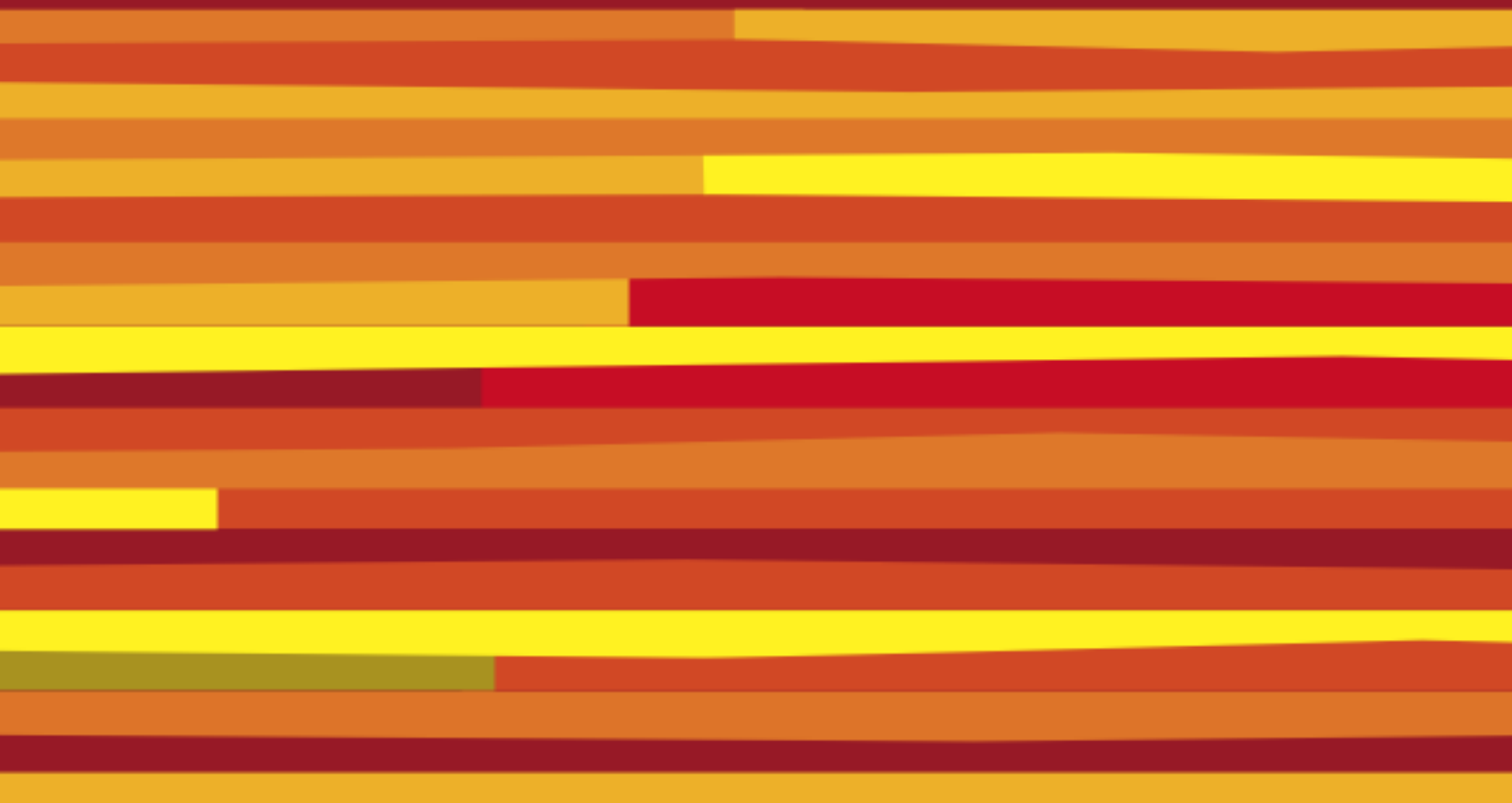


SA Water Sensitive Urban Design Capacity Building Program: Establishment Plan

DesignFlow

27 August 2014



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1 Introduction

A platform for a Water Sensitive Urban Design Capacity Building Program (WSUD CBP) for South Australia was developed (between December 2013 and July 2014). This document outlines the process undertaken, partners identified and next steps to get the program running.

Work on this project involved gaining institutional support, guaranteed funding and a host organisation to for the WSUD CBP.

