

# Richmond River Estuary Coastal Management Program – Protecting our Estuary and its Catchment

## CMP Community and Stakeholder Engagement Strategy

Final Draft for Public Exhibition

September 2022





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**Acknowledgement of Country:**

Hydrosphere Consulting acknowledges the Bundjalung and Githabul Nations, traditional custodians of the lands discussed in this Scoping Study and pay tribute and respect to the Elders both past, present and emerging.

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**JOB 21-016 RICHMOND RIVER COASTAL MANAGEMENT PROGRAM SCOPING STUDY  
INTERIM DELIVERABLE 7: STAKEHOLDER ENGAGEMENT PLAN**

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REV	DESCRIPTION	AUTHORS	REVIEW	APPROVAL	DATE
0	Draft for client review	K. Menzies, R. Campbell	K. Pratt, M. Howland	M. Howland	5 Nov 2021
1	Updated with council comments	R. Campbell	K.Pratt	M. Howland	5 Sept 2022

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# 1. INTRODUCTION

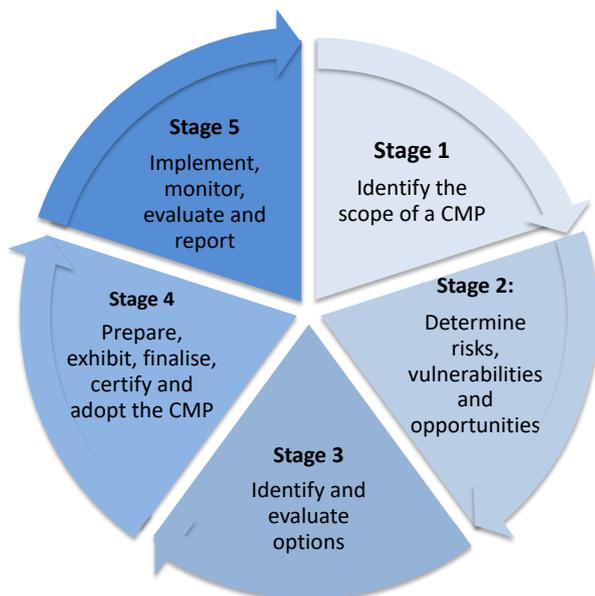
Hydrosphere Consulting has prepared the Coastal Management Program (CMP) Scoping Study for the Richmond River estuary (Hydrosphere Consulting, 2022a) on behalf of Rous County Council (RCC), Ballina Shire Council (BaSC), Lismore City Council (LCC) and Richmond Valley Council (RVC). The *Coastal Zone Management Plan for the Richmond River Estuary* (Hydrosphere Consulting, 2011a) will be updated and incorporated into the new CMP in accordance with the NSW Coastal Management Framework.

The *Coastal Management Act 2016* requires councils to consult with the community and stakeholders before adopting a CMP. The CMP will cover complex issues over a large area and there is a high level of interest in management approaches. The Scoping Study identifies stakeholder interests, opportunities and concerns in the management of the Richmond River estuary coastal zone. This Stakeholder and Community Engagement Strategy provides methods of addressing these in later stages of the CMP development.

This engagement strategy has been prepared in accordance with:

- The *Coastal Management Act 2016* and related guidelines for community and stakeholder engagement in preparing and implementing a CMP (OEH, 2018a; OEH, 2018b).
- Council community engagement policies (Ballina Shire Council, 2017; Byron Shire Council, 2018; Kyogle Council, 2017; Lismore City Council, 2019; Richmond Valley Council, 2016).
- Guidelines for engagement with First Nations representatives (OEH, 2010; Hromek, 2020).
- International Association for Public Participation (IAP) engagement spectrum (International Association for Public Participation, 2016).

This engagement strategy provides an equitable and inclusive engagement process with a staged approach, aligning with the five-stage process for preparing a CMP (Figure 1). It is envisaged that this strategy will be reviewed and revised on a stage-by-stage basis, particularly on conclusion of Stage 4 of the Richmond River Estuary CMP.



**Figure 1: Five stage process for developing a coastal management program**

Source: Adapted from OEH (2018a)

## 2. STAKEHOLDER ANALYSIS

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The broad categories of stakeholders for the Richmond River Estuary CMP are:

- First Nations representatives
- Local community and landholders
- Business/industry groups
- Local Government
- NSW government agencies
- Elected representatives

These groups are discussed in the following sections. Other stakeholders may be identified through the CMP development and implementation.

The CMP for the Richmond River estuary will recognise the catchment-based drivers and their impacts on the coastal zone including the need for engagement with stakeholders throughout the catchment.

### 2.1 First Nations Representatives

The Richmond River estuary and its catchment is the traditional home of the Bundjalung Nation (also known as Bunjalung, Bandjalang, Banjalang) and the Githabul Nation. The catchment holds significant cultural value to the original custodians of these lands. Several successful native title determinations and claims exist over parts of the study area (Table 1). Any activity that impacts on native title is considered to be a ‘future act’ (specific proposals to deal with land in a way that affects native title and interests) under the *Native Title Act 1993*. Some activities require a notice to be forwarded to the native title claimants’ representative body.

