



# Stakeholder engagement plan

June 2015

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## Version history

Date	Document version	Document revision history	Document author/reviser
6 May 2015	1.0	Draft	M.Bradley
14 June 2015	2.0	Final	M.Bradley
30 June 2015	3.0	Final	M.Bradley

## Approvals

Date	Document version	Approver name and title	Approver signature

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## **1. Purpose**

This strategy defines each of the stakeholder groups with a role in urban water management or land development, and the issues limiting their commitment to water sensitive urban design (WSUD) principles and any barriers to the widespread uptake of WSUD. The plan describes how Water Sensitive SA will engage with practitioners within these organisations to bring about the change needed to overcome these barriers.

### **1.1. Key stakeholders**

Water Sensitive SA defines its key stakeholders as those organisations or industries whose business includes one or more of the following functions – planning, design, construction and maintenance of water management assets for new development or capital works – as follows:

*Policy makers, planners, urban designers, developers (via HIA, UDIA), engineers, landscape architects, scientists and researchers (e.g. Goyder Institute, CSIRO), civil contractors, asset managers, maintenance contractors, managers and accountants, elected members and politicians, manufacturers and the broader community.*

The nature of each stakeholder's functional roles in the WSUD space is described in more detail in Table 4.1 of the Appendix, as a useful reference to inform the engagement process.

### **1.2. Overview**

An analysis of the key stakeholder or industry groups defined above has been undertaken to inform strategies for engagement, with consideration of:

- the issues facing each stakeholder with respect to WSUD
- the level of interest in, and influence over, WSUD adoption of each stakeholder
- appropriate level of engagement: inform, consult, involve or collaborate
- proposed communication, and tools and processes for engagement of each stakeholder group
- timelines and responsibilities.

This assessment has informed the development of key messages that will resonate with the objectives and strategies of the target audience and will form the basis for future communications.

### **1.3. How will we engage?**

Water Sensitive SA is committed to delivering a quality program that is responsive to the needs of our partners and broader stakeholders. We will be guided in our engagement by the framework developed by the International Association for Public Participation, refer to Table 1.1 below, to ensure methods of interaction are consistent with the level of interest and influence of the target stakeholder group.

Table 1.1 Stakeholder engagement method

Level of engagement	Description
Inform	Water Sensitive SA will keep stakeholder group informed with balanced and objective information to assist their understanding of WSUD
Consult	Water Sensitive SA will keep stakeholder group informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder group's input has influenced the decision.
Involve	Water Sensitive SA will work with stakeholder group to ensure that the group's concerns and aspirations are directly reflected in the alternatives developed, and provide feedback on how their input influenced the decision.
Collaborate	Water Sensitive SA will work together with the stakeholder group to formulate solutions, and incorporate advice and recommendations into the decisions to the maximum extent possible.

Adapted from International Association for Public Participation – IAP2 Federation

## 2. Key messages

To realise the potential of WSUD to transform our urban landscape, Water Sensitive SA needs all stakeholders with a role in the planning and delivery of water management assets to be aware of the opportunities of water to add value to the landscape, and to be able to demonstrate the case for WSUD within their own organisation and to external clients.

In particular, a strong commitment by those in positions of influence to implement WSUD principles and outcomes, within both private and public works, is essential to achieving the widespread uptake of WSUD within our communities. Council CEOs, elected members, state agency directors and planners, in particular will be engaged in the discussion as to why change is needed – the case for WSUD.

Simple and effective key messages can be expected to be retained and subsequently shared by these groups when communicated regularly and clearly in Water Sensitive SA materials. Any engagement activities will therefore include key messages or “rules of thumb”, reinforcing the benefits Water Sensitive Urban Design.

A suite of key messages for targeted stakeholder are provided below, and as the competency of the SA industry grows, the key messages will evolve to become more sophisticated.

### 2.1. Value to stakeholders

When embarking on engagement activities with WSUD practitioners, Water Sensitive SA will communicate our value to stakeholders as:

**Practitioners/peers:** Water Sensitive SA’s value to practitioners is providing the opportunity to up-skill, engage, educate and influence peers in WSUD.

**Government institutions:** Water Sensitive SA’s value to government is to support a cultural shift within decision makers in support of the SA WSUD Policy adoption by providing details of practical ways in which WSUD can deliver on state/regional level strategies and policies.

