

# Engagement Plan

Backsaddle Pty Ltd and Wallace  
Master Plan Project

8201806901

Prepared for

Backsaddle Pty Ltd and Mr Chad Wallace

24 September 2018

## Contact Information

**Cardno South Coast**  
**Trading as Cardno (NSW/ACT) Pty Ltd**  
ABN 95 001 145 035

16 Burelli Street  
PO Box 1285  
Wollongong NSW 2500

Telephone: 02 4228 4133  
Facsimile: 02 4228 6811  
International: +61 2 4228 4133

[southcoast@cardno.com.au](mailto:southcoast@cardno.com.au)  
[www.cardno.com.au](http://www.cardno.com.au)

Author(s):

Approved By:   
Daniel Thompson  
Manager Planning

## Document Information

Prepared for	Backsaddle Pty Ltd and Mr Chad Wallace
Project Name	Backsaddle Pty Ltd and Wallace Master Plan Project
File Reference	Report 002 - Engagement Plan V3.docx
Job Reference	8201806901
Date	24 September 2018
Version Number	Rev 3

Effective Date	September 2018
----------------	----------------

Date Approved:	September 2018
----------------	----------------

## Document History

Version	Effective Date	Description of Revision	Prepared by:	Reviewed by:
0	05/03/18	Draft	Sophie Perry	Daniel Thompson
1	20/08/18	Final Draft	Sophie Perry	Daniel Thompson
2	24/09/18	FINAL 1	Sophie Perry	David Laing
3	24/09/18	FINAL 2	Sophie Perry	David Laing

© Cardno. Copyright in the whole and every part of this document belongs to Cardno and may not be used, sold, transferred, copied or reproduced in whole or in part in any manner or form or in or on any media to any person other than by agreement with Cardno.

This document is produced by Cardno solely for the benefit and use by the client in accordance with the terms of the engagement. Cardno does not and shall not assume any responsibility or liability whatsoever to any third party arising out of any use or reliance by any third party on the content of this document.

# Table of Contents

<b>1</b>	<b>Overview</b>	<b>1</b>
1.1	Purpose	1
1.2	Limitations	1
1.3	Structure	1
<b>2</b>	<b>Vision and Commitment</b>	<b>3</b>
<b>3</b>	<b>The Site and Concept Plan Overview</b>	<b>5</b>
3.1	The Site	5
3.2	Vision and Master Plan	6
3.3	Goals	7
3.4	Goals for Partnerships	9
3.5	History of Stakeholder Interests in the Site and Surrounds	9
3.5.1	Kiama Land Uses and Strategies	9
3.5.2	Indigenous History	9
3.5.3	European History	10
3.5.4	Scenic and Landscape Values	10
3.6	Previous Proposal for part of the site	10
3.6.1	Previous Planning Proposal	10
3.7	Strategic Context	11
3.7.2	Recent nearby Greenfield Projects and potential LEP Amendments	13
3.8	What are the problems and solutions for planning Kiama?	14
<b>4</b>	<b>Project Timelines</b>	<b>15</b>
<b>5</b>	<b>Stakeholder Management Processes</b>	<b>16</b>
5.1	Engaging Early, Sustaining Interest and Effort	16
5.2	Engagement Philosophy	16
<b>6</b>	<b>Key Issues and People, Groups and Organisations</b>	<b>18</b>
6.1	Key Issues	18
6.2	Stakeholder register	18
6.3	Key Stakeholders	18
6.4	Plan	20
6.5	Manage	20
6.6	Monitor	20
<b>7</b>	<b>Consultation</b>	<b>21</b>
7.1	Mandatory Consultation	21
7.2	Non-Mandatory Consultation	21
<b>8</b>	<b>How are we engaging?</b>	<b>22</b>
8.1	Tools and techniques	22
8.2	Social media	22
<b>9</b>	<b>Outcome</b>	<b>24</b>
<b>10</b>	<b>Action Plan</b>	<b>25</b>
10.1	Action plan	25

## Tables

Table 3-1	Problems and Solutions for planning the future of Kiama	14
Table 4-1	Project Timelines	15
Table 6-1	Identified Stakeholder Groups	19
Table 9-1	Consultation Undertaken	24
Table 10-1	Action Plan	25

# 1 Overview

---

This Stakeholder Engagement Plan has been prepared by Cardno (NSW/ACT) Pty Ltd on behalf of the landowner group for the redevelopment project.

## 1.1 Purpose

The purposes of the Engagement Plan are to:

To identify and outline a strategy for engaging with project stakeholders



To record feedback



Use feedback constructively throughout the project



Engagement with stakeholders opens and adapts lines of communication that:

- > Are independent of the council-facilitated consultation and engagement process; and
- > Establish the genuine intentions and visionary ideas for the project.

The statutory planning steps will require public consultation, exhibition and notification coordinated by the approval authorities. This strategy goes beyond the scope of statutory methods.

Establishing and maintaining lines of clear and responsive communication with a consistent message is essential to effective participation and overall project integrity.

A large component of communication is 'listening and understanding'. This Plan allows for receiving, recording and appropriately including feedback throughout the project. This enables us to determine when it may be appropriate to reflect, adapt and respond.

The overall intention is to successfully deliver the project through to completion in the most effective and efficient manner.

## 1.2 Limitations

This document is a work in progress. This version is the first phase of the strategy and is based so far on empirical research, desktop analysis, a review of the recent history of the site and some local knowledge.

Future revisions of this document will be refined through further information gathering, field-based research and investigations, engagement with stakeholders and their feedback.