This project followed recommendations of a *Business Case for a Water Sensitive Urban Design Capacity-Building Program for South Australia* (WSUD Business Case) that was completed in December 2012 (by Alluvium & Kate Black Consulting). This project was delivered by a 'Bridging Program Manager' (BPM) and overseen by the Adelaide and Mount Lofty Ranges Natural Resources Management Board (AMLR NRM Board).

A six step process was devised to guide the establishment of the CBP:

1. **Project mapping** – comparing similar programs around the country
2. **Partner identification** – seeking suitable organisations to be involved in the CBP
3. **Structure and governance** – propose the architecture and how to manage the program
4. **Negotiate funding & partnerships** – with potential partners for the program
5. **Formalise Hosting and funding agreements** – secure funding
6. **Identify priorities for the CBP** – provide an outline of deliverables.

This document describes the process in more detail and can be used as a reference document/ starting point for an appointed Program Manager (PM) to help deliver the CBP.

2 Establishing the SA Capacity Building Program

2.1 Project mapping

Contact was made with key individuals in organisations involved in WSUD CPB across Australia. These included:

- Water by Design (Queensland)
- WSUD.org (NSW)
- Clearwater (Victoria)
- NEWater (Western Australia)
- CRC for Water Sensitive Cities (national).

Each of these organisations are in varying states of existence but all share a passion for furthering WSUD and expressed a willingness to assist with delivery of Water Sensitive SA where possible.

Discussions with all these organisations are documented for reference by the Program Manager if required (but not covered here). The main outcomes for this program is an opportunity to adapt relevant interstate information for use in SA (thus saving resources) and a potential to engage some of these organisations to deliver courses and workshops (where the skills and resources are not available in South Australia). This will enable a CBP to run training events relatively quickly.

Supporting documentation, attached in Appendices A, B & C was prepared to explain the process of establishing the program, a prospectus for partners explaining benefits and the likely content of program delivery.

2.2 Partner identification

The first major task to establish the WSUD CPB in South Australia was to gain partners to provide funds to help deliver a program as well as a partner willing to host it.

The previous Business Case for WSUD CPB for SA identified a number of potential organisations that could provide funding for the program and these were a starting point for this project.

The Department for Environment Water and Natural Resources (DEWNR) released a WSUD policy document in November 2013 that contained developing a WSUD CPB as a major outcome. During consultation for the WSUD policy DEWNR contacted a stakeholder group via letters, with follow up meetings and phone calls. This list was provided to this project and used to target potential funding partners.

The business case and DEWNR lists were combined with the knowledge of the BPM and 56 potential partners were canvassed in a bid to seek funding support and a home for the WSUD CPB (listed in Appendix D).

A letter was prepared to introduce the WSUD CPB and signed by Chris Daniels the presiding member of the AMLR NRM Board (the Board). This action was supported by the Board at their February 25th meeting and the letter was subsequently sent to 56 potential partners. An A4 flyer demonstrating the benefits of WSUD was prepared to accompany the letter and act as a discussion focus to be used with prospective partners.

Appendices A, B & C include some of the supporting information sent to potential partners to describe what is envisaged for the CPB.

A process of contacting, following up and negotiating with potential partners became the primary activity undertaken during the establishment process. A list of all organisations contacted is contained in Appendix C, and a separate *Partnership Summary* spreadsheet has been compiled that provides primary contact details for each organisation and a summary of the discussions and negotiations undertaken with them. This can be provided to the Program Manager (PM) when appointed.

2.3 Program Governance

After considerable debate and negotiation, it is proposed that the WSUD CPB will be managed (at least for the first year) under a service contract to the AMLR NRM Board (this is discussed more in Section 2.6). The project and contract will be managed for the NRM board by a DEWNR Natural Resources AMLR staff member.

2.3.1 Steering Committee

The direction, design and development of the program and contents will be assisted by a program Steering Committee that will oversee its delivery. It will consist of no more than eight members that will also act as ambassadors for the program. The Board's Project Manager will be chair of the Steering Committee and the PM will act as an executive officer.

The 2012 business case recommended that the Steering Committee members should be senior industry figures, drawn from across the water, local and state government, development, planning, policy, research, and training sectors, to ensure that the program has linkages across a broad range of WSUD stakeholders. In accordance with this it is proposed that the process for selecting Steering Committee members will be based on a skills matrix approach. The process for populating the Steering Committee, and the draft terms of reference for the Steering Committee, will be established by the Program Manager and the DEWNR project manager as soon as practicable after commencement of the contract. It was also identified that it may be beneficial to invite Steering Committee members from interstate to aid the SA program with learnings from elsewhere.