**Development industry:** Water Sensitive SA will seek equity for all developers by advocating for the concurrent adoption of the WSUD policy within all local government areas and will develop supporting resources and tools that will achieve efficiencies and cost savings in the development application and approval processes.

**Corporate/organisations:** Investing in projects and aligning with Water Sensitive SA, businesses and organisations have the opportunity to reach new markets, present products/information to practitioners, increased brand awareness, gain feedback from industry and build their reputation.

### 2.2. Program general messages

**Water sensitive communities** are sustainable, resilient, productive and liveable.

Water sensitive urban design will:

- make our communities more liveable by enhancing green spaces on both private land and in the public realm, improving overall amenity of the landscape
- improve human thermal comfort to reduce heat-related stress and mortality by providing water for our parks, streetscapes, and private gardens to sustain vegetation/trees that offer cooling benefits
- conserve our valuable water resources
- provide at source re-use of alternative water supplies to minimise energy use
- provide flood mitigation benefits
- protect urban waterways from degradation, through decreased total stormwater runoff and improved flow regimes (more natural high-flows and low-flows)
- reduce pollutant loads entering freshwater and marine environments
- increase productive vegetation and carbon sequestration
- improve air quality.

Adapted from: Wong et. al, 2013

## 2.3. Key messages – by category

### Water security/ climate resilience

- Greater water security and resilience to a warmer future climate is achieved through diversification of water supplies across a range of scales from allotment, streetscape through to precinct/sub-catchment scale.
- Recycled wastewater is a climate independent water supply.
- Use of fit-for-purpose recycled water in lieu of a potable supply treated to a higher quality can reduce carbon emissions.

### Flood mitigation

- To ameliorate flooding we need WSUD in new developments (infill and greenfield) together with retrofit of existing suburbs.
- WSUD can often defer or eliminate the need for drainage infrastructure augmentation to accommodate increased catchment impervious area coverage attributed to urban consolidation.

### Water quality

- The contributions of major pollutant sources (nutrients, sediments and coloured dissolved organic matter) have been quantified and attributed to industrial discharges, wastewater discharges and stormwater runoff.
- Stormwater represents the largest source of suspended solids to the marine waters adjacent the Adelaide coastline contributing 6,180 tonnes p.a., 77% of total annual load<sup>3</sup>.
- As at 2012, it was estimated that stormwater contributed 150t of nitrogen p.a. to the marine environment from Adelaide's urban catchments<sup>3</sup>.
- Since 2003, improved treatment processes combined with recycled water schemes has reduced nitrogen loads to the marine environment from 1136 t/yr<sup>3</sup> to 650 t/yr<sup>4</sup> (2013).
- The systematic integration of WSUD treatment in new development together with strategic retrofits throughout the catchment will make a significant contribution to the removal of fine sediments from the marine environment.
- Biofiltration (bio-retention) systems must be protected during the construction phase of development, via bypass mechanisms.

<sup>1</sup>Cities as Water Supply Catchments

<sup>2</sup>Marsden Jacobs (2013) Economic viability of recycled water schemes.

<sup>3</sup>Environment Protection Agency, (July 2013) *Adelaide Coastal Water Quality Improvement Plan*

<sup>4</sup>Personal Communications. Greg Ingleton, SA Water (2015)

### Liveability and healthy communities

- Embedding water thinking in all phases of urban planning and operations can achieve more liveable and connected cities
- WSUD has multiple benefits to enhance overall liveability of a city/community through:
  - micro-climate management to increase resilience to future extreme heat conditions and reduce heat related morbidity and mortality,
  - green and blue natural landscapes providing mental health benefits and facilitate the physical recovery from illness,
  - more healthy natural ecosystems in urban environments,
  - green infrastructure improving air quality
  - green infrastructure providing connectivity of community spaces.<sup>1</sup>
- WSUD can:
  - replenish depleting groundwater with freshwater,
  - avoid recharge where increased groundwater levels will have adverse impacts
  - extend baseflows in urban streams and wetlands.
- Alternative water supplied (recycled stormwater/wastewater can provide freedom from water restrictions.
- Heat extremes and the number of days exceeding critical heat-health thresholds are projected to increase in all Australian capital cities in the coming decades.
- For Adelaide the threshold temperature of 43°C was identified, above which mortality rates increase by 2-10%<sup>1</sup>.
- Green infrastructure supported by alternative water resources can provide microclimate benefits by reducing excess urban heating (through shading and cooling by evapotranspiration).
- Trees and water bodies (lakes and wetlands) have a significant cooling effect during the day. This cooling effect is apparent, independent of other influential factors<sup>1</sup>.
- For each 10% increase in tree cover, there is a reduction in land surface temperature of between 0.5-1°C<sup>1</sup>.