## 1.3 Structure

This Stakeholder Engagement Plan relates to all components of the project. The information gathered will be used to inform the design development and approvals documentation.

The subject site is described in Section 3. Section 3 also introduces the preliminary version of the concept plan for the redevelopment project.

Section 4 gives structure and timing to the engagement process.

Section 5 identifies the people, groups and organisations to be identified and included in this Plan as well as their roles, interests and relevance to the project. Information in Section 5 enables tailoring of the information package to most effectively communicate with each person.

Section 6 provides timelines for targeted stakeholder engagement complementing the expected mandatory public exhibition, consultation and notification processes for the Planning Proposal and possible development applications.

Section 7 explains which consultation is mandatory and which is not.

Section 8 lists the specific tools and techniques to be implemented.

Section 9 is to be completed as the engagement progresses and includes recording feedback, contemplation and reflection and adjustments where appropriate.

Section 10 will also be updated as the project progresses and is intended to keep track of the various strategies, actions and reactions.

## 2 Vision and Commitment

The Project Team are committed to stakeholder and community engagement that is:

Meaningful, worthwhile and accessible



Evidence-based from multiple sources with high integrity



Inclusive and considerate



Adaptive, dynamic and flexible



Our approach to engagement is guided by the International Association of Public Participation (IAP2) engagement spectrum and the approaches and guidelines of the NSW Department of Planning and Environment for open and transparent participation and collaboration.

The project team recognise the local and regional significance of this project, the diversity of interests and the variety of ways in which information is shared. Our engagement will be dynamic and flexible in an effort to obtain a range of perspectives and respond as appropriate.

Our approach to engagement on this project is guided by the following core values:

1. Involve a broad range of people and interests by utilising a diverse range of engagement activities
2. Deliver information on the project and the consultation process in different ways to ensure people can access the information they seek and ask questions pertaining to their interest
3. Create engagement opportunities that enable people to provide feedback
4. Record feedback objectively with fidelity and for constructive purposes wherever possible
5. Produce meaningful data that can feed directly into the project processes
6. Engage early and provide opportunities for people to participate at various stages
7. Design an engagement process that coordinates with key project milestones by:
  - Working with the project team to make engagement an active part of the design process
  - Consideration of engagement with the planning processes
  - Creating a 'cumulative' process where the key 'building blocks' of the planning strategy (vision, design principles, scenarios and the preferred options) are developed with consideration to engagement awareness
8. Provide feedback to demonstrate how input has been used and

9. Assess and evaluate the engagement processes throughout the project.

The information obtained during the Plan implementation can inform future design development and project documentation. Information on the project will be available through various websites including platforms maintained by Kiama Council, the Department of Planning and Environment and at a future stage of the development application / approvals process.

The information can be incorporated into project partnerships, promotional material, staff inductions, planning for special events and ongoing learning throughout the design, approvals and implementation phases.



## 3 The Site and Concept Plan Overview

### 3.1 The Site

The site is less than 2km west of Kiama Town Centre as shown in Figure 3.1.



Figure 3-1 LOCALITY PLAN

A preliminary analysis of constraints and opportunities has considered:

- > Natural, cultural and built assets
- > setting and character established by historic, current and imminent future land uses
- > capacity of infrastructure and utilities
- > Regional and local data on housing, social and economic factors, community facilities and services
- > Layout of utilities, roads and future land use patterns that might best fit the site and surrounds
- > Delivering community benefits appropriate to the neighbourhood and locality.

Specialist investigations commenced in March 2018 to recommend potentially suitable future land uses and activities to fit with the site and surroundings. Figure 3-2 is the first version of a Concept Plan which is to be further refined as the project processes.

Figure 3-2 Concept Plan



## 3.2 Vision and Master Plan

The overall project is the redevelopment of land identified in Figures 3.1 and 3.2.

The Concept Plan in Figure 3-2 has been developed from detailed analysis of the site and surrounds. Amendments to Kiama Local Environmental Plan 2011 (KLEP 2011) via a Planning Proposal application is the first statutory planning phase in the master planning project for the site.

As explained below, the project intends to go beyond land use change. The project aims to deliver real-life, day-to-day benefits to the local community and to the environment.

The project intends to demonstrate that it is NOT just another contributor to the sprawling edge of a town.

Inspirational ideas linked to the Structure Plan are listed in Section 3.3.

Both the Structure Plan and specific ideas will be further refined as the project progresses.



### 3.3 Goals

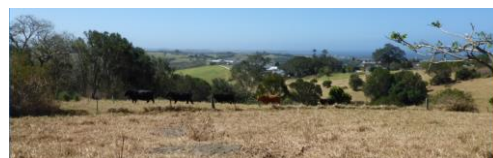
#### Conserve and rehabilitate riparian areas and steeper slopes

More than 6 hectares of land will be protected and restored

The area of land in Zone E3 Environmental Management will greatly increase and include habitat for protected vegetation

Land in Zone E3 will be consolidated to a single lot with consistent, long term rehabilitation

Infrastructure and particularly stormwater management will be designed to best improve and manage water quality



#### Conserve and enhance heritage items

Dry stone walls of high integrity and cultural value to be restored and protected

Wherever possible dry stone walls will become a permanent feature of the public realm in road reserves and public open spaces

Iconic cabbage palms and fig trees to be respected, maintained and protected

A new stewardship arrangement with the Local Aboriginal Land Council is being investigated for long term connection to Country and opportunities for education, culture and housing



#### Identify and optimise landscape and scenic values

View corridors and public view opportunities to be investigated with detailed Design Guidelines

