



# Fraser Coast Coastal Hazard Adaptation Strategy (CHAS)

Phase 1 Report – Stakeholder Engagement Strategy

**Version E**  
2 October 2018

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# 1.0 Introduction

## 1.1 Background

The Fraser Coast Coastal Hazard Adaptation Strategy (CHAS) is an important whole-of-Council project for integrated decision-making and coordinated responses to coastal hazard risks. It will provide the overarching framework and strategic direction for adaptation actions responding to coastal hazards. The CHAS will outline how to respond and manage current and future coastal hazard risks including guiding change, informing decision-making and prioritising actions across Council and the community.

The process involves identifying coastal hazards; assessing vulnerabilities and risks to a range of assets (tangible and intangible); engaging with stakeholders to select preferred adaptation options; and determining the costs, priorities and sequencing of actions over time.

## 1.2 Purpose

This stakeholder engagement strategy is one of the first elements of the CHAS process and has been developed to guide internal and external engagement across the whole of the CHAS project. The strategy will outline engagement principles and objectives, as well as key messages and proposed engagement methods for each project phase.

The engagement strategy should be updated as the project progresses based on feedback received, evaluation undertaken and as new issues or stakeholders emerge, and more detailed engagement planning should be undertaken for each phase of the CHAS. The engagement strategy should therefore be considered an overarching, 'living' document.

## 1.3 Notes on terminology

The term 'stakeholders' has been used throughout the engagement strategy to refer to all project stakeholders including internal (Council) and external stakeholders. The broad regional 'community' or 'public' are also included in the term 'stakeholders' in this engagement strategy. Where referring to specific stakeholder groups this distinction will be clear.

'Community' has however been used in the key messages section rather than 'stakeholders' which is considered to be engagement jargon.

The term 'engagement' has been used throughout the engagement strategy to refer to the full spectrum of levels of engagement from 'inform' to 'empower' used in the International Association of Public Participation (IAP2) engagement spectrum. To avoid confusion, the term 'consultation' has not been used, except where specifically referring to the level of engagement referred to as 'consult' in the IAP2 framework (or where quoting from other sources).

## 2.0 Project context

### 2.1 The project

The Fraser Coast CHAS has been partially funded by the QCoast<sub>2100</sub> program – an initiative of the State Government’s Department of Environment and Science (DES), and delivered through the Local Government Association of Queensland (LGAQ).

The program is intended to guide decision-making across key areas of local government planning and operations, including:

- Corporate and operational planning;
- Financial planning (long-term forecasts and annual budgets);
- Land use planning and development assessment;
- Infrastructure planning and management, including roads, stormwater and foreshores;
- Asset management and planning, including nature conservation, recreation, cultural heritage values and other public amenities;
- Community planning and engagement; and
- Emergency and disaster management.

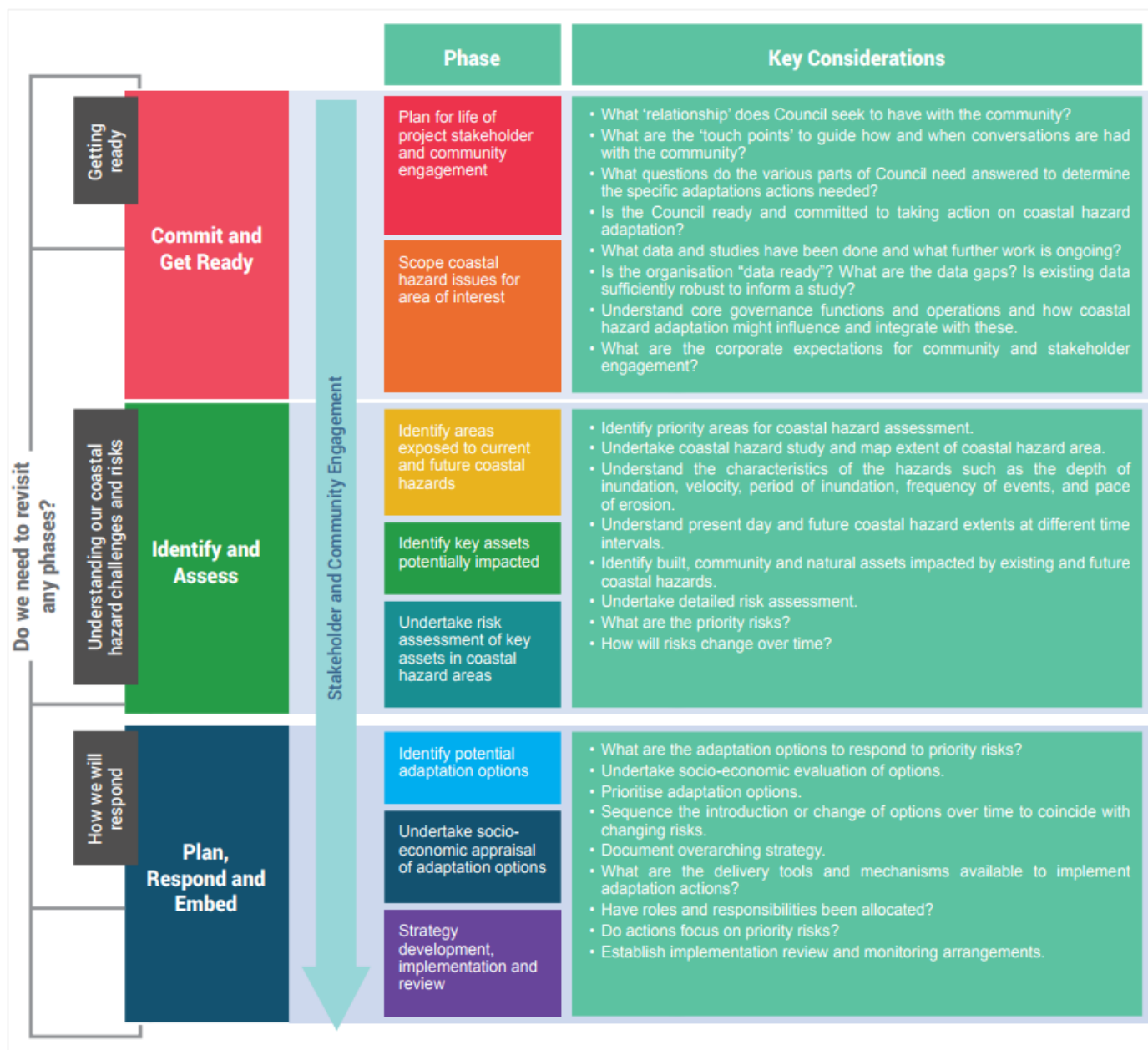
The project provides a ‘platform’ to engage with stakeholders in the coastal area and the Fraser Coast Region community more broadly, and helps to identify priority assets, community risk tolerance levels, preferred adaptation options and priorities for implementation.

The project will be prepared in accordance with the QCoast<sub>2100</sub> Minimum Standards and Guidelines. The Minimum Standards and Guidelines (MS&G) provide assistance to local governments wishing to prepare a CHAS. The guidelines set minimum requirements that are to be included in a CHAS, as well as providing information on leading practices to facilitate continuous improvement. The minimum standards represent the benchmark for undertaking these studies in Queensland, such that coastal hazard adaptation decision-making is approached in a regionally consistent and systematic way. The MS&G are structured around eight (8) phases, as illustrated in **Figure 1**.

The broad methodology in preparing the CHAS includes:

- Identifying existing coastal hazard risks and how they are expected to change or worsen in the future over different planning horizons from present day to year 2100;
- Assessing vulnerability and risks for a broad range of assets, including social, ecological, physical, economic and cultural assets;
- Identifying adaptation options and actions to ‘treat’ or manage coastal hazard risks;
- Identifying priorities: the most pressing or urgent risks that need responding to today versus those that can wait for trigger events at some point in the future;
- Identifying tools to deliver these actions;
- Outlining timing, staging and sequencing of actions over time;
- Defining roles and responsibilities;
- Identifying funding; and
- Outlining monitoring and review expectations.

Figure 1. Eight phases of the QCoast<sub>2100</sub> and the key considerations of each stage



Source: LGAQ and Queensland Government 2016 (QCoast<sub>2100</sub> Minimum Standards and Guidelines).

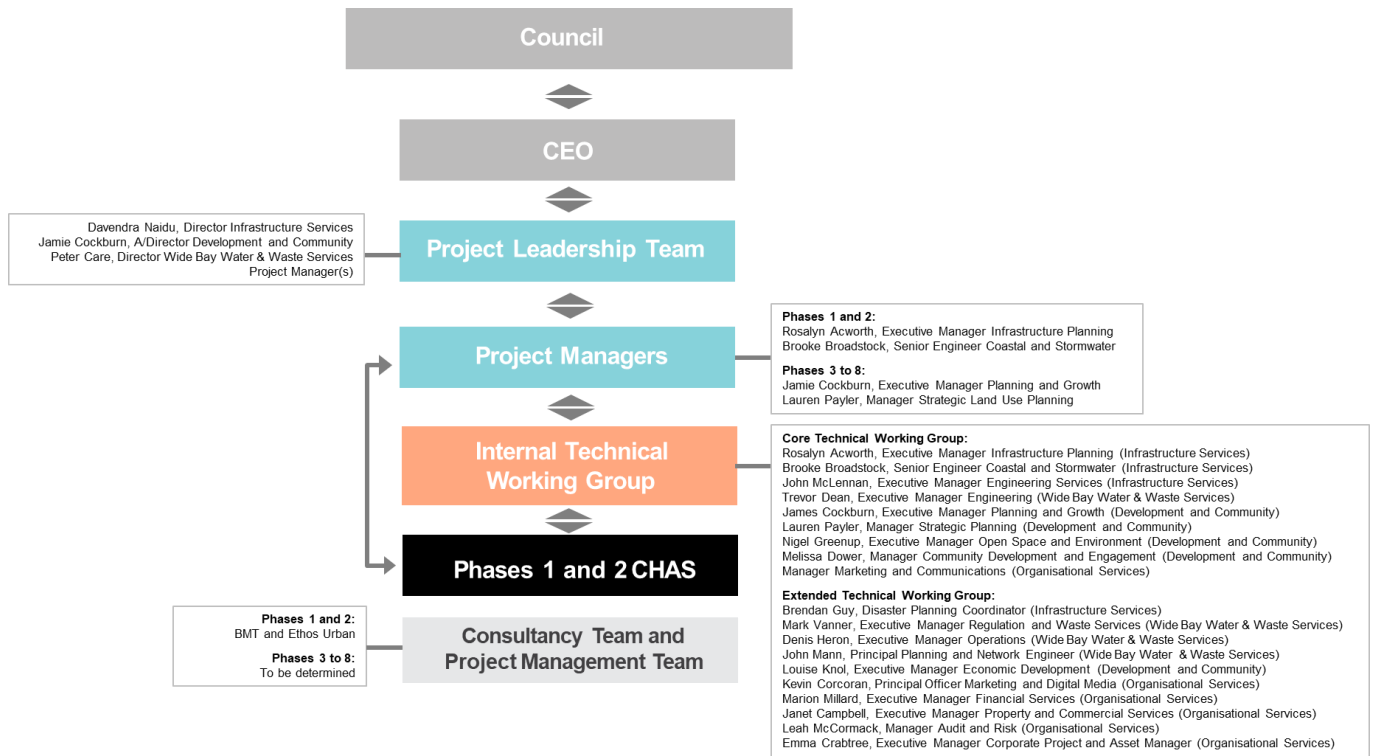
The Fraser Coast CHAS has been aligned with the phases of the QCoast<sub>2100</sub> program. This stakeholder and community engagement strategy is an output of Phase 1 and is part of the broad 'Commit and Get Ready' stage along with Phase 2. Phase 2 identifies gaps in existing coastal hazard data for the Region and scopes out any further technical work to be undertaken to fill these gaps.

## 2.2 Project team and roles

Council has engaged BMT and Ethos Urban to assist in undertaking Phases 1 and 2 of the Fraser Coast CHAS. The project team for this project is shown in **Figure 2**.

For the CHAS engagement activities, a similar project team structure is proposed, with the consultancy team undertaking engagement activities overseen by the Project Manager and Internal Technical Working Group (TWG). Subject to resourcing, it is anticipated that Council's engagement and / or communications team will also be involved in delivering engagement support and activities in collaboration with the consultancy team.

**Figure 2. Project team structure**



*Note: The people, position and department names in this diagram were correct as at June 2018. Although changes may occur throughout the life of the project, the overall project team structure will remain as outlined here.*

## 2.3 Shire context

### 2.3.1 Population and household characteristics

The population of the Fraser Coast Region was 101,504 people (based on place of usual residence (URP)) (ABS 2017). This population count aligns with the estimated resident population (ERP) data for the Region at 102,953 people in June 2016 (Queensland Government 2017).

The main urban centres and coastal localities in the Region, and their respective estimated resident populations at June 2016, are as follows:

- Hervey Bay (52,806 people), including the suburbs of Craignish and Dundowran Beach;
- Maryborough (22,520 people), located inland on the Mary River;
- Burrum Heads (1,270 people);
- Burrum Heads (eastern section) (415 people);
- Toogoom (2,108 people);
- Booral (761 people);
- River Heads (1,567 people);
- Maaroom (222 people);
- Boonooroo – Tuan (413 people);
- Poona (486 people).

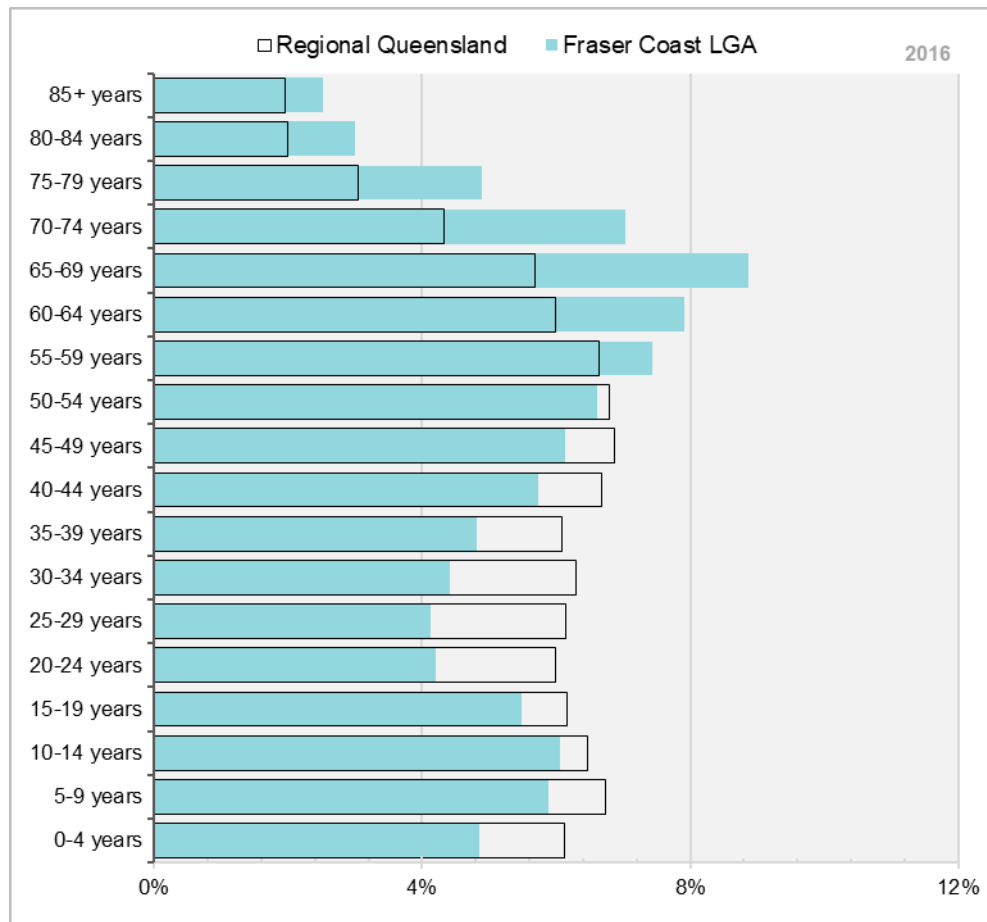
For the demographic profile, ABS census data published by Informed Decisions (2018) has been utilised, as the geographic areas used correspond well with the coastal areas that may be impacted by coastal hazards. The areas used in the analysis, and their populations in 2016, are:

- Burrum Heads – Toogoom (4,256 people);
- Dundowran Beach – Craignish (3,902 people);
- Hervey Bay (46,724 people);
- Booral – River Heads (3,066 people);
- Great Sandy Straits – Fraser Island (1,347 people).



In 2016, the median age for the Fraser Coast LGA population was 48 years, compared to 39 years for Regional Queensland and 37 years for Queensland (ABS 2017). **Figure 3** shows the Fraser Coast LGA community age profile compared to Regional Queensland. The Fraser Coast LGA had significantly higher proportions of older people, aged from 55 years of age and older, than Regional Queensland as a whole.