### Planning & development

- WSUD can add value to the urban landscape
- WSUD can offset the need to upgrade the capacity of downstream stormwater drainage infrastructure
- WSUD performance measures, or targets, for stormwater runoff quality and quantity, provide for:
  - flexibility in design solutions
  - equity due to a consistent approach across council areas
- Water Sensitive SA will support Local Government and industry in the interpretation and application of WSUD policy to ensure consistency in its application.
- At source water re-use and infiltration can retain moisture in the soil profile providing more sustainable green spaces
- A variety of allotment scale WSUD solutions exist and can be adapted to suit individual site constraints, including: building footprint minimisation, permeable paving, on-site retention (rainwater tanks, sub surface storages), raingardens and swales.
- A decision support tool for developers can support efficient outcomes on competing OSD/OSR needs for building code, planning policy and bush fire management.

### Protecting our investment

- WSUD can often defer or eliminate the need for drainage infrastructure augmentation to accommodate increased catchment impervious area coverage attributed to urban consolidation.
- Fit-for-purpose use of alternative water can avoid capital or operating costs for potable supply schemes or defer supply augmentation costs.
- Infrastructure renewals provide excellent opportunities for strategic and opportunistic investment in stormwater harvesting, infiltration and treatment systems to maximize multiple benefits to water quality, stream hydrology (return of base flows), geomorphology.
- The community value high quality public open space, particularly those that include water.
- A contribution to sustainability is seen as a market advantage by residential developers<sup>2</sup>.
- The amenity benefits of recycled water are considered desirable features when householders are choosing between locations.

### 2.3.1. Key issue by stakeholder group

Water Sensitive SA will incorporate our general messages and relevant stakeholder specific messages in our communications, to maximise our ability to raise awareness of the benefits of WSUD and the risks of in-action. The following table defines issues that each stakeholder group will either directly identify with or those issues for which Water Sensitive SA aims to achieve a shift in awareness or attitude, for the particular group.

Table 2.1 Key issues by stakeholder group

Stakeholder	Key issue category						
	Liveability & healthy communities	Water security/climate resilience	Protecting our investment	Flood Mitigation	Planning & Development Policy	Water for productivity/economic	Water quality
Policy makers	✓	✓	✓	✓	✓	✓	✓
Planners	✓	✓		✓	✓		✓
Landscape architects/urban designers	✓	✓	✓		✓		
Developers	✓		✓	✓	✓	✓	
Engineers	✓	✓	✓	✓	✓		✓
Scientists/researchers	✓	✓	✓	✓	✓	✓	✓
Civil contractors/master builders			✓				✓
Asset managers/maintenance contractors	✓	✓	✓	✓		✓	✓
Managers/accountants	✓	✓	✓	✓		✓	
Politicians/elected members	✓	✓	✓	✓	✓	✓	✓
Manufacturers	✓	✓	✓	✓		✓	✓
Community	✓	✓	✓	✓	✓	✓	✓

To further guide engagement between Water Sensitive SA and our stakeholders Design Flow (2014) offers an assessment of WSUD practitioner interaction with the various stages of the infrastructure cycle, reproduced in Appendix 4.1.