Upgrading of the existing tourist stop in Old Saddleback Road to be investigated



#### Improve the existing parks and public reserves

Enhance the quality and facilities in the existing public park at Lot 99 and public reserves along Greyleigh Drive by adding features the community wants and will use

Connect public open spaces with bus routes and shared pathways

Provide high quality, low maintenance landscaping and facilities throughout the public open space network

Provide a variety of spaces and recreational experiences



#### Create new paved public pathways

Install new pathways for walking, cycling and mobility scooters along Greyleigh Drive to help all residents move easily and safely within the neighbourhood



### Create new public pathways

Pathways will be created through the site for public access to riparian areas and the rural edge



### Install new community facilities

Options will be discussed with stakeholders to determine what may suit their needs and the neighbourhood character



### Create a new neighbourhood hub

An intimate place to meet the day to day needs of the locals with space for:

- > a café
- > child care centre
- > a neighbourhood shop
- > an all-weather public space



Focused around the existing park  
Joined to the pathway and bus network

### Deliver Housing Diversity for Local Needs

Housing will be delivered in ways that **REDUCE**:

- > land and construction costs
- > time delays in approvals and construction
- > lifetime operating costs
- > impacts to the environment
- > stress in finding a home that suits needs



### Construct Housing and Utilities with high environmental performance standards

Design guidelines will be investigated for new houses, public spaces and infrastructure that:

- > give back power to the grid
- > re-use water
- > fit harmoniously with the environment
- > a community with Envirodevelopment certification



### 3.4 Goals for Partnerships

The project will create partnerships opportunities with:

- > A local seniors housing provider
- > Local residential building contractors and materials suppliers
- > Local Aboriginal Land Council
- > the community with “hands-on” involvement programs and events

These partnerships can deliver:

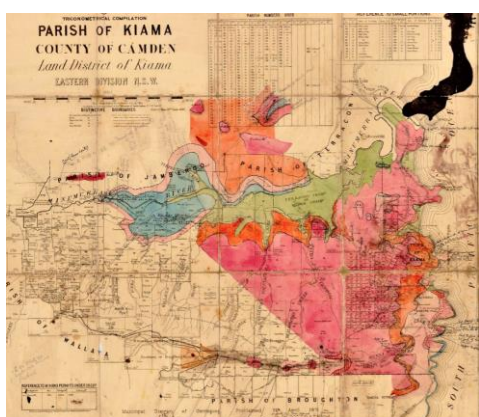
- > incentives for local households to relocate within the region
- > ways to find housing suitable to the diverse needs of the locality
- > discounts on land, housing and fit out packages to improve housing affordability
- > bonuses for fast-track approval and construction to deliver new housing
- > access to design options for affordable housing with high environmental performance
- > open invitations to the community to events that help create and sustain places to be shared and valued
- > long term stewardship of environmental assets and a new cultural and educational facility.

### 3.5 History of Stakeholder Interests in the Site and Surrounds

#### 3.5.1 Kiama Land Uses and Strategies

Land development and land use changes in Kiama consistently raise strong (often negative) views in the local community. Most recently Kiama Council elected representatives and staff have maintained a conservative view on new housing – particularly on greenfield sites.

Kiama Council’s strategies and approvals for greenfield housing in recent years have been defined by the Kiama Urban Strategy (KUS). The KUS has limited the number, location and timing of greenfield development. Section 2 of the Planning Proposal Application Report places the project in the context of various strategies, land uses, contemporary evidence and future trends.



#### 3.5.2 Indigenous History

The site and the Kiama locality more broadly is an important part of Country for indigenous persons. The pre-European setting of Kiama and surrounds was a sustaining and nurturing place for Aboriginal people with environments varying between the coast and mountains and a hospitable, reliable climate. The areas of remnant vegetation and watercourses and the landmarks that help in navigation and wayfinding in particular have been studied for their significance to Aboriginal culture and sense of place. Due Diligence evaluation of



the site has been undertaken and consultation with representatives of the Aboriginal community will be ongoing.



Aboriginal camp Long Pt Shellharbour  
Photographer: Henry Holden  
Image owned by Kiama Library

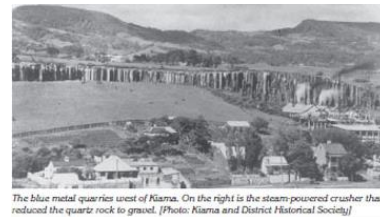


### 3.5.3 European History

The site has a long history of clearing for grazing livestock with patches of remnant vegetation on steeper slopes. Land clearing included opportunistic timber getting typical for the early European settlement of the locality. Dry stone walls, isolated cabbage palms and fig trees are visually significant items within the site that are remnant of early non-indigenous impacts.

The presence of multiple Crown Road Reserves and lots throughout the site indicates at some time in the past there was an expectation that roads may be established to separate the lots.

Analysis of European Heritage has been completed with a Historic Heritage Assessment. Dry stone walls and iconic vegetation will be retained and protected throughout the site. Inclusion of these features in the public realm wherever possible will greatly enhance their value and appreciation to the community.



The blue metal quarries west of Kiama. On the right is the steam-powered crusher that reduced the quartz rock to gravel. (Photo: Kiama and District Historical Society)

### 3.5.4 Scenic and Landscape Values

The scenic and cultural value of the landscape, the degree to which this site and surrounds have been altered over time and the different values attributed to the landscape by various stakeholders contributes to the changing setting and character of the Kiama locality. Landscape value and scenic impacts has notable overlap with Indigenous and European Heritage assessment and is explained in detail in the Planning Proposal application report.