Indigenous Land Use Agreements (ILUAs) are voluntary agreements between native title holders and other people or bodies about the use and management of areas of land and/or waters and act as a contract between the parties (National Native Title Tribunal, 2021). The ILUAs in place within the study along with the respective ILUA subject matters are listed in Table 2.

Local Aboriginal Land Councils (LALCs) constituted under the *Aboriginal Land Rights Act 1983* represent their Aboriginal community. The following LALCs operate within the study area: Tweed Byron LALC; Gugin Gudduba LALC, Muli Muli LALC, Casino – Boolangle LALC, Bogal LALC, Ngulingah LALC and Jali LALC.

The CMP will recognise the cultural significance of the area to the traditional owners.

**Table 1: Native title claims and determinations**

Application name	Tribunal file no.	Application status/ Registered Native Title Body Corporate
<i>Native title claims</i>		
Widjabul Wia-bal People	NC2013/005	Active (indetermined)
<i>Native title determinations</i>		
Bandjalang People #1	NCD2013/001	Bandjalang Aboriginal Corporation Prescribed Body Corporate RNTBC
Bandjalang People #2	NCD2013/002	
Bandjalang People #3	NCD2021/001	
Bundjalung People of Byron Bay #3	NCD2019/001	Bundjalung of Byron Bay Aboriginal Corporation (Arakwal)
Western Bundjalung People Part A	NCD2017/002	Ngullingah Jugun (Our Country) Aboriginal Corporation RNTBC
The Githabul People	NCD2007/001	Githabul Nation Aboriginal Corporation RNTBC

Source: National Native Title Tribunal (2021)

**Table 2: ILUA details**

ILUA name	ILUA type	Tribunal file no.	Primary subject matter	Other subject matter(s)
Githabul People ILUA	Area Agreement	NI2006/001	Access	Co-management, consultation protocol, extinguishment, terms of access
Bandjalang Interim Licences ILUA	Body Corporate	NI2018/008	Not specified	-
Cavanbah (Byron Bay) Arakwal ILUA	Area Agreement	NI2019/005	Native title settlement	Access, community, consultation protocol
Western Bundjalung Settlement ILUA	Area Agreement	NI2018/001	Government	Consultation protocol, tenure resolution

Source: National Native Title Tribunal (2021)

## 2.2 Local Government

The Richmond River estuary coastal zone is situated within three local government areas (LGAs, Ballina Shire, Lismore City and Richmond Valley). RCC is the flood mitigation authority, with responsibility for associated natural resource management activities. Parts of the Richmond River catchment are also within the LGAs of Kyogle (Kyogle Council), Byron (Byron Shire Council) and Clarence Valley (Clarence Valley Council).

Local government stakeholders include:

- Council staff
- General Manager, Directors and Management Team
- Mayor and councillors
- Council committees

## 2.3 Local Community and Landholders

Information on the communities of the LGAs that form the study area is summarised in Appendix A.

Community groups that are active in the Richmond River catchment include Landcare networks, environmental groups, sport and recreation clubs and service clubs. These include:

- Landcare networks - Richmond Landcare Incorporated and Border Ranges – Richmond Valley Landcare.
- Environment groups – Northern Rivers Wildlife Carers, Grass Roots Mentoring Group, Friends of the Koala, Ballina Environment Society, Nimbin Environment Centre, Caldera Environment Centre, Big Scrub Environment Centre, Lismore Environment Centre, Australian Seabird Rescue, Land for Wildlife/Community Environment network, North Coast Environment Council, North East Forest Alliance, Kyogle Environment Group, WIRES Northern Rivers, OzFish Richmond River Chapter, Richmond Rivers Rescue Inc - Action Group, Dolphin Research Australia, OzFish Unlimited – Richmond River Chapter.
- Sport and recreation clubs - Far North Coast Canoe Club, Northern Rivers Outrigger Canoe Club, recreational fishing clubs.
- Other community groups - Richmond River Historical Society.

Landholders will be key stakeholders during the development and implementation of on-ground works.

## 2.4 Business and Commercial Groups

Business/industry group stakeholders include:

- NSW Farmers
- Norco Co-operative Ltd
- Casino Food Co-op
- Ballina Fisherman's Co-operative
- Sunshine Sugar
- Richmond River Canegrowers Association
- Australian Macadamia Society
- Richmond River Oyster Growers

## 2.5 NSW Government

NSW government agencies with management roles and responsibilities within the CMP study area are:

- Department of Planning and Environment (DPE):
  - Biodiversity and Conservation Division:
    - Environment and Heritage Group (DPE - E&H)
    - National Parks and Wildlife Service (NPWS)
  - DPE - Water
  - DPE - Planning
  - DPE - Crown Lands
  - Biodiversity Conservation Trust
- Department of Regional NSW:
  - North Coast Local Land Services (LLS)
  - Department of Primary Industries (DPI) – Fisheries
  - DPI – Agriculture
- Transport for NSW (Maritime)
- NSW Environment Protection Authority
- NSW Forestry Corporation
- NSW Rural Fire Service
- Department of Premier and Cabinet - Heritage NSW
- Marine Infrastructure Delivery Office (MIDO) - a joint initiative between Transport for NSW, Maritime and DPE
- Marine Estate Management Authority (MEMA) – Department of Regional NSW (DPI), DPE (E&H and Planning) and Transport for NSW

The NSW Coastal Council provides independent expert advice to the Minister administering the *Coastal Management Act 2016* on coastal planning and management issues.