### 3. Issues and strategies for each stakeholder group

#### 3.1. Policy makers

Target organisation/group: Department of Planning, Transport and Infrastructure (Planning) (DPTI)

Table 3.1 Engagement strategy for policy makers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Implications for the state economy of the adoption of the SA WSUD policy (capital costs, capability to interpret and enforce policy)	Concerned	State-wide consistent planning policy WSUD performance measures are fundamental to the transition to a water sensitive community. Decisions are in the hands Department of Planning Transport and Infrastructure. Support currently being provided by DEWNR	Need to better understand: <ul style="list-style-type: none"> <li>the multiple benefits of WSUD</li> <li>economic cost/benefits of the policy</li> </ul>	Consult  Consult	Seek advice on the rationale required for economic justification for new policy Provide draft “Case for WSUD” (economic, social and environmental costs/benefits) for comment	Dec 2015
Impacts of WSUD policy on the efficient delivery of development application processes	Concerned	Any state level deemed to comply guidelines or online tools require leadership from the DPTI for their adoption in approval processes	Need to better understand opportunities to support the policy implementation	Collaborate	Workshop implementation framework to identify tools/resources to underpin WSUD policy	June 2015

### 3.2. Planners

Target organisation/group: DPTI (Planning), local government and consulting policy planners and development (assessment) planners, Planning Institute of Australia (SA) (PIA SA)

Table 3.2 Engagement strategy for planners

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Mandating of WSUD performance targets to drive consistent and widespread uptake	Supportive	As individuals (or lone Councils) limited. However as a collective through PIA or the LGA, quite strong	Advocacy on behalf of all Council planners Need a consistent/cross Council policy for WSUD	Collaborate	Workshop implementation framework to identify tools/resources to underpin WSUD policy shall involve policy and development assessment planners	Dec 2015
Unclear as to when and how WSUD policy should be applied	Concerned	Current planning policy application is subjective, so individual planners will make recommendations as to whether WSUD policy should be a consideration of any particular development application	Need support in policy interpretation and implementation	Collaborate	Development of a decision support tool shall involve policy and development assessment planners	June 2016
Relationship with engineers and the understanding of design options	Concerned	Potential to achieve inter-departmental synergies on the uptake of WSUD in new developments	Need understanding of the basic principles of WSUD and how they can be applied at the allotment, street and precinct scales	Involve	Training: Introduction to WSUD for policy planners and development assessment planners and engineers to create a common understanding and language	Sep 2015

### 3.3. Landscape architects/urban designers

Target organisation/group: Australian Institute of Landscape Architects (AILA), PIA SA (urban design group)

Table 3.3 Engagement strategy for landscape architects/urban designers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Knowledge gaps in practical /detailed design solutions	Supportive of principles	Have the capability to significantly influence the urban form	Networking opportunities for peer to peer learning and training in detailed design. Need support in policy interpretation and implementation	Involve  Inform	Seminars– share information on successful SA projects of demonstration projects/case studies as the basis of community of practice Training in detailed design methods/ Website technical resources	3 monthly (approx.)
Developers/Councils do not always engage a landscape architect or urban designer to achieve the best possible outcome	Concerned	Can only influence design outcomes if they are part of the project development team	Importance of landscape/urban design to achieve amenity outcomes associated with water infrastructure asset development	Inform	Website/seminars – continue to emphasise the potential amenity outcomes associated with water infrastructure assets if designed well	ongoing

### 3.4. Developers

Target organisation/group: Urban Development Institute of Australia (UDIA), Housing Institute of Australia (HIA) and Property Council

Table 3.4 Engagement strategy for developers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Need for equity and consistent approach to WSUD policy, interpretation and enforcement across Council boundaries	Supportive in principle	Power – strong lobby group	Need a consistent/ cross Council policy for WSUD  Need support in policy interpretation and implementation	Consult  Inform	Seek input into the draft case for WSUD – cost/benefit analysis and lifecycle cost analysis once prepared. Seminars	Dec 2015
Costs	Concerned	If economic case not well demonstrated, has potential to limit support for policy  Set budgets for infrastructure expenditure for new developments; significant ability to influence WSUD uptake	Need to better understand: <ul style="list-style-type: none"> <li>the multiple benefits of WSUD</li> <li>economic cost/benefits of the policy</li> <li>how WSUD can be integrated in new developments</li> </ul>	Collaborate  Inform	Invite comment on proposed tools and guidelines to support WSUD policy  Seminars/website – share information on successful SA projects as demonstration projects/case studies as the basis of community of practice	Ongoing  3 monthly
Perceive some Councils do not have the capacity to deal with innovations in water management within development proposals	Concerned	May undermine support for reform	Build technical capacity of local government to consider innovations	Inform	Seminars– share information on successful SA/national projects as demonstration projects/case studies	3 monthly