**Figure 3. Age pyramid, Fraser Coast LGA and Regional Queensland, 2016**



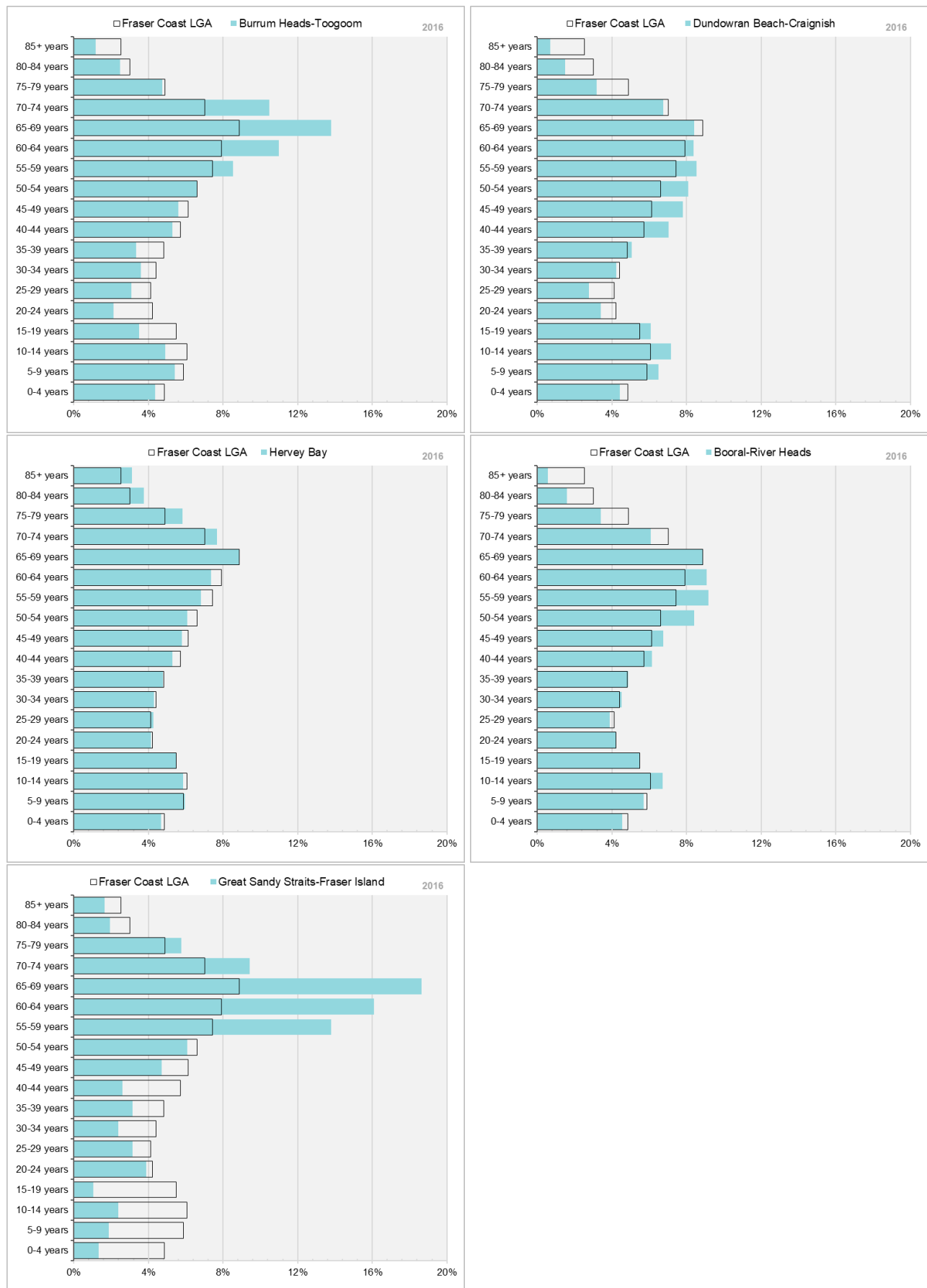
Source: *Informed Decision 2018*.

Of the study areas identified, the Great Sandy Straits – Fraser Island area had the most heavily skewed older population, with significant proportions of people in age groups between 55 to 69 years of age. In total, 648 people in the Great Sandy Straits – Fraser Island area were aged 55 to 69 years of age, making up 48.5% of the population compared to 24.2% for the Fraser Coast LGA. The Burrum Heads – Toogoom area also had high proportions of older people compared to the Fraser Coast LGA, at 33.3% compared to 24.2% for Fraser Coast LGA. The other areas had more similar age structures to the Fraser Coast LGA, however both Dundowran Beach – Craignish and Booral – River Heads had slightly higher proportions of middle aged to older adults aged 40-64 years.

Most of the study areas outside of Hervey Bay had lower proportions of older aged people, around 75 years of age and older.

The Dundowran Beach – Craignish area had higher proportions of older children, 5-19 years of age than the Fraser Coast LGA as a whole, and the other study areas. Booral – River Heads also had slightly higher proportions of 10-14 year olds compared to the Fraser Coast LGA and the other study areas.

**Figure 4. Age pyramid, Coastal areas and Fraser Coast LGA, 2016**



Source: Informed Decision 2018.

The Fraser Coast LGA had a higher proportion of couples without children compared to Regional Queensland (35.0%, compared to 29.6% for Regional Queensland), and a lower proportion of couples with children (21.8%, compared to 28.8% for Regional Queensland).

The Burrum Heads – Toogoom area had an even higher proportion of couples without children, at 47.0%, compared to 35.0% for the Fraser Coast LGA and 29.6% for Regional Queensland. The Great Sandy Straits – Fraser Island area also had a higher proportion of couples without children, at 48.8%, and a high proportion of lone person households, at 33.6% (compared to 26.9% for the Fraser Coast LGA and 24.9% for Queensland).

The Dundowran Beach – Craginsh area had a higher proportion of couples with children, at 34.8% of total households, compared to 21.8% for the Fraser Coast LGA and 28.8% for Regional Queensland. It was the only area with a higher proportion of couples with children than Regional Queensland.

**Table 1. Household types, Coastal areas, Fraser Coast LGA and Regional Queensland, 2016**

Socio-economic indicators	Burrum Heads – Toogoom	Dundowran Beach – Craginsh	Hervey Bay	Booral – River Heads	Great Sandy Straits – Fraser Island	Fraser Coast LGA	Regional Queensland
Couples with children	309 (18.2%)	461 (34.8%)	3,694 (20.0%)	296 (27.1%)	48 (9.0%)	8,491 (21.8%)	249,770 (28.8%)
Couples without children	797 (47.0%)	580 (43.7%)	6,371 (34.6%)	441 (40.4%)	260 (48.8%)	13,645 (35.0%)	256,357 (29.6%)
One parent families	134 (7.9%)	93 (7.0%)	2,299 (12.5%)	111 (10.2%)	24 (4.5%)	4,620 (11.8%)	100,515 (11.6%)
Other families	14 (0.8%)	6 (0.5%)	121 (0.7%)	3 (0.3%)	0 (0.0%)	339 (0.9%)	8,777 (1.0%)
Lone person	379 (22.4%)	170 (12.8%)	5,245 (28.5%)	205 (18.8%)	179 (33.6%)	10,488 (26.9%)	215,657 (24.9%)
Group household	62 (3.7%)	16 (1.2%)	696 (3.8%)	35 (3.2%)	22 (4.1%)	1,410 (3.6%)	36,293 (4.2%)
<b>Total</b>	<b>1,695 (100.0%)</b>	<b>1,326 (100.0%)</b>	<b>18,426 (100.0%)</b>	<b>1,091 (100.0%)</b>	<b>533 (100.0%)</b>	<b>38,993 (100.0%)</b>	<b>867,369 (100.0%)</b>

Notes: Excludes 'visitor only' and 'other non-classifiable households'.

Source: Informed Decision 2018.

### 2.3.2 Socio-economic characteristics

The proportion of residents looking for work in the Fraser Coast LGA was higher than for Regional Queensland (12.0%, compared to 7.8% for Regional Queensland) (see **Table 2**). Around 16% of the Burrum Heads – Toogoom area workforce was looking for work at the time of the census in 2016, which was higher than for the Fraser Coast LGA (at 12.0%) and the other study areas.

**Table 2. Unemployment, Coastal areas, Fraser Coast LGA and Regional Queensland, 2016**

Socio-economic indicators	Burrum Heads – Toogoom	Dundowran Beach – Craginsh	Hervey Bay	Booral – River Heads	Great Sandy Straits – Fraser Island	Fraser Coast LGA	Regional Queensland
Unemployed people (June 2016)	211 (16.0%)	145 (8.4%)	2,006 (12.2%)	145 (11.8%)	41 (10.8%)	4,410 (12.0%)	89,032 (7.8%)

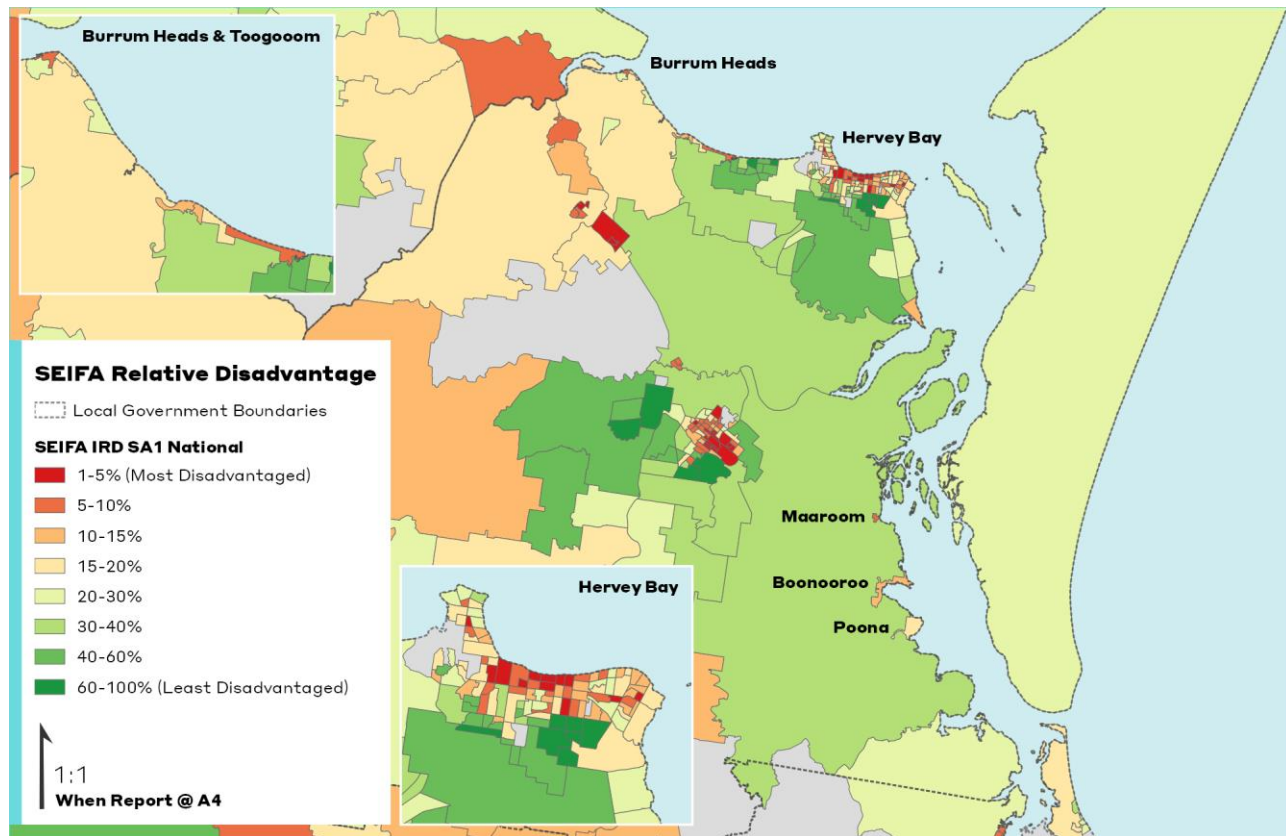
Source: Informed Decision 2018.

The Socio-Economic Indexes for Areas (SEIFA Index) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage by using various census-based statistics (i.e. income, skills, unemployment, educational attainment, etc).

**Figure 5** shows that the Fraser Coast LGA includes pockets of severe socio-economic disadvantage. These neighbourhoods of disadvantage are mainly located in Hervey Bay, with 12 neighbourhoods with a population of around 5,000 people, being severely disadvantaged. These neighbourhoods are within the bottom 5% of most disadvantaged neighbourhoods in Australia.

Some of the coastal neighbourhoods outside of Hervey Bay were also disadvantaged. Neighbourhoods at Burrum Heads, Toogoom and Maaroom had severe socio-economic disadvantage (within the bottom 10% of neighbourhoods in Australia), while neighbourhoods at River Heads, Boonooroo and Poona were also quite disadvantaged (within the bottom 20% of neighbourhoods in Australia).

**Figure 5. SEIFA Index of Relative Socio-Economic Disadvantage, Local Neighbourhoods (SA1), Fraser Coast LGA, 2016**



Source: ABS 2017.

Within the Fraser Coast LGA, the major industries of employment were health care and social assistance (17.8%); retail trade (12.3%); education and training (9.7%); construction (8.7%); and accommodation and food services (8.6%) (**Table 3**). This was similar in the coastal study areas, however for the Great Sandy Straits – Fraser Island area a higher proportion of employed residents were employed in the accommodation and food services industry (26.3%, compared to 8.6% for Fraser Coast LGA and 8.2% for Regional Queensland).

Tourism is not identified as a separate industry sector within the classification used by the ABS. Tourism activity generally flows through into retail trade and accommodation and food services which were in the top five industries of employment for the Fraser Coast LGA.

Informed Decisions (2018) uses National Institute of Economic and Industry Research (NIEIR) data to estimate the proportion of economic activity and employment created due to tourism. It estimates that in 2015-16, 5.2% of employed workers were directly employed in tourism and hospitality, while a further 2.6% of employed workers were indirectly employed in the industry. These were similar proportions to Queensland. The tourism and hospitality industry contributes around \$220 million to the local economy directly (3.4% of the local economy), and a further \$185 million indirectly (a further 2.8% of the local economy).

**Table 3. Industry of employment, Coastal areas, Fraser Coast LGA and Regional Queensland, 2016**

Industry Sector	Burrum Heads – Toogoom	Dundowran Beach – Craignish	Hervey Bay	Booral – River Heads	Great Sandy Straits – Fraser Island	Fraser Coast LGA	Regional Queensland
Health Care and Social Assistance	195 (18.8%)	265 (17.2%)	2,932 (20.8%)	191 (17.7%)	27 (8.4%)	5,741 (17.8%)	135,575 (12.8%)
Retail Trade	158 (15.2%)	182 (11.8%)	1,920 (13.6%)	130 (12.0%)	22 (6.8%)	3,954 (12.3%)	109,516 (10.3%)
Education and Training	76 (7.3%)	165 (10.7%)	1,418 (10.1%)	85 (7.9%)	14 (4.3%)	3,120 (9.7%)	93,336 (8.8%)
Construction	122 (11.8%)	195 (12.6%)	1,204 (8.6%)	113 (10.5%)	31 (9.6%)	2,796 (8.7%)	98,469 (9.3%)
Accommodation and Food Services	79 (7.6%)	116 (7.5%)	1,544 (11.0%)	96 (8.9%)	85 (26.3%)	2,765 (8.6%)	86,447 (8.2%)
Public Administration and Safety	60 (5.8%)	116 (7.5%)	788 (5.6%)	78 (7.2%)	14 (4.3%)	1,991 (6.2%)	63,911 (6.0%)
Manufacturing	27 (2.6%)	68 (4.4%)	440 (3.1%)	40 (3.7%)	19 (5.9%)	1,767 (5.5%)	58,533 (5.5%)
Other Services	32 (3.1%)	70 (4.5%)	603 (4.3%)	50 (4.6%)	4 (1.2%)	1,340 (4.2%)	42,555 (4.0%)
Transport, Postal and Warehousing	28 (2.7%)	43 (2.8%)	444 (3.2%)	60 (5.6%)	14 (4.3%)	1,270 (3.9%)	47,210 (4.5%)
Administrative and Support Services	41 (4.0%)	57 (3.7%)	475 (3.4%)	40 (3.7%)	19 (5.9%)	1,103 (3.4%)	37,424 (3.5%)
Professional, Scientific and Technical Services	34 (3.3%)	73 (4.7%)	465 (3.3%)	35 (3.2%)	9 (2.8%)	1,054 (3.3%)	48,873 (4.6%)
Agriculture, Forestry and Fishing	31 (3.0%)	23 (1.5%)	133 (0.9%)	26 (2.4%)	13 (4.0%)	877 (2.7%)	50,176 (4.7%)
Mining	31 (3.0%)	38 (2.5%)	165 (1.2%)	27 (2.5%)	3 (0.9%)	569 (1.8%)	37,478 (3.5%)
Rental, Hiring and Real Estate Services	20 (1.9%)	32 (2.1%)	349 (2.5%)	21 (1.9%)	4 (1.2%)	562 (1.7%)	20,919 (2.0%)
Wholesale trade	17 (1.6%)	8 (0.5%)	149 (1.1%)	18 (1.7%)	0 (0.0%)	491 (1.5%)	24,541 (2.3%)
Electricity, Gas, Water and Waste Services	13 (1.3%)	11 (0.7%)	145 (1.0%)	14 (1.3%)	0 (0.0%)	487 (1.5%)	12,177 (1.1%)
Financial and Insurance Services	20 (1.9%)	7 (0.5%)	173 (1.2%)	6 (0.6%)	3 (0.9%)	389 (1.2%)	19,671 (1.9%)
Information Media and Telecommunications	0 (0.0%)	4 (0.3%)	75 (0.5%)	0 (0.0%)	8 (2.5%)	314 (1.0%)	10,279 (1.0%)
Arts and Recreation Services	4 (0.4%)	6 (0.4%)	111 (0.8%)	9 (0.8%)	7 (2.2%)	300 (0.9%)	17,365 (1.6%)
Inadequately described or not stated	41 (4.0%)	63 (4.1%)	544 (3.9%)	38 (3.5%)	25 (7.7%)	1,384 (4.3%)	45,064 (4.3%)
<b>Total employed persons aged 15+</b>	<b>1,037 (100.0%)</b>	<b>1,545 (100.0%)</b>	<b>14,077 (100.0%)</b>	<b>1,080 (100.0%)</b>	<b>323 (100.0%)</b>	<b>32,274 (100.0%)</b>	<b>1,059,519 (100.0%)</b>

Notes: Based on Usual Place of Residence (employed persons only).  
Source: Informed Decision 2018.

