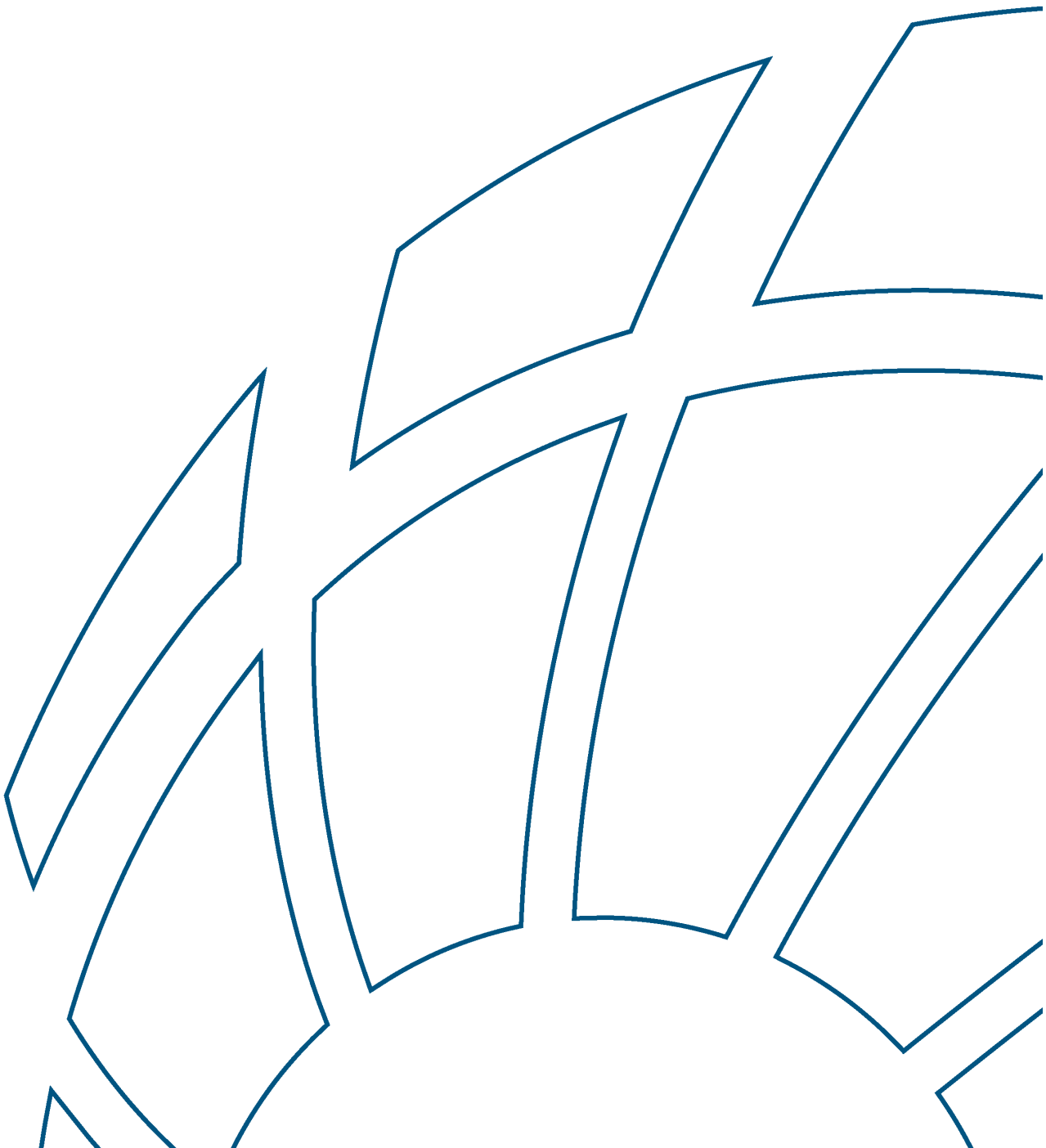




**Marine Estate
Management
Strategy –
Stakeholder
Workshops
Report**

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Contents

1	Introduction	1
1.1	Background	1
1.2	Purposes and Aims of the Workshops	3
1.3	Workshop Framework and Report Structure	3
2	Workshop Approach	5
2.1	Objectives of Interactive Sessions	5
2.2	Methodology for Interactive Sessions	5
2.2.1	State Agency Workshop	5
2.2.2	Targeted Stakeholder Workshops	6
2.2.3	General Stakeholder Workshops	7
3	Feedback on the draft Strategy	9
3.1	General Comments	9
3.1.1	Comments about the Scope and Content of the Draft Strategy	9
3.1.2	Comments about Presentation of the Document	10
3.1.3	Comments about the Consultation and Submission Process	10
3.1.4	Comments about Implementation	10
3.2	Specific Comments – SWOT Summaries	11
3.2.1	Strengths	11
3.2.2	Weaknesses	12
3.2.3	Opportunities	12
3.2.4	Threats	13
3.3	Comments on Specific Initiatives	14
3.4	Participant Feedback – Wrap-Up Activity	17
4	Participant Feedback on Workshops	20
5	Conclusions	22
Appendix A	SWOT Analysis Summaries	A-1

List of Tables

Table 1-1	Schedule of Targeted Workshops and Participants	1
Table 1-2	Schedule of General Workshops and Participants	2
Table 2-1	Workshop Breakout Sessions	5
Table 5-1	SWOT Analysis - Sydney Agency Workshop – 13 November	A-1
Table 5-2	SWOT Analysis - Sydney General Workshop – 14 November	A-5

Contents

Table 5-3	SWOT Analysis - Newcastle General Workshop – 15 November	A-9
Table 5-4	SWOT Analysis - Newcastle Targeted Workshop – 16 November	A-13
Table 5-5	SWOT Analysis - Sydney Targeted Workshop – 17 November	A-16
Table 5-6	SWOT Analysis - Ballina Targeted Workshop – 20 November	A-21
Table 5-7	SWOT Analysis - Ballina General Workshop – 21 st November	A-24
Table 5-8	SWOT Analysis - Coffs Harbour General Workshop – 22nd November	A-28
Table 5-9	SWOT Analysis - Kiama Targeted Workshop – 28th November	A-32
Table 5-10	SWOT Analysis – Coffs Harbour Targeted Workshop – 24th November	A-34
Table 5-11	SWOT Analysis - Kiama General Workshop – 29th November	A-36
Table 5-12	SWOT Analysis - Narooma General Workshop – 30th November	A-42

Introduction

1 Introduction

1.1 Background

The Marine Estate Management Authority (MEMA) is developing a Marine Estate Management Strategy (Strategy). The Strategy is a key commitment of the NSW Government resulting from the NSW Government's response to the findings of the 2012 *Independent Scientific Audit of Marine Parks* in NSW (the Audit). It sets the overarching framework for the NSW Government to coordinate the management of the marine estate over the next decade in accordance with the objects of the *Marine Estate Management Act 2014* and the NSW Government's vision for the marine estate. The Strategy balances economic growth, use and conservation of the marine estate by identifying evidence-based management priorities and setting policy directions for managing the marine estate as a single continuous system.

The draft Strategy responds to threats to the NSW marine estate and provides for the range of multiple uses and associated benefits that contribute to the wellbeing of the NSW community. The ten-year Strategy ensures, for the first time, that management decisions for the marine estate are coordinated, strategic, transparent and evidence-based. The Strategy is underpinned by the statewide threat and risk assessment (statewide TARA).

The draft Strategy was released for public consultation on 30 October for a period of 6 weeks, with stakeholder engagement closing on 8 December 2017.

MEMA organised a series of workshops in November 2017 to inform and engage with key stakeholders and representatives from State and local governments about the draft Strategy.

There were three workshop 'types' held:

- State Agency Workshop – targeted at providing information for state agency staff who hadn't been heavily involved in development of the draft Strategy.
- Targeted Workshops – attended by local government and Local Land Services (LLS) staff who will be at the 'frontline' of delivery.
- General Workshops – attended by a broader group of government, industry and general public stakeholders.

The schedule of workshops is shown in Table 1-1.

Table 1-1 Schedule of Targeted Workshops and Participants

Workshop Name/Location	Date (2017)	Participants
Agency workshop-Sydney	13 th November	Department of Primary Industries (DPI), NSW National Parks and Wildlife Service (NPWS), Office of Environment and Heritage (OEH), Environment Protection Authority (EPA), Department of Industry- Crown Lands and Water, Department of Planning and Environment- Division of Resources and

Introduction

Workshop Name/Location	Date (2017)	Participants
		Geoscience.
Targeted workshop - Newcastle	16 th November	Central Coast Council, Port Stephens Council, Lake Macquarie Council, Hunter Joint Organisation of Councils, Newcastle City Council, Hunter Local Land Services.
Targeted workshop - Sydney	17 th November	Inner West Council, Sydney Coastal Councils Group, Bayside Council, Randwick City Council, North Sydney Council, Waverly Council, Northern Beaches Council, Greater Sydney Local Lands Services.
Targeted workshop - Ballina	20 th November	Byron Shire Council, Ballina Shire Council, Richmond Valley Council, Tweed Shire Council, DPI- Fisheries, North Coast Local Land Services.
Targeted workshop - Coffs Harbour	23 rd November	Kempsey Shire Council, Coffs Harbour City Council, NPWS, DPI- Fisheries, North Coast Local Land Services.
Targeted workshop - Kiama	28 th November	Illawarra Shoalhaven Joint Organisation, Shoalhaven City Council.

Table 1-2 Schedule of General Workshops and Participants

Workshop Name/Location	Date (2017)	Participants
General workshop - Sydney	14 th November	Surfrider Foundation Australia, , NPWS, DPI- Fisheries, Sydney Coastal Councils Group, National Parks Association, NSW Natural Resources Commission, Australian Museum, AH Ecology, Dive Industry Association of Australia, Royal Australian Navy, Cooks River Alliance.
General workshop - Newcastle	15 th November	DPI – Fisheries Combined Hunter Underwater Group, , Port Stephens- Great Lakes Marine Park Advisory Committee, Newcastle University,
General workshop - Ballina	21 st November	DPI- Fisheries, Cape Byron Marine Park Advisory Committee, , Ballina Fishermen’s Co-operative, Byron Deep Sea Fishing Club, Byron Shire Council, Department of Industry- Crown Lands and Water, Dolphin Research Australia, Clarence River Fishermen’s Co-operative, Hydrosphere Consulting, Ballina Shire Council.
General workshop - Coffs Harbour	22 nd November	Clarence River Fishermen’s Co-operative, NSW Fish Habitat Partnership, DPI- Fisheries, Southern Cross University- National Marine Science Centre, Solitary Islands Marine Park Advisory Committee, Professional Fishermen’s Association, Clarence Valley Council, Commercial Fishermen’s Co-operative Ltd, Coffs Harbour Fishermen’s Co-operative, Solitary Islands Underwater Research Group.

Introduction

Workshop Name/Location	Date (2017)	Participants
General workshop - Kiama	29 th November	DPI- Fisheries, , Sussex Inlet Safe Navigation Action Group, NSW Ports, Roads and Maritime Services, Soil Conservation Service, Underwater Skindivers and Fisherman’s Association, Department of Defence.
General workshop - Narooma	30 th November	Commercial fisher, Far South Coast Local Land Services, DPI- Fisheries, , Ulladulla Local Aboriginal Land Council, Nature Coast Marine Group, Narooma Fishing Club, River and Sea Pty Ltd, Narooma Port Committee, NPWS, DPI- Fisheries, Eurobodalla Shire Council, Euro Fishing Association Inc.

1.2 Purposes and Aims of the Workshops

The broad purposes of the workshops were to:

- inform stakeholders about the draft Strategy, including how the draft Strategy responds to the priority threats identified in the statewide TARA.
- Elicit and gather feedback on:
 - the management initiatives, objectives and associated actions (and sub-actions where relevant) of the draft Strategy.
 - the strategy as a whole.
- Foster a sense of ownership, support and assistance to deliver and implement the final Strategy.
- Provide the stakeholders with an understanding of how to provide a submission and how their feedback will be used.

This report summarises the outcomes, comments, and other information received from participants in the stakeholder consultation workshops on the draft Strategy.

1.3 Workshop Framework and Report Structure

The methodology for the workshops was devised and delivered in accordance with an agreed workshop framework, developed by BMT and endorsed by the MEMA agencies.

Each session consisted of a short overview presented by a senior MEMA agency representative followed by a series of interactive sessions that were facilitated and scribed by MEMA agency staff.

A facilitator’s guide was prepared to assist MEMA agency staff in the context of organising and facilitating the breakout sessions. A key feature of the approach was to seek and record feedback directly from participants about each of the initiatives into a standard template to supplement to the formal submission process. This collected information was verbally reported back in the workshops by way of a SWOT analysis, categorising the key points raised as a strength, weakness, opportunity or threat and is contained in Appendix A and summarised in Section 3 of this report.

Introduction

At the end of each workshop, a 'Where to From Here' segment was delivered. This included a short final exercise for participants to reflect - having reviewed the Strategy in more detail during the workshop – whether, ***'the draft Strategy comprehensively addresses the priority threats'***. Feedback from this workshop exercise is summarised in Section 4.