### 3.5. Engineers

Target organisation/group: Stormwater Australia, Stormwater SA, Institute of Public Works Engineering Australia (IPWEA), Local Government Asset Managers Network, Australian Water Association (AWA), Water Services Association of Australia (WSAA)

Table 3.5 Engagement strategy for engineers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Need proof of success of techniques	Supportive	Have the capability to significantly influence the urban water management future	Networking opportunities for peer-to-peer learning	Involve	Seminars/website – share information on successful SA projects as demonstration projects/case studies as the basis of community of practice	3 monthly
Reluctance to implement some WSUD solutions due to lack of knowledge of required maintenance regime and associated costs	Concerned	Set capital works/design objectives and can significantly influence WSUD uptake	Need lifecycle analysis data and tool	Involve	Local government and consulting engineers will be invited to provide into the scope of works for the lifecycle cost analysis project, and comment on draft reports	June 2016
(Consultants) Wide variation in policy, information provision and conditions of approval across SA Councils	Concerned	Have the capability to significantly influence the urban water management future	Need a consistent/cross Council policy for WSUD Need support in policy interpretation and implementation	Inform	Seminars/website and tools (deemed to comply guideline and on-line stormwater assessment tool)	April 2017
Relationship with planners and the planning system to support initiatives	Concerned	Current planning policy application is subjective, so individual planners will make recommendations as to whether WSUD policy should be a consideration of any particular development application	Common understanding of the potential of WSUD to deliver more sustainable and liveable communities	Inform	Website/documents promote a common language and understanding for WSUD across disciplines	ongoing

### 3.6. Scientists and researchers

Target organisation/group: Goyder Institute, CSIRO, CRC for Water Sensitive Cities

Table 3.6 Engagement strategy for scientists and researchers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Outcomes of WSUD research not always reaching those who would benefit	Supportive	Provide evidence for the case for WSUD	Mechanism/process needed to bring research outcomes to practitioners in a format they can understand and relate to	Collaborate	Prepare case for WSUD drawing upon the expertise of local and interstate researchers	June 2016
Future research identified by practitioners, however, they have limited connection with researchers	Supportive	Opportunity to continue to develop research based on needs of practitioners, widening the applicability of the outcomes	Mechanism/process needed to connect practitioners with researchers	Collaborate	Work with researchers to consider the needs of SA practitioners when planning future research programs	Ongoing

Note: The current collaboration between SA inner metropolitan Councils and Goyder Institute regarding the opportunities to address the impact of infill development is an excellent example of a collaboration between researchers and practitioners.

### 3.7. Civil contractors/master builders

Target organisation/group: Civil Contractors Federation (SA) (CCF SA), Master Builders Association (MBA), Civil Contractors Training Board (CCTB)

Table 3.7 Engagement strategy for civil contractors/master builders

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Variable experience within industry of construction techniques associated with WSUD designs	Concerned	Strong lobby group	Training in WSUD construction techniques	Inform	Training on vegetated stormwater management systems construction and establishment	July 2015
Inexperience in construction of some WSUD features, resulting in unnecessarily high cost estimates to cover risk	Concerned	Strong lobby group	Better understanding of WSUD construction costs	Consult Inform	Invite contractors to provide data into life cycle analysis for WSUD features Share outcomes of lifecycle analysis within website/ training/documents and via CCF	2015-16
Existing systems and processes geared to deliver conventional urban water management solutions	Concerned	strong lobby group	Standard drawings and technical guidelines needed	Involve	Invite contractors to provide input into the development of new resources, e.g. guidelines	Ongoing
Allotment scale solutions not granted status in the suite of WSUD solutions	Concerned	Opportunity to influence the built form of each development at the allotment scale	Raise awareness of WSUD opportunities at the allotment scale	Consult/ collaborate	Guidelines: Ensure deemed to comply guidelines are developed with input from Master Builders Training: Work with Master Builders to ensure training programs provide suitable detail regarding WSUD	June 2017  2015-16