Each funding partner has been offered the opportunity to participate in the governance of the program, through the Steering Committee, either directly as a member, or through representation selected from the group of funding partners, depending on the number of grant agreements in place at the time.

The program Steering Committee will have no formal contractual power to direct the capacity building program service provider; this will reside with the NRM board through the DEWNR Project Manager.

2.4 Funding

The Business Case proposed a range of models of delivery with the optimum employing up to three people with an annual budget of approximately \$400,000 (approximately 10% operational, 10% projects, and 80% staff costs). The minimum operating model for the program is a Program Manager (operating at an average of 60% to 80% of full-time position) with sufficient budget to deliver a program.

Using this as guide and the recommendation in the Business Case to run the initial program for at least three years, the Board budgeted \$100,000 per year for three years (excluding GST) as core funding for the CBP to allow the program to establish at the minimum level. However it was never envisaged that the program would be funded by solely the NRM Board and a major focus of the establishment process was to gain supporting funds from willing partners.

Willing funding partners have progressively been identified and August 2014 five funding partners have signed grant funding agreements with the Board for varying terms from one year to three years. A further six organisations have committed to providing funds and their grant agreements are being finalised. The grant agreements allow the NRM board to carry over unexpended grant funds from one financial year into the subsequent financial year.

Table 1 lists the signed up partners and Table 2 shows the partners that have verbally agreed and are seeking final sign off.

Table 1 WSUD CBP contributing funding partners

Funding partner	Grant amount per financial year (plus GST)		
	2014–2015	2015–2016	2016–2017
City of Port Adelaide Enfield	\$5,000	\$5,000	\$5,000
City of Charles Sturt	\$5,000	–	–
City of Playford	\$5,000	–	–
SA Water	\$5,000	\$5,000	\$5,000
City of Salisbury	\$10,000	–	–
Total contributing	\$30,000	\$10,000	\$10,000

Table 2 WSUD CBP committed funding partners

Funding partner	Grant amount per financial year (plus GST)		
	2014–2015	2015–2016	2016–2017
City of Burnside	\$5,000	\$5,000	\$5,000
City of Holdfast Bay	\$5,000	–	–
City of Marion	\$5,000	–	–
Rural City of Murray Bridge	\$5,000	–	–
LGA	\$20,000	–	–
Stormwater SA	\$10,000	–	–
Total committed (promised)	\$50,000	\$5,000	\$5,000

Negotiations continue with a number of other potential funding partners. The Bridging Program Manager will continue communication with these partners until the PM is appointed and they will need to take over the outstanding negotiations.

A number of Councils who have committed funding stated they are likely to provide further funding if they are satisfied with the outcomes of the first year of the WSUD CPB. These councils together with those that have shown interest but have not yet committed funds will need to be canvassed in November/December to better fit funding requests in their annual funding cycle.

Each of the Grant Agreements signed between the NRM Board and the funder contains reporting requirements some which are unique to that funder. The PM will need to make themselves aware of individual reporting requirements and act on them accordingly.

The PM must also be aware of other funding opportunities that exist to maintain and expand the program and pursue potential sources. A number of extra funding options were identified as part of the establishment phase of the program, for example:

1. An application for further funding over three years was prepared and submitted to the Local Government Association *Local Government Research and Development Scheme* for 2014
2. Once the final amount of local government funding is secured for the first year the PM needs to make application to the Stormwater Management Authority seeking further supporting funding
3. The BPM was advised by the Department of Further Education, Employment, Science and Technology that the WSUD CBP would be able to apply for funding under the *Science & research/Premier's Research and Industry Fund/Collaboration Pathways Program* which open in September 2014.

2.5 Non-funding partners

Positive responses to the establishment for the WSUD CBP were received by the majority of organisations that were approached as partners. While a number of them were not able to provide funding, a number of collaborative and partnership opportunities for delivery

opportunities were identified that could be beneficial to the CBP. These partnerships are seen as critical to gain widespread recognition and promotion of the CBP.

Industry organisations (e.g. IPWEA, PIA, MBA, HIA, Civil Contractors Federation) could be an important vehicle to gain access to the WSUD industry and representative mentioned would like to progress such opportunities.