Participant feedback on the structure and delivery of the workshops is summarised in Section 5 of this report. This is based on a review of the feedback forms that were voluntarily completed by attending stakeholders.

2 Workshop Approach

2.1 Objectives of Interactive Sessions

As outlined in Section 1, each workshop included a 30 minute overview presentation on the draft Strategy. This presentation included background information about the MEMA 5-step decision making process, why the strategy has been developed, how it was developed, the architecture of the document including the eight management initiatives, links to the TARA, links to other Government planning and policy reforms, the expected delivery mechanisms for the Strategy and timeframes for submissions and finalisation.

The interactive sessions contained up to eight ‘table’ sessions as shown in Table 2-1 such that all relevant management initiatives of the draft Strategy could be reviewed. For targeted workshops, where actions and potential sub-actions were the focus of discussion, MEMA sought feedback from local government and LLS staff on what actions they wanted to discuss prior to the workshop or otherwise on the day following an indication of what participants most wanted to focus on and provide feedback on.

Table 2-1 Workshop Breakout Sessions

Session 1 – Management Initiatives	Session 2 – Management Initiatives
MI 1 – Improving Water Quality and Reducing Litter	MI 2 – Sustainable Coastal Use and Development for Healthy Habitats
MI 3 – Planning for a Changing Climate	MI 5 – Reducing Impacts on Wildlife
MI 4 – Protecting the Cultural Values of the Marine Estate	MI 6 – Sustainable Fishing and Aquaculture
MI 8 – Improving Governance and Enhancing Social and Economic Benefits	MI 7 – Enabling Safe and Sustainable Boating

2.2 Methodology for Interactive Sessions

2.2.1 State Agency Workshop

This initial workshop run in Sydney on 13 November served as a ‘dry run’ for the broader workshop engagement programme. This session’s duration was from 10.00 am to 3.30 pm. The agenda included the plenary session followed by two 2-hour interactive sessions with the participants broken into table groups.

Participants self-nominated which table they wished to contribute to with up to four tables operating at a time in each session (4 x 2 = 8). Participants were encouraged to move to a new table half way through the two hour session.

The tables were facilitated by a MEMA agency staff member with a second staff member present to scribe and collect comments.

The table facilitator presented the following information (derived from the existing strategy document) for their initiative as follows –

- What are the community benefits associated with the initiative.

Workshop Approach

- Why is this management initiative needed.
- How does this management initiative help to maximise benefits.
- The management objective.
- The proposed actions (and sub-actions for targeted workshops).

Wherever possible, the facilitators had expert knowledge or had been involved in initiative development. Opportunity was provided for participants to seek clarification and provide general comments on the initiative at the start of the session and then to work through the respective management actions under the initiative.

To instigate feedback, a series of standard questions specific to the management actions (and associated sub-actions) of the initiative were delivered by facilitators. These were:

- Are there synergies between these actions (or sub-actions) and existing programs/projects that you are currently involved with, or will be involved with?
- Lead and partner agencies have been identified. Do you think these are suitable?
- Do you think any of these actions or sub-actions will have unintended impacts or consequences on your agency or program? For example, do they conflict with current programs or practices?
- What type of support would you need most to carry them out e.g. funding, technical guidance, training, infrastructure, etc.?
- Do you see any opportunities for cost recovery for any of the management actions within the strategy? (note this question was only asked at this workshop, and was not included in subsequent public workshops)

Two feedback sessions were run during the workshop by the workshop facilitator (BMT) at the end of each interactive session to collate and summarise key issues from participants. These comments were written down in front of the whole group with each comment characterised as either a strength of the draft Strategy, a weakness of the draft Strategy, an opportunity presented by the draft Strategy, or a threat presented by the draft Strategy particularly in the context of implementation (SWOT analysis).

2.2.2 Targeted Stakeholder Workshops

The five targeted workshops were shorter sessions (9.30 am to 1.00 pm) that were aimed specifically at Local Government representatives and Local Land Services (LLS) staff that will be at the 'frontline' of implementation of the Strategy at a regional or local scale.

Key aims of these sessions were not only to inform these staff about the draft Strategy but also to seek to engage and build a level of capacity and ownership to implement key actions.

The interactive sessions at the targeted workshops concentrated on those actions from the draft Strategy and sub action ideas that were identified as most relevant to Local Government and/or LLS (e.g. having a major or lead role in implementation), but noting that all actions were able to be discussed on the day where feedback was sought to be provided.

Workshop Approach

Due to the smaller attendance of the targeted workshops in regional areas, staff were able to facilitate an in depth discussion of relevant actions in a single table group setting, which led to some very detailed and constructive feedback, particularly around implementation mechanisms and coordination with Local Government/LLS.

As part of this process, the table facilitator asked the participants some standard questions for the nominated management action (and associated sub-actions) to obtain feedback. These questions were similar to the State agency workshop and included:

- Are there synergies with existing programs, initiatives etc. that you are currently involved with, or will be involved with?
- Lead and partner agencies have been identified. Do you think these are suitable?
- Do you think any of these actions or sub-actions will have unintended impacts or consequences? For example, do they conflict with current programs or practices?
- What type of support would you need to carry them out e.g. funding, technical guidance, training, infrastructure etc.?

A single plenary feedback session was run by the overall facilitator (BMT) at the end of the two interactive sessions to collate and summarise key issues from participants. These comments were written down in front of the whole group with each comment characterised as a strength, weakness, opportunity or threat as per the State Agency workshop approach.

2.2.3 General Stakeholder Workshops

The general stakeholder workshops were run similarly to the State agency workshop (10.00 am – 3.30 pm) noting the need for additional engagement and explanation time set aside in the interactive sessions and devoted feedback sessions to allow cross-stakeholder views to be shared and discussed with the broader group.

The agenda included the plenary session followed by two 2-hour interactive sessions with the participants broken into table groups. The table groups were self-selected according to interest.

Feedback was sought on the management proposals in the draft Strategy (e.g. Initiatives, Objectives and Management Actions). However, given the broad nature of the audience and their interests, the standard questions by table facilitators also were aimed at a more strategic level of engagement and included:

- Regarding the management initiative, what do you like, dislike (including any positive and negative impacts)?
- (Regarding the management actions, what do you like, dislike (including any positive and negative impacts)?
- What do you think is most important when implementing the actions in this initiative?
- Who should we talk to when implementing this initiative?

Four plenary feedback sessions were run by the workshop facilitator (BMT) at the end of each 'rotation' to collate and summarise key issues from participants. As per the other sessions, these

Workshop Approach

comments were written down in front of the whole group with each comment characterised as a strength, weakness, opportunity or threat (SWOT).

3 Feedback on the draft Strategy

Feedback received during the workshops could be characterised as (i) general comments (usually received following the initial presentation by MEMA agency staff but also throughout the day) and (ii) specific comments on the Management Initiatives and actions (and sub-actions where relevant) that were provided by participants during the interactive sessions.

Section 3.1 contains a summary of the general comments received from stakeholders in response to the MEMA presentation.

Specific comments on the Initiatives, Actions and Sub-Actions were summarised using a SWOT framework to facilitate comparability across sessions. The SWOT summary from each session are listed in Section 3.2 with an overall summary of common themes and issues also provided.

3.1 General Comments

A summary of the general comments made by participants have been captured below under four common headings (note that these headings and issues are not listed in any specific order).

3.1.1 Comments about the Scope and Content of the Draft Strategy

- Document glossary needs to include definitions of a number of key terms, including spatial planning and sustainable fishing.
- How is the draft Strategy dealing with the non-priority threats? Need to be clearer what is intended here noting this is in the TARA but not in the Strategy.
- ‘Health’ check – need to better define what it means as is confusing with the term ecological health? Is it just a review of the TARA or of the whole strategy? What about baseline data that is going to be collected in the next 5 years.
- In an effort to produce a strategy that addresses statewide threats, some regional-specific threats do not appear to have relevant management actions.
- There was widespread support for addressing broad catchment-wide threats to the marine estate in a more holistic manner.
- Need links and recognition of the biosecurity reforms (legislation and regulations) and duty of care which will be relevant to a broad range of activities and uses in the marine estate.
- The management principles upon which the draft Strategy is based do not align completely with the principles of Ecologically Sustainable Development (ESD) (as outlined as the object of the MEM Act) noting some key principles such as intergenerational equity, biodiversity and integrity and the precautionary principle are not included in the Strategy.
- The community’s role in implementing and monitoring the strategy could be better recognised.
- Improved coordination across agencies with responsibilities for management of the marine estate was recognised as a key strength of the strategy.
- The strategy was seen to ‘tap into’ existing programs well, and isn’t ‘reinventing the wheel’.

Feedback on the draft Strategy

3.1.2 Comments about Presentation of the Document

- There is an enormous volume of information that has been released when considering all the background reports, the final TARA, etc. The draft Strategy becomes a bit lost in all of this information and messaging is diluted.
- A view put forward was that the Strategy document itself was too marine focused given its focus also on catchment and estuarine areas – even the imagery and pictures in the Strategy are marine focused.

3.1.3 Comments about the Consultation and Submission Process

- The timeframe to comment is too short.
- Councils will not be able to put the submission to the elected Council for endorsement in the timeframe, noting many Councillors are new as well and still being inducted.
- There is a high level of community expectation about the changes and that they will be well resourced.

3.1.4 Comments about Implementation

- Needs to be closer and clearer links with other reforms happening in the coastal and marine space.
- The need for clarity regarding funding arrangements was consistently raised in each workshop. This included comments about how funding would be allocated, the timeframe over which funding would be available, how funding was linked to existing packages (e.g. coastal and LLS reforms), not spreading funding too thinly over a large number of actions, and what are the funding priorities (i.e. on the ground works, compliance/monitoring or additional staffing resources)?
- Whilst there was general support for regulation reform, and on ground works, it was felt that compliance with existing legislation is often poor and should be a focus.
- Marine Integrated Monitoring Program (MIMP) – need to involve local government and industry in the development and implementation of the program.
- Questioned the lead and partnership agencies obligations and arrangements proposed. Suggest local government be part of the implementation planning and submission to Cabinet for funding.
- There was generally support for the strategy, however many participants commented that they needed to see the Implementation Plan to understand outcomes would be achieved, and roles/responsibilities for doing so.
- It was recognised that the strategy presented a greater opportunity for sharing information and resources across agencies.
- The role of social media and emerging technology to assist in the marketing and delivery of the strategy (particularly as part of compliance activities) was regularly raised as an opportunity that could be further embraced.

Feedback on the draft Strategy

- The role of Crown Lands and Water needs clarification and whether they should be a core agency of MEMA.

3.2 Specific Comments – SWOT Summaries

The SWOT summaries for each session are at Appendix A; a summary of key comments raised in feedback sessions and themes within the SWOT summaries is provided below in Sections 3.2.1 to 3.2.4. These comments are listed by Management Initiative and make reference where relevant to specific actions within the draft Strategy.

3.2.1 Strengths

Key strengths of the draft Strategy were perceived by stakeholders to include –

- There is a focus on compliance activity and training/capacity building.
- There are linkages with existing programs and reforms e.g. Coastal Management Programs, Mooring review etc.
- An evidence-based approach was undertaken to prioritising threats and management actions.
- Balancing environmental, social and economic needs is seen as a positive.
- Having separate initiatives that address climate change and Aboriginal cultural values were strongly supported. The focus on governance was also supported, although there was debate about whether it should be integrated into the other initiatives, rather than stand-alone.
- Research opportunities proposed align well with priority threats and are outcome focused. This will need to be closely monitored however, to ensure actions resulting from research are delivered – don't just collect data for the sake of it.
- Actions recognise the need for additional information to address information gaps.
- The acknowledgement that pollution in the marine estate is largely generated upstream and a more integrated catchment approach is necessary.
- A focus on managing litter is seen as a strength.
- The focus on the management of healthy ecosystems rather than place-based or species management approaches.
- There was support for piloting dedicated framework assessments for South Creek and Richmond River – a number of regions expressed interest in commencing their own assessments using the framework.
- There is strong support for rehabilitation and proactive management of the marine estate to drive good water and habitat quality outcomes.
- The use of targeted education messaging to raise awareness in different communities e.g. elderly, indigenous etc. is a positive.

Feedback on the draft Strategy

- The recognition that red tape can hamper measures to improve the quality of the marine estate in some instances and could be streamlined and/or better coordinated, provided there is no reduction in environmental protection measures.

