



Planning,
Industry &
Environment

Town Water Risk Reduction Program

Stakeholder Advisory Panel

Meeting 9 | 22 September 2021

What we will cover today

Preliminaries

- Acknowledgement of country
- Welcome
- Outcomes and actions arising

Updates

- Collaboration approaches
- Roadmap feedback
- IP&R/IWCM integration project
- Co-regulator participation
- Implementation

Discussion

- Impact of COVID restrictions
- Councillor awareness and training

Other matters

- Panel member issues
- Next meeting and a look ahead

OUTCOMES AND ACTIONS ARISING

- Co-regulator participation
- Distribution of information regarding IWCM/IP&R project and councillor training and awareness
- Overview of consultation mechanisms
- Crown lands issues follow up



Collaboration approaches update

COLLABORATION APPROACHES

Working groups

Big, difficult issues with many participating stakeholders
eg: Regulatory improvement (IWCM and s60 process)

Consistent membership
Appointment process
Regular meetings

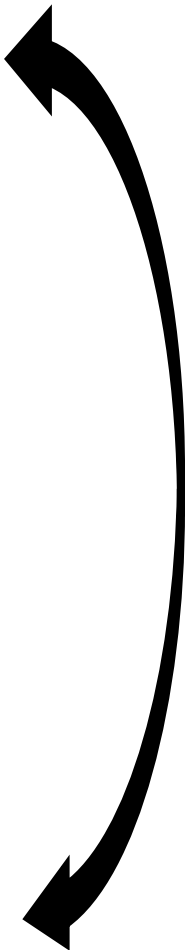
Focus teams

Issues where the partners are known and agreed
eg: Councillor awareness and training, Emergency SOC support, Co-regulator approach

Direct invitation
Focused meeting cycle

Testing

Pilots, workshops, issues papers, draft documents etc
Wider group, diverse stakeholders



COLLABORATION APPROACH – STRATEGIC PLANNING

Working Group 1 Strategic Planning

Focus teams

IP&R/IWCM Strategy integration
Incident support for local water utilities
Financial planning and price monitoring

Pilots

IWCM strategies

Objectives, scope, expectations for strategic planning

Setting outcomes-focussed requirements for service levels, performance standards, application of integrated water cycle management principles, secure yield, demand management, asset management, workforce planning, financial planning, drought and emergency resilience, community engagement and customer rights and protections

Assessment process and guidance materials

Sector consultation on draft documents



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WORKING GROUP 1 – STRATEGIC PLANNING

- 7 local water utility representatives
- 1 Joint Organisation
- 3 Consultants
- 3 DPIE Water
- 1 NSW Health
- 1 EPA
- 1 Office of Local Government
- 1 NRAR

Gaps: Elected representative, Public Works Advisory

WORKING GROUP 1 – STRATEGIC PLANNING

- Greg Whorlow, Albury City Council
- Graham Kennett, Kyogle Council
- Tracey Hamer, Mid Coast Council
- Jenna Hazelwood, Richmond Valley Council
- Michael McKenzie, Rous Water
- Naomi Schipanski, Tamworth Regional Council
- Doug Moorby - Narromine / Victor Papierniak-Wojtowicz – Cobar, Orana Water Utilities Alliance
- Jenny Bennett / Meredith MacPherson, Central NSW Joint Organisation
- Russell Beatty, HARC
- Chris Devitt, Chris Devitt Consulting
- Oliver Maennicke, GHD
- Andrew Sloan, DPIE Water
- Emma Brunton, DPIE Water
- Regional Water Strategies representative, DPIE Water
- Josh Tickell / Leslie Jarvis, NSW Health
- Peter Marczan, EPA
- Melissa Gibbs, OLG
- NRAR representative

COLLABORATION APPROACH – TECHNICAL ASSESSMENT AND APPROVALS

Working Group 2 Technical Assessment and Approvals

Focus teams

Inspections of water and sewerage
systems

The working group will collaborate to design an improved approach that focusses on a due diligence assessment process for section 60 that:
Has clear objectives, defined scope, criteria, outcomes and expectations

Includes approval requirements and processes so that they are proportionate, and risk based

Is clear, transparent, and accountable

Considers opportunities for independent assessment and 'exempt and complying' approvals.