Other organisations (e.g. Property Council) have asked of a briefing on the program once established. These are also summarised in the *Partnership Summary* spreadsheet.

2.6 Program Hosting

Four hosting models were considered as part of the process undertaken to find a host including:

1. Program established as an independent legal entity (e.g., an independent incorporated entity with an appropriate governance structure able to receive grants from funding partners and directly employ the program staff).
2. Program hosted by an entity capable of receiving grants and directly employing program staff (e.g., LGA SA, Renewal SA, a local government, Stormwater SA).
3. Program hosted directly by Board (i.e., program staff as contract DEWNR employees funded by the Board for the purposes of the program).
4. Program conducted directly for the Board by a contracted service provider (similar to how the Bridging Program Manager role was delivered). The Board becomes the Project Manager of the contract, receives the grants for funding partners and supports a governance structure to represent the interests of funding partners.

Funds were initially slow in materialising and finding an organisation willing to host the WSUD CPB proved difficult. The Board was not able to directly host the program due to position restrictions currently in force within DEWNR.

Consequently the fourth hosting model, with a service provider contracted to the Board delivering the capacity-building program for the initial period of operation was determined to be preferred option.

The Board proceeded to initiate Grant agreements and collect funds as well as develop a brief for the program manager for the CBP.

2.7 Program delivery priorities

A list of key tasks to be undertaken in the first year was compiled to cater for needs identified during the establishment process. This provides a starting point for the Steering Committee and the PM once appointed. It is recommended that the program remains focused on achievable outcomes to demonstrate value to its partners after the first year.

The key initial tasks for the CBP include:

- Networking and information sharing
- Establish linkages across disciplines
- Gather, store and provide access to relevant local existing information and data
- Revise and update the Water Sensitive SA website
- Adapt relevant interstate information to South Australia
- Identify needs and knowledge gaps
- Develop or use existing relevant training and education materials
- Deliver targeted technical training and education packages
- Expand awareness and knowledge of associated disciplines

- Encourage research of knowledge gaps

A key component of the program is delivery of technical training. It will be the responsibility of the PM to identify a set of priority programs and present the list to the Steering Committee. This will include likely topics, target audience, delivery method and possible partner organisations (for promotion or delivery). Below is a list of identified priorities as a starting point and more detail is described in Appendix C:

1. Introduction to WSUD for planners
2. Promote WSUD to landscape architects and urban designers
3. Construction and establishment of wetlands and WSUD features
4. Asset maintenance of WSUD
5. MUSIC guidelines for SA
6. Detailed design training (biofilters and wetlands).

Some of the partner organisations have offered their assistance with components of program delivery. As an example, the LGA would like to assist in the gathering and provision of existing information and the Goyder Institute offered access to their publications and assistance with the revision of the Water Sensitive SA website.

Once the PM is appointed and the Steering Committee established the program needs to be launched and partners publicly acknowledged for their contribution.

2.8 Engage program manager

This document forms part of the briefing to engage a suitable Program Manager for the CBP. This process is underway and is being managed by the Board.

3 Conclusions

Sufficient partner support and funds have been committed to establish a Water Sensitive SA WSUD CBP program.

The program will be managed by a contracted service provider to the Board and overseen by a Steering Committee comprised of industry partners.

The program has wide support across local government and other industry organisations and sufficient funding to support a Program Manager and deliver programs initially for one year with high likelihood of at least three years. There is a strong possibility of increased and ongoing funding should the CBP deliver industry needs to further the adoption of WSUD in SA in the first 12 months.

There is a wide recognition across SA that WSUD should be better embraced as part of urban development (and is now supported by State Policy) and this represents an opportunity for the CBP.

Exciting challenges are set for the delivery of a successful WSUD CBP that meets the expectation of partner and recipient organisations.

4 Appendix A: SA WSUD Capacity Building Program Establishment summary

A water sensitive urban design capacity building program (WSUD CBP) is being established in South Australia to provide support to practitioners, share information and broaden the knowledge base of WSUD. The Adelaide and Mount Lofty Ranges Natural Resources Management Board (AMLR NRM Board) is leading this process.

A Business Case for a Water Sensitive Urban Design Capacity Building Program for South Australia was released in December 2012 and is available from the Water Sensitive SA website: watersensitivesa.com/document/sa-wsud-capacity-building-program-business-case.