## 3.6 Previous Proposal for part of the site

### 3.6.1 Previous Planning Proposal

A previous application to rezone a small part of the site to Zone R2 Low Density Residential and create approximately 30 residential lots was rejected by Kiama Council pre-Gateway 22 May 2015. The Department of Planning and Environment (DPE) declined to refer the application for pre-Gateway review on 12 October 2015

The reasons cited by Kiama Council and the DPE for lack of support included:

- > Land not identified for urban expansion in KUS, Illawarra Regional Strategy or draft Illawarra Regional Growth and Infrastructure Plan
- > Not needed for Council's Strategic Direction
- > Sustainability criteria of the Illawarra Regional Strategy not addressed
- > Precedent for changing the western boundary of the town.

This current master plan project has considered these issues raised from the previous proposal. The current master plan shows substantial advancement in terms of:

- > View impacts, visual and scenic landscape changes
- > Road widths, parking, traffic generation and alternative transport options
- > Density and variety of land uses and housing
- > Protection and respect for rural land with primary production value
- > Extension of services and facilities and new infrastructure and services
- > Protection and restoration of habitat with ecological value
- > Enhancement of the public open space network

As described in Sections 3.7 and 3.8, circumstances have changed significantly since the rejection of the previous proposal – making the current proposal entirely supportable. This project has solutions for current and previous problems.

### 3.7 Strategic Context

Socio Economic and Housing Supply Analysis undertaken to inform the Project indicate rapid changes have taken place in Kiama and the Illawarra Region in the past 15 to 20 years. These real, current changes and their future trends show the KUS (last reviewed in 2011) is outdated and inadequate.

More recent reports are identifying problems for Kiama. This project has positive solutions to these problems.

The following is a brief commentary on past strategic plans, reports and the real data for people, housing and the economy of Kiama and the Illawarra.

#### ***Illawarra Urban Development Program (2016 Update)***

The *Illawarra Urban Development Program 2016* (IUDP) is the State Government's program for managing land and housing supply in the Illawarra. The IUDP monitors the planning, servicing and development for new urban areas in Wollongong, Shellharbour and Kiama. The IUDP is intended to plan for a 25-year pipeline of new housing including greenfield and infill.

The IUDP update shows Kiama consistently fails to meet land supply benchmarks for greenfield land releases.

The IUDA says:

*"This LGA does not meet any of the greenfield land supply benchmarks for all three categories: land identified, zoned, and zoned and service ready"*



#### ***Illawarra-Shoalhaven Regional Plan 2015***

The *Illawarra-Shoalhaven Regional Plan 2015* (ISRP) applies to the LGA's of Kiama, Shellharbour, Shoalhaven and Wollongong. The ISRP provides the strategic policy, planning and decision-making framework to guide sustainable growth over a 20-year projection using data for jobs, services and transport, sustainable and healthy communities.

Data and conclusions from the ISRP shows Kiama has failed to meet targets for housing supply and diversity.

The ISRP concluded action was required to increase Kiama's housing supply and diversity to meet needs.

The ISRP commits the State Government to Action 2.1.1 which is:

*“Collaborate with Kiama Municipal Council to review housing opportunities within the Kiama Local Government Area so it can respond to changing housing needs.”*

**FAIL**

### **Kiama Urban Strategy (2011)**

The KUS was prepared by a Community Panel and adopted by Council in September 2011. The Strategy considers both urban infill and urban expansion opportunities for the Kiama LGA. It identified Kiama needed a total of 1,890 new dwellings (comprising 812 detached, 1,040 medium density and 38 high density dwellings) to 2025.

The KUS aimed to deliver more dwellings than needed by increasing infill and medium density dwellings and reducing greenfield housing to:

- > Protect agricultural land
- > Limit greenfield releases to sites identified and mapped
- > Rely on redevelopment of the Bombo Quarry site for both employment and housing.

The Socio Economic and Housing Supply Analysis prepared for the project show the KUS has failed in the following ways:

Insufficient ‘market-ready’ greenfield lots  
Supply gap between 930 and 1,100 dwellings

**FAIL**

Bombo Quarry operational lifespan is to 2025+ and is needed primarily for employment lands (Kiama Regional Economic Development Strategy Report 2017)

**FAIL**

Greenfield sites mapped and identified in KUS that are not yet rezoned will not meet demand to 2025

**FAIL**

Most new infill housing is owned or mortgaged by higher income households leaving severe shortages in:

- > affordable housing
- > housing for smaller households
- > rental housing (especially low cost rental)
- > housing for seniors and people with a disability

**FAIL**

Rental and mortgage stress is more acute for Kiama than the Illawarra

**FAIL**

There is increasing polarisation between lower income households and high incomes households and investors in the capacity to pay for housing as prices continue to rise

**FAIL**

Polarisation and fixed housing supply cause land and house price over-inflation resulting in housing being a tradeable item not a home