### 2.3.3 Potentially 'hard to reach' residents

In terms of potentially 'hard to reach' residents, the Fraser Coast LGA includes a high proportion of residents with a disability (9.7%, compared to 5.5% for Regional Queensland) and that do not have internet access (18.4%, compared to 9.2% for Regional Queensland) (**Table 4**). However, there were lower proportions of migrants, people from non-English speaking backgrounds, and people with low English language skills in the Fraser Coast LGA compared to Regional Queensland. There was a similar proportion of Aboriginal and / or Torres Strait Islander people in the LGA compared to Regional Queensland at 4.2% (4,232 people).

In terms of the study areas within the Fraser Coast LGA, the Great Sandy Straits – Fraser Island area had significantly higher proportions of households without internet access at nearly 60% compared to around 10% for Regional Queensland.

**Table 4. Hard to reach community indicators, Coastal areas, Fraser Coast LGA and Regional Queensland, 2016**

'Vulnerable' / 'hard to reach' community indicator	Burrum Heads – Toogoom	Dundowran Beach – Craignish	Hervey Bay	Booral – River Heads	Great Sandy Straits – Fraser Island	Fraser Coast LGA	Regional Queensland
New migrants to Australia (born overseas and migrated in the preceding five years)	72 (12.9%)	106 (15.1%)	1,547 (19.2%)	74 (15.6%)	28 (16.5%)	2,420 (17.1%)	(35.5%)
Born overseas in mainly non-English speaking country	84 (2.0%)	113 (3.0%)	1,849 (4.0%)	96 (3.2%)	26 (2.0%)	4,755 (4.7%)	(7.6%)
Spoke language other than English at home and spoke English not well or not at all	0 (0.0%)	0 (0.0%)	123 (0.3%)	0 (0.0%)	3 (0.2%)	315 (0.3%)	(1.1%)
Require assistance due to disability	391 (9.3%)	243 (6.4%)	4,748 (10.4%)	289 (9.6%)	119 (9.0%)	9,806 (9.7%)	(5.5%)
Households without Internet access	279 (14.4%)	76 (5.4%)	3,756 (18.2%)	128 (10.9%)	215 (59.6%)	7,971 (18.4%)	(9.2%)
Aboriginal and / or Torres Strait Islander people	173 (4.0%)	121 (3.1%)	1,880 (4.0%)	128 (4.2%)	23 (1.7%)	4,232 (4.2%)	(5.4%)

Source: *Informed Decision 2018*.

## 2.4 Council's approach to engagement and past engagement activities

### 2.4.1 Council strategies and policies

#### Community Plan 2031

The Community Plan overarches the Corporate Plan, service delivery and projects, the annual report and budget and other long-term strategies and policies. The plan has key themes consistent with the Corporate Plan including Our Governance, Our Community, Our Economy, Our Environment, Our Movement and Access, and Our Places and Spaces.

Relevant elements of the Community Plan include:

- Our Governance: Engaging Communities:
  - The knowledge, experience and wisdom held by community members of all ages, cultures and abilities is sought and utilised to shape the future of the Region, with their views advocated at all tiers of government.
  - Our elected members are decisive and display strong leadership by driving the community vision. Our Region's positive attributes and opportunities are marketed and promoted and relationships with the community and other government bodies are fostered to form cohesive partnerships to the benefit of the broader region.
- Our Community: Building Community Spirit and Belonging:
  - The Fraser Coast Region boasts an inclusive and caring community recognising that our people require access to services and facilities that assist them to successfully participate in our community.
- Our Environment: Protecting, Restoring and Enhancing the Environment:
  - We will balance our lifestyle expectations by working in partnership to ensure behavioural changes to protect the environment by adopting sustainable practices.
  - The Fraser Coast Region boasts an inclusive and caring community recognising that our people require access to services and facilities that assist them to successfully participate in our community.

- Our Environment: Mainstreaming Environmentally Sustainable Choices
  - Fraser Coast community members will take personal responsibility for creating a sustainable lifestyle in understanding and committing to positive action to protect the future of the Region.

#### Corporate Plan 2014-2018

It is understood that Council are in the process of updating the Corporate Plan, and it is anticipated that this updated version will be reviewed as part of latter phases of the CHAS as it becomes available.

The existing Fraser Coast Regional Council Corporate Plan 2014-2018 is Council's overarching document to guide governance and strategic service delivery. The Corporate Plan includes a vision supported by performance indicators for governance; community; economy; environment; movement and access; and our places and spaces.

The Council has a clear driver toward long term efficient and innovative asset management, supporting greater investment and economic activity in the Region, managing and promoting coastal resources; along with informing and empowering the community through engagement.

Relevant elements of the corporate plan include:

- Our Governance:
  - Engaging communities – deliver the community's expressed desires through innovative community engagement activities
  - Accountability and leadership – our policies and procedures are clear and consistent; balance regulation with facilitation and only regulate in the community's interest
- Our Community
  - Community Spirit & Belonging - Support a diverse range of experiences that promote community inclusiveness, participation and enjoyment.
  - Safeguarding Community & Well-being - Promote an environment in which residents and visitors feel empowered and have equal access to services and facilities.
- Our Environment
  - Environmentally Sustainable Choices - Educate people of the Fraser Coast to take personal responsibility for creating a sustainable lifestyle incorporating the principles of reduce, reuse and recycle.

#### Community Engagement Policy 2016

Council's engagement policy includes the following principles for engagement:

*Council is committed to engaging the community in order to make decisions that best meet community needs and expectations. Council will listen to, collect information from, confer with and take into account the community's ideas but a central principle of Council's Community Engagement Framework is that the responsibility for decision-making rests with the elected body of Council. This message will be clearly communicated at all times when engaging with the community.*

*In order to engage the community most effectively and fairly, Council commits to the following principles:*

1. *Accurate, accessible and timely information will be provided as the basis for effective consultation;*
2. *Participation will be encouraged by individuals, groups and organisations in the Fraser Coast Regional Council area and other regional areas as required;*
3. *Practices to promote participation will be optimised and barriers to participation will be identified and minimised;*
4. *The purpose of each consultation will be clearly stated, as per the IAP2 spectrum (see Attachment 2);*
5. *Feedback about the outcomes of consultation will be provided to participants as well as communicated to the general community.*

The policy includes a Community Engagement Framework which provides the following additional engagement principles:

*Council has decided to take a principle based approach to its community engagement activities. This approach provides consistency, cohesion and facilitates the alignment of our performance reporting. Each principle seeks to clarify the purpose of why Council engages with the community and guide how that engagement occurs.*

These principles are:

- *Timeliness: Council will engage with its community in ways that are timely, open to all, easily understood and not overly bureaucratic or resource intensive.*
- *Information and feedback: the community has the right to be well informed on issues and receive feedback from Council on how its input has been used to inform Council decisions.*
- *Mutual respect: Council's goal is one of inclusive involvement. All voices matter, all opinions are valued and considered.*
- *Action learning: Council is committed to the development of innovative engagement approaches, learning from each engagement experience, and using such learning to improve our approaches to engagement.*
- *Foresight: Council engages with its community not only to learn about and respond to present needs, but also to gain a better understanding of our communities' perspective on emerging issues that may affect our preferred future.*

With regard to community committees, the framework notes:

*From time to time Council may establish community committees that will:*

- *Have a specific terms of reference;*
- *Explore a major strategic or regional issue;*
- *Have a defined timeframe;*
- *Report at least once every six months to Council;*
- *Be chaired by a Councillor;*
- *Identify staff resources to act as project officer and secretary to the taskforce or panel.*

#### Council's emerging community engagement framework

Council is currently preparing a community engagement framework which will be evolving over the next 12-month period. Future iterations of the Phase 1 report or the separate phase engagement plans can reflect the emerging directions outlined in this policy.

#### **2.4.2 Important community context**

Community sensitivities following the 2008 local government amalgamations are still prevalent in the Fraser Coast Region which has an implication for engagement particularly in the coastal hazards context. Issues are related to:

- Views about expenditure that occurs along the Hervey Bay coastline versus other regional priorities.
- Geographic location of communities and townships that are in some cases quite distanced from larger urban areas and from each other.
- Preference of community members, and travel constraints which significantly reduces the support for and ability of the community members to travel outside of their immediate locality/township for collective engagement sessions.

There is therefore an expectation that visitation occurs within each community, and that each community has unique issues that need to be considered within the undertaking of a CHAS.

#### **2.4.3 Past relevant engagement activities**

##### Fraser Coast Shoreline Erosion Management Plan (SEMP): Management Options Assessment

The Shoreline Erosion Management Options Assessment (dated July 2012), describes the study approach. It notes that the former Hervey Bay City Council had some difficulty in implementing the shoreline erosion actions identified in the *Hervey Bay Coastal Protection Strategy* (WBM 2004). Council determined that to reduce the risk of this occurring again for the updated shoreline erosion management plan, "more rigorous consultation and participation by key stakeholders involved in management of the coastal zone" should be undertaken.

The objectives of the SEMP engagement program are noted as:

- *To ensure that the community is made aware of the SEMP process;*
- *To deliver information and key messages on the SEMP to stakeholders and collect feedback; and*
- *To ensure the SEMP is developed with formal input from the community, to achieve transparent and acceptable outcomes.*



A summary of the engagement activities undertaken included:

*A range of consultation mechanisms were used to obtain input to the SEMP, including the establishment of formal steering committees to direct consultation with key stakeholders and community representatives. Input from the community and key stakeholders has been considered in the development of this Erosion Management Options Assessment Report.*

*In order to guide the development of the Fraser Coast SEMP a steering committee was established by FCRC. The committee consists of a core group known as the Client Steering Group (CSG), while a larger consultative body including a wide range of stakeholders known as the Extended Steering Group (ESG) was also convened.*

Client Steering Group (CSG): *The function of the CSG is to assist FCRC with technical direction and overall project management of the development of the SEMP. It includes technical experts and representatives of State and Local Government, as well as the technical specialists comprising the project team, including:*

- *FCRC's project manager and project director from the Environment, Sustainability and Open Space team (which is responsible for coastal management);*
- *Representatives from DERM's [former Department of Environment and Resource Management] Coastal Unit, who assist FCRC with technical oversight and direction;*
- *Representatives from various State Government agencies with a concurrence or approvals role in coastal development, including DERM's Cultural Heritage Coordination Unit and Queensland Parks and Wildlife Service, DEEDI [former Department of Employment, Economic Development and Innovation], Maritime Safety Queensland (DTMR [Department of Transport and Main Roads]), and the Burnett Mary Regional Group;*
- *Independent technical experts in coastal management; and*
- *Members of the consultant project team, including Cardno and CPR Group.*

Extended Steering Group (ESG): *As outlined above, the ESG has a wider consultative function. A number of invitations were issued to seek expressions of interest in sitting on the Committee, and the final ESG consists of:*

- *All members of the CSG;*
- *Fraser Coast Councillors;*
- *Additional FCRC staff with a role in strategic management of the coastal zone, including staff from Strategic Planning and Engineering Services; and*
- *Representatives of local Progress Associations.*

*The ESG facilitates information sharing between FCRC, its technical specialists and key stakeholders in the management of the Fraser Coast coastline and wider community. It facilitates ongoing dialogue and is the main forum to communicate FCRC's objectives, present relevant reports or documents, and discuss issues. In addition, communication was undertaken as required with a number of the committee members on specific issues outside of the formal meetings.*

*Invitations to every ESG meeting were sent to all the Progress Associations within the LGA, and to the Queensland South Native Title Representative Body. Introductory telephone calls were also made to invite participation in SEMP consultation by Traditional Owners, however, no expressions of interest in sitting on the ESG were received. A meeting was held with Dr Eve Fesl as she was referred to the project team as a Native Title Party for part of the area. Dr Fesl recommended that FCRC peruse previous Cultural Heritage studies for the coastline and that a Cultural Heritage assessment be completed to identify at a high level where there are likely to be Cultural Heritage implications.*

Direct Community Engagement: *Direct consultation with the community was facilitated by CPR Group on behalf of FCRC. The engagement with the community undertaken to date has focussed on:*

- *Identifying community usage and values associated with the Fraser Coast coastline;*
- *Understanding the communities awareness of risk from erosion and obtaining information on historical erosion issues; and*
- *Assessing what types of erosion management approaches were considered suitable.*

Key engagement mechanisms included:

- *Free call telephone number, dedicated email address and website;*
- *Advertisements in the Fraser Coast Chronicle;*
- *Publications of articles in the Fraser Coast Chronicle and Fraser Coast Living;*
- *Councillor briefings;*
- *Direct engagement with neighbourhood Progress Associations;*

- Questionnaire distributed to Progress Associations, a range of community groups, a Neighbourhood Centre and other interested parties;
- Public exhibition of draft report.

Public exhibition: *The Draft Report was also placed on Public Exhibition from 22 December 2011 to 3 February 2012. A copy of the report was placed at each of Council's Customer Service Centres in Tiaro, Maryborough and Hervey Bay, and additionally at Council's libraries in Hervey Bay, Maryborough and Burrum Heads. The report was also available to view on Council's website. Flyers advertising the report were distributed through newspapers and advertisements and articles in the Fraser Coast Chronicle.*

*The submissions received during the public exhibition period were collated and summarised by Council. Council and Cardno prepared a response to each submission, which answered the respondents question, provided further information as required, and identified necessary changes to the draft Report.*

Learnings from the Shoreline Erosion Management Plan of relevance to the CHAS project have separately been provided by Council. These learnings include:

- Community desire to see erosion action rather than more studies;
- A sense of urgency about implementing erosion management actions to safeguard properties, whilst also preserving beach amenity;
- Stakeholders responded favourably to the opportunity to be engaged – extensive interest;
- Constructive information provided regarding historical erosion and possible future impacts.

Some specific community views that might be relevant to the study were also provided:

- Use expenditure on long-term solutions rather than short term sand replenishment (Urangan);
- Council should consider sea level rise and erosion risks when approving foreshore developments (Urangan);
- Study is needed to determine erosion and inundation impacts due to climate change (Dundowran);
- A strategic plan is needed for withdrawal of built infrastructure (Point Vernon);
- The Esplanade should be protected by an aesthetically pleasing solid barrier (Urangan);
- Erosion affects lifestyle, fishing, safety, tourism and the economy (Burrum Heads);
- Ongoing erosion will affect property values (various locations);
- Advocacy for natural approaches / processes, and vegetation replenishment and management (Poona, Urangan, Tuan, Toogoom);
- Some inundation is desirable for plants and wildlife (Dundowran);
- Objection to environmental levy being used to fund erosion adaptation (Dundowran);
- Council should run open days explaining what it is doing (Dundowran);
- Council newsletter should be distributed to all households prior to cyclone season (Dundowran).

#### Fraser Coast Shoreline Erosion Management Plan: Stakeholder Consultation Report 2011

In the consultation summary report, it was noted that:

- There was a common thread in engagement undertaken with residents, that there is a desire now to see erosion protection action rather than more studies. There was some frustration at ongoing erosion over a number of years while a series of studies have been carried out;
- Residents understood the importance of the shoreline erosion management plan and showed interest in planning for erosion and engagement undertaken;
- Most respondents exhibited a sense of urgency about protecting their property, followed by the preservation of beach amenity.