## 2.6 Committees

The councils have established committees to assist with management of the study area including:

- CZMP Implementation Reference Group (IRG) consisting of representatives from RCC, BaSC, LCC, RVC, Kyogle Council, Byron Shire Council, DPE – E&H, DPE – Crown Lands, NPWS, DPI - Fisheries and LLS - oversees implementation of the Richmond River Coastal Zone Management Program (CZMP).

- Aboriginal advisory groups:
  - RCC Reconciliation Action Plan Advisory Group
  - LCC Aboriginal Advisory Group
  - Kyogle Aboriginal Community Advisory Committee
- Northern Rivers Joint Organisation and relevant sub-committees.

## 2.7 Elected Representatives

Federal government:

- Justine Elliot (Member for Richmond, NSW)
- Kevin Hogan (Member for Page, NSW)

State government:

- Tamara Smith (Member for Ballina)
- Janelle Saffin (Member for Lismore)
- Chris Gulaptis (Member for Clarence)

## 3. APPROACH TO ENGAGEMENT

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The levels of engagement in the IAP2 spectrum (generally reflected in the council engagement policies) are inform, consult, involve and collaborate as represented in the following figure (from Lismore City Council, 2019).

<p><b>Inform</b> To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.</p>	<p><b>Our Commitment</b> We will keep you informed.</p>	<p><b>Level of Influence</b> ● ○ ○ ○ ○</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Website information</li> <li>• Newsletters</li> <li>• Social media</li> </ul>
<p><b>Consult</b> To obtain public feedback on analysis, alternatives and/or a decision.</p>	<p><b>Our Commitment</b> We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</p>	<p><b>Level of Influence</b> ● ● ○ ○ ○</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Written submissions</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>
<p><b>Involve</b> To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</p>	<p><b>Our Commitment</b> 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.</p>	<p><b>Level of Influence</b> ● ● ● ○ ○</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Workshops</li> <li>• Expert panels</li> <li>• Forums</li> <li>• Online polls</li> </ul>
<p><b>Collaborate</b> To partner with the public in each aspect of the decision including the development of alternatives and the identification of a preferred solution.</p>	<p><b>Our Commitment</b> We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</p>	<p><b>Level of Influence</b> ● ● ● ● ○</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Stakeholder advisory committees</li> <li>• Participatory decision-making</li> </ul>
<p><b>Empower</b> To place final decision-making in the hands of the public.</p>	<p><b>Our Commitment</b> We will implement what you decide.</p>	<p><b>Level of Influence</b> ● ● ● ● ●</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>• Citizens' juries</li> <li>• Ballots</li> </ul>

**Figure 2: IAP2 spectrum**

Source: Lismore City Council (2019)

### 3.1 Stage 1 Scoping Study

A summary of previous consultation activities and the completed Stage 1 consultation activities are documented in a separate report (Hydrosphere Consulting, 2021). The aims of the Stage 1 engagement activities were to inform, consult and involve stakeholders by bringing all interested parties on board early to share information and ideas and identify stakeholders to be involved in the remaining CMP stages. The consultation activities undertaken during Stage 1 were designed to obtain the following information:

- Catchment/estuary values and usage.

## Richmond River Estuary CMP Scoping Study – Stakeholder Engagement Strategy

- Areas of interest/responsibilities.
- Issues to be addressed in the CMP.

Consultation activities undertaken during Stage 1 included:

- Development of a stakeholder register.
- Initial scoping workshop with council staff and DPE – E&H.
- CZMP Implementation Reference Group meeting.
- Workshops with staff from the individual councils.
- Government agencies - official notification of the project and dedicated agency liaison for initial information gathering phases.
- Aboriginal representatives:
  - Potential interested parties were identified through liaison with the constituent councils and Heritage NSW, previous management plans and the governance review.
  - Official notification of the project to known contacts and NTSCorp (all potential interested parties identified by Heritage NSW and the councils) and request for feedback and registration of interest in the CMP development process.
  - Public notice in newspapers inviting registrations of interest.
  - Aboriginal advisory group meetings.
- Community, industry and interest groups - official notification of the project to known contacts and request for feedback and registration of interest in the CMP development process.
- Development of a project webpage to provide a portal for communication and registration of interest during the Scoping Study and potentially future stages. Each of the councils posted a link to the project webpage on their websites and promoted the project and feedback opportunities through social media. BaSC also included an article on the project in its community newsletter (July 2021).
- A media release was issued in July 2021 on behalf of all councils. Articles were subsequently included in local print media and the project was discussed on local ABC radio with the RCC chairperson.
- Workshop with agency and council stakeholders to review the first pass risk assessment, data gaps and the proposed CMP forward plan.