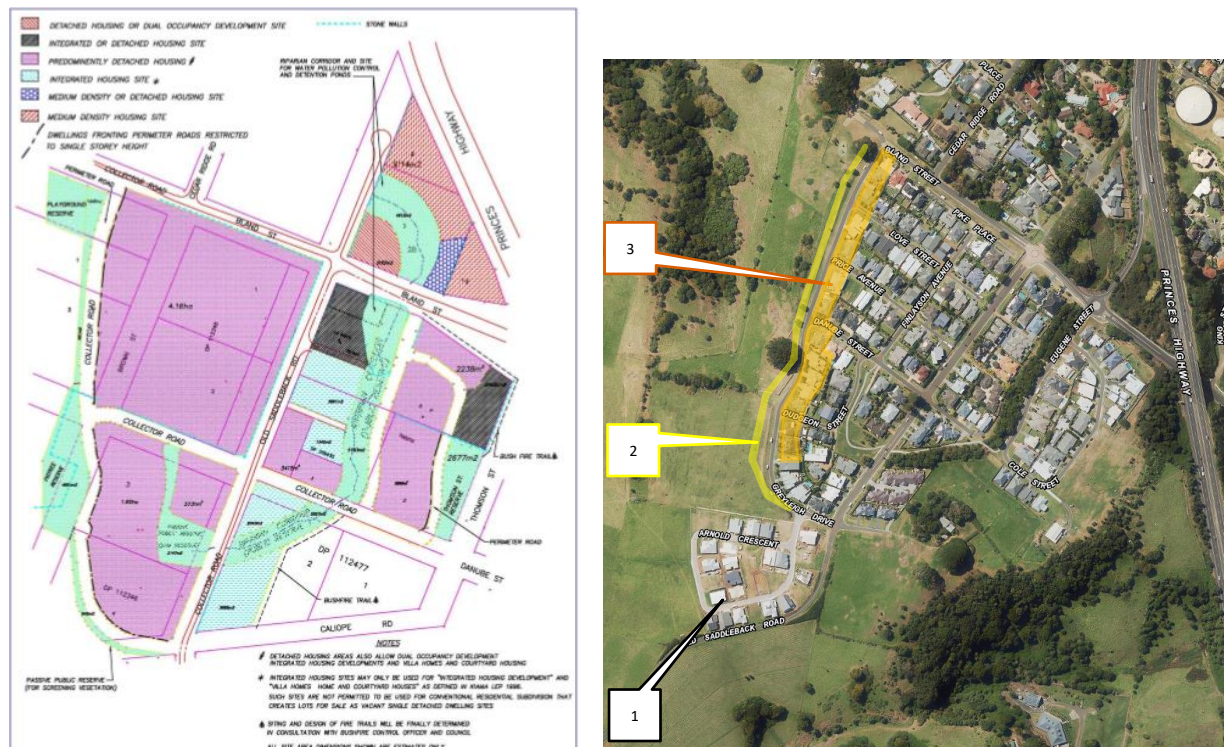
**FAIL**



## Kiama Development Control Plan 2012 (Chapter 20)

Kiama Development Control Plan 2012 (KDCP 2012) was adopted by Council on 31 July 2012. It includes Chapter 20 that specifically applies to land in West Kiama as shown on the left in Figure 3.3. Shown on the right in Figure 3.3 is the real life outcome of redevelopment of West Kiama.

Figure 3-3 West Kiama Urban Release Area as shown in Chapter 20 to KDCP 2012



Elements of Chapter 20- that have not been delivered in real life are:

- 1 Seniors housing development (Seaview Estate) has added new low density housing beyond the perimeter road
- 2 Screening vegetation has not been established on the western side of Greyleigh Drive
- 3 Dwellings fronting Greyleigh Drive are not limited to single storey (most are two storeys)

**FAIL**

**FAIL**

**FAIL**

### 3.7.2 Recent nearby Greenfield Projects and potential LEP Amendments

Section 2.3 to the Planning Proposal application report quotes many examples of development projects within 1km radius of the site that have recently supported and approved by Kiama Council and the DPE which have resulted in new residential developments contrary to, or variant from, KUS and Kiama DCP 2012.

### 3.8 What are the problems and solutions for planning Kiama?

The following table is a summary of the planning-related strategic problems currently occurring in Kiama as identified in specialist studies supporting this application and referenced in various documents used in background research. The table lists ways in which the project can positively address these problems.

**Table 3-1 Problems and Solutions for planning the future of Kiama**

Problem	Solutions	
<i>Lack of ground truthing for Environmental Zones and assets</i>	Ground truthed Ecology Assessment completed for the site has identified appropriate land use zones	Increased area of land in Zone E2 Environmental Conservation along with a Vegetation Management Plan and stewardship arrangement for land management
<i>Lack of practical data and strategies on feasibility of rural uses and rural lands protection</i>	Investigations into land capability criteria relevant to agriculture, land use context and agricultural industry dynamics	Agricultural land assessment criteria to be applied to the site and surrounds
<i>Loss of agricultural land</i>	New rural edge treatments to establish a suitable buffer and protect lots with productive agricultural potential	Rural edge including a public road and physical separation from large rural holdings.
<i>Undersupply of greenfield housing</i>	Supply 400 to 450 new dwellings	Meets 50% of the housing shortfall to 2025
<i>Lack of housing diversity in form and tenure</i>	Supply range of lot sizes and housing forms	Greenfield lots suited for detached dwellings, dual occupancies and secondary dwellings. Shop top housing and aged care living opportunities for diversity in tenure and form.
<i>Lack of supported housing for seniors and people with a disability</i>	Land within the site reviewed for capacity to accommodate Seniors Housing	Partnership with Seniors Housing provider to deliver independent living, assisted care and residential care facility
<i>Increased mortgage and rental stress and decreased housing affordability increasingly severe for lower income households</i>	New housing suited to a range of incomes and tenures Financial incentives for improving housing affordability	New smaller housing options Variety of housing types for renters, aged care and smaller households Partnerships with local builders for discounts in building and fitout packages
<i>Infill housing changing the character of Kiama town centre</i>	Relieve pressure on infill housing	Variety of new housing on greenfield site in close proximity to town centre.
<i>Town edge expansion and visual impacts</i>	Historic patterns of development and studies to test and establish an appropriate 'town edge'	New landscaping, edge treatments and design guidelines compatible with the landscape and scenic qualities
<i>Sprawl resulting from town edge expansion</i>	Diversity of land use to deliver non-residential services and facilities to the neighbourhood and enhance quality of life within close proximity to the established urban areas	New neighbourhood hub to provide daily needs and reduce travel to the town centre Improved public park and public open space New wellness centre with a variety of recreation and community services open to the public

## 4 Project Timelines

The following is a list of the likely timing for milestones in the Planning Proposal element of the project listed in time sequence. 'TBC' notes dates and timing 'To Be Confirmed'. Dates and timing will be updated as the project progresses. Numbers in brackets (1), (2) etc correspond to the more detailed description of the engagement methods provided in Sections 7 and 9.