#### **2.4.4 Learnings from past engagement activities**

A workshop session was held with Council's Project Leadership Team and Technical Working Group (TWG) on 19 March 2018. A focus of this workshop was to identify examples of past engagement projects and strategies undertaken by Council and their successfulness. A summary of these discussions is provided below:

#### Learnings from Shoreline Erosion Management Plan:

- The Shoreline Erosion Management Plan engagement activities were comprehensive and over a three-year period.
- Coastal communities have a very strong connection to the coast – passionate community, they have observed the coastal hazard events over many years and were very active in the engagement.
- Success in developing champions in the Progress Association groups.
- Needed to identify champions in the urban areas as well (Hervey Bay).
- The plan was presented in draft form at multiple stages so no surprises when the plan was released.
- There was much more 'buy-in' to the project from the smaller coastal communities than in the Hervey Bay urban area.
- Councillors agreed that the technical working group would make the determinations around climate change – signalling that this wasn't a political decision to make.
- Social media did not really exist – this may be more of an opportunity for the CHAS.

#### Other engagement aspects:

- Online engagement software being investigated for use by Council.
- New engagement strategy is due out July / August 2018.
- Council is about to start preparing community plans for each community – could be opportunities to align with these processes. Including community survey work.
- Resourcing – may require a dedicated officer.
- A hotline could be used.
- Consider school visits, engagement through School Captains Networks and / or high school geography students.
- Consider community builders program.
- There is an established community liaison committee for disaster management that meets every three months. A new community group could be formed with the appropriate representation for the long term.
- Consider using this group to 'test' ideas.
- Fraser Coast events.
- Get Ready week is in October.
- Need to manage expectations with the smaller coastal communities regarding future development. The planning scheme limits further urban growth in the coastal townships, and the CHAS engagement processes should try to limit opening up this debate again.
- Disaster coordination has a Facebook page and has launched a new Disaster Dashboard.

A further workshop session was held on 8 May 2018. This workshop included the following discussion points related to the engagement strategy:

- Council is establishing an internal team to develop the stakeholder / community engagement framework (probably 12 months away).
- The engagement framework will inform preparation of community plans.
- Reinforced the need for the CHAS to align with other Council plans (foreshore master plans).
- Coastal townships have poor accessibility to news outlets (no newspaper, poor internet). Engagement therefore needs to include visiting these locations.
- Need to include best-practice approaches.
- Opportunities for resourcing and funding for engagement activities?
- Community champions approach is working well.
- Risk that a panel would have opinionated members – need terms of reference and code of conduct to ensure panel represents community voices.
- Media strategy – all agree that a proactive media strategy is needed.
- New corporate plan being developed and already engaging community about what's important to them – there may be opportunities for dovetailing with this.

A discussion with the Community Partnerships group in Council was also undertaken, and the following items may be relevant to the engagement strategy:

- Council has a community champion's initiative currently in place.
- There are existing strong platforms / channels for communication with organisations.
- Have relationships with possible community champions / representatives from Aboriginal groups.
- Have existing approaches in place for sharing information with the community through community networks.

#### **2.4.5 Strategic engagement opportunities**

Discussions with Council's Executive team and in particular the Fraser Coast Regional Council have identified that in the context of the close engagement undertaken on the SEMP and the nature of the community (as outlined at section 2.4.2) there is an identified need and desire to examine a deliberative democracy engagement approach.

Deliberative democracy involves a process where members of the community are provided with the necessary information and support to be informed and understanding of the issues or project content and being able to make a decision that has a direct influence upon the project.

The manner in which this would best occur is through a community panel, and important considerations are:

- Achieving diversity in the group – people from a variety of locations and backgrounds.
- Consideration toward this being a paid role as this requires time and commitment (how this is funded requires consideration).
- Setting clear parameters about their role and decision making.
- Possibility of this requiring an independent review committee to ensure transparency (resourcing needs to be considered).
- Requires a highly experienced facilitator.

## 3.0 Engagement principles and objectives

### 3.1 Engagement principles

The following engagement principles / values have been developed to guide the approach to engagement and the methods implemented. These principles / values are considered to align with a best-practice approach to engagement, which is Council's intention for the CHAS engagement strategy. These principles should be revisited regularly, and may need to be adjusted to align and reflect Council's new framework for engagement.

The engagement principles / values are:

- Accurate, accessible and timely information will be provided to stakeholders to encourage meaningful engagement.
- Project timeframes and engagement activities will be scheduled to allow time for meaningful engagement with stakeholders.
- The purpose of each engagement activity will be outlined to stakeholders as well as how input will be utilised in the project.
- Feedback will be provided to stakeholders on the outcomes of engagement, including how engagement input was incorporated (or not) into the project.
- Engagement activities will promote participation by the diverse population of the whole coastal area, and reduce barriers to participation.
- Engagement activities will aim to increase understanding of coastal processes, and contribute to capacity building and community preparedness for hazard events (building community resilience).
- Engagement activities should learn from and build on past engagement activities (including the SEMP project), should utilise recent stakeholder input, and should align, where appropriate, with planned engagement activities being undertaken by Council during the project timeframes, so as not to contribute to engagement fatigue.
- Engagement should develop a 'feedback loop' between Council and stakeholders throughout the project and beyond to understand expectations and priorities, and therefore there should be 'no surprises' during the draft CHAS exhibition period and final CHAS.
- Decisions on adaptation options to implement are made in collaboration with a representative group of community members to encourage community interest, ensure decision making is transparent and robust, and supported by the community.

### 3.2 Engagement objectives

The engagement objectives of this plan are to:

- **Inform** (as per the IAP2 Engagement Spectrum as discussed in **Section 4.0** and shown in **Figure 7**):
  - Increase understanding of coastal hazards for all stakeholders by providing information that is accurate, easy to understand and explains current and future risk. This contributes to all stakeholders being able to provide meaningful input and making informed decisions that improve their resilience to hazards.
  - Inform all stakeholders of the aims of the project, the motivation for and value of the CHAS, and the roles and responsibilities of Council and the State Government in responding to coastal hazard risks.
  - Inform all stakeholders of project outputs throughout project phases, including results of coastal hazard mapping, results of the risk assessment of identified assets, potential adaptation options as well as the draft CHAS report during the public exhibition period.
- **Consult** (as per the IAP2 Engagement Spectrum):
  - Make the draft hazard mapping available for consultation, and provide a summary of input received and how input influenced decisions.
  - Make the draft risk assessment available for consultation, and provide a summary of input received and how input influenced decisions.
  - Make the draft CHAS report available for consultation during the public exhibition period and provide a summary of input received and how input influenced decisions.

- **Involve** (as per the IAP2 Engagement Spectrum):
  - Key stakeholders are involved in identifying key assets within the coastal hazard study area and providing input on their tolerance to risk.
  - Key stakeholders have the opportunity to be involved in identifying adaptation options to be tested and working up criteria to evaluate adaptation options.
- **Collaborate / Empower** (as per the IAP2 Engagement Spectrum):
  - Key stakeholders collaborate with the project team in identifying preferred adaptation options and plans for the future, and are potentially empowered to make the final decisions (where funding and process can allow).

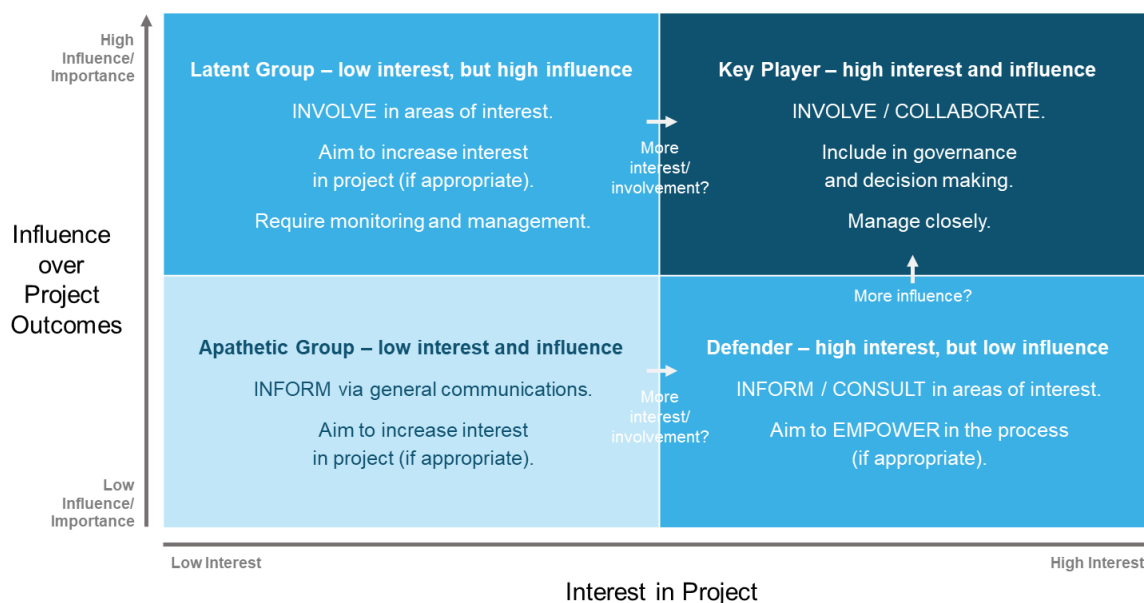
## 4.0 Stakeholders

### 4.1 Approaches to stakeholder identification and grouping

Discussions with Council officers and the TWG helped inform a preliminary list of stakeholders to the CHAS project. This complete list is contained in **Appendix A**. These stakeholders have been categorised into groups based on assumptions of their level of interest and influence. This categorisation has then helped to identify the most appropriate level of engagement and engagement activities for each stakeholder group.

**Figure 6** attempts to map the level of interest and influence of stakeholders to the level of engagement (which aligns with the International Association for Public Participation (IAP2) framework shown in **Figure 7**). The level of interest and influence is an initial assumption which may change throughout the course of the project. **Figure 6** attempts to show these opportunities for change with arrows connecting the groups (for example, from low interest to high interest).

**Figure 6. Stakeholder groups and alignment with level of engagement**



**Figure 7. International Association for Public Participation (IAP2) engagement spectrum**

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and 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 aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for 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.

Source: International Association for Public Participation (IAP2).

The stakeholder mapping will need to be confirmed and adjusted to a finer level of detail before the project commences and as the project progresses.

## 4.2 Stakeholder groups

The stakeholder groups identified are shown in **Table 5** below. These stakeholder groups are used in the remainder of the engagement strategy. The complete stakeholder analysis is provided in **Appendix A**.

Some stakeholders within particular stakeholder group may require a different or tailored engagement approach and this will need to be considered in more detailed planning during each phase of the project.

**Table 5. Stakeholder groups and roles**

Stakeholder Group	Role in Project / Engagement
<i>Key stakeholders</i>	
Internal Council Stakeholders (Key Groups)	<ul style="list-style-type: none"> <li>• Final decision-makers</li> <li>• Build internal and external stakeholder awareness of project, and support for final decisions</li> <li>• Technical input</li> </ul>
Internal Council Stakeholders (Whole of Council)	<ul style="list-style-type: none"> <li>• Support CHAS implementation across departments through 'ownership' of strategies and actions</li> </ul>
External Government Stakeholders / Infrastructure Owners	<ul style="list-style-type: none"> <li>• Input into hazard and risks assessment methodologies</li> <li>• Input into identification of assets</li> <li>• Verification of risk assessment on assets</li> <li>• Implementation of adaptation options</li> </ul>
Regional Groups and Industry Bodies	<ul style="list-style-type: none"> <li>• Build awareness of the project amongst members and encourage input</li> <li>• Consider regional alignment of implementation of plans</li> </ul>
Special Focus Group (Environmental Groups)	<ul style="list-style-type: none"> <li>• Input into identification of assets, risk assessment for assets and adaptation options to be assessed</li> <li>• Implementation of adaptation options</li> </ul>
Special Focus Group (Community)	<ul style="list-style-type: none"> <li>• Collaborate in decision making</li> <li>• Input into identification of assets, risk assessment for assets and adaptation options to be assessed</li> </ul>
Special Focus Group (Local Business and Industry)	<ul style="list-style-type: none"> <li>• Input into identification of assets, risk assessment for assets and adaptation options to be assessed</li> </ul>
<i>Other stakeholders</i>	
Broad Fraser Coast Community (only those not in special focus groups above)	<ul style="list-style-type: none"> <li>• Input into identification of assets, risk assessment for assets and adaptation options to be assessed (if interested)</li> </ul>

*Note: See Appendix A for the stakeholders identified within these stakeholder groups.*



## 5.0 Engagement risks

Significant engagement risks to the project are outlined below. Mitigation strategies are also provided, and the engagement methods chosen in Section 6 of this report also respond to these identified risks. Additional engagement risks are identified for specific engagement methods and project stages in Section 6.

**Table 6. Risks and mitigation strategies**

Risk	Mitigation Strategy
<p>Stakeholders may be reluctant to support or 'buy into' the project given that <b>adaptation actions are often long-term, and will extend beyond present day realities and issues</b> (i.e. planning horizon is too far away). This can lead to a preference to "maintain the status quo".</p>	<p>Explain upfront to key internal and external stakeholders that the CHAS follows a best-practice approach to risk identification and management. The process deals with both current levels of exposure and sensitivity, and forecasts coastal hazard risk out over multiple scenarios and horizons.</p> <p>It should be communicated to stakeholders that their risk profile can, and will most likely, change and worsen over time. Safeguarding current assets and coastal values will therefore depend on risk-appropriate adaptation options and direct management actions that are adequately sequenced in response to the changing level of risk.</p> <p>The risk mapping produced as part of Phase 5 will show the various hazard lines representing likelihood, and the consequence scale of impact for assets within the coastal zone. This needs to be explained to stakeholders.</p> <p>Considerable time should also be spent early on in the engagement program to talk about appropriate responses to coastal hazards, community values, assets potentially at-risk and the best adaptation options available. In particular, the Phase 3, 4 and 5 outputs will be critical in communicating risk and vulnerability to the coastal communities.</p>
<p><b>Lack of understanding of project and the technical outputs</b> coming out of the CHAS phases, leading to disinterest, mixed support, low levels of confidence and <b>resistance of the 'science'</b> and emerging directions.</p>	<p>It is important that this engagement plan appropriately groups stakeholders and 'maps' their level of interest and influence in the project. This will ensure that the depth of engagement undertaken suits the level of engagement planned and meets the expectations of stakeholders.</p> <p>Certain stakeholder groups will appreciate and require more robust engagement and a detailed understanding of phase outputs to understand how their assets will be impacted and what mitigation options are available (e.g. State agencies and infrastructure providers). Other stakeholders may only need to be kept informed at an 'arm's length' (e.g. non-coastal parts of the Region).</p> <p>Generic methods of engagement that explain the project and outputs in plain English for a wide audience should be used wherever possible. For example, brochures, fact sheets, letterbox drops, website updates and newspaper and newsletter advertisements can be used to explain the CHAS, provide context, assist in interpretation and provide more information on how to give feedback.</p> <p>It is also suggested that before broad engagement is undertaken (e.g. at the external launch, key workshops or the public exhibition), the TWG and Project Managers review and adjust engagement materials. This will ensure that the materials are appropriate to the audience.</p>

Risk	Mitigation Strategy
<p>Rejection of climate change science as an important issue on Council's agenda, attracting many different and competing interests.</p>	<p>Targeted engagement will need to occur with key external stakeholders during Phase 3. This will be important to get agreement on the technical 'evidence' base being used to map current and future coastal hazard areas.</p> <p>These conversations should begin with identifying what stakeholders value about the coastal system in their region, and what values are of highest priority to them. Using the Phase 3 mapping to demonstrate where and to what extent these values (i.e. assets) will be impacted by current hazards helps to set the scene for why coastal hazard adaption planning is a priority.</p> <p>The benefits of undertaking CHAS planning should also be expressed at this stage. An important selling point is that the CHAS can be used to manage development and growth uncertainty by accounting for unpredictable hazard behaviour, while still providing the flexibility to address future circumstances (e.g. changing risks, stakeholders, strategic priorities, new development etc.). Other benefits (e.g. investment certainty; enhanced political leadership; cost-effectiveness; early implementation; long-term asset and financial management; promoting innovation and collaboration etc.) are to be explained to stakeholders in "present day" terms.</p>
<p>The CHAS project is perceived to be similar to other projects recently undertaken and therefore interaction at engagement events is limited and contributes to a sense of 'engagement fatigue'.</p>	<p>It should be clear to stakeholders how the project is different to projects previously undertaken. It should also be explained how the outcomes of previous engagement activities have been utilised in the project already, and how the current engagement purpose and questions build on these outcomes.</p> <p>To limit engagement fatigue, engagement approaches should also be tailored to reflect the level of interest in the project of different stakeholder groups. It is therefore important that this engagement plan appropriately group stakeholders by their level of interest and influence in the project.</p>
<p>Stakeholder conversations can become reactive, be driven by problems or 'negatives' and represent the concerns of a limited number of participants who attend.</p>	<p>Stakeholder engagement sessions should be facilitated by an independent chair, and a scribe present to record the views and opinions of stakeholders' present. The engagement program and methods used vary and present opportunities for a range of stakeholders to be involved at different phases of the project (e.g. community workshops, pop up events, doorknocking, newsletters etc.).</p> <p>Any face-to-face sessions would benefit from structured, values-based discussions, and asking what is important about the coast, as opposed to what are the barriers to addressing risks?</p> <p>Care also needs to be taken to ensure that the engagement is not 'hijacked' by anti-campaigners, and participants understand that decision-making is informed by robust technical data and best practice approaches.</p>
<p>Risk that engagement can become 'tokenistic' (i.e. the specialist consultant team is presenting carefully engineered or conditioned adaptation pathways from which to choose).</p>	<p>Opportunities for feedback and involvement need to be made clear to stakeholders at key phases of the process (Phases 3, 4, 6 and 8). Having key external stakeholders involved in identifying key assets, brainstorming adaptation options, developing preliminary criteria and in the shortlisting process will be key to ensuring that the CHAS is citizen-driven and owned by stakeholders.</p> <p>Also, key external stakeholders need to be directly engaged in determining risk tolerability during Phase 5. This ensures that areas and assets determined by stakeholders to have an intolerable/unacceptable level of risk are prioritised in adaptation planning.</p> <p>The minutes and outcomes of any targeted engagement with internal stakeholders or key external groups should also be made publicly available on Council's website. This will ensure that engagement activities are transparent and will build collaborative decision-making.</p>

