

# **Attachment A**

**Outer Sydney Harbour Coastal  
Management Program  
Consultative Panel Terms of Reference**



# Outer Sydney Harbour Coastal Management Program Stage 2-4 **Consultative Panel** **Terms of Reference** Version 2 - August 2025

## **1. Background**

Sydney Coastal Councils Group (SCCG) is undertaking the [Outer Sydney Harbour Coastal Management Program \(CMP\) Stage 2-4](#) in accordance with the [NSW Coastal Management Framework](#). The CMP will provide a long-term program for the coordinated management of the coastal zone in outer Sydney Harbour. Implementation of CMP actions will help improve the harbour's recreational amenity, ecological health and resilience to coastal hazards.

Community and stakeholder input is important to the success of the CMP project. As such, the SCCG is committed to ensuring the CMP reflects community needs.

Accordingly, SCCG proposes to establish a consultative panel that will operate in accordance with this terms of reference.

## **2. Purpose of the Consultative Panel**

The Consultative Panel is an advisory group to the SCCG project team (comprising SCCG and consultants) as well as the project control group (PCG) (comprising eight councils and three state agencies).

The purpose of the panel is to assist the SCCG project team and the PCG by helping guide how community engagement is undertaken, providing feedback on draft CMP deliverables and helping ensure the community's views are considered in the project.

## **3. Panel Functions**

1. Represent the views and interests of local communities across the outer Sydney Harbour coastal zone
2. Assist in identifying and understanding the community's values, issues and aspirations for outer Sydney Harbour
3. Provide feedback on key risks, opportunities, options and proposed actions within the CMP
4. Encourage community awareness of, trust in and input to the CMP project

#### **4. Scope of the Panel's Work**

The Consultative Panel will focus on coastal values and issues relevant to the Outer Sydney Harbour CMP [study area](#) such as:

- water quality and pollution related to stormwater, sewage and litter
- coastal hazards such as inundation and erosion, as well as coastal adaptation
- coastal protection infrastructure such as seawalls
- recreational amenity including foreshore access and swimmability
- biodiversity and habitat protection associated with beaches, wetlands, rainforests and cliffs
- Aboriginal and European cultural heritage
- monitoring and governance.

The panel will help provide an appreciation of local communities and relevant community groups across the CMP study area. The panel can also comment on (or suggest) ways to best engage with these communities and community groups in line with the [IAP2 Spectrum of Public Participation](#).

The panel will be asked to provide feedback on selected draft CMP deliverables and the methods by which these are publicly communicated and community feedback sought.

Panel members are expected to provide an important link between local community groups, councils and the project team to ensure community views are represented and to encourage community input to the project.

#### **5. Panel Structure**

The Consultative Panel will comprise an appropriate membership to facilitate its functions identified in Section 3. It will consist of at least 10 members comprising:

- eight councillors or their delegates from each of the eight councils participating in the CMP project
- one representative from the Sydney Institute of Marine Science (SIMS)
- one representative from the Greater Sydney Regional Advisory Committee of the NSW National Parks and Wildlife Service (NPWS)

A standing invitation will be offered to the Metro and/or La Perouse Local Aboriginal Land Council (LALC) for a LALC representative to attend panel meetings.

A panel Chair and vice Chair will be determined by consensus at the panel's inaugural meeting. The Chair and vice-Chair are to be councillors from a SCCG member council.

SCCG and project partners appreciate that the structure of the Consultative Panel may evolve and adapt to remain functional and relevant. During the life of the panel, the SCCG may choose, in consultation with project partners, to change the membership of the panel.

## **6. Nomination Process**

Each partner council will be responsible for nominating a councillor, or their delegate, to become a panel member. A nominated councillor could also be a councillor on the SCCG Executive Committee.

A replacement to the panel may be appointed if a member:

- resigns from the panel or is no longer an elected member of council
- fails to attend two consecutive meetings
- was appointed to represent an external organisation but no longer represents that external organisation
- is removed from the panel by SCCG (after consultation with the panel) for not acting in accordance with this terms of reference

## **7. Panel Meetings**

Panel meetings will be convened by the SCCG project team and chaired by the appointed panel Chair. The quorum for a meeting will be half the number of panel members plus one.

Meetings will be held at key points during the project having regard to project progress and milestones. It is anticipated that the panel will meet at least three times a year for up to approximately two hours.

The meeting agenda and papers will be distributed by the SCCG project team at least one week prior to meetings. Meeting minutes will be recorded and shared confidentially with members.

SCCG and its partner Councils are responsible for ensuring the panel members are advised of:

- progress or outcomes of any feedback or recommendations provided by the panel
- dates of partner Council meetings considering matters relevant to the work of the panel
- any SCCG or partner Council report or decision relevant to the panel's work.

CRP meetings will be held online unless agreed otherwise.

Panel members are expected to:

- prepare for and attend scheduled panel meetings
- actively participate in panel discussions
- maintain communication with their local communities
- abide by this terms of reference

## **8. Decision-making**

The Consultative Panel is an advisory body only and has no decision-making authority delegated to it by the SCCG or project partners.

The panel may make recommendations to be considered by the SCCG project team and the PCG. For the panel to pass recommendations, more than 50% of attending panel members must be in favour. However, alternate views can still be communicated to the SCCG project team and PCG.

All recommendations should be informed by:

- consideration of the meeting papers presented by the SCCG project team to the panel
- discussion at panel meetings
- the views of the local community and community groups

## **9. Conduct**

Panel members are expected to:

- treat all persons with respect and have due regard to the opinions, rights and responsibilities of others
- act with integrity
- avoid conflicts of interest.

Councillor members of the panel will be expected to abide by the code of conduct of their local council or alternatively the Office of Local Government's [Model Code of Conduct](#).

## **10. Declaration of Interests**

If a panel member believes they have a conflict of interest in a matter before the panel, then that member must declare their interest. The Chair is to determine if the interest is a conflict and whether the member is not to partake in any discussion on the matter at hand. The vice Chair will determine if any interests declared by the Chair are a conflict.

Declarations and their outcomes will be recorded in the minutes of the meeting and kept in a register of interests managed by the SCCG Project Team.

## **11. Confidentiality and Communication**

Panel members may share non-confidential information with the communities they represent. Matters identified within panel meetings as confidential must not be shared without approval from the Chair or the SCCG project team.

Panel members are not authorised to speak to the media in their capacity as panel members unless otherwise agreed by the Chair or the SCCG project team. Any approaches from the media must be directed to the SCCG project team.

## **12. Remuneration**

No remuneration will be paid to panel members.

## **13. Panel Term**

The Consultative Panel will operate for the duration of CMP Stages 2–4 which is currently scheduled to be completed by December 2027. The term may be extended if the project continues past this time.

## **14. Review**

These terms of reference may be reviewed and amended at any time by agreement of the panel and the SCCG project team.