This report contained four key outcomes to establish a WSUD CBP:

1. Secure funding to establish the program (initially for three years)
2. Identify a host (or stand-alone) organisation from which it can operate
3. Form a Steering Committee to oversee the project
4. Engage a program manager to deliver the program

The target to establish a fully operational program (employing three people) is \$400,000 per annum. The final program, including staff numbers and breadth, will be dictated by the level of funding that can be gained. The AMLR NRM Board has provided base funding of \$100,000 per annum for three years conditional on additional funding being obtained. Funding is now being sought from state government, local government and industry partners with a minimum contribution of \$5,000 per annum for three years. Initial contributions for the first twelve months will be accepted.

Ideally an existing organisation will be willing to house and assist in the day to day support of the program.

A Steering Committee of no more than eight members will be established to represent the industry. An appropriate governance structure and direction for the capacity building will be developed by the Steering Committee. Initial areas of focus are likely to include:

- Collate and provide access to relevant existing information and data
- Introduction to WSUD for planners
- Promote WSUD to landscape architects and urban designers
- Construction and establishment of WSUD features
- Asset maintenance of WSUD systems
- MUSIC modelling guidelines for SA
- Detailed design training for wetlands and biofilters.

The engagement of a program manager will commence as soon as adequate funding is secured.

IF SUFFICIENT FUNDING IS NOT GAINED THE PROGRAM WILL NOT PROCEED!

5 Appendix B : Water Sensitive Urban Design Capacity Building Program Prospectus

The Water Sensitive Urban Design Capacity Building Program (WSUD CBP) will provide support for practitioners across state and local government and private sector organisations. As urban expansion and intensification continues in suburban Adelaide and across the state the need for improved stormwater management and integration of water resources becomes increasingly important.

The application of appropriate, well designed and properly constructed WSUD provides the vehicle to greatly enhance our urban environments. Unfortunately this has not always been the case in the past. WSUD practitioners need access to reliable up to date WSUD information and to be adequately trained to apply it competently. The WSUD CBP aims to deliver this outcome across South Australia.

Large costs are incurred in the establishment of stormwater assets and their on-going maintenance. Better understanding of the application and technical aspects of WSUD features and their proper maintenance will provide a long term benefit for asset owners.

Before the WSUD CBP can perform these valuable functions it needs to be adequately funded and resourced. Initial funds contributed will be used to set up the program, engage staff (minimum of one program manager) and undertake delivery. The program will not be fully designed, developed or delivered until the program manager has been appointed and the Steering Committee established to oversee the process.

IF SUFFICIENT FUNDING IS NOT GAINED THE PROGRAM WILL NOT PROCEED!

Minimum contributions of \$5000 per year for three years are being sought to initiate the program and all funding partners will become a member of the Water Sensitive SA reference panel which will be used to provide commentary, feedback and suggestions on the scope, products and courses that are delivered by the program.

Higher levels of contribution will greatly expand the capabilities and reach of the program. Funders contributing significant funds will become members of the Water Sensitive SA Steering Committee that sets the scope and oversees the development of the program.

When partners have committed to provide funds a funding agreement will be signed between the host organisation and the funder. The preferred agreement is for an annual payment, but one-off payments will also be accepted. The funder will be invoiced by the host organisation in accordance with the final agreement.

In-kind contributions to the WSUD CBP are warmly welcomed and will assist with the delivery of the program particularly into different industry sectors.

6 Appendix C: Water Sensitive Urban Design Capacity Building Program Delivery

The WSUD CPB will deliver programs across the range of practitioners involved in WSUD and address the different stages in the lifecycle of WSUD features.

Long term WSUD programs have been operating in Queensland, Victoria, New South Wales and Western Australia and the basis for the South Australian program will be adapted from the valuable work that they have done. Water by Design, in Queensland, defined five key stages of the infrastructure lifecycle of water management assets and developed guidelines applying to each. These stages provide a useful reference for the establishment of SA program.

The table below lists these five stages and displays the interaction with WSUD practitioners. The CBP will aim to directly support those working on WSUD, encourage other disciplines not currently actively involved to promote WSUD, expand the awareness and knowledge those in similar disciplines and raise the awareness of critical associates.

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 ⁱ	X				X
Elected members ⁱ	X				X
Politicians ⁱ	X				X

ⁱNote: These groups require raised awareness and understanding of rather than technical detail.