3.2.2 Weaknesses

Key weaknesses of the draft Strategy were perceived by stakeholders to include –

- Funding uncertainty.
- The reliance on LLS/local government to deliver catchment driven on-ground works with limited current resources.
- Management Initiative 4 (cultural values) should be led by Aboriginal representatives, although generally the opportunities for Aboriginal employment and involvement in management of the marine estate are seen as a positive aspect of the strategy.
- There was qualified support for spatial management, however it needs further definition.
- There are numerous actions, many of which are short-term – they could be consolidated to improve ease of delivery.
- The strategy largely deals with current issues, rather than emerging industries and issues which may eventuate during its lifespan e.g. largescale aquaculture.
- Non-Aboriginal cultural values are not recognised in the strategy.
- In general, several groups commented that the outcomes sought from Management Initiative 3 (climate change) could be clearer.
- A number of policy gaps were consistently raised, which were: Intermittently Closed and Open Lakes and Lagoons (ICOLL) management, managing bank erosion from boat wash, dredging controls, lack of pump out facilities, the importance of Water Sensitive Urban Design (WSUD) measures in reducing litter entering the marine estate, biosecurity and non-Aboriginal cultural values.
- There is some cross over between initiatives that could be reduced e.g. climate change and wildlife.
- Particularly for water quality issues, it was highlighted that whilst further regulation would be beneficial, Councils do not have sufficient resources/capacity to implement actions/compliance measures for existing regulations e.g. maintenance of WSUD, erosion and sediment control compliance, and their jurisdiction is limited (i.e. don't control vegetation clearing on private property).
- Social research is important, to understand effective delivery of key messages to the community and could be more of a focus.

3.2.3 Opportunities

Some of the key opportunities associated with the draft Strategy that were perceived by stakeholders included –

Feedback on the draft Strategy

- The opportunity to streamline and better coordinate data collection.
- Exploration of a number of additional cost recovery opportunities to assist with funding e.g. expansion of existing whale watching, fishing licences, vessel mooring cost recovery efforts.
- Greater cooperation between agencies, with an effort to integrate service delivery and reduce red tape – suggest a one-stop shop.
- Provide assistance to local government and LLS for implementation of the strategy.
- Reduce the complexity of planning and legislation across the marine estate and make navigating the system easier for end users – it is difficult for the public to identify ‘where to go’.
- Improved communication of scientific research undertaken in the marine estate to agencies and the public to improve transparency in, and ease of, decision-making.
- Improve integration with relevant Commonwealth legislation and programs e.g. biosecurity management.
- Indigenous representation on MEMA expert panel.
- Greater involvement of industry representative bodies in managing the marine estate and communication of key messages as it recognised that sometimes government is not the best instrument to deliver actions. Government should look for opportunities to involve other stakeholders e.g. clean marinas program, fishing cooperatives, agricultural industry, research bodies.
- Greater cooperation and sharing of resources (e.g. training) between different compliance bodies.
- Expand the water quality committee (or create sub-committees) to include regional representation.
- There was support for identifying the carrying capacity of high use waterways and setting limits to mooring and boat infrastructure access e.g. introduction of zoning plans to reduce user conflicts.
- A closer review of the use of social media/emerging technologies in education, key messaging and compliance activity – for example, the use of cameras/drones to expand the observer program was often raised, as well as for the collection of recreational fishing data.
- One-off funding grants mean that good work is often not continued – a source of longer term funding through the strategy is encouraged.

3.2.4 Threats

Some of the key threats associated with the draft Strategy that were perceived by stakeholders included –

- Strong coordination across agencies will be required if implementation phase is to be effective – territoriality between agencies needs to be reduced. The frequent changes to agency roles and responsibilities have led to confusion internally and externally about policy ownership.

Feedback on the draft Strategy

- Gaining buy-in and support of local government.
- Some of the initiatives are likely to have significant costs – prioritise spending.
- The ability of the strategy to effectively manage water quality issues/sources outside of the marine estate, particularly agricultural industries that are less regulated and pollution generated in inland areas.
- The ability of the planning regime to address cumulative issues – a greater focus on strategic planning e.g. Coastal Management Programs, infrastructure plans, strategic assessments could assist.
- Dealing with freehold land or existing development that is not well regulated by the planning system.
- The strategy will be difficult to deliver without strong political support.
- The collection of sufficient baseline data upon which to base decision-making is an enormous task – it needs to be recognised that outcome-based decisions still need to be made despite some uncertainties.
- Native title determinations over water and how this might impact management of the marine estate.
- Differing levels of capacity across aboriginal communities to be involved in management of the marine estate.

3.3 Comments on Specific Initiatives

This section summarises comments specific to each of the eight Management Initiatives.

Management Initiative	Comment
<p>MI1: Improving water quality and reducing litter</p>	<p>Link to coastal reforms is key.</p> <p>A broader catchment management approach is important; ensure there is both rural/agricultural industry and urban measures, not just focused on estuary management.</p> <p>Review financial incentives that could be put in place e.g. farmers planting riparian vegetation.</p> <p>Design, installation and maintenance of WSUD is important and not well managed at present.</p> <p>Need for a centralised and consistent water quality guidelines/indicators, monitoring and reporting process, providing the objective of monitoring is clear.</p> <p>The importance of on-the-ground actions – not just ‘strategies’.</p> <p>Hey tosser program viewed as negative by some people – more positive</p>

Feedback on the draft Strategy

Management Initiative	Comment
	<p>message preferred.</p> <p>A need to support local government/LLS in water quality management initiatives.</p> <p>Regional representation suggested for the water quality working group.</p>
MI2: Sustainable Coastal Use and Development for Healthy Habitats	<p>Rural issues within the catchment need further attention.</p> <p>A number of concerns raised with the permitting process and its effectiveness in addressing coastal structure issues.</p> <p>Better integration with floodplain management processes.</p> <p>Water quality SEPP could be an opportunity.</p> <p>Focus on cumulative impacts and strategic planning, rather than ad-hoc development applications –risk-based framework could assist.</p> <p>More active management/engineering of coastal ecosystems in biodiversity hot spots.</p>
MI3: Planning for a Changing Climate	<p>Too narrow a focus on environmental assets, rather than property/people – link to coastal reforms better.</p> <p>There is a need for improved mapping and understanding of coastal vulnerabilities.</p> <p>Focus on role of community in education, monitoring and adapting to climate change.</p> <p>A need to identify 'retreat' areas within marine estate.</p>
MI4: Protecting Cultural Values of the Marine Estate	<p>Greater representation by Aboriginal groups in preparing the strategy and its implementation.</p> <p>Look to the Sea Ranger program in NT and QLD, past NPWS programs – important role for education and compliance.</p> <p>Impact of native title claims over water?</p> <p>Employment opportunities tied to the marine estate (beyond just MEMA roles) through tourism, fishing etc.</p> <p>Inclusion of other cultural values e.g. historical/multicultural.</p>
MI5: Reducing Impacts on Wildlife	<p>Strengthen relationships with local government who play major role in habitat protection.</p> <p>Make greater use of citizen science in reporting and responding to wildlife incidents – roles in incident management need clarification.</p>

Management Initiative	Comment
	<p>Biosecurity risks should be included.</p> <p>Use iconic species to ‘market’ the marine estate and its values.</p> <p>Support move away from species management to habitat protection approach.</p>
<p>MI6: Sustainable Fishing and Aquaculture</p>	<p>More of a focus on understanding recreational fishing impacts and management requirements (more accurate data needed)</p> <p>Greater consideration of management measures beyond spatial management e.g. temporal, technological etc. In general, spatial management could be better defined.</p> <p>Greater focus on biodiversity aspects of fishing beyond commercial/recreational values.</p> <p>Need for further funding of compliance officers.</p> <p>Further thought to offshore aquaculture risks and management i.e. fish cages.</p> <p>The role/benefits of marine parks needs to be articulated better and be science-based – review opportunities to actively create habitat and recreation/commercial activities, rather than simply ‘lock out’.</p> <p>Education of the community on the values/impacts of commercial fishing.</p> <p>A bit of a ‘watch and see’ approach with this initiative until Business Adjustment Program rolls out.</p>
<p>MI7: Enabling Safe and Sustainable Boating</p>	<p>Vessel pollution, boat wash and sewage management not addressed.</p> <p>Integration with the mooring review process and consistent approach.</p> <p>Monetary recovery needs to increase to cover maintenance and environmental costs.</p> <p>Strategy to manage whale strikes from boating.</p> <p>Suggest initiative broadened to address a range of safety issues/user conflicts around waterways, not just boating.</p> <p>Boating carrying capacity needs to be addressed on heavily used waterways.</p>
<p>MI8: Governance and Social Benefits</p>	<p>Governance measures need to be separated from socio-economic actions.</p> <p>Good opportunity for better cross-agency coordination to streamline approval processes (particularly for environmentally beneficial projects) and duplication of services across departments – value of this must be</p>

Management Initiative	Comment
	<p>measured and refocus on material issues.</p> <p>A need for better data management and improved access for both agencies and the public – recognised that maintaining database is significant resource issue.</p> <p>Significant confusion both internally and externally about roles and responsibility for managing the marine estate – good opportunity to map and improve transparency.</p> <p>Industry codes of practice/accreditation programs needed.</p> <p>Lots of ‘guidelines’, that aren’t backed by legislation, funding or compliance – opportunity to consolidate.</p> <p>Identify how social media/new technologies can be utilised in managing the marine estate.</p>

3.4 Participant Feedback – Wrap-Up Activity

At the end of each workshop, a ‘Where to From Here’ segment was delivered. This included a short final exercise for participants to reflect - having reviewed the draft Strategy and management initiatives in detail earlier – whether,

‘the draft Strategy comprehensively addresses the priority threats’.

This statement was chosen as it is also a key question on the marine estate website - online submission form seeking community feedback.

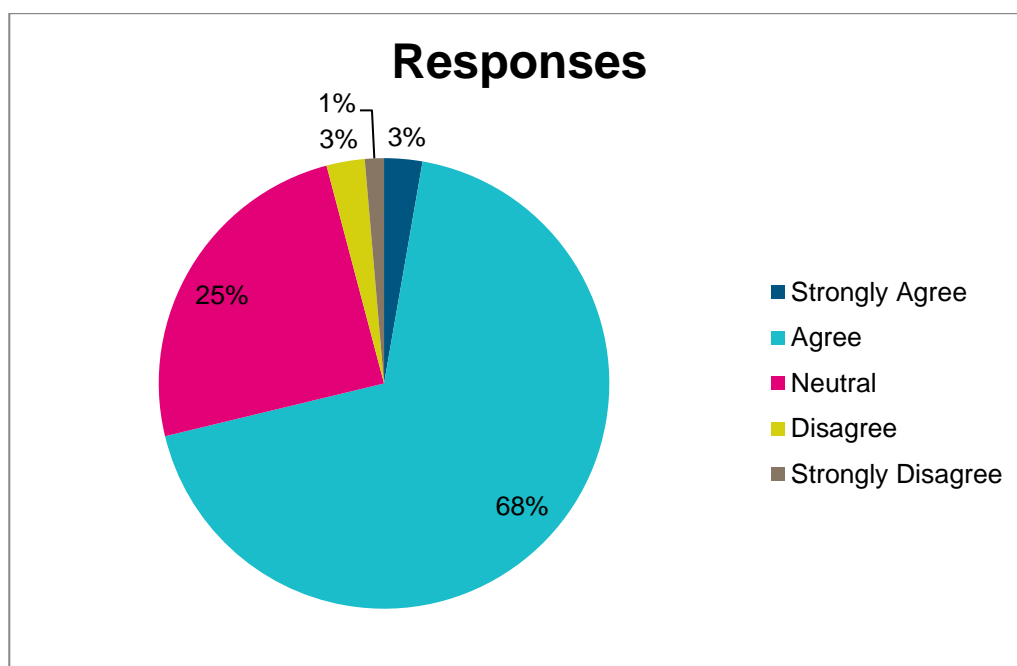
Participants were asked to indicate on a large wall poster with a post-it note along a continuum (as shown below) whether they – ‘Strongly agree’, ‘Agree’, ‘Neither agree nor disagree (neutral)’, ‘Disagree’, ‘Strongly disagree’ with the statement.

<---- Strongly Disagree-----Disagree-----Neutral-----Agree-----Strongly Agree----->

Participants were also asked to include up to three dot points/keywords on the post-it note for why they had rated the question the way they had, serving as a final comment on the suitability of the draft Strategy.

The results of this exercise across all workshop sessions are summarised in Figure 3-1.

Figure 3-1 Summary of Responses to the Wrap Up Activity



These results indicate that the vast majority of participants 'Agree' with the statement that the draft Strategy is considered to be comprehensively addressing the priority threats, but noting that some of the key caveats to this support included:

- The availability of funding to implement the actions.
- The need for strong coordination between Agencies given the broad and comprehensive scope.
- The commitment to undertaking compliance and enforcing regulations (existing as well as new).
- The interdependence between management actions and initiatives and how these can be linked to existing programmes and emerging initiatives (like the coastal reforms).
- A good plan 'on paper' but little detail on outcomes with actions still to be defined and costed.
- The actions need much greater definition including performance outcomes that can be measured against in implementation.
- It is unclear if there is Government will to implement given little urgency shown to implement the Hawkesbury.
- The Strategy is deficient in that it does not promote marine protected areas.
- Responsibilities between agencies needs to be formalised for each action.
- Agencies responsible for actions need to be given a strong political mandate to take leadership and ownership.
- The strategy does not address future threats such as increasing population/use, changes to land uses etc.

