

Sydney Harbour Coastal Management Program

Steering Committee & Partners Group

Terms of Reference

Working document

September 2019

Version 6



1. Purpose and Role

Coastal Management Programs (CMP) set out the long-term strategy for coordinated management of the coast, with a focus on achieving the objects and objectives of the *Coastal Management Act 2016*. The NSW Coastal Management Manual provides guidance on the preparation and content of a CMP, including mandatory requirements. It describes a five-stage process of development (figure 1).

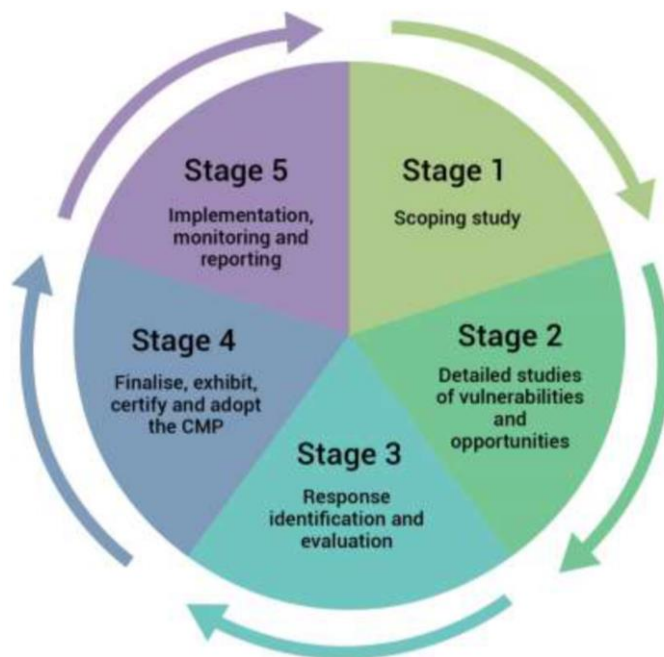


Figure 1 Five-stage process for developing a CMP

Stage 1 of the Sydney Harbour Coastal Management Program (CMP) has been completed¹ and detailed studies that will contribute to Stage 2 have also been developed².

Before the remaining stages of the CMP can progress, strategic direction and leadership is needed by a Steering Committee to ensure:

- there is a collaborative and committed approach to the development of the Sydney Harbour CMP by various organisations
- the costs of developing the CMP are shared equitably across organisations
- the scope of the CMP is achievable within expected timeframes
- the CMP can be delivered effectively and efficiently whilst meeting all legislative and policy requirements

¹ BMT (2018) *Greater Sydney Harbour Estuary Coastal Management Program Scoping Study – Final Report*, <https://www.sydneycoastalcouncils.com.au/resource/greater-sydney-harbour-estuary-coastal-management-program-scoping-study/>

² Freewater, P. (2018) *Sydney Harbour Estuary Processes Study - Stage 2 Detailed Studies of Vulnerabilities and Opportunities*. Report prepared for Greater Sydney Local Land Services, June 2018.

- the CMP provides a truly strategic and coordinated management framework for Sydney Harbour.

2. Membership

The Sydney Harbour CMP Steering Committee (hereafter referred to as the Steering Committee) will consist of members and an independent Chair. Members of the Steering Committee are identified in Appendix 1.

The Steering Committee will represent and be supported by the Partners Group which consists of representatives of the partner organisations identified in Appendix 2.

3. Chair/Convener

An independent chair has been appointed by the NSW Government. Meetings will be convened by the Chair and supported by the Coordinator. The Sydney Coastal Councils Group (SCCG) will act as the Coordinator and the Executive Officer of the SCCG may act as an alternative Chair when needed.

SCCG will be responsible for project management, facilitation, and secretarial services of the Steering Committee and Partners Group, as well as representing its member Councils.

4. Roles and Responsibilities of the Steering Committee

The role of the Steering Committee includes, but is not limited to oversight of the following activities:

- a. assisting the development of a Project Governance Plan that will guide the development of the CMP, its implementation, monitoring and future adaptation.
- b. estimating likely costs of preparing the CMP and determining equitable cost-sharing arrangements
- c. securing commitments (governance and financial contributions) from relevant organisations for preparing the CMP
- d. the development of funding application(s) under the NSW Coastal and Estuary Grants program, and other relevant programs, if required
- e. the development of tender documentation and the engagement of a suitable consultant.

The membership of the Steering Committee will commit to:

- attending all scheduled Steering Committee meetings or arranging for an alternate representative to attend
- sharing communications and information within the member's organisation where it is required
- making timely decisions and taking action to ensure the project meets its deadlines
- notifying members of the Steering Committee, as soon as practical, if any matter arises which may be deemed to affect the development of the CMP
- reconciling differences in opinion and approach, and resolve any disputes arising from them.

Members of the Steering Committee will expect:

- that each member will be provided with complete, accurate and meaningful information in a timely manner
- to be given reasonable time to make key decisions
- to be alerted to potential risks and issues that could impact the project, as they arise
- open and honest discussions, without resort to any misleading assertions ongoing 'health checks' to verify the overall status of the project.

Members of the Steering Committee are expected to:

- represent their various portfolio interests, including promoting an awareness of their stakeholder interests
- facilitate and encourage interagency cooperation and collaboration
- attend meetings and contribute to discussion
- contribute to out-of-session business as required
- provide support and information as appropriate.

Membership on the Steering Committee does not mean that the representative organisation is required to contribute either financially to the development of the CMP or is to be bound by any actions identified in the CMP, unless with consent and shared agreement.

5. Voting

Members should endeavor to reach consensus decisions. Members may express dissenting views and have these minuted.