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Sector consultation on draft documents

WORKING GROUP 2 – TECHNICAL ASSESSMENT AND APPROVALS

- 7 local water utility representatives
- 2 Consultants
- 2 DPIE Water
- 1 NSW Health
- 1 EPA
- 1 Dam Safety NSW

Gaps: Elected representative, Public Works Advisory

WORKING GROUP 2 – TECHNICAL ASSESSMENT AND APPROVALS

- Wayne Beatty, Orange City Council
- Chris Best, Bega Valley Council
- Jessica Dunstan, Snowy Monaro Regional Council
- Greg Mashiah, Clarence Valley Council
- Doug Moorby - Narromine / Victor Papierniak-Wojtowicz – Cobar, Orana Water Utilities Alliance
- Matthew Trapp, Lithgow City Council
- Bala Vigneswaran, Central Coast Council
- Bruce Murray, City Water Technologies
- Michael Carter, Hunter H2O
- Robert Mitchell, DPIE Water
- Mark Watson, DPIE Water
- Josh Tickell / Leslie Jarvis, NSW Health
- Anthony Pik, EPA
- Chris Salkovic, Dam Safety NSW

COLLABORATION APPROACH – PERFORMANCE MONITORING

Working Groups
Focus teams

Identify what good performance looks like and possible measures

Proposed focus team

Performance monitoring

Improve risk, performance and compliance monitoring to identify performance trends over time and strengthen local water utilities and the department's response to those changes.

Change local water utility reporting requirements to ensure reporting is aligned to the needs of local water utilities, their customers and regulators.

Monitor the department's performance as a regulator.

Investigate options for an integrated approach to local water utility reporting to NSW government agencies.

Sector consultation on draft documents



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COLLABORATION APPROACH – CO-REGULATORS

- Co-regulator participation on Working Groups and Focus Teams
- Co-regulator forum members:
 - DPIE Water
 - NSW Health
 - EPA
 - OLG
 - NRAR
 - Dam Safety NSW
 - IPART

COLLABORATION APPROACH – SKILLS AND TRAINING

Skills and Training Focus Group

- Training Services NSW
- TAFE NSW
- NSW public Sector iTAB
- WIOA
- Water Directorate (Jason Ip)
- Central NSW JO (Meredith Macpherson) and Namoi JO (Rebel Thompson)
- Orana Water Utilities Alliance (Doug Moorby and Simone Goodwin)
- Independent trainer (Murray Thomson)
- DPIE – Water, Water Utilities team

COLLABORATION APPROACH – SKILLS AND TRAINING

Focus team: National approach to operator training resource development

- DPIE Water
- WIOA
- WSAA
- NSW Water Directorate
- qldwater
- VicWater

COVID-19 restrictions – Discussion

COVID-19 RESTRICTIONS

- Impacts on how we meet and collaborate:
 - Unlikely to be substantial opportunities for large face to face meetings or workshops across the state in 2021
 - Possibility for smaller face to face meetings
 - Virtual meetings and workshops.
- We are thinking about how we can most effectively convene our two working groups.
- Ensuring we scope our regional collaboration and state government support pilots taking into account restrictions.

Update

Roadmap stakeholder feedback update

ROADMAP STAKEHOLDER FEEDBACK UPDATE

- Roadmap feedback closed 4 September 21; some extensions granted
 - Six survey responses
 - Three submissions
 - Various internal feedback from Water Utilities Branch
- Feedback directly related to finalising the roadmap document, which we are incorporating into the document
- Specific feedback on progressing roadmap actions is being added to "what we have heard" register for consideration, including by working and focus groups
- Currently finalising roadmap for publication.

ROADMAP STAKEHOLDER FEEDBACK UPDATE

- All feedback supportive of roadmap
- Commends the collaboration approach and the need for this to continue, including “after” the TWRRP
- Timeline comments (“...unless there is a very good reason, there is no reason to rush the process at the potential expense of getting it right”)

Main feedback themes

- Be open to considering legislative reform pathway to embed improved regulation as well as pragmatic legislative change
- Need for clear objectives and evaluation of regulatory framework and activities against these objectives
- Consider LWU capacity/maturity to inform level of regulatory oversight as well as support and advice activities
- Need for separation of the department’s LWU regulatory role and support/advisory role
- Improving strategic planning coordination across LWUs and NSW Government, including by way of regional (interagency) forums/roundtables
- Improve co-regulator coordination and consistency
- Including (infrastructure, drought, emergency) resilience as an important objective and strategic planning outcome
- Focussing on financial/fiscal transparency and rethinking dividend regulation
- Performance monitoring to promote proactive risk management and strategic planning, e.g. by using “lead” indicators