- Consultation should be broader across the community, rather than focused on government agencies.
- The strategy is very wide-reaching in scope, which may make implementation too large a task – its trying to do too much, rather than focusing on the priority threats.
- Some of the local priority threats have not been addressed due to the statewide scope of the strategy.
- To assist with implementation, the strategy should be delivered via localised management plans.
- Many actions are written in a manner which will make it difficult to measure progress and outcomes.

4 Participant Feedback on Workshops

Feedback from the workshop sessions - as collated from the completed feedback forms - were generally positive.

Overall, based on this feedback it is considered that the key objectives of the stakeholder engagement sessions were achieved.

Additional narrative comments made by participants on the feedback forms were also generally positive about the sessions and how the sessions were facilitated.

Participant Feedback on Workshops

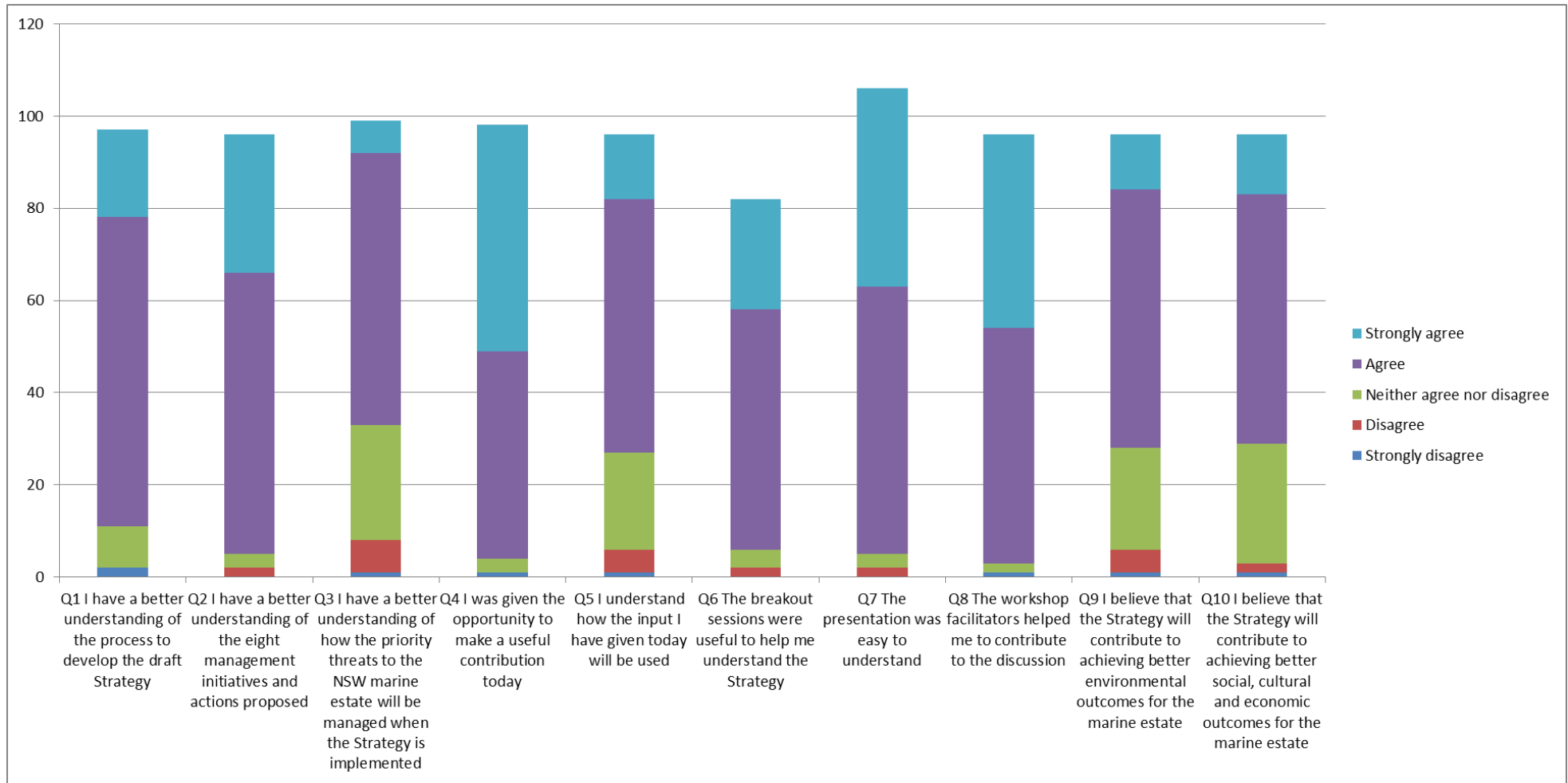


Figure 5-1 Summary of Feedback from Participant Feedback Forms

Conclusions

5 Conclusions

The series of workshops, held over a three week period, were attended by a diverse range of participants including State and local government, key stakeholder groups and the general public. Participation levels were generally high at workshops, and the main workshop objectives were met (i.e. participants were provided with information on the draft Strategy and detailed feedback was received from participants).

Feedback on the draft Strategy was overall positive, with recognition that a more integrated risk-based approach to management of the marine estate will achieve MEMA's vision. Whilst there was detailed feedback provided on improvements that could be made to each of the eight initiatives and the Strategy generally, there was general consensus that the key threats to the marine estate have been addressed comprehensively in the draft Strategy. This indicates that no major amendments are required; however there are minor changes required to actions and language to improve clarity and understanding in some areas.

The need for clarity on funding, delivery mechanisms and measuring success of the draft Strategy was consistently raised by the majority of participants at each workshop. This will need to be developed further with Stakeholders and clearly articulated in the Implementation Plan. Although obvious, many participants felt that the provision of sufficient funding was critical to effective delivery of the Strategy and achieving on-the-ground improvements to the marine estate.

Appendix A SWOT Analysis Summaries

Table 5-1 SWOT Analysis - Sydney Agency Workshop – 13 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	<p>Risk based framework is supported</p> <p>Comprehensive approach to different source of water pollution</p> <p>Good that there is a focus on on-ground works</p> <p>Good that there is a focus on compliance and training/capacity building</p>	<p>Geographic reach of the actions is important consideration noting that the source of pollution and litter are in the catchment (outside of the defined marine estate)</p> <p>Noting there is no catchment scale promoter for these actions (with roles spread across various Councils, LLS, land owners, etc.)</p> <p>Limited reference to WSUD</p>	<p>Data coordination and collection – great opportunity to align and combine resources in terms of monitoring</p> <p>Need to use inclusive wording in terms of on ground actions to ensure it can be applied to both urban and rural diffuse sources</p> <p>Can/should link effectively with coastal reforms and the risk based approach to waterway health</p>	<p>Getting buy in and support from local government and other water quality management entities (need to have funding and long term commitment to maintenance to keep them involved)</p> <p>Need to properly scope how the ‘Hey Tosser’ campaign can be extended to marine areas</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	As per MI 1	As per MI 1	<p>Need broader scale strategic assessments for many of these uses and issues (rather than rely on DA decision making or case-by-case decisions) – foreshore structures, bank management.</p> <p>Take opportunities associated with redevelopment and maintenance of hydraulic structure to achieve environmental flow outcomes</p>	<p>Significant potential overlap with coastal reforms – we must get our coordination and implementation aligned so they are complementary and nothing falls between the gaps – develop diagram showing linkages</p> <p>Scales of implementation relevant – what works for a smaller rural Council may not work for a large urban Council</p> <p>Greater part of the</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				catchment (some sources of impacts) not covered in the Strategy
MI 3 – Planning for a Changing Climate	<p>Actions are adequate/ok</p> <p>The MEMA strategy is gap filling in this important area (not well addressed by existing law and policy)</p>	There is an expectation of delivery on this issue given it is a priority threat	<p>There needs to be better coordination other programmes looking at same issue such as coastal reforms and coastal crown land review</p> <p>Potential to leverage this work to inform habitat rehabilitation and offset policy and implementation</p>	<p>Potential duplication across programmes (e.g. mapping) – need to have a clear implementation focus and plan</p> <p>Need to have flexibility in implementation such that there is not competition with existing programmes</p>
MI 4 – Protecting Cultural Values of the Marine Estate	<p>Generally OK</p> <p>Are effectively leveraging off successful approaches in other State (North Queensland)</p>	<p>Uncertain funding and funding continuity (a threat in the short term; a weakness in the long term in terms of building capacity)</p> <p>Success measures will need further involvement of Aboriginal people and communities noting the cultural heritage benefits derived from the marine estate may be different across communities (a bit generic at present)</p>	<p>Opportunities to align with existing programmes being implemented by OEH and with NSW Transport</p> <p>Opportunity to go back to some issues original raised in the Audit in 2013 and to deliver on Premier's plan for employment.</p>	Native title determinations offshore may be influential in future – but noting there is an opportunity here in terms of this process assisting parties to come to agreements (ILUA or similar)
MI 5 – Reducing impacts on wildlife	Strong links to other initiatives – a strength of this initiative	Current knowledge and education	<p>Potential cost recovery for wildlife interaction such as whale watching</p> <p>Research if done properly can really improve management</p>	<p>Recognition of the need for funding to address knowledge and information gaps</p> <p>Key role of local government in the implementation particularly for habitat on local government coastal</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				and estuary reserves Need strong coordination across initiatives
MI 6 – Sustainable Fishing and Aquaculture	Management proposals were OK - have optimised some wording to make better	Spatial management – question why is it in this initiatives and why are other instruments/options not being looked at	n/a	n/a
MI 7 – Safe and Sustainable Boating	Mooring review implementation already happening so this can be a key implementation driver	Complex to achieve reforms – with many agencies involved	There is opportunity to get some cost recovery through use of mooring, licences and vessel fees Data sharing between agencies Inclusion of Aboriginal stakeholders (land and sea managers) 'Shark tank' idea of a design challenge for environmentally friendly moorings	Can be costly to implement with uncertain effectiveness Policy and legislation needs to be reviewed to make sure we are not suppressing innovation here in terms of meeting outcomes
MI 8 – Governance and Site Benefits	Good recognition of the need for additional data so as the actions can be better defined and prioritised	Too many actions Actions are very short term The title of governance may be misleading – this topic is actually a lot more important as it deals with all social and economic benefits Doesn't take into account emerging industries (e.g. sand mining) in a marine planning context – needs to	Opportunity to better leverage off existing programmes including boating education officers and regional boating strategies (Transport) Outcome/customer focus can help to reduce red tape and get Agencies providing more integrated service delivery	Concern about how to prioritise implementation

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		Limited expertise to gather social and economic information – use consultants		

Table 5-2 SWOT Analysis - Sydney General Workshop – 14 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	<p>Risk-based framework is supported</p> <p>Support working group / coordinated approach – but will be essential to implementation to make sure agencies and implementers are joined up</p>	<p>‘Hey Tosser’ is very negative connotations and slang that non English speakers may not recognise</p> <p>Too focused on analysis, research etc. – start ‘doing’ on-ground work</p>	<p>Education on impacts and links to benefits – awareness</p> <p>Approach to litter management – need to focus proposed working group on prevention rather than clean up in the marine estate including industry packaging, behaviour management and similar measures</p> <p>Recognise key linkages with Management Initiative 5 (wildlife) (entanglement issues) and with respect to ballast and biosecurity (boating and shipping)</p> <p>There should be close links between litter actions and existing community groups and citizen science to build profile of the issue</p>	<p>Key issue is that the litter and water quality impacts are outside of the marine estate</p> <p>Need funding and to hardwire implementation into existing laws and policies</p> <p>Local government key implementer – need funding and support to implement</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	<p>Intent is recognised (but see weaknesses)</p>	<p>Need to clarify the priority of environmental protection compared to social and economic benefits. Recognise that environment out of balance because of previous decisions</p>	<p>Opportunity to educate the community about understanding and values of the marine estate – will make management easier</p>	<p>How is MEMA going to work across agencies to deliver these coordination actions</p> <p>Needs to deal with cumulative issues</p> <p>Public need to know where to go with all the jurisdiction complexity and agencies involved across the catchment</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				<p>– coast – ocean continuum</p> <p>Need to implement resourcing mechanisms</p> <p>Needs to be outcome focused and not prescriptive process</p>
MI 3 – Planning for a Changing Climate	Intent of Action 3.3 is supported but could serve as a much stronger policy hook for local government to use in climate change planning and development assessment	Difficult to understand what outcome is sought from actions – it will be important to spell out in implementation and to inform the Marine Estate Monitoring Programme (outcomes not outputs)	<p>Links to other initiatives need to be clearer</p> <p>Need to understand the stakeholders that are affected to unlock value of the initiatives</p> <p>Include Aboriginal land and sea managers in the implementation</p> <p>Spatial management can be an important tool for managing future climate change – but need to articulate this better</p>	Need to understand marine pest incursion and ecological impacts of different wildlife distribution (on trophic food webs and other ecosystem functions)
MI 4 – Protecting Cultural Values of the Marine Estate	<p>Good that it is a separate initiative</p> <p>Good that it has had involvement of Aboriginal people in development and uses model and approaches from elsewhere (terrestrial and other States)</p>	Action 4.1 needs to be strengthened with closer links to Management Initiative 8	Better and clearer emphasis on marine education for Aboriginal people	Need to tap into broader reforms and engagement processes for cultural heritage – not reinvent the wheel
MI 5 – Reducing impacts on wildlife	The initiative does a good job of trying to deal with the	Lack of strength/clarity around use of marine protected areas	Could be clearer about who is responsible for various wildlife and	Lack of funding to implement