Risk	Mitigation Strategy
<p>Risk that <b>maladaptation</b> pathways or <b>unintended consequences</b> of potential adaptation options are <b>not clearly understood</b>.</p>	<p>The technical consultancy team has a responsibility to ensure that stakeholders involved in determining adaptation options are aware of the screening process applied. Preferably, stakeholders involved in Phase 6 have also been part of previous CHAS phases, have a good understanding of the process and have had time to review previous outputs.</p> <p>Screening relies on the experts' knowledge of the benefits, costs, planning and engineering feasibility and any residual impacts associated with each option. While this should be done at a high-level, it will be important to gauge whether stakeholders understand the positives and negatives of each option.</p> <p>Separating community workshop participants into smaller sub-groups to do a preliminary assessment of options, each facilitated by a technical expert, is one way of testing stakeholders' understanding of the options. The trade-offs of each option can also be discussed in these smaller groups; however, results should be presented back to the broader group for consolidation and feedback. A comments/feedback register should also be kept.</p>
<p><b>Reluctance from within Council</b> organisation to <b>change</b> existing practices, processes, strategic thinking and governance.</p>	<p>Inception meetings with Councillors, Project Leadership Team and Internal Technical Working Group is critical to set the context for the CHAS. Because the CHAS requires coordination and integration across the whole organisation, these groups need to comprise representatives from the various departments and business areas within Council. Stakeholder engagement and communication is only one governance area informing the preparation of the CHAS. Therefore, officers from asset management, land use planning, disaster management, financial planning, operations etc. need to also be brought along the journey.</p> <p>Councillors should be made aware of the key policy drivers to doing a CHAS. This should focus on achieving:</p> <ul style="list-style-type: none"> <li>• Alignment with the SPP;</li> <li>• Delivering on Council's Corporate Plan;</li> <li>• Satisfying the State interest review for Natural hazards, risk and resilience by appropriately integrating the State interest in Council's new planning scheme; and</li> <li>• Following a best practice risk-based approach and explaining what this means within the context of the SPP Guidance Material (i.e. land use planning to be underpinned by fit-for-purpose risk assessment).</li> </ul> <p>Part of delivering Phase 8 will be the preparation of a change management plan. This needs to involve the Councillors, Project Leadership Group and Internal Technical Working Group, and to identify business area changes of priority within the organisation. This will deliver an integrated response and also help to implement and monitor the objectives of Council's Corporate Plan and the region's strategic planning framework.</p>
<p><b>Limited internal project resourcing</b> confirmed. Without adequate resourcing of the engagement strategy implementation, project delivery outcomes and / or timeframes could be compromised.</p>	<p>The engagement strategy should consider the cost and resourcing requirements involved. Once resourcing is known, the engagement strategy may need to be revisited to ensure it can be implemented appropriately within the budget and resourcing provided. This may require changes to the engagement methods described below.</p>

## 6.0 Engagement strategy

This section outlines the objectives of engagement, the approach to engagement, key messages and timing for each phase of the project based on the stakeholder groups identified in Section 4. This engagement strategy has also been informed by analysis of anticipated engagement preferences by stakeholder (refer to **Appendix A**).

More detailed planning for stakeholder engagement activities will need to be undertaken for individual phases of the project as the project progresses and based on feedback received.

### 6.1 Main approaches of the engagement strategy

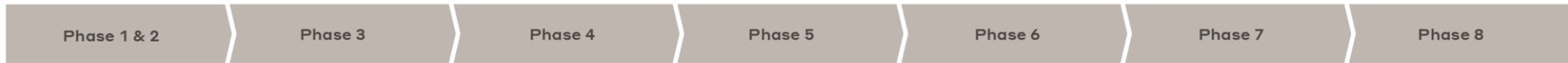
The proposed engagement approach includes:

- An online engagement hub with key information about the project, timelines, interactive mapping, survey, etc. A project email address and direct toll-free phone number will also be set up and available through the online engagement hub to direct enquires and comments back to the most relevant person within Council.
- A community panel and / or identification of 10-20 community champions from different areas of the Region (not only the coastal environment) and from a range of different ages and backgrounds, to participate in discussions, distribute information to their networks and collaborate on decision making on adaptation options to implement. In previous engagement activities, community progress associations mainly in the coastal villages were involved in engagement activities, however similar representatives from the urban areas were harder to identify and this reduced participation. Moving away from engagement with community progress associations, to a deliberative democracy process that identifies willing community champions to play a role on the panel (being educated and contributing) will assist in building capacity and resilience.
- Specific engagement methods to increase awareness and participation from residents of Hervey Bay, Dundowran Beach and Craginsh. These urban areas were less involved in engagement activities undertaken as part of the Shoreline Erosion Management Plan in 2011/12. This engagement will include direct letters to highly impacted residents and businesses, pop-up events in highly visible locations in the coastal area, making Council officers and experts available for booked and drop-in sessions at Council facilities, and utilising community organisations and identifying community champions to spread the word about the project to their networks and encourage participation.
- A diverse suite of engagement methods targeting key groups:
  - Foreshore business / organisations including tourism-based organisations through: direct letters and meetings specifically for business leaders.
  - Young adults / students through high school programs and pop-up events at highly visible locations.
  - Older people with static displays at Council facilities; static displays and notices at community notice boards; community organisations generally, and specifically community organisations that older people participate in; and advertising and articles in newspapers and Council newsletters / emails. A direct toll-free number may also appeal to this stakeholder group.
  - Meetings with Aboriginal people early in the project to identify preferred involvement and engagement activities.

An overview of the engagement program is provided in **Figure 8**.

**Figure 8. Overview of Fraser Coast engagement program**

**Project Phases**



**Technical Outputs**

<ul style="list-style-type: none"> <li>• Communication and Engagement Strategy</li> <li>• Coastal Hazard Scoping Study</li> </ul>	<ul style="list-style-type: none"> <li>• Erosion prone area mapping</li> <li>• Storm tide inundation area mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Asset database refinement</li> <li>• Key asset identification and mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Risk assessment of key assets</li> <li>• Risk matrix and risk mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of adaptation options</li> <li>• Develop preliminary screening criteria/ method</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise evaluation criteria</li> <li>• Socio-economic appraisal of short- listed options</li> </ul>	<ul style="list-style-type: none"> <li>• CHAS Document</li> <li>• Implementation Plan</li> <li>• Change Management Plan</li> </ul>
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**Engagement Program**

Stakeholder Groups Engaged

<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Internal Council Stakeholders (Whole of Council)</li> <li>• External Government Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Internal Council Stakeholders (Whole of Council)</li> </ul>	<ul style="list-style-type: none"> <li>• Special Focus Group (Community)</li> <li>• Special Focus Group (Local Business and Industry)</li> <li>• Regional Groups and Industry Bodies</li> <li>• Special Focus Group (Environmental Groups)</li> <li>• Broad Fraser Coast Community</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Internal Council Stakeholders (Whole of Council)</li> <li>• External Asset Owners</li> <li>• Special Focus Group (Community)</li> <li>• Special Focus Group (Local Business and Industry)</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Special Focus Group (Community)</li> <li>• Special Focus Group (Local Business and Industry)</li> <li>• Special Focus Group (Environmental Groups)</li> <li>• Broad Fraser Coast Community</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Special Focus Group (Community)</li> <li>• Special Focus Group (Local Business and Industry)</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Council Stakeholders (Key Groups)</li> <li>• Internal Council Stakeholders (Whole of Council)</li> <li>• External Government Stakeholders / External Asset Owners</li> <li>• Broad Fraser Coast Community</li> </ul>
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Summary of Activities

Internal workshops/briefings/ meetings	Internal workshops/briefings/ meetings	<p>Broad engagement, including website, media engagement, social media posts, project bulletin, survey, etc.</p> <p>Direct mail to households / businesses in study areas</p> <p>Pop up events and meet the planner sessions</p> <p>Small group workshops</p> <p>Community reference group workshops and community champions program</p> <p>Update engagement strategy</p>	<p>Internal workshops/briefings/ meetings</p> <p>Update website with input received</p> <p>Update engagement strategy</p>	<p>Internal workshops/briefings/ meetings</p> <p>Broad engagement, including website, media engagement, social media posts, project bulletin, etc</p> <p>Direct mail</p> <p>Public lecture</p> <p>Meet the planner sessions</p> <p>Small group workshops</p> <p>Community reference group meeting</p> <p>Update engagement strategy</p>	<p>Internal workshops/briefings/ meetings</p> <p>Update website with input received</p> <p>Project bulletin</p> <p>Community reference group meeting</p> <p>Update engagement strategy</p>	<p>Internal workshops/briefings/ meetings</p> <p>Public exhibition of draft strategy. Broad engagement, including website, media engagement, project bulletin etc. and options to submit submissions</p> <p><i>Other methods to be determined</i></p> <p>Record and respond to submissions</p> <p>Publish final CHAS</p>
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**Key Council Business Touchpoints**

★ Internal Launch & apply for QCoast funding Phases 3-8

★ Project Launch & Phase 3 & 4 Community Engagement

★ Phase 6 Community Engagement

★ 28-day public exhibition period

## 6.2 Opportunities for stakeholder input and how this input is integrated in the project

Key opportunities for stakeholder input in the project are summarised in **Table 7**. The table also provides an outline of how input from stakeholders should be integrated in project outcomes.

**Table 7. Opportunities for stakeholder input at each phase**

CHAS Phase	Opportunity for Stakeholder Input	Integrating in Project Outcomes
1. Life-of-project stakeholder and community engagement	<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Whole of Council) <b>informed</b> of CHAS study including the methodology and timeframes for delivery.</li> <li>Internal Council Stakeholders (Key Groups) <b>involved</b> in determining internal / external stakeholders.</li> <li>Internal Council Stakeholders (Key Groups) <b>involved</b> in determining engagement principles, objectives and approach and appropriate engagement methods for each stakeholder group.</li> </ul>	
2. Scope coastal hazard issues for area of interest	<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) and some External Government Stakeholders <b>consulted</b> to assist in collation of existing coastal studies and information and identification of gaps.</li> </ul>	
3. Identify areas exposed to current and future coastal hazards	<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) <b>involved</b> in validating hazard mapping before broader external engagement in Phase 4.</li> </ul>	
4. Identify key assets potentially impacted	<ul style="list-style-type: none"> <li>All stakeholders <b>informed</b> of CHAS study and opportunities and timeframes to be involved.</li> <li>All stakeholders <b>consulted</b> to assist in: <ul style="list-style-type: none"> <li>Validating draft study areas;</li> <li>Validating list of key assets potentially impacted in study areas; and</li> <li>Providing input to inform levels of risk tolerance.</li> </ul> </li> <li>All stakeholders <b>involved</b> in: <ul style="list-style-type: none"> <li>Identifying additional key assets potentially impacted.</li> </ul> </li> </ul>	<p><b>Record:</b> Establish stakeholder contact spreadsheet, including their groupings and contact details</p> <p>Record stakeholder contact details of those attending engagement activities</p> <p>Collate input from engagement activities</p> <p><b>Incorporate:</b> Revisit hazard mapping and / or update preliminary asset register with additional assets (if required)</p> <p>Document how the project team has addressed stakeholder comments</p> <p>Amend this engagement plan based on attendance and feedback, and questions asked</p>
5. Undertake risk assessment of key assets in coastal hazard areas	<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) <b>involved</b> in confirming risk assessment outputs and level of risk tolerance.</li> <li>Key external stakeholders – Special Focus Groups, External Government Stakeholders and Infrastructure Owners – <b>consulted</b> to validate/confirm risk assessment outputs, and <b>consulted</b> on level of risk tolerance.</li> </ul>	<p><b>Record:</b> Collate input from engagement activities</p> <p>Update contact list</p> <p><b>Incorporate:</b> Amend this engagement plan based on attendance and feedback, and questions asked</p>
6. Identify potential adaptation options	<ul style="list-style-type: none"> <li>Councillor approval required before engagement in Phase 6.</li> <li>Internal Council Stakeholders (Key Groups) <b>involved</b> in identifying preliminary list of possible adaptation options and preliminary criteria for assessment.</li> <li>All stakeholders <b>involved</b> in identifying range of possible adaptation options.</li> <li>All stakeholders <b>consulted</b> to refine preliminary list of criteria for socio-economic appraisal in Phase 7.</li> </ul>	<p><b>Record:</b> Collate input from engagement activities</p> <p>Update contact list</p> <p><b>Incorporate:</b> Develop list of adaptation options generated during engagement activities</p> <p>Include preliminary socio-economic criteria worked up by participants</p> <p>Document how the project team has addressed stakeholder comments</p> <p>Amend this engagement plan based on attendance and feedback, and questions asked</p>

CHAS Phase	Opportunity for Stakeholder Input	Integrating in Project Outcomes
7. Undertake socio-economic appraisal of adaptation options	<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) <b>consulted</b> to test the outputs of the appraisal.</li> <li>Key external stakeholders – External Government Stakeholders and Infrastructure Owners – <b>consulted</b> to test the outputs of the appraisal.</li> </ul>	<p><b>Record:</b> Collate feedback from engagement activities</p> <p><b>Incorporate:</b> Use comments in working up a draft Strategy document. Include chapter in Strategy that outlines engagement undertaken, and how this has shaped recommendations</p> <p>Amend this engagement strategy and contact spreadsheet as required</p>
8. Strategy development, implementation and review	<ul style="list-style-type: none"> <li>Councillor approval required before engagement in Phase 8.</li> <li>All stakeholders <b>informed</b> and <b>consulted</b> to provide feedback on draft strategy during public exhibition period.</li> </ul>	<p><b>Record:</b> Record all submissions received on draft Strategy and summarise in comments register</p> <p><b>Incorporate:</b> Amend draft Strategy</p> <p>Response to Feedback / Submissions Summary Report</p>

### 6.3 Community panel

A community panel will be established (subject to securing further grant funding) to ensure that community input is included in complex elements of the CHAS project that the whole community may not have the level of expertise to be involved with.

The role of the community panel will be to:

- Provide a connection between the project team and the community to ensure community input is considered by the project team in a variety of project tasks. This may involve the members of the community panel talking with their networks and representing the broader views of their network in meetings.
- Provide input to specific project tasks such as identifying valued assets, shortlisting adaptation options, and assisting in the development of criteria for socio-economic evaluation of adaptation options;
- Test engagement approaches and materials before broad community engagement;
- Be champions of the project with the broader community;
- Collaborate in decision making on adaptation options to be implemented. Council supports the community panel being decision makers for the final adaptation options to be implemented if funding and process allows. However, if funding and process does not allow, the Council will make final decisions about project outcomes with the community panel choosing their preferred option to help inform Council's decision. The role in decision making will need to be finalised before it is advertised and established.

It is envisaged that the community panel will consist of around 15-20 people. Group meeting times can be considered further, however to facilitate attendance these may be required to occur outside business hours which has implications for the length of meetings (for example, a 3-hour meeting would be required to run from 5-8pm or 6-9pm which would impact upon involvement from families and perhaps older people). Meeting times also have implications for Council resourcing and attendance by external consultants. Scheduling panel meetings on the same day as project team meetings may assist in ensuring external consultants can attend efficiently.