The feedback from Stage 1 consultation activities highlights the high level of community interest in the health of the Richmond River estuary but also the significant consultation fatigue resulting from the various strategic planning programs undertaken in recent times. There is also frustration with repeated studies and plans with limited significant on-ground change. This is noted in the consultation feedback from most stakeholder groups.

### 3.2 Stages 2 to 4

The general consultation approach during Stage 2 of the CMP process will be inform, consult and involve as the study seeks input from community members and stakeholders to contribute to the detailed CMP studies. The project team will collaborate with First Nations representatives and landholders during the identification of on-ground works to establish willingness and support. In selecting the CMP actions in Stage 3, the likelihood of success and commitment would be considered. The messages to the stakeholders (including the intent of the tasks and the need to gain formal council adoption and funding before works commence) will be part of the engagement process.

The level of engagement will move along the IAP2 Spectrum with future stages of the CMP, increasing stakeholder participation and influence as the CMP comes to fruition (collaborate).

### 3.3 Engagement Tools

A summary of potential engagement tools is provided in the following table.

**Table 3: Engagement tools**

Engagement tool	Approach	Target audience	Content and key messages	Outputs
Webpage/ council feedback websites (“Your Say”)	Provide project information and a portal for feedback to be maintained throughout project	<ul style="list-style-type: none"> <li>General community</li> <li>Community groups</li> <li>Business/ industry groups</li> </ul>	Provide information on the project, issues, risks and threats	Website analytics and feedback
Community newsletters	Provide project information at key stages of the project	<ul style="list-style-type: none"> <li>First Nations representatives</li> </ul>	Provide information on progress and opportunities for involvement	-
Direct emails/ letters	Targeted consultation	<ul style="list-style-type: none"> <li>Schools</li> </ul>	Encourage input and feedback on issues, risks, threats and management options	Written responses
Social media	Promote opportunities for feedback and input		Advertising of key project stages	-
Meetings/ workshops	Targeted consultation	<ul style="list-style-type: none"> <li>Various stakeholders in relation to particular issues or CMP stages</li> </ul>	Identify values, issues and potential management responses	Documented meeting outcomes (where culturally appropriate)

Engagement tool	Approach	Target audience	Content and key messages	Outputs
Community information sessions	Targeted consultation	<ul style="list-style-type: none"> <li>General community</li> </ul>	Present opportunities for feedback and input	Documented outcomes

### 3.4 Involvement of First Nations Representatives in the CMP Development

The approach to involvement of First Nations representatives in the CMP development considers the three phases for developing a masterplan for the care of country outlined in Hromek (2020). These phases are “Knowledges and Narratives”, “Dreaming, Visioning and Design” and “Living the Outcome” and can be used to build, strengthen and nurture relationships and connections with Aboriginal groups and people and develop an understanding of “country-centred” ways of thinking (Appendix B).

Engagement with First Nations groups commenced during Stage 1 of the CMP development and identified cultural values and the desire to be involved with caring for country. During Stage 2, specific projects will be undertaken to strengthen engagement and promote meaningful involvement of First Nations representatives. The Hromek approach is suggested to guide the CMP development and involvement of First Nations people in the development of the CMP actions beginning in Stage 2 and continuing through Stage 3 to the formal identification of actions in Stage 4.

To facilitate engagement, the local councils will develop a catchment-wide inter-agency and First Nations working group during Stage 2 of the CMP development, with consideration of other related council and agency consultative processes and strategies in place including:

- Aboriginal engagement strategies developed by other agencies e.g. LLS.
- The Catchment Governance and Waterway Health (Richmond River) project (DPE) which is working with existing governance and other frameworks to address some of the issues faced in the Richmond River estuary to recognise the benefits of a coordinated approach to improving the health of the catchment and its waterways.

Establishment of the catchment-wide inter-agency and First Nations working group is a priority for the CMP development. While these processes are being developed, the local councils will continue to engage with First Nations representatives through the council Aboriginal advisory groups (Section 2.6).

### 3.5 Community Education

During Stages 2 to 4, RCC and the councils will investigate the re-introduction of a regional resource to provide education to communities and schools regarding catchment health, water supply, wastewater management, weed management and waste management and a new education facility (as proposed in the draft *Rous Regional Demand Management Plan: 2023 - 2026*, Hydrosphere Consulting, 2022b). This resource may be used during the CMP preparation and implementation to assist with stakeholder engagement.