### 3.8. Asset managers (AM)/maintenance contractors (MC)

Target organisation/group: Local Government Asset Managers Group

Table 3.8 Engagement strategy for asset managers/ maintenance contractors

Group	Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
AM/MC	Limited understanding of operation and maintenance techniques associated with WSUD designs	Concerned	(AM) Influence capital works project to avoid the unknown  (MC) Service level agreements for WSUD assets may not require/facilitate adequate maintenance regimes	Raise awareness of maintenance techniques and required frequency of WSUD assets	Involve  Inform	Invite asset managers and maintenance contractors to provide input into proposed lifecycle cost analysis  Share outcomes of lifecycle analysis within website/ training/documents and via Local Government Asset Managers Network	2015-16  2016/17
AM	Lack of knowledge of maintenance costs of WSUD assets	Concerned	High interest as it directly affects their ability to set budgets and provide the suitable level of service	Need lifecycle analysis data to prepare suitable annual maintenance budgets	Involve	Asset managers will be invited to provide input into the scope of works the lifecycle cost analysis project, comment on draft reports  A number of leaders in this field will be invited to oversee the project	June-July 2015  2015-16
AM/MC	Existing systems and processes geared to deliver conventional urban water management solutions	Concerned	High interest as it affects the performance of workforce	Update operational and maintenance manuals to correspond to WSUD assets	Involve	Prepare operational and maintenance checklists for WSUD assets with input from practitioners	June 2015



### 3.9. Managers and accountants

Target organisation/group: Managers and accountants.

Table 3.9 Engagement strategy for managers and accountants (councils, government departments)

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Perceived/actual limited knowledge and skills of staff to deliver WSUD projects.	Concerned	Set budgets for capital works programs, significant ability to influence WSUD uptake	Networking opportunities for peer-to-peer learning	Involve – practitioners invited to participate in issues based seminars  Involve – training	Seminars/website – share information on successful SA projects as demonstration projects/case studies as the basis of community of practice  Training – construction and maintenance of vegetated WSUD assets	3 monthly/ on-going
Insufficient budget to implement	Concerned	Set budgets for capital works programs, significant ability to influence WSUD uptake	Understanding of how others have integrated WSUD within infrastructure upgrades	Inform	Seminars/website – share information on successful SA projects as demonstration projects/case studies as the basis of community of practice	3 monthly/ on-going

### 3.10. Politicians/elected members

Target organisation/group: Local Government Association of SA (LGA), Australian Local Government Association (ALGA), Minister for Sustainability, Environment and Conservation, Minister for Water and the River Murray, Minister for Climate Change (Hon Ian Hunter MLC); Minister for Planning and Minister for Housing and Urban Development (Hon John Rau MP); and Minister for Local Government (Hon Geoff Brock MP)

Table 3.10 Engagement strategy for politicians/elected members

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Uncertain of level of public/industry support for WSUD Policy	Concerned	Ability to introduce policy reform to facilitate mandating of WSUD Ability to influence planning policy reform	Need assurance that SA WSUD policy has broad acceptance amongst industry and broader public	Inform	Program Champion, LGA and well respected Council in the area of quality urban developments and integrated water management to advocate for greater uptake of WSUD initiatives	Oct 2015
Unaware of how WSUD aligns with local/state government priorities	Concerned	As above	Need information on relevance of WSUD to state strategy and priorities and potential of WSUD to add value to liveability, resilience, sustainability and productivity	Inform	Develop the case for WSUD that specifically addresses how WSUD can contribute to the state government's strategic and economic priorities	Dec 2015
Budget implications for maintenance and/or operation of WSUD.	Concerned	Set budgets for capital works and asset maintenance.	Need an understanding of lifecycle costs of WSUD assets, relative to traditional landscaping to inform investment decisions.	Inform	Develop a lifecycle cost analysis project to make full capital, maintenance and operating costs of WSUD assets transparent, to inform budget processes	July 2016

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
(Local Government) Unable to obtain planning policy amendments needed to align with infrastructure management needs	Supportive	Collective voice through LGA Mayors Group and CEOs Group	Inability to effectively control the impacts of infill development on localised flood risk	Collaborate	Water Sensitive SA – Water for Liveability campaign to seek endorsement of LGA Mayors and CEOs	Dec 2015

The CRC for Water Sensitive Cities project entitled *Strategies for influencing the political dynamics of decision-making* offers guidance on factors influencing relevant Ministers and government, as summarised in Appendix 4.2. These factors will be considered in interactions between Water Sensitive SA and Ministers, or their advisors.