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	<p>cumulative impacts on wildlife and links well with other initiatives</p> <p>Research is focussed on outcomes and solutions</p>	<p>(MPA) as a tool for protecting wildlife of the marine estate</p>	<p>wildlife habitat issues (strandings)</p> <p>This action and research can inform a range of other planning and management regimes include ICOLL estuary management, management of biosecurity issues, and similar</p> <p>Need to look closer at links between marine wildlife and marine debris</p> <p>Can potentially reduce red tape and better support marine wildlife rescue as well as restocking/captive breeding and shark net by catch</p>	<p>Address duplication and overlap between management initiatives (such as between climate change and wildlife)</p>
MI 6 – Sustainable Fishing and Aquaculture	<p>Actions recognise the need for additional information to address information gaps and improve management</p>	<p>Fishing impacts on biodiversity needs to be highlighted</p> <p>Somewhat nebulous action statements need outcome focus</p> <p>Need to include consideration of the role of the Commonwealth as a manager of stocks and pest issues</p> <p>Need to clarify that this initiative is about all forms of fishing – not just commercial</p>	<p>Need to communicate science including the benefits of marine protected areas on fish habitat</p> <p>Link with other Initiatives e.g. water quality (Initiative 1)</p> <p>Work with the Australian Museum in identification of marine pests</p>	<p>Need to get the monitoring right – ecosystem not just stock assessments</p> <p>Unpack priorities back to the TARA</p> <p>Need action on fishing issues not just more analysis including effective communication and engagement with stakeholders</p> <p>Need to look at future uses</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				and pressures such as aquaculture More compliance is necessary
MI 7 – Safe and Sustainable Boating	Acknowledged that we have the mooring review already in train Actions are generally suitable but some gaps	Need to complete the mooring review Include/consider boat wash issues in this management initiative Include/consider how vessel based pollution (like sewage discharge) is being dealt with	Boat strike – need to link with marine mammal protection in MI 5 and more education programs needed Good to see working with marinas but need more compliance	Better linkages with Councils needed regarding moorings Better compliance needed in terms of sediment quality and placement of contamination Better communication and engagement needed with the boating community
MI 8 – Governance and Site Benefits	Opportunity to obtain critical baseline data sets (social and economic) to inform management	Challenging to implement as the groups and stakeholders constantly changing Need to prioritise actions and implementation Actions are broad and need to be more focused	Look at education and awareness pathways (digital media) that can be curtailed to specific interest groups Alignment with Destination NSW Developing stronger networks with community over time and delivering information to community	Need resources to deliver Need to see the value of collecting data (often not especially quantifiable but still useful)

Table 5-3 SWOT Analysis - Newcastle General Workshop – 15 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
Management Initiative 1 – Water Quality and Reducing Litter	<p>Litter is a key issue for the community – so it is good to see it is so prominent in the Strategy</p> <p>Pilot approach is strongly supported but noting it needs to be flexible enough to be adaptable to local context (noted good practices being done by Great Lakes Council)</p> <p>Rehabilitation action supported – noting important links between oyster industry and water quality and how industry can help to drive good water quality outcomes</p>	<p>Local governments have a huge role to play but inconsistent delivery and needs to be supported with funding</p>	<p>Expanding Hey Tosser is good but need to raise the stakes through some ‘shock and awe’ and ‘name and shame’ work to identify the key sources and gain public momentum for change. This can then feedback into education and industry reduction programme</p> <p>Through this process perhaps we can start to understand the nexus between producers and impacts (e.g. rec fishing bait bags and links to permits and licences)</p> <p>Need to coordinate agency effort but need bravery to incentivise or compel to achieve water quality outcomes</p>	<p>Litter and water quality are not end of pipe issues in the estuary – need to target sources</p> <p>Many of the action rely on management and rehabilitation occurring on freehold land – will need some incentives to implement or stronger regulation</p> <p>In terms of the proposed working group – need to have EPA involved to be able to comment on point sources as they are still part of the mix</p> <p>Need to better understand why litter control programmes have not been successful in the marine estate – is it just population growth or lack of focus on marine areas?</p> <p>Recognise that new technology for water quality treatment is no longer the key barrier and limiting factor – need to implement and spend money to achieve outcomes</p>
Management Initiative 2 – Sustainable Coastal Use and Development for			<p>The Strategy will help stakeholder to take a more active role in resolving issues (example of fencing</p>	<p>Difficult to implement without a central agency that can provide top down direction</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
Healthy Habitats			mangroves and jetties)	Flood mitigation works – need to more comprehensively assess implications in terms of cost-benefit analysis (CBA) but also downstream implications on the marine estate values
Management Initiative 3 – Planning for Changing Climate	Good that climate change being recognised and that it has its own initiative	Some of the language associated with the actions could be stronger and clearer in terms of outcomes sought	Need to think about how to market the issue of climate change planning and responses – perhaps a more positive spin in terms of doing the right thing and building resilience rather than a negative issue	Need to link better with Initiative 8 in terms of social research and thinking about this in the context of a climate change lens
Management Initiative 4 – Cultural Values of the Marine Estate	Discovery rangers from NPWS being applied to marine estate a good idea		Need to make sure that training and capacity building is highly visual and using appropriate language. The more people learn by ‘doing’ and practices in the field the better, and then they can train others Opportunities through this process to educate and build the awareness of non-Aboriginal people to understand how Aboriginal people interact and value the marine estate	Need to get Aboriginal people involved but need to recognise that the representative bodies may not be the best party to work through and a lot of traditional owners are no longer on country
Management Initiative 5 – Protecting Wildlife	Marine wildlife are the glue of the marine estate as they are a key indicator of health and high profile – good they have their own management initiative		Extend necropsy programme – expand and build awareness – need to confirm scope of animals that are included	Barrier is unclear with regard to response procedures for wildlife incidents, possibly lack of resources and jurisdictional ambiguity Needs more detail in terms of the outcomes sought and implementation information

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				(example grab bag from action 5.6)
Management Initiative 6 – Sustainable Fishing and Aquaculture	Action 6.9 – OceanWatch programme is very important and needs to have active contribution and implementation support by DPI and target the next generation	Lack of detail about implementation of social licence – are we talking about schools or estuary management committees – need to articulate delivery mechanisms	Recreational fishing data being input into the Harvest Strategies Training of compliance officers – across this Initiative Closer links to Initiative 7 (safe boating) noting that spatial planning can be an effective tool for trying to resolve use conflicts between types of boating and use	Concern that the Harvest strategy will be just another level of complexity that is not integrated with existing fisheries management strategies
Management Initiative 7 – Safe and Sustainable Boating		Ports are lost in the strategy – because only in Central region No weighting across threats (fishing same and 4WD)	Programmes like Clean Marinas Programme are good in this space to improve practice	Need some timeframes for completion of the mooring review and seagrass friendly mooring implementation Vessel strikes – need better data and integrated approach across agencies including for instance delegation to DPI for on water response Potential for agency conflict on access issues such as moorings – need a single approach
Management Initiative 8 – Governance and Enhancing Social and Economic Benefits	Initiative and actions recognise the need for more baseline data, education and targeted messaging		Cross skilling in compliance can allow better frontline service delivery Building social licence – suggest YouTube video featurettes of the fishing	Could be lack of support and will in agencies to implement Funding

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	<p>Reducing red tape is needed – including for example the integration of on water compliance</p>		<p>industry (mud crab example) – would be a good way to engage with people</p> <p>Mobile Date System (MDS) existing system that could be enhanced to deal with more issues</p> <p>We can more effectively piggyback marine estate issues on existing social and economic surveys (Council ones for example Lake Macquarie and statewide through OEH's 'Who cares about the environment')</p> <p>Engaging industry and commercial entities in the marine estate like tourism operators through establishing minimum standards and accreditation schemes (example if the Clean Marinas Programme for Marine Industries Association/Boating Industries Association) Broaden and support self-policing practices by industry on water (e.g. fishing but could be other marine industries)</p>	<p>How are septic systems on boats (including fishing) and management of litter on vessels being addressed by the Strategy? Links to Initiatives 1 and 7</p> <p>Barriers to acceptance to how we value intrinsic and other non-market values – consistency of measurement would help to mainstream into decision making</p> <p>Multi-agency compliance is tricky as often the agency is limited by legislative jurisdiction – example is PWC (jet skis) where a more integrated approach required</p> <p>Education is very valuable but need to look at who is delivering the message – sometimes Government is not the best entity to deliver</p>

Table 5-4 SWOT Analysis - Newcastle Targeted Workshop – 16 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	Building off a strong base with lots of on-ground actions happening across Councils (Central Coast, Lake Macquarie)	<p>Hey Tosser campaign is rigid and very negative; can't be used in schools. Prefer the Take 3 approach which has a more positive connotation</p> <p>From a marine litter perspective, the approach to prevention is correct but what about some clean-up of existing problem areas before that plastic degrades into microplastics</p>	<p>Integrated approach to compliance activities useful on an issue by issue basis such as illegal structures (ex of dumping squad)</p> <p>Need to set some more locally specific (sub catchment) water quality targets and to get them embedded in planning and development assessment</p> <p>If funding is going to be made available, new work or programmes really need funding to put on staff to implement (not just cash)</p>	<p>Local investigation is still needed to work out the best water quantity and quality solutions for a sub-catchment (Cost benefit analysis; assessment of effectiveness of stormwater control devices versus riparian revegetation)</p> <p>Guidelines are fine but the key issue is that Councils are not implementing or allocating the funding needed to maintain stormwater devices (in relation to sub action about review of the stormwater guidelines and coastal design guidelines) – need to find a way for State to compel local government to implement so there is less discretion</p> <p>If Councils are going to increase their efforts to manage stormwater, there needs to be the ability to improve outcomes from other catchment users such as mines and from (now permissible) vegetation clearing</p> <p>Local government has little control over tidal waterways (with no control over the bank below High Water Mark) or on vegetation controls on private land so not sure how they can be a partner in implementation unless there is funding to undertake projects</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	As per 1, building off a strong base with lots of on-ground actions happening across Councils (Central Coast, Lake Macquarie)		Recognised that the foreshore vegetation management plans might be useful but try and link with Coastal Management Programs and not create a	<p>Crown land policies on foreshore an submerged land has to take into account ecological values and approaches</p> <p>Any remedial works to existing structures needs</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	This includes providing for fish passage associated with flood mitigation works		whole new set of plan types. In particular the foreshore plan can signal intent and try and resolve Agency conflict issues	to consider flood implications (no worsening)
MI 3 – Planning for a Changing Climate	Not discussed			
MI 4 – Protecting Cultural Values of the Marine Estate	Not discussed			
MI 5 – Reducing impacts on wildlife	Mapping to guide planning and development assessment would be useful	Need to consider more than traditional DPI habitat mapping (seagrass, mangrove and saltmarsh) and extend to other less known habitats (oyster reefs)	Some good management practices occurring across local government can be picked up and used elsewhere	Local Environment Plans are very rigid in terms of what they can include so need to ensure there is a way for mapping/values to be considered Lack of capacity in Council to apply ecological expertise so needs to be clear policy around mapped areas (no development within or within buffer area; trigger areas for works) Data collection quality is an issue as is understanding what the data means (e.g. turtle stranding data understanding the cause of death)
MI 6 – Sustainable Fishing and Aquaculture	Not discussed			
MI 7 – Safe and Sustainable Boating		Unclear what Action 7.8 actually means in terms of maritime infrastructure and expected role of Local government	Natural regeneration opportunities (5 – 10 years) for <i>Posidonia</i> if you remove the mooring chain threat	Mooring review and guidelines need more teeth and for the review to be implemented. Example of the Draft Environmental Assessment Procedure by Transport NSW still not implemented Responsibility for maintaining navigable access in waterways and boating lanes is not clear noting that Transport and RMS will often not take responsibility for dredging for navigation unless it is servicing State owned

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				infrastructure (Brisbane Water example)
MI 8 – Governance and Site Benefits	Recognised the important of funding for education, participation and empowerment activities noting LLS success with the Take 3 campaign	<p>Language choices here are really important as the intent of MEMA should not be to protect unsustainable social and economic uses of the marine estate</p> <p>Red tape reduction should not be seen as a pathway for saying ‘yes”; still should be based on an assessment of relevant consideration to achieve an outcome</p>	Social research is important to understand why people don’t comply	