Effective use of the community panel as an engagement technique will require significant resources and time. It is recommended that an adequate internal resource at Fraser Coast Regional Council is available to assist with the coordination of this group. To assist the effective use of this engagement technique it is envisaged that the group will:

- Include a balance of community stakeholders residents and business owners, from different geographic areas of the Region, and with different views of the project (sceptical and supportive).
- Be asked to represent their community, rather than just put forward their own views, and they will be supported to gauge the views of their community with resources.
- Require a call for interested participants to establish membership (advertisements in a range of media), a nomination process for the group including evidence of understanding of requirements to contribute, and selection process to ensure representativeness.
- Include appointment of an Independent Chair, Group Facilitator and project team representatives.
- Develop a description of its role, responsibilities, and codes of conduct (Terms of Reference and Code of Conduct).

- Determine their own meeting venues / times etc. to encourage attendance.
- Need to be provided with appropriate resources and time to assist its function at each phase of the project which may require substantial efforts to provide the level of detail required in an accessible format.

It is suggested that a decision to commit to a community panel is taken early in the process to allow it to be set up and working as the technical outputs of the project are delivered so they can be considered by the group over a suitable period of time. It is therefore suggested that the community panel recruitment process start as soon as funding for the remaining phases of the project is approved.

## 6.4 Engagement approach by CHAS phase

The following section describes the range of engagement methods proposed for each phase of the CHAS. In accordance with the QCoast<sub>2100</sub> MS&G, the following elements are identified for each phase:

- Objectives;
- Key messages;
- Proposed engagement methods by stakeholder groups;
- Resources required; and
- Potential risks and mitigation strategies.



## 6.4.1 Phase 1: Life of project stakeholder communication and engagement

Engagement Objectives		
<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) assist in identifying relevant project stakeholders.</li> <li>Internal Council Stakeholders (Key Groups) confirm and provide feedback on engagement approach and engagement purpose.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>(Internal) The project will develop a strong evidence base for future decision making and coordinated response to coastal hazards.</li> <li>(Internal) The CHAS will outline a strategy for how to respond and manage current and future coastal hazard risks, including coastal erosion and storm tide inundation.</li> <li>(Internal) The project is important to all of Council. Coastal hazards create fundamental organisational risks for Council including financial implications and potential political implications if risks are not managed with appropriate foresight.</li> <li>(Internal) It is important that Council officers, managers, executives and Councillors are involved so that proposed actions are appropriate and broadly supported.</li> <li>(Internal) In this stage, an engagement strategy will be developed including identification of stakeholders, and engagement methods for each stakeholder group for each phase of the project.</li> </ul>		
Engagement Methods		
Limited engagement in this phase is proposed other than with key internal stakeholders.		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Workshop / Briefing	Workshop with internal Technical Working Group to assist in identification of stakeholders and stakeholder grouping, as well as past engagement activities and lessons learnt, including engagement methods suitable for stakeholder groups given past experience.  Briefing to inform Councillors of the project and explain the importance of the project to the whole of Council.
Resources		
<ul style="list-style-type: none"> <li>PowerPoint presentation designed for Technical Working Group and Councillors.</li> </ul>		
Risks and Mitigation Strategies		
Risk	Mitigation Strategy	
1	Failure to clearly identify the desired outcomes and relevance of the project to internal stakeholders and requirements / mechanisms for engagement.	'Induction' of internal stakeholders to provide background of the project and expectations of their contribution. Presentations to Council officers should assist in explaining the relevance to the project to a variety of Council functional areas.
2	Failure to identify existing information and information 'gaps'.	Implement effective engagement with internal Council stakeholders identified as having corporate and community knowledge, including one-on-one discussions, to explain the purpose of the project and how it ties with their existing roles or identifying opportunities to enhance their current roles and contributions.
3	External project consultants being perceived as directing Council staff how to do their jobs.	Recognising and respecting the knowledge and skills that all participants bring to the process.
4	Incorrectly identifying or omitting relevant internal and external stakeholders results in inadequate engagement with some stakeholders.	Thorough engagement with the project team and internal stakeholders to identify stakeholders, and more detailed planning in future phases to continually update and refine the list of stakeholders.

## 6.4.2 Phase 2: Scoping coastal hazard issues for area of interest

Engagement Objectives		
<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) provide input into the scope of coastal hazard studies to be undertaken.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>(Internal) In this phase, a scoping report will be developed to outline additional technical inputs required for the CHAS project. These technical studies provide a foundation and framework to undertake later phases of the project.</li> <li>(Internal) Undertaking a thorough analysis of existing studies and any gaps, and scoping further studies to fill these gaps, avoids duplication of existing studies while ensuring a robust evidence base for the whole project.</li> </ul>		
Engagement Methods		
<p>Limited engagement in this phase is proposed other than with key internal stakeholders and a limited number of external government stakeholders.</p>		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Workshop	Workshops with Council stakeholders to identify gaps and scope coastal hazard studies to be undertaken for the areas of interest.
Resources		
<ul style="list-style-type: none"> <li>No internal resources / material required for engagement other than discussions to facilitate scoping technical studies by a limited number of Council officers.</li> </ul>		
Risks and Mitigation Strategies		
As above (Risks and Mitigation Strategies 1-3)		

### 6.4.3 Phase 3: Current and future coastal hazard areas

Engagement Objectives		
<ul style="list-style-type: none"> <li>Internal Council Stakeholders (Key Groups) provide feedback on coastal hazard modelling and mapping outputs.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>(Internal) A specialist consultant team has modelled the impacts of coastal erosion, storm tide inundation and sea level rise and mapped affected coastal hazard study areas.</li> <li>(Internal) Stakeholder review of the hazard mapping to ensure the mapping is suitable before external engagement is an important element of this phase. The area identified in hazard mapping outputs will be presented to the community as the study area of the CHAS project.</li> </ul>		
Engagement Methods		
<p>External engagement on the coastal hazard study areas will be undertaken with Phase 4 engagement. The hazard mapping is an important output of the study and will require broad stakeholder engagement to ensure acceptance of the mapping before it is used as an evidence base for the rest of the project. However, rather than engage on the hazard mapping and then separately on the assets identified, engagement will be undertaken on these outputs together in Phase 4. Therefore, in this phase, only internal engagement will be undertaken to validate the hazard mapping outputs. The first workshop with representatives from all Council departments can also be undertaken to increase awareness of the new mapping outputs and the project more generally.</p>		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Presentation / Workshop	<p>Workshop with internal Technical Working Group to discuss identified hazard areas and preliminary list of key assets.</p> <p>Presentation to Councillors regarding hazard mapping, and preliminary identification of key assets. Ensure Councillors are aware of findings of hazard mapping before broader engagement in Phase 4.</p>
Internal Council Stakeholders (Whole of Council)	Presentation / Workshop	<p>Workshop with Council stakeholders to validate identified hazard areas. Separate or a combined workshop could be undertaken with different departments of Council including: Infrastructure Services, Wide Bay Water and Waste Services, Community and Development, etc.</p> <p>This workshop would also be used to identify the preliminary list of key assets located in hazard areas (Phase 4).</p>
Resources		
<ul style="list-style-type: none"> <li>PowerPoint presentation designed for Councillors, internal Technical Working Group, and other Council department representatives showing results of hazard mapping including how this output was generated and how it will be used in future stages of the project to develop the CHAS.</li> </ul>		
Risks and Mitigation Strategies		
As above (Risks and Mitigation Strategies 1-3)		

#### 6.4.4 Phase 4: Key assets potentially impacted

Engagement Objectives		
<p><u>External Project Launch:</u></p> <ul style="list-style-type: none"> <li>• Inform stakeholders of the aims of the CHAS project, the motivation for and value of the CHAS, and the roles and responsibilities of Council and the state government in responding to coastal hazard risks.</li> <li>• Increase understanding of coastal hazards and management options, particularly around concepts that are not well understood by stakeholders, and addressing misinformation and misconceptions.</li> </ul> <p><u>Phase 4:</u></p> <ul style="list-style-type: none"> <li>• Inform stakeholders of project outputs including coastal hazard mapping and identification of assets potentially impacted.</li> <li>• Stakeholders provide input to the project regarding assets and level of tolerance to identified hazards.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>• (External) The CHAS will develop a strong evidence base for future decision making and coordinated response to coastal hazard risks, including coastal erosion, storm tide inundation and sea level rise.</li> <li>• (External) It is important that we gain input from members of the community and other stakeholders. Stakeholders will be involved in helping to identify our special places in the coastal area, our tolerances for coastal hazard risks and impacts, potential adaptation options and responses to treat risks, and priorities for implementation, as well as having feedback opportunities on the draft CHAS.</li> <li>• At this stage, we are seeking input to identify important areas of significant value along the coastline. An area can be of personal, social, economic, cultural or environmental value, or a combination of these. Gathering this information will ensure we are considering adaptation options which reduce the risks of coastal hazard impacts to these important areas.</li> <li>• (External) Community input and feedback during this phase will help to guide future project engagement activities so provide feedback on how you'd like to be involved.</li> </ul>		
Engagement Methods		
=		
Stakeholder Group	Engagement Methods	Description
All Stakeholders	Project website	<p>Develop dedicated engagement website providing access to factsheets, media releases, and presentations, and providing details on opportunities for stakeholder input, and avenues for contact and feedback.</p> <p>Detail on website the main opportunities for stakeholders to be involved in the project.</p> <p>Include option on website to subscribe via email to project updates, invitations to local meetings and associated events, etc.</p> <p>Develop content for frequently asked questions section of website. Provide explanation of key terms and links to external resources where required.</p>
All Stakeholders	Media strategy	Develop proactive media strategy for engagement with media representatives. This could include identification of a number of potential stories to be run throughout the project, and a meeting with journalist/editor to develop relationships.
All Stakeholders	Press release	Develop media release to inform stakeholders of the project launch and link to the website for more information.
All Stakeholders	Social media	Series of social media posts to raise awareness of the project launch, engagement activities scheduled and online survey.
All Stakeholders	Project bulletin	Develop Project Bulletin One explaining the project and hazard mapping outputs. The bulletin can be made available on the project website and in printed format at Council facilities. The bulletin should be designed so that it is suitable for older people.
All Stakeholders	Survey	<p>Survey to capture important areas of significant value along the coast. The survey could utilise visual tools / animation to help gather data on tolerances to risk.</p> <p>The survey will primarily be online and can be implemented within the project website platform. The survey should also be made available in a printed form and made available at Council facilities.</p>
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Direct letters	<p>Send letters to residents, community groups and businesses that were identified as living or operating within the coastal hazard study area to introduce the project and explain opportunities for input. Invite households and business owners / managers in the study areas to 'meet the planner' sessions (see below).</p> <p>Provide phone and email details for these stakeholders to contact the project team and gain more information.</p>

Special Focus Group (Community) Special Focus Group (Local Business and Industry)	'Meet the planner' sessions	Scheduled and drop-in sessions for households and business owners / managers in the study area.  Two sessions may be appropriate – one in Hervey Bay and one in Maryborough – and schedule on an afternoon / evening.
Special Focus Group (Community)	Pop-up events	Stall at the beach / foreshore park area aligning with events on the foreshore. These will be designed to gain input from tourists and visitors, as well as residents, as they use the foreshore and beach area. This will generate interest for the project, and may contribute to higher response rates for surveys and visits to the project website.  It is suggested that two pop-up events could be scheduled – one at the Hervey Bay foreshore and one at Burrum Heads. In Hervey Bay, the event could be held at the foreshore at Scarness and in Burrum Heads, the event could be held at the Lions Park.
Special Focus Group (Community)	Workshops	Conversations with local Aboriginal groups to: <ul style="list-style-type: none"> <li>• Direct contact to invite participation on community panel, and attendance at community events, and confirm level of involvement Aboriginal people would like to have in the project and if specific strands of engagement need to be developed to facilitate involvement from this group.</li> <li>• Workshop to identify local values (including specifically Aboriginal cultural and spiritual values) and incorporating knowledge of changes in the environment through oral histories.</li> </ul>
Special Focus Group (Environmental Groups)	Workshops	Conversations with Fraser Island World Heritage Area Management Committee, including Scientific Advisory Committee, Community Advisory Committee and Indigenous Advisory Committee to determine involvement.
Special Focus Group (Community)	School students workshop	Workshop (Workshop 1) with students from secondary schools (school leadership groups or geography classes) regarding hazards and coastal values.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Community panel / community champions program	Use launch engagement activities to ask residents and business people to apply for positions on the community panel. Clear selection criteria and descriptions of roles / codes of conduct for this group will be provided from the start of the process.  The first and second community panel workshops should be undertaken as part of this phase. The first workshops (2-3 hours) should be used to discuss the role of the community panel, group roles and codes of conduct, and start reviewing study areas and community values / tolerances to risk. The second workshop (2-3 hours) can quickly follow the first and discuss identification of impacted assets.  Depending on interest and responses to this call for participation in a community panel, a number of 'community champions' could also be identified (in addition to the community panel). These community champions can help to increase the awareness and reach of the engagement activities by attending information sessions, helping to distribute information on the engagement activities to their networks, and potentially undertaking community consultation themselves and sending input to the project team (supported by a 'meeting in a box' toolkit). This may be particularly useful in the Fraser Coast LGA if community champions can reach hard to reach groups, such as older isolated people, younger people, and people living in small coastal villages.

## Resources

Project bulletin (online and printed).

Press release.

Project website, including project information, engagement opportunities, bulletin, media releases, presentations, frequently asked questions, online engagement tools (forums, survey, poll, etc), and option to subscribe via email and manage stakeholder contacts.

Direct letter to specific impacted organisations, groups and residents.

Large printed A1 maps showing hazard mapping outputs to discuss at engagement events. These will show assets identified within the study areas, and can be annotated with any additional assets / values discussed in workshops.

Marques, banners, etc for pop-up events.

Council officers and consultants to attend consultation events, including pop-up events, drop-in sessions and workshops.

Meeting in a Box toolkit / resources.

Materials for school students.

Materials for community panel

Risks and Mitigation Strategies		
Risk	Mitigation Strategy	
5	<p>Being perceived by stakeholders / media as another study / process with no benefits – waste of time or money by Council to undertake process or respond.</p>	<p>Adopt a proactive inclusive approach with the media including preparation of appropriate positive information which can be used in public forums, in a timely fashion.</p> <p>Having a credible spokesperson for the project who can provide a balance between technical and easy to understand language.</p> <p>Use a range of engagement methods and opportunities for stakeholders to see effective and appropriate solutions.</p>
6	<p>Failure to brief key 'front end' / customer interface personnel within Council on this project and their role in: collating data on number and type of enquiries; forwarding inquiries and requests for information in a timely manner to the appropriate person to respond; documenting complaints, compliments and feedback in relation to this issue so it is accessible to the project team.</p>	<p>Brief customer interface staff of the project and provide access to project reporting mechanisms and relevant information. Gain Council commitment to resources and budget; access to information and personnel for the duration of the project to ensure ongoing 'knowledge chain' is maintained and enhanced.</p> <p>Establish toll free number to direct bulk of phone calls to the appropriate Council officer.</p>
7	<p>Inappropriate or insufficient methods are utilised to engage differing stakeholder groups over time resulting in:</p> <ul style="list-style-type: none"> <li>• Lack of, or drop off in, engagement with the CHAS;</li> <li>• Dissatisfaction with the process or outcomes of the CHAS;</li> <li>• Misinformation about the intent.</li> </ul>	<p>The engagement strategy is utilised to appropriately engage with stakeholders.</p> <p>Monitor feedback, media reports, and social media to identify negative feedback regarding complexity and inadequate stakeholder involvement and adjust engagement strategy if required.</p>
8	<p>Stakeholders interrogate the hazard mapping and respond negatively to these outcomes based on the potential impacts on their property and community. The hazard maps may also be difficult to understand, and without detailed explanation the community may not understand what the modelling represents and the various assumptions of likelihoods and implications.</p>	<p>The engagement strategies proposed in this phase aim to allow sufficient opportunities and time for stakeholders to engage with the outputs of the hazard mapping, including meetings with scientists and engineers to ask questions.</p> <p>Pre-prepared information is available explaining the purpose of the CHAS project is to develop adaptation options to respond to the hazards that have been mapped, and providing answers to common property value and insurance questions.</p> <p>Ultimately, the hazard areas may simply be referred to as study areas throughout the project to ensure the project moves forward.</p>
9	<p>Hazard mapping creates fear around current and future risks.</p>	<p>Content should raise awareness of need to respond to coastal hazards rather than focus on impacts, and collaboration between Council's marketing and communication team and the project team will assist in achieving this balance, as will an approvals process for engagement materials to ensure this check is completed before materials are released to stakeholders.</p>
10	<p>Request for input from stakeholders is perceived as tokenistic or similar to previous requests for identification of community assets / values and therefore considered to be limited engagement.</p>	<p>Consider if existing information could be used to help inform community assets and values rather than a new campaign. A simple poll or survey could assist in ranking identified values.</p>
11	<p>Incorrect or inappropriate information provided to stakeholders.</p>	<p>Content will be developed and approved with the project team and consultants to ensure accuracy.</p>
12	<p>Website contains outdated information.</p>	<p>Designated staff member updating website regularly.</p>
13	<p>Inappropriate responses to 'feedback loops'.</p>	<p>Establishing response timelines / strategies and a person responsible for responding to comments / requests for information.</p>
14	<p>Website cannot be found / accessed when desired causing stakeholder frustration.</p>	<p>Use a simple URL address and provide links from various Council website pages.</p>
15	<p>Out of date or inaccurate data which fails to allow for identification of synergies to protect assets.</p>	<p>Quality systems to check integrity and accuracy of data, and engagement with internal and key external stakeholders to ensure the accuracy of identified potentially impacted assets and values.</p>
16	<p>Project introduction mishandled and inappropriate / incorrect messages spread amongst the local community: 'fear and distrust' raised; or 'another pointless process' or 'another waste of money'.</p>	<p>Careful presentation of the message; pre-briefing to media and key stakeholders using workshops to encourage support, allow questions to be answered, and confirm the importance and widespread support for the CHAS process – not only locally but state-wide.</p>
17	<p>Engagement fatigue for non-coastal residents.</p>	<p>Target engagement materials to particularly impacted groups to avoid engagement fatigue of broader community which may be less interested in the project as they are less directly impacted.</p>