The *Business Case for a Water Sensitive Urban Design Capacity Building Program for South Australia* undertook an industry needs analysis and identified eight key areas that need attention to enhance the uptake of WSUD in South Australia:

1. Institutional capacity – within organisations and between different organisations
2. Lack of project experience – confined to a few individuals and organisations
3. Engineering guidelines – SA WSUD guidelines not practical and not applied
4. Coordinated approach to training – integrate across disciplines
5. Advocacy – not consistent and industry change is not widespread
6. Policy – not supporting uptake and implementation
7. Life cycle costing – not well documented or understood
8. Monitoring and evaluation – not consistent or well documented

Once established the WSUD CBP will concentrate on key tasks to support practitioners rather than spreading resources sparsely across myriad areas. These are expected to include:

- Networking and information sharing
- Establish linkages across disciplines
- Gather, store and provide access to relevant local existing information and data
- Adapt relevant interstate information to South Australia
- Identify needs and knowledge gaps
- Develop or utilise existing relevant training and education materials
- Deliver targeted technical training and education packages
- Expand awareness and knowledge of associated disciplines
- Encourage research of knowledge gaps

The WSUD CBP will deliver across a range of industry sectors and discipline and initial training priorities are proposed. These are initially for discussion and feedback from industry and practitioners is sought to refine them.

1. Introduction to WSUD for planners
 - What is WSUD – benefits etc.
 - What stage of the planning system it should apply
 - How to write DA conditions
 - How to review applications
 - Water quality, lake management and maintenance
 - Key messages and promotion for directors and elected members
2. Promote WSUD to landscape architects and urban designers
 - Make WSUD a standard component in urban design
 - Understand the opportunities with water in urban landscape
 - The value of Green Infrastructure
 - Know what questions to ask of engineers
 - What are the benefits (other than just water quality).

3. Construction and establishment of wetlands and WSUD features
 - Site preparation and preliminary works
 - Earthworks
 - Structural components
 - Plant establishment
4. Asset maintenance of WSUD
 - What to look for, how to check
 - What works and maintenance are required
 - Scheduling and budgeting
 - The importance of field visits
 - Streetscape systems and wetlands
5. MUSIC guidelines for SA
 - Standard rainfall sets and parameters (e.g. soil) for SA conditions
 - Publicise and promote local data
 - Links to eWater for training
6. Detailed design training
 - Wetlands
 - Biofilters
 - Harvesting systems
 - Infiltration

7 Appendix D – Potential partners approached

Table 3 lists the organisations that were contacted as part of this project. Each organisation was invited to become a partner in the CBP. A separate spreadsheet will be provided to the CBP Program Manager with full contact details of individuals in each organisation.

Table 3 Organisation contacted by the Bridging Program Manager

Organisation
Stormwater Management Authority
Botanic Gardens
Zero Waste SA
Environment Protection Authority
Renewal SA
Department of Further Education, Employment, Science and Technology
Department of Planning, Transport and Infrastructure
Local Government Association of SA
South Australian Murray Darling Basin NRM Board
SA Water
KESAB
Property Council of Australia (SA)
Urban Development Institute of Australia (SA)
Planning Institute Australia (SA)
Housing Industry Association (SA)
Master Builders Association (SA)
Stormwater SA
Australian Institute of Architects
Australian Institute of Landscape Architects (SA)
Australian Water Association (SA)
Engineers Australia (SA)
Institute of Public Works Engineering Australia
Water Industry Alliance
Civil Contractors Federation
Goyder Institute for Water Research
School of Natural and Built Environment, University of South Australia
School of Civil, Environmental & Mining Engineering, University of Adelaide
School of the Environment, Flinders University

CSIRO Land & Water
CRC for Water Sensitive Cities
Adelaide City Council
Adelaide Hills Council
City of Burnside
Campbelltown City Council
City of Charles Sturt
Town of Gawler
City of Holdfast Bay
City of Marion
City of Mitcham
City of Norwood Payneham & St Peters
City of Onkaparinga
City of Playford
City of Port Adelaide Enfield
City of Prospect
City of Salisbury
City of Tea Tree Gully
City of Unley
Corporation of the Town of Walkerville
City of West Torrens
Alexandrina Council
Light Regional Council
District Council of Mount Barker
City of Mount Gambier
The Rural City of Murray Bridge
The Barossa Council
District Council of Mallala
Water by Design
Clearwater
NEWater
WSUD.org
CRC for Water Sensitive Cities