Can be a case of doing what we've always done & limited 'buy-in'
Familiarity with region, issues, community & existing plans	Familiarity with region, issues & community
Professional development opportunities	Less capacity in producing succinct, well structured product
Good understanding of priorities and feasibility of Forward Plan	
Accessibility of DPIE regional staff to assist	
Flexibility to work until study is 'complete'	It can drag on...

Defining a budget - consultant

Consultant Positive	Consultant Negative
Complexity of issues – independent assessment & ranking	May be hard to determine reasonable budget
Ability to have 'peer review' of existing information & data - professional analysis of gaps & adequacy of existing knowledge	Limited examples of previous studies- particularly ones done well
Community may have more confidence in 'expertise' and consider consultant more 'independent'	Process is new to consultants so track record of performance can be difficult to gauge
Possible cost savings where experience from other catchments can be used	Budget may restrict consultants ability to address local issues as comprehensively as community expects.
Strong capacity to review existing studies	A reluctance or hesitation to endorse previous studies for fast-tracking components of CMP
Can offer a "fresh pair of eyes" to existing issues and prevent "inertia"	Audit of existing CZMPs still requires significant Council input

Setting the scene Or scoping the scope of your scoping study...

-  Previous *relevant* studies and management plans (CAPs; CMPs; EMPs; CZMPs...)
-  Getting buy in from internal stakeholders
 - > time allocation
 - > what's in it for them!
-  Understanding your community
-  Issues scope - what is important

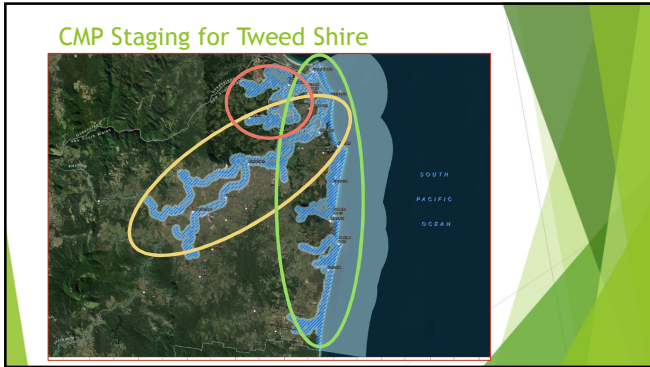
A coastal management program may be made in relation to the whole, or any part, of the area included within the coastal zone.

HOWEVER

The purpose of a coastal management program is to set the **long-term strategy for the coordinated management of land within the coastal zone** with a focus on achieving the objects of the Coastal Management Act 2016.

Scoping Study for the entire Coastal Zone with staging of the CMPs


- ▶ More efficient (\$\$ and time)
- ▶ Allows for a holistic, LGA wide gap analysis and first pass risk-assessment, so all key coastal issues are picked up
- ▶ Ensures consistency in approach across stages of CMP(s) development:
 - ▶ forward program
 - ▶ CMP governance structure
 - ▶ roles and responsibilities



Getting your stakeholders engaged early

-  Internal stakeholders very important
-  Break down the silos and get engagement early – what are their issues and knowledge gaps
-  And don't forget the Finance people! They determine how and when your projects get included in budgets...
-  Cautionary note for involving community stakeholders too early

External Stakeholders - agencies and land managers



- ▶ Agency involvement – can be Good; Bad; Indifferent
- ▶ State Agencies – agencies may be identified as needing to do action in Stage 2 - get them involved early to set the scope
- ▶ Jurisdictional ambiguity is common – particularly with departmental shuffling
- ▶ How to best utilise external stakeholders in stage 1
 - ▶ To get buy in – use regional officer contacts
 - ▶ Information gathering (roles, responsibilities, key issues, data)
- ▶ Setting a governance structure for your CMP – who are the decision makers, and who's in an advisory role? From a project reference group, email list, virtual committee - whatever works best

Leveraging off existing plans and studies

- ▶ Scoping Study is a great opportunity for a "stocktake" – particularly an LGA wide scoping study
- ▶ A proper audit of implementation is vital, but not always easy
 - ▶ plans can span across 10-15 years and knowledge keepers can come and go.
 - ▶ Have proper records been kept – if not how can we learn from that for future stages?
- ▶ What can we learn from the management actions of previous CZMPs?
- ▶ Keep it succinct - must do v nice to do v BAU

Leveraging off existing plans and studies

- ▶ Key component of the consultant brief and engagement - clarify the requirement to undertake a critical review of contemporary and relevant studies such as coastal hazard studies or coastal management studies
 - ▶ is the existing hazard study fit for purpose?
 - ▶ What could be done with the existing hazard study to make it fit for purpose?
 - ▶ What is the adequacy of the management options assessment in existing management studies?
- ▶ Do we already have enough information on seawalls v groynes v sand nourishment v retreat?
- ▶ We need consultants to be bold, to save time and money and acknowledge, support and use fit for purpose information towards preparing CMPs without re-doing vast amounts of work on areas we already have good information on

Fast tracking...

In some cases, council may 'fast-track' from stage 1 to 4, or only complete parts of stages 2 to 3.

- Is it really a fast track or just a prioritisation process and acknowledgement of existing studies and management approaches?
- Will it make the process faster??
- Managing risk is the key issue here – which studies and options need to be undertaken in Stage 2 & 3 and which can become actions in the CMP - without it becoming a 'Plan to make a Plan' **

**** Pers Com: Angus Gordon...**

Managing Risk

- Engagement with agencies on issues, risks, and the forward plan actions – use the support of EES staff.
- Attempt to secure assistance of those agencies for relevant stage 2 actions which require investment e.g. break wall condition assessments (Crown).
- Early stakeholder buy-in is critical (internal and external agencies)
- Ensure forward plan commitments are well understood and agreed to by responsible parties before finalising SS – internal & external
- Adopt SS and promote internally, build forward plan actions into IP&R framework through budget resolution. Get those bean counters on board!

Conclusions

- ▶ Scoping Studies *should* be LGA wide and / or consider the sediment compartment / estuary catchment – CMPs can be staggered
- ▶ Persist with key land managers and State agencies and get them involved early – use your EES Regional Officers
- ▶ Control the scope of the study so it does not become a regurgitation of all existing information, but rather a succinct analysis of the suitability of existing information and identification of knowledge gaps
- ▶ Follow the Manual