## 4. ENGAGEMENT PLAN

### 4.1 Stakeholder Involvement

Involvement in each stage of the CMP development (refer Figure 1) for the various stakeholder groups following the IAP2 spectrum (Figure 2) is summarised in Table 4. The level of engagement should be reviewed at the commencement of each stage of the project, based on the outcomes of previous stages. The engagement level may be different for the different parts of the study area. The intention of the “collaborate” approach is to obtain stakeholder agreement to proposed on-ground actions.

**Table 4: Engagement levels for key stakeholder groups**

Stakeholder	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Native title holders, LALCs and other First Nations representatives	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate
Local Government	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate, Empower	Inform, Consult, Involve, Collaborate, Empower	Inform, Consult, Involve, Collaborate, Empower
Members of Parliament	-	Inform	Inform	Inform	Inform
State government agencies	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate
Community groups	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate
Business and industry groups	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate
Residents/ general community/ schools	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve	Inform, Consult, Involve
Landholders	Inform, Consult, Involve	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate	Inform, Consult, Involve, Collaborate
Visitors	-	Inform	Inform	Inform	Inform

## 4.2 Engagement Plan

The engagement tools will be used at various stages of the CMP development to engage with the identified stakeholders, promote the preparation of the CMP and obtain feedback and input into the development of the CMP. Table 5 provides a suggested engagement plan which is expected to be developed further including identification of responsibilities. It is expected that council staff would be directly involved in the plan implementation (as part of CZMP Implementation Committee, or similar, as well as site-specific engagement and access to general council tools such as webpages) with support provided by a consultant.

**Table 5: CMP Stakeholder Engagement Plan**

Engagement aspect/ Stage	Stage 1 – identify the scope of the CMP	Stage 2 – determine risks, vulnerabilities and opportunities	Stage 3 – identify and evaluate options	Stage 4 – prepare, exhibit, finalise, certify and adopt the CMP	Stage 5 – implement, monitor, evaluate and report
CMP approach to engagement	<ul style="list-style-type: none"> <li>Identify stakeholders and prepare stakeholder profile.</li> <li>Review existing information about stakeholder perspectives to help set the focus and priorities of subsequent stages of the CMP.</li> </ul>	<ul style="list-style-type: none"> <li>Explore risks, vulnerabilities and opportunities.</li> <li>Strategic planning.</li> <li>Explore different perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and evaluate opportunities to address risks for relevant coastal management areas, consistent with management objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders participate in the detailed process of finalising the CMP.</li> </ul>	<ul style="list-style-type: none"> <li>Active community participation in implementation of CMP actions and in monitoring and review of CMP implementation.</li> </ul>
Engagement intent	<ul style="list-style-type: none"> <li>Bring all interested parties on board early to share information and ideas (before decisions are made).</li> </ul>	<ul style="list-style-type: none"> <li>Provide community and stakeholders with knowledge to contribute to decisions in subsequent stages.</li> <li>Share information equitably among stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a process that will be used to choose between options, incorporating community preferences and criteria.</li> </ul>	<ul style="list-style-type: none"> <li>Gain community confidence and support for decisions that are in the documented CMP.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain community support for and commitment to the CMP, especially among those directly involved in, or impacted by the implementation.</li> </ul>
Level of community influence on decisions	<ul style="list-style-type: none"> <li>Councils retain decision making about the scope of subsequent stages and will incorporate community input.</li> </ul>	<ul style="list-style-type: none"> <li>Councils retain decision making.</li> <li>Community and stakeholders may contribute to detailed studies on issues of concern and participate in risk assessment and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Councils, stakeholders, agencies and community collaborate to identify the full range of potential responses to manage coastal vulnerabilities and to evaluate options.</li> </ul>	<ul style="list-style-type: none"> <li>Councils retain decision making about the CMP.</li> <li>Community involvement and feedback used to refine actions in the CMP to address risks considered unacceptable by the community.</li> </ul>	<ul style="list-style-type: none"> <li>Councils retain decision making but will look to the community for advice, innovation and resources to improve implementation of the CMP actions.</li> <li>Community and stakeholders may contribute to targets and objectives of the CMP.</li> </ul>