A decision supported by a majority of the votes cast at a meeting at which a quorum is present is the decision of the Steering Committee.

Each member present at a meeting of the steering committee is entitled to one vote. In the event of any an equality of votes on any question, the person presiding may exercise a second or casting vote.

Where there is more than one delegate from an organisation, that organisation (as defined in appendix A) can only collectively exercise one vote.

6. Roles and Responsibilities of the Partners Group

The role of Partners Group includes, but is not limited to:

- a. reviewing and providing advice to the Steering Committee to assist the Committee fulfil its functions identified in Section 4
- b. assist in delivery and dissemination of information within its organisation
- c. securing commitments (governance and financial contributions) for preparing the CMP from within its organisation.

7. Agenda Items

All agenda items will be forwarded to the Coordinator by close of business ten working days prior to the next scheduled meeting.

The agenda, with attached meeting papers, will be distributed at least five working days prior to the next scheduled meeting.

8. Minutes and Meeting Papers

The minutes of each meeting will be prepared by the SCCG.

Full copies of the minutes, including attachments, will be provided to all members within two weeks of the meeting date.

By agreement of the group, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions will be recorded in the minutes of the next scheduled meeting.

9. Meetings

Decisions will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If a consensus cannot be reached, the Chair of the Steering Committee will make the final decision.

Secretariat services will be provided by the SCCG. This includes:

- preparing agendas and supporting papers
- preparing meeting notes and information
- overseeing the rotational hosting of meetings and catering
- overseeing attendance of meetings
- organising relevant speakers to attend where required.

Meetings will be held at a time and frequency decided by the Steering Committee. The location of meetings will be alternated across Steering Committee and Partner Group member organisations.

If required, subgroup meetings will be arranged outside of these times as convenient to Steering Committee and Partners Group members.

10. Quorum requirements

A meeting quorum will be achieved with 60% of members of the Steering Committee present.

11. Term

The Terms of Reference come into effect from the date of the first meeting of the Steering Committee. The Committee will exist until a suitable consultant is engaged to prepare the Sydney Harbour CMP. Dependent on funding and need, there is potential for the term of the Steering Committee to be extended beyond the initial stage 2 of the CMP process.

12. Confidentiality

Agenda items and other information associated with meetings will not be made public, unless the Steering Committee decides otherwise. Members are permitted to share relevant

meeting materials with other relevant staff within their own organisations on the condition that the materials are not further distributed.

13. Conflicts of Interest

If a member of the Steering Committee believes they may have a conflict of interest regarding a matter they are consulted on, the member should inform the Chair, who will determine the future participation of the member about that matter.

Members will be expected to act at all times to represent the best interests of their sector/organisation; and not for private benefit or the benefit of any company of which they are affiliated.

Members will declare if they have a potential conflict of interest (either personal or as a representative of an organisation/sector) with any matter under discussion and withdraw from discussions on that matter. They may provide advice or information if requested by the Committee.

14. Communication

Steering Committee and Partners Group members are not permitted to publicly represent the views of the Steering Committee or Partners Group unless prior approval is provided by the Chair. Further details regarding roles and responsibilities for communications of the project is detailed in the Communications Plan.

15. Amendment, Modification or Variation

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Steering Committee and Partners Group members.

Appendix 1. Steering Committee - Invited Members

Type	Organisation
Councils	Sydney Coastal Councils Group (SCCG). To represent the following Councils: <ul style="list-style-type: none"> - Inner West - North Sydney - Northern Beaches - Waverley - Willoughby - Woollahra SCCG to also provide executive services to Steering Committee and Partners Group
	Parramatta River Catchment Group (PRCG). To represent the following Councils: <ul style="list-style-type: none"> - Parramatta - Blacktown - Cumberland - Canada Bay - Canterbury-Bankstown - Hunters Hill - Ryde - Strathfield - Burwood
	City of Sydney Council
	Metropolitan Local Aboriginal Land Council
State Agencies	Destination NSW
	Department of Planning, Industry and Environment, include reps from: <ul style="list-style-type: none"> - Environment, Energy and Science <ul style="list-style-type: none"> o National Parks and Wildlife Service o Energy, Climate Change and Sustainability - Planning and Assessment - Regions, Industry, Agriculture and Resources <ul style="list-style-type: none"> o DPI – Fisheries o Greater Sydney Local Land Services - Housing and Property <ul style="list-style-type: none"> o Crown Lands - Office of Local Government
	Greater Sydney Commission
	NSW Coastal Council
	Transport for NSW (Centre for Maritime Safety)
	Sydney Port Authority
	Sydney Water Marine Infrastructure Delivery Office
Federal Agencies	Department of Defence

Appendix 2. Partners Group - Invited Members

Type	Organisation
Local Councils	Blacktown Council
	Burwood Council
	Canada Bay Council
	Cumberland Council
	Hornsby Council
	Hunters Hill Council
	Inner West Council
	Ku-ring-gai Council
	Lane Cove Council
	Mosman Council
	North Sydney Council
	Northern Beaches Council
	Parramatta Council
	Ryde Council
	Strathfield Council
	The Hills Shire Council
Waverley Council	
Willoughby Council	
Woollahra Council	
State Government	National Parks & Wildlife Service
	Sydney Olympic Park Authority
	Sydney Opera House Trust
	Environment Protection Authority
Federal Agencies	Department of Defence
	Sydney Harbour Federation Trust
Other	Captain Cook Cruises
	Sydney Fish Market
	NRMA
	Australian National Maritime Museum
	Harbour City Ferries
	Sydney Institute of Marine Science