Table 5-5 SWOT Analysis - Sydney Targeted Workshop – 17 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
<p>MI 1 – Improving Water Quality and Reducing Litter</p>	<p>Councils and Regional Groups being involved will improve coordination and effectiveness</p> <p>Good that it is an integrated catchment-coast-ocean approach</p>	<p>Marine sediment and toxicity issues need to be included (Sydney Harbour noted specifically)</p> <p>Lots of actions – prioritise actions (Initiative 1 and 2 now)</p>	<p>Urban and agricultural pilots are a good step but would be good to have a heavily urbanised pilot (Inner West Council?)</p> <p>Set environmental values and corresponding water quality objectives for waters – not just trigger values – can use OEH ecological health guidance – also potential links work already done by Healthy Rivers Commission</p> <p>Integrated compliance – need to train and devolve powers of DPI to council Rangers</p> <p>In terms of litter there are a number of existing community programmes that can be leveraged (Floating Landcare, Take 3). Hey Tosser is negative</p> <p>In terms of litter management we need to look at: (i) prevention, (ii) infrastructure to receive waste and (iii) clean-up of existing waste in waterways</p> <p>Need to potentially expand stormwater levy such that it deals with water quality and</p>	<p>Need to be clear that it applies to both urban and agricultural catchments</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>ecological health –not just quantity and to be able to extend funding to maintenance and monitoring</p> <p>Stormwater trust- need a longer term more stable income stream for maintenance</p> <p>In terms of water quality committee – may need to have a high level committee supported by regional committees with direct local government involvement. Link role of local government to Initiative 8.</p>	
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	<p>Foreshore management plans are seen as a useful instrument noting that marine vegetation management may need to be more proactive in future in response to climate change</p> <p>Support reducing complex approvals process</p>	Guidelines for issues such as Environmentally Friendly Seawalls are ok but is it time for tougher controls and ensuring these issues become requirements under Coastal SEPP and other standard instruments		
MI 3 – Planning for a Changing Climate			<p>Vulnerability mapping in Coastal SEPP can also be used to understand vulnerability of natural assets</p> <p>Need to ensure that mapping</p>	A lot of the climate affected habitats will be seeking to transition to freehold land – where there are almost no controls (no control of marine plants on FH land)

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>done under MEMA made available to local government who are looking at adaptation plans now</p> <p>Role of State government in research – can be more targeted rather than relying on Universities and perhaps make better use of larger grants (ARC grants)</p> <p>Talked about consortium of marine scientists across the marine estate as a governance body that could be set up</p>	
MI 4 – Protecting Cultural Values of the Marine Estate	Not discussed			
MI 5 – Reducing impacts on wildlife	Habitat mapping is seen as a good action		<p>Recognise that wildlife is a good messaging and communication tool for other initiatives such as water quality and litter</p> <p>Can use habitat mapping to drive spatial planning – Brisbane Water example of where hot spots of biodiversity were used to identify protected areas</p> <p>Many of the actions in this Initiative are already being done by LLS- if we can use funding to top up these initiatives and to</p>	Need to consider how if mapped, these areas can be effectively incorporated into planning and decision making

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			focus effort in estuarine areas – that is useful	
MI 6 – Sustainable Fishing and Aquaculture			There is often not transparent reporting happening in commercial fishing industry – need to work on this as this will also give greater social licence	Recreational fishing impact assessment should include spearfishing
MI 7 – Safe and Sustainable Boating		Need greater clarity around the transport actions and what they actually mean – for instance roles and responsibilities for dredging and why local government should have to pay at all (currently a 50:50 split)	Can we set waterway carrying capacity in terms of mooring and boat infrastructure access?	<p>How is bank erosion from boat wash being dealt with?</p> <p>Small boat clubs in Sydney Region are expanding rapidly and often without a review of existing lease and activity permits</p> <p>Sewage pump out facilities are hampered by a NIMBY approach by existing users</p> <p>Concern about trade-off between increase boating access and marine estate environmental value – need to get balance right</p>
MI 8 – Governance and Site Benefits			Overall implementation of the MEMS would be assisted by some governance arrangements with a senior committee (senior officials) and a coordinating committee (made up of technical experts and practitioners) to deal with implementation as well as promulgation of actions, prioritisation of actions and	Riverside accommodation (Air BNBs) an emerging issue in terms of population density on the foreshore

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>monitoring</p> <p>Opportunity across a number of areas to make use of the emerging LEP planning reform framework and to use 'standard instrument' LEP for implementation</p> <p>Can we aim for a one stop shop for approvals in coastal and marine areas?</p> <p>Let's build on existing education initiatives – Floating Landcare; Clean Foreshores</p> <p>Need to understanding what Councils are doing in this space and where we can leverage and then fund successful programmes</p> <p>Tourism accreditation - identify best practice in the industry and reward good practice</p>	

Table 5-6 SWOT Analysis - Ballina Targeted Workshop – 20 November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	Good that there is recognition that not all marine estate issues are in the water/within 100 m of the coast	There was robust and successful arrangement in place but with the dissolution of CMAs a lot of that capacity and capability to undertake integrated catchment management and address diffuse sources is gone (despite the TARA recognising its importance across environment and S/E)	Getting a series of State Government Catchment Coordinators will be useful to show leadership and implement these measures Engaging with the agricultural industry on the North Coast is key as there is considerable land holdings and a desire to align with a clean, green product	In prioritising actions we need to look at funding partners and also the community’s capacity to assist with the planning, works and monitoring
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats			An example of how Action 2.4 could be used is to look at pedestrian access to waterways and beaches – would be better to nourish rather than build a hard structure but difficult to get DPI and Crown land support	
MI 3 – Planning for a Changing Climate				Noted that in the context of Action 2.4 (foreshore management) there needs to consideration of how habitats and foreshore works will respond to future sea level rise and other climate change
MI 4 – Protecting Cultural Values of the Marine Estate	Not discussed			
MI 5 – Reducing impacts on wildlife		Noted that marine wildlife is a critical component of the marine estate and funding		

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		should be equal to the effort expended on terrestrial species such as koalas		
MI 6 – Sustainable Fishing and Aquaculture	Not discussed			
MI 7 – Safe and Sustainable Boating				<p>Where it the boat wake issue on bank erosion? A big issue in Northern Region with RMS very slow in responding (example of the Tweed Boating Plan of Management)</p> <p>Emerging issue is people 'living rough' on vessels – often in unsafe conditions</p> <p>Is vessel sewage pump out and pump out facilities an issue Statewide?</p>
MI 8 – Governance and Site Benefits	<p>Good that the draft Strategy is looking to spread the load of implementation across Agencies</p> <p>Governance and roles and responsibilities recognised as a critical to the strategy</p> <p>Consideration of the broader social and economic benefits of the marine estate supported.</p>	Across the Initiatives, the action implementation and outcomes are vague – needs to be addressed in the Implementation Plan	<p>Improved collaboration and a driver for continued coordination by State agencies is supported</p> <p>State needs to lead in terms of implementation and 'lock in early' in terms of outcomes and support for local government and LLS</p> <p>Targeted funding for implementation is absolutely essential</p>	<p>Crown Land Department need to be accountable and a part of this process</p> <p>Catchment planning and management – need a clear process, governance and funding arrangement noting each catchment will have different issues and features. But need to be able to compel key agencies to be involved and to address mismatch/disparity between Council budgets and ability to participate</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
				<p>Councils simply don't have the resources to lead and noting priorities change given local politics in terms of more strategic regional initiatives like catchment management</p> <p>Need some sort of equation for working out funding implementation based on where the impacts are occurring or on the basis of the ecosystem services that will be produced as a result of the works</p> <p>Any funding that is available needs to be considered in terms of the red tape in administering and spending the grant (this can often deter local governments from pursuing)</p>

Table 5-7 SWOT Analysis - Ballina General Workshop – 21st November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	Ability to encourage & improve interaction between agencies and stakeholders	<p>A large topic, making objectives complicated to communicate</p> <p>Urban stormwater should be more of a focus</p> <p>‘Hey tosser’ language is problematic, as can’t be used in school education programs. Preference would be to use a more positive message e.g. the ‘Take 3’ idea.</p>	<p>Raising the community’s awareness of catchment and urban water pollution and their impact on the marine estate.</p> <p>Better community awareness may create greater social pressure to commit resources to water quality.</p> <p>Implementation of a tourism ‘pledge’ upon arrival e.g. when renting car/landing at airport to raise awareness of marine protection issues.</p> <p>Greater use of technology/social media for reporting litter and also collection of baseline data and monitoring.</p>	<p>Raising pollution issues may have a negative impact on other industries that earn income from the marine estate i.e. the NNSW shark attack issue affected tourism industry.</p> <p>The removal of rubbish bins from natural areas is not effective, as littering still occurs in high use areas.</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	<p>Integration with CMPs.</p> <p>Agencies will have to work more closely across initiatives.</p>	<p>The actions are too broad and will be difficult to deliver.</p> <p>Actions are focused on agency delivery, rather than other stakeholders/operators who may also play a role.</p>	Opportunity for strategic planning approvals, rather than case-by-case basis.	<p>Achieving practical implementation measures.</p> <p>Resources are limited.</p> <p>Make sure the actions from CMPs are not duplicated in this strategy.</p>
MI 3 – Planning for a Changing Climate	A positive that climate change is treated as a stand-alone initiative	The linkage between research and actions could be clearer.	The initiative should include climate change impacts on ICOLLs and flood plain management	On-the ground impacts can occur rapidly, and the strategy needs to include a mechanism for ensuring planners are

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>Align closely with Coastal Management Plans and that process (particularly need to ensure planning horizons align)</p> <p>Infrastructure planning needs to accommodate climate change and consider natural approaches i.e. green infrastructure solutions.</p> <p>Involving the community in implementation of initiatives and education</p> <p>The 5-year health check would be a good opportunity to gather data about changing climate.</p>	<p>able to respond quickly to rapid changes in the environment resulting from climate change.</p> <p>Lack of clear policy on the use of climate change projections leads to lack of consistent planning by local government.</p>
MI 4 – Protecting Cultural Values of the Marine Estate	Support for introducing the sea ranger program that is used in QLD/NSW	Actions should be driven by aboriginal community.	<p>Using native title claim recognition over water to progress sea country planning</p> <p>There is some conflict between commercial fishers and cultural fishing. This could be an opportunity to resolve this issue through better communication/consultation between groups.</p>	<p>The very complex governance arrangements of aboriginal cultural heritage.</p> <p>Not all aboriginal groups have a desire to be actively involved in management of the marine estate, or the resources to do so.</p>
MI 5 – Reducing impacts on wildlife	<p>Ability to raise awareness</p> <p>Stream-lining cross agency databases and</p>	<p>Some of the actions need further fleshing out to understand knowledge gaps.</p> <p>The impacts of commercial fishing on threatened marine species is not</p>	<p>Use of social media and technology to record baseline data collection on threatened species and wildlife habitats</p> <p>Move to an ecological services based</p>	Needs to ensure the strategy is closely aligned with the BAP process.

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	improvement of data sharing	addressed.	management approach. Strategy needs to encourage flexibility and allow for population movement and change	Difficulty in collecting sufficient baseline data regularly.
MI 6 – Sustainable Fishing and Aquaculture	Generally agreed the initiative objective was positive. Support for spatial management, provided it doesn't have socio-economic impacts.	Some of the actions lack detail The impact of the BAP is not yet known. Recreational catch data is very poor, making it difficult to make effective management decisions Needs a definition of 'sustainable fishing'.	Make use of the younger generations use of social media to collect data and educate on sustainable fishing practices. Use of cameras/GPS tracking to expand coverage of the observer program. Train fishing industry through TAFE programs. Capitalise on sustainable fishing message to increase social licence to operate. Action 6.9 should be broadened beyond Ocean Watch program.	Some zoning is outdated and needs updating.
MI 7 – Safe and Sustainable Boating	RMS are 'in the tent'.	Boat wash issues are not addressed.	Expansion of the bank stabilisation work on the Clarence River between RMS and LLS/OEH across other catchments. Installation of more pump outs.	Increasing number of boats. Lack of pump outs encourages waste dumping in estuaries which could impact oyster industry.
MI 8 – Governance and Site Benefits	Should encourage increased coordination across agencies	Crown Lands is not part of MEMA. The 'Hey Tosser' program is viewed as a narrow approach to litter	MDS (mobile data studio)/heat maps collected by Fisheries could assist in the collection of baseline social data to inform the strategy implementation	Implementation staff have limited resources and high workloads, which may affect ability

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	<p>Spatial management is seen as a good opportunity.</p> <p>Has the potential to reduce red tape and encourage streamlining of approval processes.</p> <p>The use of targeted education programs to cater for different user groups, particularly the older generation.</p>	<p>management, and should involve a wider range of initiatives/programs.</p> <p>Needs to be a greater focus on the end-user and practical implementation (although recognised that Implementation Plan will assist)</p>	<p>Improvement of seafood labelling regulations.</p> <p>Work more closely with fishing co-operatives to deliver education programs.</p>	<p>to deliver actions effectively on the ground.</p> <p>The complexity of policy and legislation, as well as the frequency of government reforms could impact on delivery. The uncertainty this creates can impact willingness to invest.</p> <p>Resources required to collect sufficient baseline data upon which to make sound policy decisions is limited.</p> <p>Jurisdictional boundaries and territoriality between agencies.</p>