**Table 4-1 Project Timelines**

Timing	Action		
February to April 2018	Project team inception, collaboration and briefing		
April to August 2018	Specialist studies done		
	Reflection and revision		
September 2018	Pre-project stakeholder engagement (1) and		
September 2018	Pre-lodgement meeting with Kiama Council		
	Reflection and revision from pre-lodgement meeting		
	Response to meeting feedback		
September 2018	Lodgement of Planning Proposal with Kiama Council		
	Preliminary feedback from Kiama Council		
	Reflection and revision		
	Response to Council feedback		
September – October 2018	Lodgement phase stakeholder engagement (2)		
	Reflection and revision based on Stakeholder feedback		
October 2018	Written feedback from Kiama Council		
	Reflection and revision		
	Response to Council feedback		
TBC	Consider address to Council Ordinary Meeting (3)		
TBC	Resolution of Council		
	Reflection and revision		
TBC (or 90 days from lodgement of the PP)	Option 1 – Council supports the application and forwards PP for gateway determination	Option 2 – Council defers decision and requests additional information	Option 3 – Council does not support the application
TBC	Council forwards PP to DPE	Reflection and Revision	Lodgement of Application for Review to Department of Planning and Environment (DPE)
TBC	Gateway determination	Submission of additional information to Council	
TBC		Address Council Ordinary Meeting	
TBC	TO BE FURTHER DEVELOPED AS MATTERS PROGRESS		
TBC			

## 5 Stakeholder Management Processes

### 5.1 Engaging Early, Sustaining Interest and Effort

A key element in planning and design is to engage with stakeholders from the outset.

Engagement is to be sustained throughout the project for:

- > two way up-to-date sharing information
- > a variety of options to keep informed
- > flow of information appropriate to the stage
- > opportunities for deeper investigation of specific issues
- > interpreting perceptions, recognising and monitoring changes

We have based our approach upon best practice and widely recognised principles designed to foster clear communication channels and engagement with stakeholders and the community.

A widely used tool for considering the appropriate engagement approach for a particular project is IAP2's Public Participation Spectrum, an internationally recognised standard for approaches to engagement. The Spectrum tool assists with selecting the level of participation that matches the role of the community and stakeholders in the engagement process.

For this project we will use the **Inform, Consult and Involve** aspects of the IAP2 spectrum through different phases. The construction and implementation phases of the project will allow opportunities for **Collaborate and Empower** with the potential for hands-on input to the design and construction of community assets such as the new pathway, street tree planting, street furniture installation, landscaping of the public park and other activities to be open to community participation and contributions.

iap2 public participation spectrum					
developed by the international association for public participation					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place 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 issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen Advisory committees</li> <li>• Consensus-building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

### 5.2 Engagement Philosophy

The owners of the site and Cardno recognise that community and stakeholder engagement must be conducted in a clear, transparent manner that provides all participants with a realistic understanding of what

engagement means. Part of this approach is clarifying roles and responsibilities with a clear definition of the engagement parameters.

Consultation does not aim to achieve consensus among all participants. It is an ideal mechanism for recording and understanding issues and local knowledge regarding the site and the surroundings and to be aware of options to plan for and deliver the project which fits in its broader setting.

An important part of the process will be to articulate how community feedback will be used to inform the planning process.

The owners of the site and Cardno are keen to understand the views of others regarding the future of the Kiama locality and the immediate neighbourhood.

Our engagement philosophy is guided by six key principles widely used and accepted. These principles provide the foundation for engagement practices outlined in this Strategy.

1. **Communication** - Develop a dialogue network linking the project team and others to increase awareness of the project and provide accurate information
2. **Transparency** - Provide clear, quality and timely information to ensure people are kept up-to-date throughout the project at appropriate times and milestones
3. **Collaboration** - Establish good relationships to effectively share information to achieve good outcomes.
4. **Inclusiveness** - Provide information and opportunities for engagement that encourages people from diverse cultures, social background and ages to participate.
5. **Integrity** - Conduct engagement in a manner that fosters mutual respect and trust and builds and maintains relationships.
6. **Reflection** - Review engagement activities and outcomes to gain an understanding of the effectiveness of the engagement approach and methodology to include input from diverse sources.



## 6 Key Issues and People, Groups and Organisations

---

### 6.1 Key Issues

At this initial phase of the master plan project the 'Key Issues' are as follows:

- > Outdated strategic plans that do not match real and immediate community needs
- > Land with environmental assets not adequately protected by current land use zones and land use activities
- > Increasingly urgent need for diversity of new housing in terms of:
  - Form and size
  - Tenure
  - Construction and operating costs
  - Environmental performance
- > Need for improvements to movement networks, connectivity and reduced car dependence
- > Opportunities for improvements to the quality and utility of public spaces
- > Protection of environmental, heritage and scenic assets
- > New non-residential land uses that improve the day to day convenience and amenity of the neighbourhood.