Engagement aspect/ Stage	Stage 1 – identify the scope of the CMP	Stage 2 – determine risks, vulnerabilities and opportunities	Stage 3 – identify and evaluate options	Stage 4 – prepare, exhibit, finalise, certify and adopt the CMP	Stage 5 – implement, monitor, evaluate and report
<i>Engagement Tools</i>					
First Nations representatives	<ul style="list-style-type: none"> <li>• Direct emails/letters.</li> <li>• Advisory committee meetings.</li> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal invitation to the CMP development process.</li> <li>• Regular meetings to obtain feedback and provide information (e.g. progress of project, specific studies and outcomes), potentially site meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings to obtain feedback and provide information (e.g. progress of project, specific studies and outcomes).</li> <li>• Site meetings or workshops as required to discuss potential options.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings to obtain feedback and provide information (e.g. progress of project, specific studies and outcomes).</li> <li>• Information session during public exhibition period.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings to obtain feedback and provide information (e.g. progress of project, specific studies and outcomes).</li> </ul>
CZMP Implementation Committee	<ul style="list-style-type: none"> <li>• Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings – study outcomes and progress of related projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop – feedback on options (depending on timing).</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop – feedback on management approach (depending on timing).</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly meetings – study outcomes and progress of related projects.</li> </ul>
Government agencies	<ul style="list-style-type: none"> <li>• Direct emails/letters.</li> <li>• Workshop.</li> </ul>	<ul style="list-style-type: none"> <li>• Site meetings or workshops as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests for input on management options as required.</li> <li>• Site meetings or workshops as required to discuss potential options.</li> </ul>	<ul style="list-style-type: none"> <li>• Requests for input on management approach as required.</li> <li>• Site meetings or workshops as required to discuss management approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Request for written agreement to actions within their areas of responsibility.</li> <li>• Applications for formal and statutory approvals as required.</li> </ul>

Engagement aspect/ Stage	Stage 1 – identify the scope of the CMP	Stage 2 – determine risks, vulnerabilities and opportunities	Stage 3 – identify and evaluate options	Stage 4 – prepare, exhibit, finalise, certify and adopt the CMP	Stage 5 – implement, monitor, evaluate and report
General community	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter article.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session during public exhibition period.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> </ul>
Landholders	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter article.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Direct engagement in strategic planning for on-ground works.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Direct engagement in selection of on-ground works.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session during public exhibition period.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Direct engagement during implementation of on-ground works.</li> </ul>

Engagement aspect/ Stage	Stage 1 – identify the scope of the CMP	Stage 2 – determine risks, vulnerabilities and opportunities	Stage 3 – identify and evaluate options	Stage 4 – prepare, exhibit, finalise, certify and adopt the CMP	Stage 5 – implement, monitor, evaluate and report
Community groups	<ul style="list-style-type: none"> <li>• Direct emails/letters</li> <li>• Project webpage</li> <li>• Media release</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Site meetings or workshops as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Site meetings or workshops with local/specific groups as required to discuss potential options.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session during public exhibition period.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session.</li> </ul>
Business/ industry groups	<ul style="list-style-type: none"> <li>• Direct emails/letters</li> <li>• Project webpage</li> <li>• Media release</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Site meetings or workshops as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Site meetings or workshops with local/specific groups as required to discuss potential options.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session during public exhibition period.</li> </ul>	<ul style="list-style-type: none"> <li>• Project webpage.</li> <li>• Media release.</li> <li>• Social media.</li> <li>• Community newsletter articles (depending on timing of publication).</li> <li>• Information session.</li> </ul>

Engagement aspect/ Stage	Stage 1 – identify the scope of the CMP	Stage 2 – determine risks, vulnerabilities and opportunities	Stage 3 – identify and evaluate options	Stage 4 – prepare, exhibit, finalise, certify and adopt the CMP	Stage 5 – implement, monitor, evaluate and report
Engagement outcomes	<ul style="list-style-type: none"> <li>Stakeholders and the community understand how they can be involved in the preparation of the 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, river and estuary environments and the need to set long-term objectives.</li> <li>Increase community understanding of the new legislative and planning framework.</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>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>Councils understand the community’s ‘attitude to risk’</li> <li>Community and stakeholders understand vulnerabilities, risk and opportunity studies.</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 councils are aware of 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>The councils understand 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 the councils’ Resourcing Strategy and Delivery Program under Integrated Planning and Reporting (IP&amp;R) framework.</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>

Source: Adapted from NSW Government (2018)

## 5. EVALUATION

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At the completion of each CMP stage, the engagement activities will be reviewed to assess their effectiveness in achieving the engagement objectives and reaching the target stakeholders. The review will consider:

- The progress of related strategic planning and engagement activities.
- Number of visitors to the project webpage and use of webpage tools.
- Number of participants at meetings and information sessions.
- The level of awareness of the community and other stakeholders.
- The level of engagement with target stakeholder groups e.g. First Nations representatives, NSW government agencies.
- The level of concern within the community and whether these concerns have been addressed.
- The general messages received from the stakeholders (favourable or unfavourable).
- Council staff feedback on community and organisational level of interest.

Based on the review, the engagement plan will be amended for subsequent stages if required.

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## Appendix A. COMMUNITY PROFILE



## Community Profile

Information on the communities of the LGAs that form the study area has been analysed and reported by .id Consulting (2021) from Census data and summarised in the following sections. Data are presented for the study area which generally includes the Lismore, Ballina and Richmond Valley LGAs (excluding Evans Head), the Rural South West and Bangalow areas of the Byron Shire and the Kyogle LGA excluding the Bonalbo – Woodenbong and District area.