### 3.11. Manufacturers/suppliers

Target organisation/group: Water Industry Alliance (WIA); Suppliers of stormwater quality improvement devices, wastewater treatment devices, permeable paving, on-site detention systems, pumps, water storage, plants for treatment systems, bio-retention filter media,

Table 3.11 Engagement strategy for manufacturers/suppliers

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Need for equity and consistent approach to WSUD policy, interpretation and enforcement across Council boundaries	Supportive	Potential growth industry under proposed WSUD policy	Need a consistent/ cross Council policy for WSUD  Need support in policy interpretation and implementation	Inform  Involve	Provide advice of Water Sensitive SA program initiatives/extend invitation to seminars  Seek manufacturers support for WSUD policy campaign	Ongoing / 3 monthly  2015/16
Practitioners not fully aware of range of technologies/products available to support WSUD initiatives	Supportive	Potential growth industry under proposed WSUD policy		Consult	New website will have the functionality for a link from program investment partners webpage to investment partners own website	July 15

### 3.12. Community

Issues	Stakeholder commitment: (Supportive, concerned or resistant)	Power: Interest & influence	Requirements: Specific needs or support	How will we engage? Inform, consult, involve, collaborate	Proposed communication, tools & processes	Timelines
Need for urban landscapes that are liveable, resilient and sustainable	Concerned	Ability to influence politicians/ elected membership local government	Need the science to support their concerns	Inform	WSUD benefits awareness media campaign Website	Ongoing
Unaware of how to integrate WSUD at the property level	Concerned	Ability to influence politicians/ elected membership local government	Need information on what they can do and what impact it can have	Inform	Work with NRM/Council and community engagement teams to ensure property scale WSUD information is available in an accessible format	June 2016

## 4. Appendices

### 4.1. WSUD practitioner interaction with stages of infrastructure cycle

Queensland's WSUD capacity building program, Water by Design, defined five stages of the infrastructure life cycle of water management assets and developed guidelines applying to each (Design Flow, 2014). The table below lists these five stages and the interaction with WSUD practitioners.

Table 4.1 Stages of infrastructure cycle and WSUD practitioner interaction

Practitioners	1. Planning & concept	2. Design & Development	3. Detailed design	4. Construction	5. Operation & maintenance
Policy makers	X	X			
Planners	X	X			
Urban designers	X	X			
Developers	X	X			
Engineers	X	X	X	X	X
Landscape architects	X	X	X	X	X
Scientists & researchers	X	X	X	X	X
Civil contractors		X		X	X
Asset managers				X	X
Maintenance contractors					X
Managers & accountants <sup>i</sup>	X				X
Elected members <sup>i</sup>	X				X
Politicians <sup>i</sup>	X				X

<sup>i</sup>Note: These groups require raised awareness and understanding of rather than technical detail.

(Source: Designflow, 2014)

#### **4.2. Strategies for influencing the political dynamics of decision-making**

The CRC for Water Sensitive Cities project “Strategies for influencing the political dynamics of decision-making” cites the key factors to influencing relevant Ministers and government as:

1. Know what you want to achieve and be clear about it: Make it easy to adopt.
2. Know what the Government wants to achieve: How do you fit in?
3. Identify who has the power to make the decision: What will influence them?
4. Collaborate: Come as a team.
5. Understand the power of values and emotion: Facts are not enough!
6. Put your effort into communication: Send in your best players.
7. Be persistent!
8. Timing is everything: Carpe diem.

Water Sensitive SA will ensure approaches to government, politicians or their advisors to gain greater support for WSUD initiatives and policy makers have been well planned with consideration to these factors.

## 5. Acronyms

AILA	Australian Institute of Landscape Architects
AWA	Australian Water Association
CCF	Civil Contractors Federation
CCTB	Civil Contractors Training Board
CRC	Cooperative Research Centre
CSIRO	Commonwealth Science and Industrial Research Organisation
DPTI	Department of Planning, Transport and Infrastructure
HIA	Housing Industry Association
IPWEA	Institute of Public Works Engineering Australia
LGA	Local Government Association of SA
MBA	Master Builders Association
PIA (SA)	Planning Institute of Australia – SA Division
UDIA	Urban Development Institute of Australia
WIA	Water Industry Alliance
WSAA	Water Services Association of Australia



## 6. References

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### Personal Communications

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