#### 6.4.5 Phase 5: Risk assessment of key assets

Engagement Objectives		
<ul style="list-style-type: none"> <li>• Inform Internal Council Stakeholders (Key Groups) of project outputs including risk assessment outcomes of key assets.</li> <li>• These stakeholders provide inputs to the project to validate the risk assessment outcomes.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>• Using the comprehensive data modelling of coastal hazards, an assessment of the level of risk to key assets has been undertaken.</li> <li>• The risk assessment has been undertaken by specialist consultants in collaboration with Council.</li> <li>• Stakeholders will be involved in confirming and validating risk assessment outcomes, including tolerance to risks identified.</li> </ul>		
Engagement Methods		
Limited engagement in this phase other than with key stakeholder groups. Broader engagement will occur during Phase 6.		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Workshop	Presentation of stakeholder engagement feedback and risk assessment findings.
Internal Council Stakeholders (Whole of Council)	Workshop	Workshops with internal stakeholders to confirm risk assessment of key assets and begin discussion to identify appropriate adaptation options based on tolerance of risk over the planning horizons.
External Government Stakeholders / Infrastructure Owners	Workshop	Workshop with infrastructure owners to discuss risk assessment results and tolerance of risks for their assets.
All Stakeholders	Website	Update website with information on consultation undertaken in previous phase and input received.
Resources		
<ul style="list-style-type: none"> <li>• PowerPoint presentation showing results of risk assessment.</li> </ul>		
Risks and Mitigation Strategies		
Risk		Mitigation Strategy
18	Inaccuracy or difficulty in explaining the risk assessment / matrix.	Prepare information to explain the risk assessment process, and be transparent in acknowledging the limitations of the approach.

## 6.4.6 Phase 6: Identification of potential adaptation options

Engagement Objectives		
<ul style="list-style-type: none"> <li>• Inform stakeholders of how their input and feedback has influenced the project outcomes (from previous engagement activities).</li> <li>• Involve stakeholders in identification of potential adaptation options.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>• This phase considers what adaptation options are available and are most appropriate for the identified assets, their location and risks. This phase will also start to shortlist the identified adaptation options and the socio-economic criteria used to evaluate adaptation options.</li> <li>• The process will be led by specialist consultants with inputs from Council, stakeholders and the community.</li> </ul>		
Engagement Methods		
<p>This engagement stage will include outputs from the risk assessment of key assets, consideration of risk tolerances to specific events and for specific assets, and start to identify potential adaptation options based on these risk profiles. Some information on the benefits and costs of adaptation options should be available to inform the shortlisting of adaptation options for the more detailed socio-economic evaluation.</p>		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Presentation	Presentation to Councillors regarding risk assessment, potential adaptation options and how stakeholder engagement will be undertaken.
All Stakeholders	Website	Update website with information on adaptation options including general information on the negative and positive elements of these adaptation options.
All Stakeholders	Project bulletin	Develop Project Bulletin Two explaining the results of the risk assessment and potential adaptation options. Email the bulletin to contacts, provide on project website, and provide in printed format at Council facilities.
All Stakeholders	Press release and engagement with media	Develop media release to inform stakeholders of the progression of the project.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Direct letters	Send letters to residents, community groups and businesses that were identified as living or operating within the coastal hazard study area to inform them of the outputs of this phase of the project, and invite them to register for 'meet the planner' sessions.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Public lecture	<p>Special information session on the range of adaptation options available. This will raise awareness and understanding of coastal hazards and the positives and negatives of different adaptation options. It's suggested that this is held at a large community facility – perhaps in a university lecture theatre.</p> <p>Raising awareness and understanding are important elements of building resilience, which is an important principle of this engagement process for the Fraser Coast LGA.</p> <p>Community panel members and community champions will specifically be invited and encouraged to attend this session so that they can help answer questions about adaptation options in their networks.</p> <p>This will be a presentation with limited time for discussion / questions, however participants will be encouraged to fill in feedback forms / talk to project team after the meeting, and to attend 'meet the planner' sessions for having their say on the presentation and the project.</p>
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	'Meet the planner' sessions	<p>Scheduled and drop-in sessions for households and business owners / managers in the study area.</p> <p>Two sessions may be appropriate – one in Hervey Bay and one in Maryborough – and schedule on an afternoon / evening.</p>
Special Focus Group (Community)	School students workshop	Workshop (Workshop 2) with secondary schools (school leadership groups or geography classes) regarding adaptation options.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Community panel	The third community panel meeting (2-3 hours) should consider results of the risk assessment of key assets and start to shortlist potential adaptation options.



<p>Special Focus Group (Community) Special Focus Group (Local Business and Industry)</p>	<p>Town hall style meeting</p>	<p>Town hall style meeting/s to be undertaken in one or multiple townships along the Sandy Straits. These meetings will include a presentation, as well as significant time for discussions.</p> <p>The content in these discussions may need to cover the first few phases of the project if participants have not been involved in earlier engagement activities.</p> <p>This is one of the most crucial phases of the project and therefore it's suggested that resources be put to undertaking these consultation events with these small communities to ensure they are able to provide input to the project.</p>
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## Resources

- PowerPoint presentation showing results of risk assessment and adaptation options.
- Update to project website.
- Project bulletin (online and printed).
- Press release.
- Direct letter.
- Materials for public lecture.
- Materials for 'meet the planner' sessions.
- Materials for school workshops.
- Materials for community panel meeting.
- Materials for town hall style meetings.

## Risks and Mitigation Strategies

Risk		Mitigation Strategy
19	Inaccuracy or difficulty in explaining the risk assessment / matrix.	Prepare information to explain the risk assessment process, and be transparent in acknowledging the limitations of the approach.
20	Stakeholders argue that the risk assessment results focus on government-owned assets, and do not appear to adequately consider individual properties or community assets and values.	Pre-prepared information is available explaining how properties and community assets are considered in the analysis. Community meetings / forums have been suggested in order to allow time for one-on-one discussions to answer questions and explain the methodology.
21	There is a risk that adaptation options suggested are not appropriate for the likely risks.	The CHAS methodology reduces the impact of this risk as the next phase includes a socio-economic evaluation of identified adaptation options. Therefore, a broad range of adaptation options can be identified in this section before these are shortlisted based on agreed criteria, and then a full socio-economic appraisal is undertaken of the shortlisted options.
22	Stakeholders do not share their thoughts on adaptation options, and, in later phases, use the omission of these adaptation options as a reason to reject findings.	Encourage engagement with adaptation options to encourage feedback on broad range of adaptation options to go into shortlisting and socio-economic evaluation processes. The proposed public lecture may assist in this regard.
23	The criteria or methodology for undertaking a socio-economic appraisal may be contentious, especially when considering implications for valued community assets including intangible assets etc.	The criteria used should be developed in conjunction with stakeholders and the results of the assessment will be made available so stakeholders can provide feedback.

## 6.4.7 Phase 7: Socio-economic appraisal of options

Engagement Objectives		
<ul style="list-style-type: none"> <li>• Inform Internal Council Stakeholders (Key Groups) of project outputs including the socio-economic appraisal of adaptation options.</li> <li>• Involve these stakeholders in formulation of recommended adaptation options.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>• Shortlisted adaptation options have been assessed based on their position and negative impacts in relation to agreed social, economic and environmental criteria.</li> <li>• The results of this analysis will be shared with stakeholders for refinement, and stakeholder input will be essential in ensuring the appraisal of adaptation options is appropriate.</li> </ul>		
Engagement Methods		
<p>Limited engagement in this phase other than with key stakeholder groups. Broader engagement will occur at the start of Phase 8 as part of the public exhibition process.</p>		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Workshop	Workshop to present socio-economic appraisal of adaptation options and provide input to the prioritisation of adaptation options.
All Stakeholders	Website	Update website with information on consultation undertaken in previous phase and input received.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Project bulletin	Develop Project Bulletin Three explaining the results of the socio-economic appraisal of adaptation options. Email the bulletin to contacts, provide on project website, and provide in printed format at Council facilities.
Special Focus Group (Community) Special Focus Group (Local Business and Industry)	Community panel	The fourth and final community panel meeting (2-3 hours) should consider results of the socio-economic appraisal of adaptation options and prioritisation of adaptation options. The community panel should choose a preferred option for Council to consider, use this workshop to decide the adaptation options.
Resources		
<ul style="list-style-type: none"> <li>• Diagrams and maps showing the potential adaptation options tested so these can be understood by various stakeholders.</li> <li>• Project bulletin (online and printed).</li> <li>• Materials for community panel meeting.</li> </ul>		
Risks and Mitigation Strategies		
Risk		Mitigation Strategy
24	Insufficient direction or technical staff to 'reality check' adaptation options for acceptability; affordability and ability to be implemented – especially within timelines, budgets and resources likely to be available.	Awareness of risk, selection of appropriate participants, and involvement of consultant team and experts.

## 6.4.8 Phase 8: CHAS development, implementation and review

Engagement Objectives		
<ul style="list-style-type: none"> <li>• Inform stakeholders of how their input and feedback has influenced the project outcomes (from previous engagement activities).</li> <li>• Inform stakeholders of draft recommended adaptation options and implementation strategies.</li> <li>• Consult with stakeholders to refine draft recommended adaptation options.</li> </ul>		
Key Messages		
<ul style="list-style-type: none"> <li>• (External) The CHAS is a long-term strategy providing a clear and aspirational vision for the future and an overarching strategic direction for a coordinated and integrated response to coastal hazard adaptation.</li> <li>• (External) The draft strategy is being made available on public exhibition for broad stakeholder review for 28 days before it is finalised. Council will be using this period of public exhibition to ensure affected stakeholders and the broader community can provide feedback.</li> </ul>		
Engagement Methods		
A broad range of engagement activities are suggested to encourage submissions to the final CHAS.		
Stakeholder Group	Engagement Methods	Description
Internal Council Stakeholders (Key Groups)	Presentation	<p>Presentation to discuss the findings of the project, and the implementation strategy of adaptation actions identified.</p> <p>Presentation to Councillors on final draft Strategy before it goes out to public exhibition. This will recap the process involved in developing the draft CHAS, the key findings, and the implementation strategy of adaptation actions.</p>
<i>Exhibition Period</i>		
All Stakeholders	Project website	Draft CHAS displayed on website, including instructions for providing a submission.
All Stakeholders	Media release and engagement with media	Inform stakeholders about the release of the draft Strategy and key findings, and informing them of opportunity to provide input before finalisation.
All Stakeholders	Project bulletin	Develop Project Bulletin Four and email to contacts who have provided input to the project notifying them of the availability of the draft Strategy and summary factsheet. Encouraging feedback through submissions.
<i>Stakeholders to be determined</i>	<i>Method to be confirmed</i>	<i>Engagement activities to be confirmed based on adaptation options chosen and stakeholders that are most impacted.</i>
<i>After Draft CHAS exhibition period</i>		
Internal Council Stakeholders (Key Groups)	Workshop	<p>Presentation to discuss the findings of the project, and the implementation strategy of adaptation actions identified.</p> <p>Presentation to Councillors on final draft Strategy before it goes out to public exhibition. This will recap the process involved in developing the draft CHAS, the key findings, and the implementation strategy of adaptation actions.</p>
<i>After CHAS finalisation</i>		
All Stakeholders	Project website	Final CHAS displayed on website.
Internal Council Stakeholders (Key Groups) Other Council Stakeholders	Workshop	Change management program to support integration of strategy recommendations in Council procedures and systems to support implementation.
Resources		
<ul style="list-style-type: none"> <li>• Summary of engagement undertaken and how stakeholder input has influenced the project outcomes.</li> <li>• Update to website.</li> <li>• Project bulletin.</li> <li>• Press release and engagement with media.</li> <li>• Response to submissions report.</li> </ul>		

## Risks and Mitigation Strategies

Risk		Mitigation Strategy
25	There is a risk that stakeholders will reject the draft strategy having not been involved adequately in previous engagement activities throughout its development.	To mitigate this risk, the draft Strategy and engagement materials should include a summary of engagement undertaken, and ideally a summary of stakeholder input, and how this input has been incorporated into the project outcomes.
26	Disconnection too early from stakeholder groups may contribute to a feeling that they have been used and abandoned prior to an appropriate outcome being achieved (before adaptation options are implemented).	Maintain relationships and engagement mechanisms through ongoing engagement.
27	Failure to provide appropriate information to allow for stakeholder feedback / updates may create 'outrage' at responses or impacts of CHAS.	Maintain relationships and engagement mechanisms through ongoing engagement.

## 6.5 Project timeline

The engagement strategy outlined above provides indicative timings around the delivery and completion of each phase of the CHAS. It is anticipated that these timeframes will be updated each time the engagement plan is reviewed. The estimated timing of main engagement activities to be delivered in each phase is also listed in **Table 8** to assist project planning.

**Table 8. Indicative project timeline and timing required for main engagement activities**

CHAS phase	Indicative timing of phase	Indicative timing for main engagement activities
Phase 1. Plan for life-of-project stakeholder communication and engagement	Completed	Draft report - submit to LGAQ/DES by end of July 2018.
Phase 2. Scope coastal hazard issues for the area of interest	Completed	Draft report - submit to LGAQ/DES by end of July 2018.
<i>LGAQ/DES review and Funding Submission review and acceptance.</i>		
Phase 3. Identify areas exposed to current and future coastal hazards	1-3 months from commencement	Allow three weeks to prepare media releases, website, factsheets and other resources. As well as time to set up materials for community panel / community champions processes.
Phase 4. Identify key assets potentially impacted	2-4 months from commencement	Allow eight weeks to undertake engagement activities, including four weeks to post letters and advertise events; two weeks to organise and run pop-up events; and three weeks to set up and run workshops.
Phase 5. Undertake a risk assessment of key assets in coastal hazard areas	3-5 months from commencement	At least three weeks to organise and attend workshops with the key external stakeholders.
Phase 6. Identify potential adaptation options	5-8 months from commencement	Will require at least six to eight weeks to organise sending letters, public lecture, meet the planner sessions etc.
Phase 7: Undertake a socio-economic appraisal of adaptation options	9-10 months from commencement	Allow two to four weeks for engagement activities in this phase, including updates to website, project bulletin and meeting of community panel.
Phase 8: Strategy development, implementation and review	10-14 months from commencement	Allow at least eight weeks for preparation and 28-day exhibition period (4 weeks), including preparing collateral required, organising engagement activities (to be confirmed).

## 7.0 Governance and approvals

### 7.1 Protocols

Communication and engagement protocols governing the implementation of this plan include:

- This engagement plan has been prepared in accordance with the key strategies of the Fraser Coast Regional Council. The plan should be updated following the outcomes and feedback received during broad external stakeholder engagement at Phases 4, 6 and 8.
- All engagement techniques and methods proposed in this plan should be tested with the Technical Working Group and reviewed and approved by the Project Manager/s before external stakeholders are engaged.
- Councillors will be involved in the engagement occurring at each CHAS phase; their endorsement of this plan and the approach taken sets the tone for whole-of-project engagement. The plan is a “living” document and, at key project review ‘gateways’, should be updated to reflect any agreed changes.
- A “no surprises” approach for project engagement is supported and it will be important to ensure that internal understanding is built and established before external stakeholders are engaged.

### 7.2 Reporting and evaluation

Potential high-level evaluation measures for each CHAS phase are provided in **Table 9**.