As the project progresses we hope to identify and understand any additional key issues both objective and subjective raised by stakeholders or otherwise revealed as the project progresses. The Key Issues list is evolving.

### 6.2 Stakeholder register

One output of this plan is to develop and maintain a Project Stakeholder Register. The Register is the tool to capture the following information for each person with an interest in the project:

- > contact details (as nominated by individuals, groups and organisations)
- > preferred methods of communication
- > fields of interest(s)
- > alliances and connections
- > issues and feedback
- > actions required for each stage of the project.

The Register will be the primary engagement tool to keep in touch with people. The Register will be a live document held by the owners of the site and Cardno.

### 6.3 Key Stakeholders

This is the process of identifying the people, groups or organisations that could impact or be impacted by and/or have an interest in a decision, activity or outcome of the project. It includes analysing and documenting relevant information regarding their interests, involvement, interdependencies, influence and potential impact on project success.

The steps involved in this process are:

1. Identify people with a potential interest in the project
2. List assign people into groups where common interest exists
3. Define key interests, potential influence and attitude level and

#### 4. Rate impact and attitude.

The engagement process will accommodate changes in the way people wish to participate or be kept informed over time.

This Strategy is underpinned by a detailed and evolving analysis. This helps to ensure that the project team is kept informed of issues and ideas related to the project. It also helps to ensure that engagement and communication activities are tailored to maximise input and involvement at relevant project stages.

Table 9-1 below highlights the key people and groups identified so far who may have an interest in the project. Meetings, invitations to various events, information updates and advertising of events will be broader than this list to ensure people with a potential interest in the project are kept informed and have an opportunity to be involved.

**Table 6-1 Identified Stakeholder Groups**

Stakeholder Group	Subgroups	Level of Interest
<b>Politicians</b>		
Federal Government (elected representatives)	Ann Sudmalis MP Member for Gilmore Suite 3 59 Junction Street Nowra, NSW, 2541	Moderate
State Government (elected representatives)	Gareth Ward MP Member of Kiama	High
Local Government (elected representatives)	Lord Mayor Mark Honey (rural issues, community culture and sport)	High
	Deputy Mayor Andrew Sloan (planning, sustainability, economic diversity)	High
	Councillor Kathy Rice (eco/sustainability and social focus)	High
	Councillor Matt Brown (Lifestyle, quality of life, economic development)	High
	Councillor Neil Reilly (community connections, social equity)	High
	Councillor Warren Steel (real estate, economic development, liveability)	High
	Councillor Don Watson (housing stress and affordability, economic development)	High
	Councillor Mark Way (communications, community engagement, planning and traffic)	High
	Councillor Mark Westhoff (planning, infrastructure)	High
Kiama Council Committees	Health and Sustainability Committee	High
	Local Traffic Committee	High
	Planning Committee	High
	Economic Development Committee	High
<b>State Authorities</b>		
Dept Planning and Environment	Executive Director of Regions Steve Murray	High
Other Government Departments	Anthony Body - Department of Premiers and Cabinet	Medium
	Office of Environment and Heritage	High
	Department of Planning and Environment – Southern Office	High
	DPI Water	Medium
	Department of Family and Community Services	High
	Roads and Maritime Service	Medium
	Local Land Services	Medium
	Endeavour Energy	Low
<b>Local Authorities</b>		
Kiama City Council staff	Kerry McMurray General Manager	High
	Linda Davis Director	High
	Mark Lyndon Manager Strategic Planning	High
<b>Groups and Organisations</b>		
Illawarra Local Aboriginal Land Council	Paul Knight – CEO	High

Regional Development Australia	Debra Murphy – General Manager Innovation Campus UOW Ph 42583610	Medium
Illawarra Community Housing	2 Mercury Street Wollongong Ph42541166	Medium
Illawarra Housing Trust	David Campbell Chairperson - 120 Smith St Wollongong	High
Community Groups and Organisations	TBC	High
Local Residents	TBC	High
Local Businesses	TBC	Medium
Other	TBC	

## 6.4 Plan

This is the process of planning for and developing appropriate management strategies to effectively engage people, groups and organisations throughout the project life cycle. This will be based on the analysis of needs, interests and potential impact on project.

The steps involved in this process are:

1. Develop strategies
2. Develop action plans and
3. Assign responsible person(s).

## 6.5 Manage

This is the process of communicating and working with people to meet their needs and/or requirements for information, answer questions, address issues as they occur and foster appropriate engagement in project activities throughout the project life cycle.

## 6.6 Monitor

This is the process of monitoring overall project relationships and adjusting strategies and action plans for engaging people, groups and organisations.



## 7 Consultation

---

### 7.1 Mandatory Consultation

Kiama Council's Planning Proposal Policy includes consultation coordinated by Council staff. Although this consultation is not legislatively required, it is an adopted policy of Council and forms part of the initial assessment process.

A gateway determination is mandatory and will specify consultation requirements. It is anticipated that direct consultation will be required with the following agencies:

- > National Parks and Wildlife Service
- > Office of Environment and Heritage
- > NSW Office of Water
- > Roads and Maritime Services
- > Rural Fire Service
- > Sydney Water
- > Endeavour Energy and
- > Department of Resources and Energy.

The period for public exhibition is expected to be 28 days.

### 7.2 Non-Mandatory Consultation

Consultation with the stakeholders in Table 6.1 is proposed at various stages. Table 6.1 is not an exhaustive list and it may change as the project progresses, with certain people, groups and organisations becoming more or less relevant to the project at various times.