The estimated resident population for these combined areas in 2021 was approximately 121,688 people which is an increase of 2,184 persons (0.36% p.a.) since the 2016 Census. The most recent detailed information is available from the 2016 Census. In 2016, the median age for the study area was 45 years. The largest changes (% increase) in service age groups for these combined areas between 2011 and 2016 were as follows:

- Empty nesters and retirees (60 to 69) (+3,598, +26%).
- Elderly aged (85 and over) (+728, +23%).
- Seniors (70 to 84) (+1,994, +17%).
- Babies and pre-schoolers (0 to 4) (-718, -10.3%).

In 2016 the dominant groups of the usual resident population were:

- Parents and homebuilders (18%).
- Older workers and pre-retirees (50 to 59) (15%).
- Empty nesters and retirees (15%).
- Seniors (70 to 84) (11%).

Aboriginal and Torres Strait Islanders made up 4.6% of the combined areas population (5,485) in 2016 which is 0.9% lower than the average across regional NSW. Aboriginal and Torres Strait Islanders made up a larger proportion of Richmond Valley LGA (7.2%) and Lismore LGA (5.5%) than the Ballina LGA (3.3%) and the areas of the Byron (1.3%) and Kyogle (3.3%) LGAs included in this analysis.

The top four ancestries in the combined area in 2016 were:

- Australian (40%).
- English (43%).
- Irish (14%).
- Scottish (15%).
- German (4.5%).

In 2016, 88% of the population spoke English only and 0.4% of the population spoke another language and spoke English not well or not at all. The most common languages spoken at home other than English were Italian, spoken by 481 respondents or 0.4% of usual residents, and German, spoken by 422 respondents or 0.4% of usual residents.

## Richmond River Estuary CMP Scoping Study – Stakeholder Engagement Strategy

In 2016 there were a total of 52,150 dwellings, 91.6% of which were occupied private dwellings. Over the combined area private dwellings were made up of 77% separate houses, 18% medium density, 0.7% high density and 3% caravans, cabins and houseboats. Ballina LGA had a lower proportion of separate houses (67%) while the included areas of Kyogle and Byron LGAs had a higher proportion of separate houses (91% and 95% respectively).

The number of people employed across these areas in 2016 was 48,623 while the unemployment rate was 7.0% (3,656 people), higher than the unemployment rate for regional NSW (6.6%). The three most popular industry sectors were:

- Health care and social assistance (8,226 people, 17% of employed usual residents).
- Retail and trade (5,576 people, 11% of employed usual residents).
- Education and training (5,065 people, 10% of employed usual residents).

Additionally, 3,190 people (6.6% of employed usual residents) were employed in agriculture, forestry and the fishing sector, making it the 7th most popular industry sector. In the areas included from the Kyogle LGA this sector was the most popular employing 17.4% of the employed usual residents, while in the Ballina LGA it only employs 4.4% of employed usual residents.

Over the combined areas 41% of persons aged 15 and over were low-income earners (earning less than \$500 per week) and 6.0% were high-income earners (earning over \$1,750 per week). Areas of the Kyogle LGA and Richmond Valley LGA had a higher proportion of low-income earners (46% and 49% respectively) compared to areas of the Byron LGA (35%) and Ballina LGA (38%).

Data from the 2016 census are shown in Table 6.

The economy and population of the Far North Coast regional centres are expected to grow in coming years. Economic growth in the region will be driven by the growing population as well as by tourism, agriculture and industry. Growth is expected to largely occur in the existing urban growth centres including existing major towns (NSW Government, 2016). The Northern Rivers region is one of the fastest growing parts of regional NSW:

- Ballina Shire's population is forecast to increase by approximately 8,700 persons to 53,100 people, at an average annual change of 0.90% between 2020 and 2040 (Ballina Shire Council, 2020).
- Lismore's population is forecast to increase by 7,907 persons to 51,750 at an average annual change of 1.0% between 2018 and 2036 (Lismore City Council, 2020).
- Richmond Valley's population is forecast to increase by 2,251 persons to 25,650 at an average annual change of 0.5% between 2018 and 2036 (Richmond Valley Council, 2020).
- Kyogle's population is forecast to increase by approximately 1,079 persons to 10,246 people, at an average annual change of 0.5% between 2019 and 2041 (Kyogle Council, 2020).
- Byron's population is forecast to increase by approximately 3,500 persons to 37,500 people, at an average annual change of 0.5% between 2018 and 2036 (Byron Shire Council, 2020).