Table 5-8 SWOT Analysis - Coffs Harbour General Workshop – 22nd November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	<p>Support for the Richmond River Pilot Study</p> <p>The emphasis on data sharing across agencies and even wider is supported.</p> <p>Action 1.1 (working group) is seen as a positive, however because it is so high level may not be appreciative of on-the-ground actions /issues occurring.</p>	<p>Previous focus on catchment management has been lost – the current emphasis on ‘landscape’ impacts is not well understood and difficult to communicate to the public.</p> <p>The impacts of dredging, whilst acknowledged in the strategy are not well described and the action may need further review.</p> <p>The ‘Hey Tossler’ campaign is viewed as negative and language is not ideal.</p>	<p>Monitoring regimes are not standardised across the state – there is an opportunity for better coordination.</p> <p>Whilst the emphasis on litter is a positive, it focuses on domestic litter sources – it could also be broadened to consider litter at sea.</p> <p>The design, installation and maintenance of GPT’s could be better planned.</p> <p>Tweaking of private land management programs across catchments</p>	<p>Insufficient baseline monitoring may make it difficult to report on the effectiveness of actions in the future.</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	<p>Support for Action 2.4 as an avenue for addressing cumulative impacts, which have historically not been managed well. It also should assist in making defensible and transparent planning decisions.</p> <p>Better coordination between agencies will lead to better outcomes for the marine estate in the long term.</p>	<p>Further recognition of the importance of saltmarsh communities required.</p> <p>Language used to support the importance of fish passage measures should be stronger.</p>	<p>Improve linkages to MI7</p> <p>New policy and legislation should be cognisant of potential decisions in the land and environment court, and needs to be defensible.</p> <p>Introduction of zoning plans to reduce user conflict (i.e. between boating/fishing), which should also allow for more targeted foreshore erosion management spending.</p>	<p>Too many legacy issues with older legislation that is still in effect and has not been repealed.</p>
MI 3 – Planning for a	Strong support for	There could be an over	Infrastructure planners need to shift future	The uncertainty around the

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
Changing Climate	<p>research actions and approach</p> <p>A positive that the value of saltmarshes is recognised.</p>	<p>reliance on climate change modelling – on the ground observation and monitoring is also required.</p> <p>There is a focus on intertidal impacts of climate change – more attention required for impacts to open water habitat and species.</p>	management procedures.	impacts of climate change needs to be acknowledged and the strategy needs to be flexible to reflect this so that unintended consequences don't occur during action implementation.
MI 4 – Protecting Cultural Values of the Marine Estate	There was general support for the strong emphasis on aboriginal cultural heritage; it was felt that the exclusion of non-aboriginal cultural heritage should be reconsidered.	<p>Linkages between threats to cultural heritage and the actions aren't described sufficiently.</p> <p>Need to better understand the impacts of Native Title determinations made over water.</p> <p>Strategy should address the future of SPZ's and their ongoing role/function.</p>	<p>Multi-cultural values should also be reflected in the strategy.</p> <p>Map sea country stories (Action 4.2)</p> <p>Title of the initiative should include 'Aboriginal' cultural heritage to avoid confusion.</p> <p>Include Aboriginal representatives on expert knowledge panel.</p> <p>Opportunity to provide stronger actions around creating indigenous employment opportunities.</p> <p>Is there a role for Reconciliation Action Plans?</p>	Differing levels of ability across communities to be involved in management of the marine estate.
MI 5 – Reducing impacts on wildlife	Support for improved coordination of reporting processes	Too much focus on recognised marine mammals i.e. ignores shorebirds, for instance.	Accreditation programs for wildlife incident response	A number of successful wildlife management programs have been lost, and should be reinstated, rather than

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		Action 5.5 is too specific and should be more general.		reinventing the wheel e.g. disentanglement program.
MI 6 – Sustainable Fishing and Aquaculture	Supportive of links to Business Adjustment Program, however need ensure that current programs and reporting mechanisms are considered also. Support for initiative 6.5	The existing observer program is expensive to implement – other ways of achieving similar outcomes should be reviewed. Clearer definition of ‘sustainable’ fishing required. Social data around recreational fishing is subjective, and shouldn’t be relied upon for decision making. Poor data around recreational fishing numbers/catch	Expansion of the OceanWatch program to ‘accredit’ fishing industry and legitimise ‘sustainable fishing labelling/promotion. Further involvement/interaction of indigenous groups A review of bag & size limits could compliment or replace spatial management Bridge the gap between recreation and commercial fishing to reduce conflict Education programs should look at the Seafood In Schools Program	If not better defined, spatial management could be viewed as a threat by some groups, however if evidence-based, it is viewed positively.
MI 7 – Safe and Sustainable Boating		Moorings review should focus on all marine habitats, not just seagrass areas. It should also consider ‘no anchorage’ areas. Propeller damage and boat wash issues not addressed	Is there an opportunity to link this initiative to Regional Boating Plans – a variety of opinions on this. Strategy could be broadened to consider safety issues of all users, not just boats e.g. surfers, jet skiers etc. Greater focus on coordination not just	Lack of funding for initiatives Actions 7.1. and 7.7 are potentially conflicting and could deliver adverse outcomes.

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		<p>in the strategy.</p> <p>The lack of pump out stations is becoming a major issue and needs to be addressed in the strategy.</p>	<p>between state agencies, but local government also.</p> <p>Clearer information on wildlife incident reporting processes could be improved.</p> <p>Introduce a boating licence 'quizz'.</p>	
MI 8 – Governance and Site Benefits	<p>The strategy taps into existing programs well and doesn't reinvent the wheel.</p> <p>Proposed education strategies are to be targeted to specific user groups and make use of TARA.</p>	<p>Crown Lands and Destination NSW not part of MEMA.</p> <p>There was some debate as to whether governance should be its own initiative, or spread across the others.</p> <p>Poor definition of 'spatial management' and implications i.e. it does not mean 'close outs'.</p>	<p>The wording of some of the objectives need 'tightening' and are too broad at the moment – this may be because the sub actions were not discussed in detail.</p> <p>The permitting system is difficult to navigate for end users, however there is an opportunity to stream-line and simplify the process to reduce confusion – consider an alert system for regular applicants.</p> <p>Make better use of industry bodies to promote educational programs and key messages.</p> <p>Make application approval timeframes clearer for end users.</p>	<p>The reduction of red tape should not reduce environmental protection measures.</p> <p>Implementation may not be effective if agencies are not aligned and committed to the strategy.</p> <p>Too frequent changes to agency roles and responsibilities has created confusion.</p> <p>Insufficient baseline information may make tracking progress difficult.</p>

Table 5-9 SWOT Analysis - Kiama Targeted Workshop – 28th November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	Strong support for additional resources for compliance actions at a local government level.	<p>Action 1.1 should involve a greater voice for local government – potentially the Local Government Association of NSW?</p> <p>Need to clarify the role and responsibilities of Crown Lands and Water, particularly for leased lands.</p>	<p>Further regulations that encourage enforcement by local government.</p> <p>Make use of the joint organisation regional delivery groups being set up.</p> <p>The old stormwater trust model for funding compliance was viewed as a good delivery model., as well as the current RID program although it has a narrow focus)</p> <p>Using the stormwater levy to generate funds for council to maintain stormwater infrastructure and community education programs.</p>	Inconsistency in the application of state regulations governing water management.
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	Education and communication is seen as critical to delivery of the strategy	There is a need to clarify the roles and responsibilities for delivery (and enforcement) of actions (in particular, Action 2.3 was highlighted)	Development in Shoalhaven Council is rapid, and provides an opportunity for greater level of strategic planning, perhaps using the TARA model.	The ad-hoc nature of one-off funding grants can be challenging for continuity & messaging
MI 3 – Planning for a Changing Climate			Mandating climate change mapping and buffer areas at a state level, rather than leaving it to individual councils, where climate change politics can interfere. Council would be looking for state to take a greater role in climate change policy/direction for local government.	

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 4 – Protecting Cultural Values of the Marine Estate	-			
MI 5 – Reducing impacts on wildlife	-			
MI 6 – Sustainable Fishing and Aquaculture	-			
MI 7 – Safe and Sustainable Boating	Issues around management of pump outs etc. briefly discussed, but no major issues identified for the region from Councils.			
MI 8 – Governance and Site Benefits	<p>A focus on improving communication between agencies and local government is supported.</p> <p>The involvement of a high number of agencies and partners is a positive aspect that should assist with integration of deliverables.</p> <p>The focus on not reinventing the wheel and integrating existing programs and governance structures is a strength.</p> <p>Education and communication is seen as critical to delivery of the strategy</p>	<p>There are a high number of actions to implement which will be challenging to deliver.</p> <p>Some of the shorter timeframe actions will be difficult to implement with so many agencies to coordinate.</p>	<p>Greater involvement of community groups in implementation process is something that could be developed further – at the moment, actions are heavily state-focussed. The delivery message to the broader community needs to be identified.</p> <p>Opportunities to create a more streamlined and consistent regulatory regime (Councils support greater state involvement through regulation, rather than guidelines that don't have statutory status), that better supports local government with compliance measures. Local government have limited resources for compliance activity, and a greater regional focus on pooling resources/training etc. would potentially be of significant benefit.</p>	<p>The devil is in the detail – need to see funding, resourcing and governance mechanisms to determine the strategy's effectiveness.</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			Make use of regional governance frameworks currently being put in place across the state to assist with strategy implementation and communications.	

Table 5-10 SWOT Analysis – Coffs Harbour Targeted Workshop – 24th November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	<p>Recognition of wider catchment issues</p> <p>A partnership approach is supported</p> <p>Traditionally, funding support is focused on terrestrial threatened species – the strategy should allow for funding and focus on marine threatened species.</p> <p>The acknowledgement of existing programs is strength.</p> <p>Good timing, with other reforms occurring at the same time.</p>	<p>Extensive changes to how waterways are managed over the last 10 years has eroded trust in governance models.</p> <p>Significant scientific and technical skills/knowledge has been lost recently, which may impact ability to deliver strategy.</p> <p>Too many actions to implement all successfully.</p> <p>Strategy needs further consideration of agricultural lands and improved practices to improve marine water quality (blueberries a contemporary issue in Coffs).</p>	<p>Improve collaboration and coordination across agencies and key stakeholders.</p> <p>Improve collaboration and engagement with the agricultural industry.</p> <p>Review opportunities for clean and green products and its marketing.</p> <p>Focus on selling the benefits of the strategy to the community (\$\$).</p> <p>LLS needs to be heavily involved in any Richmond River pilot project.</p>	<p>Political will to implement all actions in the strategy or fund it sufficiently.</p> <p>Short term political cycles and constant restructuring.</p> <p>Too high expectations sets about what the strategy can deliver, on limited budgets.</p> <p>LLS are prioritising their role, which is leaving implementation gaps.</p>
MI 2 – Sustainable Coastal Use and	Links with coastal management	Limited opportunities to manage private lands and	Streamline approval processes for foreshore and	Reliance on the existing planning regime, which

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
Development for Healthy Habitats	plans and reforms is vital	existing structures/bank protection measures. Only relevant for new properties. Improve coordination with Crown Lands and Water. A need for regionally specific ICOL management.	marine rehabilitation works. Map state-controlled assets/lands that may be impacted by climate change, so this can inform strategic planning.	focuses on new/urban development only.
MI 3 – Planning for a Changing Climate	The recognition of climate change as a key issue for the marine estate.	The loss of foreshore and estuary habitat is likely to be significant, unless opportunities for retreat are identified and planned for.	Use of regulatory impact statements.	Limited leadership on climate change issues. Social willingness to adapt and be resilient.
MI 4 – Protecting Cultural Values of the Marine Estate	-			
MI 5 – Reducing impacts on wildlife	-			
MI 6 – Sustainable Fishing and Aquaculture	-			
MI 7 – Safe and Sustainable Boating	Generally, this MI is supported, provided there is coordination between the state and local government.	Does not address propeller damage to seagrass, bank erosion issues from boat wash or boat strike issues (i.e. whale collisions). Needs further consideration of access issues, with increasing population.	Potential for greater coordination between agencies Could be broadened to include other activities that pose a safety risk i.e. surfing, jet skis etc. Introduce a boating licence quiz that addresses	Lack of funding

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			environmental issues.	
MI 8 – Governance and Site Benefits	Evidence-based approach a strength, to avoid politically-based decision making.	<p>Crown Lands and Water should be part of MEMA</p> <p>Too much weight on governance – potentially separate out socio-economic issues. Governance issues should cross-cut across all initiatives, rather than be a separate MI.</p>	<p>A coordinated approvals system, which notifies all agencies of decisions</p> <p>Improve communication of legislative changes to potential approval applicants.</p> <p>Use the tourism and businesses to communicate environmental awareness messages.</p> <p>Strengthen gathering of social data.</p>	Lack of commitment from agencies to implementing initiatives.