Section 8 describes the proposed tools and techniques to be implemented in addition to the mandatory consultation processes.

## 8 How are we engaging?

### 8.1 Tools and techniques

Throughout the project, different levels of engagement will apply. A range of tools and techniques have been identified to respond to the engagement requirements of specific phases of the project using the relevant elements of the IAP2 spectrum. These tools and techniques have been chosen to provide:

- > Clear, timely information about complex planning concepts and stages in the planning process
- > A variety of platforms to access and deliver information
- > An opportunity for the people to attend consultation events and access information and ask questions in person or electronically and provide their feedback in ways that best suit their requirements
- > Clear evidence of how feedback has been incorporated into the project design, evolution and decision making process.

Below is a description of the tools and techniques to be used for this project. The description matches with the Actions in Section 4, 5 and 9. Each element will be implemented, mediated and maintained by Cardno in collaboration with the owners of the site.

- > **Project website** to be established to provide a central source of information about the project, including the planning process, the concept plan and revisions, the site, the team, the studies, potential partnerships, sustainability initiatives and FAQs. Resources such as videos, newsletters and consultation outcomes reports are to be available and users can email questions, log comments and register their interest to receive project updates.
- > A **Community Newsletter** to reach community members, particularly those who do not usually participate in engagement. Newsletters provide a flexible format to introduce team members, provide updates, and electronic platforms and community events. Newsletters will be distributed to local residents and businesses and additional copies will be available at local shopping centre, libraries, and shopfronts.
- > The **Community and Stakeholders Drop-In Session** will be held to enable participants to view material about the project and provide verbal and/or written feedback. In particular, these sessions will be held to gain feedback on the preliminary draft concept and will be set up on-site.
- > A **First point of contact member** of the project team to take and review all enquiries, direct interest, maintain lines of communication throughout the project and update the consultation register.
- > A **Consultation Register** is an online data base that will be used to record all interactions with community members and stakeholders. It will contain contact details (at the discretion of each person), events, meetings and correspondence as well as any specific interests and key issues raised over the course of the project. Data will help to inform the vision for the project, the master planning process and this Strategy

### 8.2 Social media

Social media may be used as a communication and engagement channel throughout all phases of the project although the final format is yet to be determined.

The **project website** (web address TBC) will be the main source of information for stakeholders and the community about the project and will help to answer and clarify questions they may have. Providing up-to-date and accurate information about the project, the website will act as an information hub that connects people to other sources of information.

The project website can provide detailed information about the project, including:

- > the vision, project team, site location, structure plan and studies

- > information about the planning process and stages
- > sustainability initiatives and specific ideas
- > frequently asked questions
- > project updates – latest news and calendar of events
- > online library and resources
- > links to online engagement opportunities
- > registration of contact details such that subscribers can receive regular project updates
- > photos, inspirational messages and short videos and blogs.

*Facebook* and *Twitter* have been considered as options and rejected by the project team as it is considered the project website and a linked email address will sufficiently cater for the exchange of electronic information.

## 9 Outcome

---

**Table 9-1** below identifies the key issues raised in the consultation process and will be regularly updated throughout the project.

**Table 9-1**      **Consultation Undertaken**

Agency	Form of Consultation	Key Issues Raised	Response
TBC	TBC	TBC	None as yet

---

## 10 Action Plan

### 10.1 Action plan

The Action Plan has been designed to correspond with the development of the project. Each project stage includes a range of techniques, a description of what is involved and timing.

Table 9-1 below identifies the key issues raised in the consultation process.

**Table 10-1 Action Plan**

Activity	Stakeholder	Timing	Engagement Spectrum
<b>Stage 1 – Concept Development pre lodgement</b>			
Introductory meetings with nominated stakeholders	Federal MP Ann Sudmalis State MP Gareth Ward Dept Planning and Env't Sarah Lees Regional Development Aust (Illawarra) Illawarra Housing Trust Illawarra Local Aboriginal Land Council	September 2018	Introduce Consult Seek support Seek feedback
Pre-lodgement meeting Kiama Council staff	Kiama Council staff	September 2018	Introduce Identify matters for PP Identify further stakeholders
Newsletter No.1	Community	September 2018	Introduce, Inform, Invite
Website Launch	Community and Stakeholders	September-October 2018	Introduce, inform, invite
Engagement summary update	All above to date	September-October 2018	Inform the PP, review and reflect
Lodge Planning Proposal		September 2018	
<b>Stage 2 – Post Lodgement, Pre-Gateway</b>			
Update website data	Community and Stakeholders	October-November 2018	Inform and invite
Newsletter No.2	Community and Stakeholders	October - November 2018	Inform and invite
Community Information Session / On-site pop-up	Invitations and open to public	November 2018	Inform and invite
Engagement summary	All above to date	October - November 2018	Inform the PP, review and reflect
Attend Council Ordinary Meeting	Public forum	November 2018	Inform
Update website data	Community and Stakeholders	November and December 2018	Inform and invite
Newsletter No.3	Community and Stakeholders	November and December 2018	Inform and invite
Engagement summary update	All above to date	November and December 2018	Review and reflect Inform the Gateway application
<b>Stage 3 Gateway Review Application</b>			
TBC			
<b>Stage 4 – Public Exhibition</b>			

Activity	Stakeholder	Timing	Engagement Spectrum
TBC			
<b>Stage 5 – Post Exhibition Council Ordinary Meeting</b>			
TBC			
<b>Stage 6 – Future Development Applications</b>			