**Table 6: Population of the study area (2016)**

Data	Ballina LGA	Lismore LGA	Richmond Valley LGA (excluding Evans Head)	Kyogle LGA (excl. Bonalbo-Woodenbong and District)	Byron LGA (Rural South West and Bangalow areas)	Total	Total (%)
Estimated resident population	42,993	44,122	20,251	7,766	4,358	115,132	-
Males	20,127	20,975	9,818	3,934	2,016	56,870	48%
Females	21,658	22,160	9,984	3,851	2,106	59,759	50%
Aboriginal and Torres Strait Islanders	1,372	2,170	1,635	253	55	5,485	4.6%
Australian Citizens	37,330	38,335	20,622	6,835	3,501	106,623	89%
Eligible voters (citizens 18+)	29,498	29,582	15,711	5,408	2,622	82,821	69%
Population over 15	34,861	35,429	18,439	6,490	3,290	98,509	82%
Employed population	17,466	18,170	8,266	2,858	1,864	48,624	41%
Overseas visitors (enumerated)	190	247	40	31	25	533	0.4%

Source: id. Consulting (2021)



**Appendix B. APPROACH TO DEVELOPMENT OF THE CMP  
WITH FIRST NATIONS REPRESENTATIVES**



**Table 7: Approach to development of the CMP with First Nations representatives**

Phase 01 – Knowledge and Narratives
<p><u>Building associations and relationships</u></p> <ul style="list-style-type: none"> <li>• Connect with Indigenous groups and peoples who hold Knowledge about places to understand the culture, narratives and health of a place, ecosystem or bioregion.</li> <li>• Align with and be led by community values.</li> <li>• Create a sense of personal belonging, responsibility and custodianship of places.</li> <li>• Seek multiple perspectives to find common ground regarding the development of places.</li> <li>• Determine the core values of places, as guided by Indigenous communities.</li> <li>• Prioritise local Knowledges.</li> <li>• Interrogate how First Peoples are being treated as hosts rather than guests in a place and project.</li> </ul> <p><u>Respectful actions</u></p> <ul style="list-style-type: none"> <li>• Interrogate and minimise impacts on Country.</li> <li>• Support First Peoples to read Country to provide background and context of histories, stories, memories of places. Support includes both time and space within a project and economic provisions.</li> <li>• Use the correct languages of and for places.</li> <li>• Ensure Indigenous Knowledges and practices are protected.</li> <li>• Incorporate Indigenous community values within ecosystems.</li> <li>• Develop iterative methods of delivery in which community are part of the journey not observers to it.</li> <li>• Interrogate whether processes and methods of working are anthropocentric and hierarchical, or methodologies that reflect Country and community values.</li> <li>• Protect Indigenous Knowledges by ensuring Indigenous Cultural Intellectual Property rights, Intellectual Property and Copyright are respected.</li> <li>• Develop processes for ensuring community Knowledge remains as belonging to community, for instance Non-Disclosure Agreements for non-Indigenous participants.</li> </ul> <p><u>Learning and unlearning</u></p> <ul style="list-style-type: none"> <li>• Commence acts of un-learning, including recognising anthropocentric hierarchical thinking; challenge the need to defend enshrined belief or value systems.</li> <li>• Critical examinations of non-Indigenous interpretations to understand ecological health of ecosystems -understood through an Indigenous lens.</li> <li>• Respect the agency of Country as planner and designer.</li> </ul>

## Phase 02 – Dreaming Visioning and Design

### Strengthening relationships and connections

- Awaken or re-awaken relationships with Country.
- Develop personal connections with Country and culture guided by First Peoples through cultural practice, yarning, walking Country, sensing Country (smelling, listening, feeling).
- Enable Country, Ancestral Knowledges and principles, intergenerational, intercultural, interdisciplinary and intergender to be part of the process.

### Creating time and space

- Iteratively develop design and planning principles and visions based on values of places.
- Allocate space for Knowledges and cultural practices to re-awaken and re-invigorate.
- Provide space for cultural transmissions and expressions to continue.
- Allow space and time for the vision of the future of landscapes, Country and culture to emerge.
- Understand the need for and capacity of time, for instance, the ever-presence and ever-creation of the Dreaming.
- Create space for storytelling, ceremony and celebrations.

### Addressing limitations

- Recognise limitations of colonial environmental law and governance systems to protect and care for culture and Country, and develop transitional measures that lessen or neutralise them.
- Address systemic threats and vulnerabilities to values and principles.

### Phase 03 – Living the Outcome

#### Nurturing relationships and healing

- Maintain relationships and connections with Country, community and culture.
- Plan for how humans can live in a place forever.
- Embrace the first laws as a foundation for governance, i.e. The land is the law and You are not alone.
- Continue recreating places to allow new stories, Knowledges, ceremonies, cultural transmissions to be generated.
- Bring co-benefits to all entities of Country, including humans and more-than-humans and Country itself.
- Engage across disciplines and ecosystems to encourage broad endorsement.

#### Creating endurance and integrity

- Adapt anthropocentric thinking - hierarchical acts into relational sensing - Country-centred approach.
- Create new economies within ecological limits, cultural values and social goals.
- Rework governance (laws, ethics, values, institutions, education, rules) of places and bioregions to reflect first laws.
- Consider the capacity of a healthy bioregion to determine what human activities can occur there and how human society can nest within that system.
- Monitor the realisation of the vision for healthy culture and masterplan for Country.
- Create measurements for success of the vision and masterplan.
- Prioritise means and practices to ensure resilience is maintained despite delays or obstacles.
- Embrace changing circumstances and opportunities; work within limitations to circumnavigate boundaries.

Source: Adapted from Hromek (2020)