Table 5-11 SWOT Analysis - Kiama General Workshop – 29th November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	The acknowledgement of marine litter as a key issue for the ME is positive.	<p>The draft strategy does not address the role of Water Sensitive Urban Design (WSUD) in managing water quality.</p> <p>The “Hey Tosser” campaign is not supported, and has too narrow a focus. Litter is generated throughout the catchment, and not just the marine environment.</p>	<p>A greater focus on the role of WSUD and catchment management issues. In particular, the design and maintenance of WSUD measures is not consistent across the state, and could be better regulated.</p> <p>Potential to engage with industry representative groups on litter campaigns e.g. NSW</p>	<p>The scarceness of compliance resources could hamper efforts to implement initiatives.</p> <p>Lack of clarity in regards to responsibilities between agencies for water quality improvement measures. Ownership needs to be clearer.</p> <p>Biosecurity risks from interstate visitors.</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		<p>There are a lot of actions in this strategy – could refocus efforts/resources to concentrate on priority areas.</p>	<p>Farmers.</p> <p>Improve assistance to local government from state agencies when pursuing prosecution of water quality breaches.</p> <p>Broaden the working group to include representatives from regional areas.</p> <p>Consider the impacts of poor water quality on planktonic and larval fish stages.</p>	
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	Links to other coastal reforms.	<p>There is a disconnect between coastal and freshwater catchment issues.</p> <p>Does not address ICOL management or bank protection from boat wash.</p>	<p>Ensure foreshore structure plans are linked to coastal planning policies.</p> <p>The strategy should address boating capacity and setting limits on some heavy use/at threat waterways.</p>	The draft strategy could be viewed as providing support for trained entrances.
MI 3 – Planning for a Changing Climate	<p>It is important that climate change is given priority, with its own initiative.</p> <p>The emphasis on researching the impact of climate change on the marine estate to fill knowledge gaps is critical.</p>	<p>There is limited emphasis on community involvement in collating data and implementing adaptation actions. Research efforts should be driven by the community who will be most impacted.</p> <p>The strategy does not address</p>	<p>There is support for on-ground climate change adaptation actions flagged in MI 3.2, 3.4 and 3.5, however further definition of what these activities might include is necessary. Actions should also be strongly linked to mapping and the planning system.</p>	<p>Funding of on-the ground activities is not discussed in the initiative.</p> <p>Many climate change actions will be delivered through local government - they will need assistance with resources and knowledge building.</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
		<p>potential impacts to marine infrastructure.</p> <p>The wording of MI3.3 is not strong enough.</p>	<p>Ensure that climate change research undertaken under the strategy is made publicly available.</p> <p>Work in with other agencies and current actions in this space, so roles/tasks aren't duplicated.</p> <p>Threats to underwater environment should be included as well as those to coastal/intertidal areas.</p>	
MI 4 – Protecting Cultural Values of the Marine Estate	<p>Strong support for establishing an aboriginal liaison officer role.</p> <p>Viewed as a positive, that the protection of aboriginal cultural values is a separate initiative.</p>	<p>The strategy should also consider non-aboriginal cultural values, including European and multi-cultural values – it could be an opportunity to also celebrate modern heritage and use of the coast.</p> <p>Initiative 4.8 should acknowledge that research and monitoring should be driven by aboriginal groups.</p> <p>There may be some reluctance for aboriginal communities to participate in 'mapping' use of the coast (action4.2).</p>	<p>Review the role of current aboriginal advisory groups and improve coordination.</p> <p>Improve communication with police indigenous liaison officers.</p> <p>The strategy presents an opportunity to improve communication and cooperation with Aboriginal communities in managing the marine estate.</p> <p>Use large aboriginal gatherings / events (e.g. sporting) to deliver key messages around use of the</p>	<p>Management actions 4.1 and 4.2 are ambitious and will be challenging to implement.</p> <p>The initiative does not address native title issues, particularly where claims are granted over water.</p> <p>It will be difficult to engage with all aboriginal groups, unless their involvement is appropriately resourced.</p> <p>There is a perceived threat that indigenous use of the marine environment can cause conflict with other users (i.e. fishermen) and this needs to be</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>marine estate.</p> <p>Increase indigenous employment opportunities in managing the marine estate for research, on-ground works, education etc.</p>	acknowledged and managed.
MI 5 – Reducing impacts on wildlife	Support for initiative 5.3 – should also consider how to partner with NGO's operating in this space.	<p>The wording of initiatives 5.1 and 5.2 is confusing.</p> <p>Does not address shark net management.</p>	<p>Better partnerships between various agencies and sharing of resources e.g. joint training exercises.</p> <p>MI5.7 should look to build research partnerships with universities and other research bodies.</p> <p>Align and consolidate various wildlife response apps/websites</p>	<p>It will be challenging to combine various datasets and make sure these are maintained over time – a consistent approach and funding resource required.</p> <p>Having sufficient resources to successfully implement all actions will be challenging.</p>
MI 6 – Sustainable Fishing and Aquaculture	<p>Opportunities for education / social licence programs etc. Example of 'paddock to plate' (for seafood) was suggested Specifically and education on what is locally caught</p> <p>Fish stocking is supported but also need to ensure habitat is enhancement for protecting fish stock</p>	<p>Limited actions around pest and disease management.</p> <p>Does not address the impacts of large/offshore aquaculture projects.</p> <p>Will require fines to implement</p>	<p>Gathering of better information on recreational fishing catch.</p> <p>Look to implement accreditation programs through TAFE for commercial fishers.</p>	<p>On-water compliance is poorly resourced currently.</p> <p>Sometimes competing interests & policy direction within agencies responsible for both regulation and promotion of the fishing industry.</p> <p>In general, insufficient resources to manage fishing of marine estate.</p>
MI 7 – Safe and	The inclusion of a number of	Does not address lack of	Improve consideration of	There is a misalignment

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
Sustainable Boating	<p>state agencies and improved coordination is beneficial.</p> <p>The extension of existing programs and not reinventing the wheel is a strength.</p>	<p>pump out facilities or bank erosion from boat wake.</p> <p>The initiatives are too broad.</p> <p>The definition of 'sustainable' boating needs to be clearer.</p> <p>There are no actions related to safe boating or dredging.</p>	<p>reducing waterway user conflict – focus is on boating, but should also include other watercraft e.g. jet skis.</p>	<p>between identified threats and the actions proposed.</p>
MI 8 – Governance and Site Benefits	<p>The strategy should lead to a reduction in red tape around works in the marine estate. Whilst streamlining is important, it must also be undertaken in a way that does not reduce environmental protection measures. Also ensure this does not create issues for other agencies in applying legislation.</p> <p>A more integrated approach to monitoring will assist individual agencies in achieving monitoring and compliance objectives.</p> <p>The level of detail is considered strength.</p>	<p>Conversely, to the level of detail being identified as a strength of the policy, its breath is also a weakness as it will be challenging to implement so many initiatives.</p> <p>The strategy is not clear on how implementation agencies will track progress over the time period until the health check.</p> <p>The strategy should consider how it interacts with Commonwealth marine areas and associated management activities.</p> <p>Greater consideration of community involvement and delivery assistance required – too focused on state agencies.</p>	<p>Over time, the capacity of community groups and stakeholders to deliver actions needs to be built.</p> <p>The opportunity to centralise research and monitoring data gathered across the marine estate is very beneficial, however it is also acknowledged that there will be a significant amount of work to develop such as data base and make it user friendly.</p> <p>Improve the communication of marine estate legislation and make more user-friendly for the end user.</p> <p>Create a mobile phone app, which notifies a person when</p>	<p>Legislative updates are considered important; however, compliance with approval conditions needs to be better enforced. There is a significant amount of actions to be implemented, with limited resources.</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
			<p>they are entering the marine estate and provides essential information/key communication messages, particularly during peak visitation times.</p> <p>Consider regional delivery framework, rather than statewide approach.</p>	

Table 5-12 SWOT Analysis - Narooma General Workshop – 30th November

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
MI 1 – Improving Water Quality and Reducing Litter	<p>The use of LLS for on-ground delivery of actions is supported, however their limited resources to do so should be acknowledged.</p> <p>The strategy provides an opportunity for proactive and holistic approach, rather an issue or place-based management.</p>	<p>Point source and ICOL management not addressed.</p> <p>Reporting and advisory structures around water quality issues are not well known or communicated to public or end users.</p>	<p>Introduction of a plastic bag ban.</p>	<p>Water quality monitoring will be challenging with current resource levels.</p>
MI 2 – Sustainable Coastal Use and Development for Healthy Habitats	<p>Support for foreshore infrastructure strategies, and also greater involvement of Crown Lands and Water in regard to management of submerged lands.</p>	<p>ICOL procedures need further refinement.</p> <p>Strategy should further consider cumulative impacts and opportunities to manage existing structures.</p>	<p>There is an opportunity to further share information regarding seabed management between agencies.</p>	<p>There are numerous foreshore /water quality management guidelines available, however these are inconsistency applied and enforced across the state. Additional regulation may not assist.</p>
MI 3 – Planning for a Changing Climate	<p>Creates an opportunity for agencies to work more cooperatively and break down silos.</p>	<p>The governance roles between agencies need further clarification.</p>	<p>Greater involvement of the community in climate change adaptation actions.</p> <p>Greater focus on making climate change impact information available to the community.</p>	
MI 4 – Protecting Cultural Values of the Marine Estate	<p>Support for providing aboriginal employment opportunities (4.3) – not just with management of the marine estate, but broader ecotourism opportunities.</p>	<p>There is no aboriginal representative in MEMA or the expert panel.</p> <p>Does not acknowledge some conflict between indigenous and</p>	<p>Hand back marine parks to Aboriginal management/communities.</p> <p>Implementation of land resource agreements to encourage greater aboriginal involvement in managing sea country.</p>	<p>A general mistrust of state agencies, particularly in relation to use of cultural information sharing and its use.</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	Support for MI4.1, but some further work required to identify and address barriers to working with communities.	non-indigenous users of the marine estate around cultural fishing.	<p>Make use of Special Protection Zones within Marine Parks for the protection of cultural heritage.</p> <p>Is there an opportunity to utilise Commonwealth funding programs to assist with implementation of some actions relevant to sea ranger program?</p> <p>Joint place naming and wider sharing of Aboriginal place stories to increase awareness.</p>	Insufficient funding available for wider rollout of pilot programs.
MI 5 – Reducing impacts on wildlife	The strategy formalises existing networks.	This MI is focused on BCA species only, and should be broadened to include fish and shark species.	<p>Address emerging biosecurity issues from large vessel passage.</p> <p>Greater utilisation of citizen science in identifying wildlife strikes/deaths etc.</p> <p>Extend the Save Our Species program into the marine estate (terrestrial only)</p> <p>Strengthen relationships with research bodies/NGO's to best utilise resources.</p>	There are good local wildlife care networks established, but these are not uniform across the state.
MI 6 – Sustainable Fishing and Aquaculture	<p>Acknowledgement of the commercial and community importance of fishing industry.</p> <p>Support for interagency management approach.</p>	Too much emphasis on 'trials', 'research' etc., and insufficient focus on 'on-the ground delivery.	<p>Review of marine park management, and allowing a greater range of activity, including habitat restoration initiatives.</p> <p>In general, there is support for addressing invasive species, but actions aren't sufficiently detailed.</p>	<p>Lack of funding for the management of commercial and recreational fishing compliance.</p> <p>Too many resources are directed towards management of</p>

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	<p>Support for education programs to be widened.</p> <p>Possibility of review of access / closures is good.</p>		<p>Whilst it is acknowledged that a statewide strategy is required, some of the regional issues have been ignored and should be acknowledged within the actions e.g. sea urchin barrens.</p> <p>Make use of aquaculture projects to enhance intertidal water quality.</p> <p>More education and communication required (e.g. research outputs)</p>	<p>marine parks, and funding should be spread more broadly across the marine estate.</p> <p>Mistrust of Government, need leadership</p>
MI 7 – Safe and Sustainable Boating	Greater gathering and sharing of monitoring information on 'health' of marine estate will better inform decision making.	Too rigid application of seagrass regulation, where there are benefits to the community use of the marine estate.	<p>Is there an opportunity to gain access to Coast Guard boat use records to improve recreational fishing understanding?</p> <p>Consider expansion of marinas/boat storage facilities/Air BnB for Boats to reduce boat moorage in sensitive areas.</p> <p>Further consideration of managing safety conflicts between marine estate users e.g. swimmers/boats.</p> <p>Preparation of design standards for marine infrastructure.</p>	<p>Dealing with the 'it's my right' to fish and own a boat mentality in some of the community, when considering use limitations.</p> <p>Southern region mistrust of marine park management approach.</p> <p>Biosecurity from interstate visitors and larger vessels e.g. cruise ships.</p>
MI 8 – Governance and Site Benefits	Very positive about overall strategy, but the Implementation Plan will be key to its delivery.	It is not clear who is managing a number of legislation/regulation changes outlined in the document – acknowledged that the Implementation Plan will	Produce cost estimates of savings from taking a more integrated approach to management of the marine estate.	Insufficient long-term funding of initiatives (frequent changes to funding priorities means that programs

Management Initiative	Strengths	Weaknesses	Opportunities	Threats
	<p>The focus on interagency coordination is key and will drive positive outcomes.</p>	<p>assist with this.</p> <p>Similarly, no KPI's stated, but it is understood that this detail will follow.</p>	<p>Reflect aboriginal community boundaries when managing sea country.</p> <p>There should be clear linkages between research activity proposed and the benefit to the ME.</p>	<p>aren't fully delivered at times, or can't be maintained).</p>



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