**Table 9. Evaluation measures**

CHAS phase	Measurement outcome
1. Plan for life-of-project stakeholder communication and engagement	<ul style="list-style-type: none"> <li>• Key internal stakeholder satisfaction with engagement program</li> <li>• Level of agreement on engagement methods</li> <li>• Level of project understanding, process and objectives</li> <li>• Satisfaction with responsiveness/flexibility of process</li> </ul>
2. Scoping coastal hazard issues for the area of interest	<ul style="list-style-type: none"> <li>• Consistent list of gaps and required technical information</li> <li>• Level of support from senior officers</li> <li>• Understanding of CHAS benefits and what barriers to address</li> </ul>
3. Identify areas exposed to current and future coastal hazards	<ul style="list-style-type: none"> <li>• Level of project understanding from key external stakeholders</li> <li>• Level of confidence in modelling undertaken and hazard mapping produced</li> <li>• Level of understanding of multiple outcome/scenario approach</li> <li>• Stakeholder satisfaction with the level of engagement</li> <li>• How well feedback has been incorporated</li> <li>• Degree of regional collaboration with adjoining local governments</li> </ul>
4. Identify key assets potentially impacted	<ul style="list-style-type: none"> <li>• Council understanding of community values</li> <li>• Asset owners’ awareness of hazards</li> <li>• Stakeholder perceptions about how input has been garnered</li> <li>• Stakeholder satisfaction with time and information provided</li> <li>• Stakeholder satisfaction with the level of engagement</li> <li>• How well feedback has been incorporated</li> </ul>
5. Risk assessment of key assets in coastal hazard areas	<ul style="list-style-type: none"> <li>• Council understanding of risk tolerance</li> <li>• Stakeholder satisfaction with time and information provided</li> <li>• How well feedback has been incorporated</li> <li>• Risk matrix produced for coastal hazard area</li> <li>• Agreement on risk mapping and identification of high/extreme risks</li> </ul>

CHAS phase	Measurement outcome
6. Identify potential adaptation options	<ul style="list-style-type: none"> <li>• Community awareness of adaptation options</li> <li>• Stakeholder agreement on preliminary list of criteria</li> <li>• Level of understanding of screening process applied</li> <li>• Stakeholder satisfaction with description of pros/cons</li> <li>• Stakeholder satisfaction with the level of engagement</li> <li>• How well feedback has been incorporated</li> </ul>
7. Socio-economic appraisal of adaptation options	<ul style="list-style-type: none"> <li>• Agreement on weighting applied to criteria</li> <li>• Level of understanding of appraisal process</li> <li>• Community satisfaction with level of involvement in scoring options</li> <li>• Number of options considered (should be a narrowing)</li> <li>• How well feedback has been incorporated</li> </ul>
8. Strategy development, implementation and review	<ul style="list-style-type: none"> <li>• Implementation program that identifies priority actions, roles, responsibilities, timing, funding and staging for all stakeholders</li> <li>• Level of internal stakeholder involvement in change management plan</li> <li>• Level of training and upskilling undertaken across Council</li> <li>• Integration across governance functional areas</li> <li>• Number of partnerships established between delivery agencies</li> <li>• Stakeholder perceptions about how input has been garnered</li> <li>• Stakeholder satisfaction with overall engagement program</li> <li>• How well feedback has been incorporated during public exhibition</li> <li>• Whether submissions have informed final Strategy</li> </ul>

## 8.0 References

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## Appendix A. Preliminary Stakeholder Analysis

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
			Level of interest	Level of influence			
<b>Internal Council Stakeholders (Key Groups)</b>							
Fraser Coast Regional Council	Councillors: <ul style="list-style-type: none"> <li>George Seymour, Darren Everard, James Hansen, Anne Maddern, Paul Truscott, Daniel Sanderson, Rolf Light, David Lewis, Denis Chapman, Stuart Taylor, Zane O'Keefe</li> </ul>	Y	High	High	<ul style="list-style-type: none"> <li>Representative/s for members of electorate / elected members</li> <li>Safety of communities, property and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face meetings</li> <li>Workshops</li> </ul>	
Fraser Coast Regional Council	Executive Management Team: <ul style="list-style-type: none"> <li>Ken Diehm, Chief Executive Officer</li> <li>Jamie Cockburn, Acting, Development and Community</li> <li>Keith Parsons, Organisational Services</li> <li>Davendra Naidu, Infrastructure Services Peter Care, Wide Bay Water &amp; Waste Services</li> </ul>	Y	High	High	<ul style="list-style-type: none"> <li>Decision-makers / policy implementation</li> <li>Whole of government approach to hazard management</li> <li>Integrated coastal hazard management plan and funding program</li> <li>Safe, resilient and connected communities</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face meetings</li> <li>Workshops</li> </ul>	
Fraser Coast Regional Council	Technical Working Group Members (please refer to Figure 2)	Y	High	High	<ul style="list-style-type: none"> <li>Decision-makers / policy implementation</li> <li>Whole of government approach to hazard management</li> <li>Integrated coastal hazard management plan and funding program</li> <li>Safe, resilient and connected communities</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face meetings</li> <li>Workshops</li> </ul>	

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
			Level of interest	Level of influence			
<b>Internal Council Stakeholders (Whole of Council)</b>							
Fraser Coast Regional Council	Council officers in various departments / services, including: <ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Development and Community</li> <li>• Organisational Services</li> <li>• Infrastructure Services</li> <li>• Wide Bay Water &amp; Waste Services</li> </ul>	N	Low / High	Low	<ul style="list-style-type: none"> <li>• Benefits and barriers for business areas</li> <li>• Operational improvements and efficiencies to internal service areas</li> <li>• Resource efficiencies and better informed, more engaged/aware team</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Briefings</li> </ul>	
Fraser Coast Regional Council	Various Council Advisory Committees including for Environment, Water and Waste, Heritage, etc.	N	Low / High	High	<ul style="list-style-type: none"> <li>• Already engaged with various activities of Council</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings</li> </ul>	
<b>External Government Stakeholders</b>							
State Government Departments / Agencies	Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP)	Y	High	High	<ul style="list-style-type: none"> <li>• Land use planning and development in coastal areas</li> <li>• Resilience of infrastructure and resilience following a disaster event</li> <li>• Fulfilment of State interests</li> <li>• Facilitate coastal economy</li> <li>• Environmental impact assessment</li> <li>• Vulnerability and reuse of existing assets</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	
State Government Departments / Agencies	Department of Environment and Science (DES)	Y	High	High	<ul style="list-style-type: none"> <li>• Protect, maintain, enhance coastal areas, including Great Barrier Reef and heritage places</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	
State Government Departments / Agencies	Department of Environment and Science (DES) - Queensland Parks and Wildlife Service (QPWS)	Y	High	High	<ul style="list-style-type: none"> <li>• Protect, maintain, enhance coastal areas, including National Park and other protected areas (including Fraser Island).</li> <li>• System of accessible parks and open space areas</li> <li>• Protection of natural/cultural values</li> <li>• Opportunities for future uses (ecotourism)</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	
State Government Departments / Agencies	Department of Transport and Main Roads (DTMR)	Y	High	High	<ul style="list-style-type: none"> <li>• Network immunity of road and rail infrastructure</li> <li>• Movement of goods during a disaster</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings / workshops</li> <li>• Briefings</li> </ul>	

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
			Level of interest	Level of influence			
Regional Groups (Governance)	Local Government Association of Queensland (LGAQ)	N	High	High	<ul style="list-style-type: none"> <li>Operational improvement in hazard management/service delivery for coastal Councils</li> <li>Improving safety of Council property, infrastructure and resources</li> <li>Advocate for funding on behalf of smaller Councils</li> </ul>	<ul style="list-style-type: none"> <li>QCoast Program</li> </ul>	
Key Infrastructure Providers	Utility providers (NBN, Ergon)	Y	High	High	<ul style="list-style-type: none"> <li>Resilience of infrastructure</li> <li>Future network planning of infrastructure in low serviced coastal areas</li> <li>Risk-based distribution of services</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Briefings</li> </ul>	
State Government Departments / Agencies	Queensland Fire and Emergency Services (and State Emergency Service)	Y	High	High	<ul style="list-style-type: none"> <li>Emergency/disaster management planning and evacuation efforts</li> <li>Resilience of emergency infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Briefings</li> </ul>	
State Government Departments / Agencies	Department of Agriculture and Fisheries (DAF)	Y	Low	High	<ul style="list-style-type: none"> <li>Agricultural industry and other export markets, e.g. aquaculture</li> <li>Protect fisheries resources for recreation and profit</li> <li>Biosecurity concerns following inundation (pests, diseases, soil contamination)</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> </ul>	
State Government Departments / Agencies	Department of Natural Resources, Mines and Energy (DNRME)	Y	Low	High	<ul style="list-style-type: none"> <li>Water and catchment management</li> <li>Indigenous land management</li> <li>Protection of water-based economy</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> </ul>	
State Government Departments / Agencies	Department of Education (DoE)	N	Low	High	<ul style="list-style-type: none"> <li>Safety and resilience of schools and tertiary/vocation institutions</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> </ul>	
<b>Regional Groups and Industry Bodies</b>							
Regional Groups (Governance)	Local / District Disaster Management Groups	Y	High	High	<ul style="list-style-type: none"> <li>Identification of vulnerable population at-risk</li> <li>Safety and resilience of essential community, evacuation infrastructure and emergency management infrastructure</li> <li>Disaster management planning</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Briefings</li> </ul>	

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
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Regional Groups (Environment)	Burnett Mary Regional Group	Y	High	Low	<ul style="list-style-type: none"> <li>Protect ecosystem health and catchment water quality</li> <li>Sustainability and resilience of agricultural industry/businesses</li> <li>Good NRM, land management practices and education</li> </ul>	<ul style="list-style-type: none"> <li>General newspaper adverts, website etc.</li> <li>Briefings</li> </ul>	
Regional Groups (Governance)	Adjoining Councils – Bundaberg Regional Council and Gympie Regional Council	Y	High	Low	<ul style="list-style-type: none"> <li>Integrated coastal hazard risk management and coordinated approach</li> </ul>	<ul style="list-style-type: none"> <li>Existing communication networks</li> </ul>	
Industry Bodies	Planning Institute of Australia (PIA), Central Queensland Branch	N	High	Low	<ul style="list-style-type: none"> <li>Keep members and organisation informed/engaged</li> <li>Communities resilient to natural hazards</li> <li>Best practice contemporary research/projects for planning in natural hazard areas</li> </ul>	<ul style="list-style-type: none"> <li>General newspaper adverts, website etc.</li> <li>Industry briefings</li> <li>Workshops</li> </ul>	
Industry Bodies	Australian Association for Environmental Education	N	High	Low	<ul style="list-style-type: none"> <li>Share knowledge/keep members aware</li> <li>Best practice management of coastal environment</li> <li>Coastal research and education of members</li> </ul>	<ul style="list-style-type: none"> <li>General newspaper adverts, website etc.</li> <li>Industry briefings</li> <li>Workshops</li> </ul>	
Regional Groups (Governance)	Wide Bay Burnett Regional Organisation of Councils (WBBROC)	Y	Low	Low	<ul style="list-style-type: none"> <li>Resilience and response of communities, property and infrastructure</li> <li>Disaster management planning</li> <li>Protection of environmental and economic assets</li> </ul>	<ul style="list-style-type: none"> <li>Existing communication networks</li> </ul>	
Industry Bodies	Real Estate Institute of Queensland (REIQ)	N	Low	Low	<ul style="list-style-type: none"> <li>Keep members informed</li> <li>Impact on resilience of property and communities</li> <li>Impact on market sentiment and investor confidence</li> </ul>	<ul style="list-style-type: none"> <li>General newspaper adverts, website etc.</li> <li>Industry briefings</li> <li>Workshops</li> </ul>	
Industry Bodies	Urban Development Institute of Australia (UDIA)	N	Low	Low	<ul style="list-style-type: none"> <li>Keep members informed</li> <li>Impact on resilience of property and communities</li> <li>Impact on market sentiment and investor confidence</li> </ul>	<ul style="list-style-type: none"> <li>General newspaper adverts, website etc.</li> <li>Industry briefings</li> <li>Workshops</li> </ul>	

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
			Level of interest	Level of influence			
<b>Special Focus Group (Environmental Groups)</b>							
Environmental Groups	Fraser Island World Heritage Area Management Committee, including Scientific Advisory Committee, Community Advisory Committee and Indigenous Advisory Committee	Y	High	High	<ul style="list-style-type: none"> <li>Protect ecosystem health and water quality of Fraser Island World Heritage Area</li> </ul>	<ul style="list-style-type: none"> <li>Briefings</li> <li>Workshops</li> </ul>	
Environmental Groups	Great Sandy Biosphere Reserve	Y	High	High	<ul style="list-style-type: none"> <li>Protect ecosystem health and water quality of Great Sandy Biosphere Reserve</li> </ul>	<ul style="list-style-type: none"> <li>Briefings</li> <li>Workshops</li> </ul>	
<b>Special Focus Group (Community)</b>							
Impacted Community Members	Residents of areas within hazard zones, including: <ul style="list-style-type: none"> <li>Residents of caravan parks in the foreshore areas</li> </ul>	Y	High	Low	<ul style="list-style-type: none"> <li>Safety and resilience to life and property</li> <li>Maintain amenity, character, identity</li> <li>Protect environmental/coastal values</li> </ul>	<ul style="list-style-type: none"> <li>Direct letters</li> <li>General newspaper adverts, online etc.</li> <li>Public meetings / events</li> <li>Drop in events with experts</li> </ul>	
Traditional Owners	Butchulla and Kabi Kabi people Specific groups and Indigenous champions e.g Butchulla Mens Business <i>See also: Indigenous Advisory Committee for Fraser Island World Heritage Area</i>	Y	High	Low	<ul style="list-style-type: none"> <li>Ties to land/cultural association with coast</li> <li>Resilience of places of cultural significance</li> <li>Protect artefacts and items</li> <li>Access to coast</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Face-to-face meetings</li> </ul>	
Community organisations	Community organisations and volunteer groups on the coast: <ul style="list-style-type: none"> <li>Hervey Bay Surf Club</li> <li>Hervey Bay Sea Scouts</li> <li>Hervey Bay Sailing Club</li> <li>Resident action groups / progress associations, for example: <ul style="list-style-type: none"> <li>Torquay Beach</li> <li>Toogoom Beach</li> <li>Burrum Heads</li> </ul> </li> </ul>	N	Low	Low	<ul style="list-style-type: none"> <li>Maintain character and sense of community</li> <li>Protect heritage places and cultural artefacts</li> <li>Tourism and local recognition</li> <li>Efficient and resilient services</li> </ul>	<ul style="list-style-type: none"> <li>Advertisements, online engagement</li> <li>Displays in public areas</li> </ul>	

Stakeholder Group	Stakeholder	Directly affected (Y or N)	Level of engagement		Description of interest, concerns or risks	Anticipated stakeholder engagement preferences	Identified key contacts in this group (Internal use)
			Level of interest	Level of influence			
<b>Special Focus Group (Local Business and Industry)</b>							
Local Business and Industry	Hervey Bay Chamber of Commerce	Y	High	High	<ul style="list-style-type: none"> <li>Peak body for local businesses</li> <li>Concerned with maintaining and improving financial viability of local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Meetings/workshops</li> <li>Industry briefings</li> </ul>	
Local Business and Industry	Maryborough Chamber of Commerce	Y/N	Low	High	<ul style="list-style-type: none"> <li>Peak body for local businesses</li> <li>Concerned with maintaining and improving financial viability of local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Meetings/workshops</li> <li>Industry briefings</li> </ul>	
Local Business and Industry	Fraser Coast Tourism and Events	Y	High	High	<ul style="list-style-type: none"> <li>Peak tourism body in the Fraser Coast Region</li> <li>Concerned with maintaining and improving visitation and investing in tourism, particularly along the coast</li> </ul>	<ul style="list-style-type: none"> <li>Meetings/workshops</li> <li>Industry briefings</li> </ul>	
Local Business and Industry	Local businesses / tourism operators along the coast, for example: <ul style="list-style-type: none"> <li>Fraser Coast/Hervey Bay Airport</li> <li>Enzo's on the Beach</li> <li>Aquavue</li> <li>Goodys on the Beach</li> <li>Caravan park owners / managers etc.</li> </ul>	Y	High	Low	<ul style="list-style-type: none"> <li>Resilience of infrastructure and property</li> <li>Importance of access to coast and other environmental/ecotourism assets</li> <li>Protect and retain natural resources and amenity</li> <li>Safety of visitors and tourists</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Industry briefings</li> </ul>	
Local Business and Industry	Great Sandy Straits Marina, and co-located businesses / accommodation providers	Y	High	High	<ul style="list-style-type: none"> <li>Resilience of infrastructure and property</li> <li>Impacts on co-located businesses and services</li> <li>Importance of access to the coastal environment for customers</li> <li>Safety of visitors and tourists.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Industry briefings</li> </ul>	
Local Business and Industry	Aquaculture / fishing / forestry industries	Y	High	Low	<ul style="list-style-type: none"> <li>Resilience of industry and farms to climate impacts</li> <li>Access to coast and resources for export</li> <li>Opportunity to diversify local economy</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / workshops</li> <li>Industry briefings</li> </ul>	
<b>Broad Fraser Coast Community</b>							
Residents / Businesses	Residents of broader Fraser Coast Region community, including residents away from the coast	N	Low	Low	<ul style="list-style-type: none"> <li>Maintain amenity, character, identity</li> <li>Protect environmental/coastal values</li> <li>Financial sustainability of Council / rates</li> </ul>	<ul style="list-style-type: none"> <li>Advertisements, online engagement</li> <li>Displays in public areas</li> </ul>	