ROADMAP STAKEHOLDER FEEDBACK UPDATE

- In reviewing the draft roadmap we have identified several interdependent actions where we will make adjustments to the timelines to ensure we can deliver actions:
 - Keep the timeline for developing a framework that provides a clear separation between our advice and support functions and our regulatory functions (March 2022). Delay any resourcing changes until after the regulatory framework is finalised and to allow time for employee consultation (delay from March to October 2022).
 - Keep the timeline for developing an improved performance monitoring framework (March 2022) and rationalising performance and data reporting requirements (March 2022). Delay actions that ensuring reporting requirements are aligned to regulatory framework and information needs of utilities until regulatory framework is finalised (July 2022, with draft in March 2022).

Update IWCM/IP&R integration project

WHAT HAS THE REVIEW FOUND?

Best Practice Management (BPM) Framework

- 80% of councils have no current documents
- Aligns broadly with current knowledge - 62/91 LWUs (68%) have IWCM strategies in progress
- In the absence of current BPM documents councils are managing via IP&R.
- Formalising this could:
 - Eliminate duplication (BPM is currently a standalone framework)
 - Emphasise value added by BPM documents.

IP&R Framework

- Community Strategic Plans, Delivery Programs and Operational Plans available but Resourcing Strategy availability is patchy.
- Long-Term Financial Plans are not updated annually and a few are consolidated only.
- Asset Management Strategies/Plans are not available, outdated or unsuited.



• *Further support is required to improve asset, risk and performance management in IP&R practice.*

WHAT DOES THE REVIEW RECOMMEND?

- A potential alternative approach to IP&R, which integrates most BPM requirements within it could:
 - eliminate much duplication, and
 - provide a single, clear, integrated approach to governance and risk management.
- **NOTE** this requires:
 - Consultation and evaluation - through the TWRRP regulatory review process.
 - If implemented - strong collaboration between the department and OLG on guidance and support to councils (but could be assisted by industry bodies such as the Water Directorate and LGNSW).

ENGAGEMENT APPROACH – TO DATE

- Met with OLG, LGNSW, Water Directorate and DPIE – Water LWU Team to provide an overview (2 September).
- Distributed to the Panel for comment.
- LG Professionals IP&R conference presentation.

ENGAGEMENT APPROACH - WORKSHOP

- Two online workshops (5 and 8 October) to engage with 16 targeted councils/county councils and 1 JO to:
 - discuss findings of the desktop review, and
 - explore the alternative approach to IP&R (ie. test principles and specific recommendations).
- Invitations to both water and IP&R people.
- Participants provided with the detailed draft report and summary video at least **two weeks prior** to the meeting.

TARGETED COUNCILS (FOCUSSED TEAM APPROACH)

Proposed councils for targeted engagement	
Cowra Shire Council (IWCM pilot)	Central Tablelands Water
Central NSW JO	Griffith City Council
Kyogle Council	Leeton Shire Council
Midcoast Council	Narromine Shire Council
Orange City Council	Parkes Shire Council
Richmond Valley Council (IWCM pilot)	Riverina Water
Shoalhaven City Council	Snowy Monaro Regional Council
Tweed Shire Council	Bega Valley Shire Council
Goldenfields Water	Water Directorate

PROPOSED ENGAGEMENT APPROACH

- Workshop to focus on:
 - *Were contextual issues missed re findings?*
 - *Does the proposed approach make sense and will it achieve what it aims to (ie. streamline process, improve holistic management of water within councils and not denigrate strategic water planning)?*
 - *Are there other approaches to integration happening already, or that could be tried?*
 - *What sort of guidance and support would be required for councils to successfully implement this approach?*
- Also determine if there is support for testing the approach, as an input into the TWRRP IWCM review.
 - *How do should we test this?*

SEEKING FEEDBACK FROM THE PANEL

- What are your initial observations on the report findings and recommendations?
- What are your thoughts on the focus of the workshops?
- Should we invite others (e.g. GMs*) to the workshops as well?

****Note: Some are already attending (Central Tablelands Water, Kyogle, Leeton)***

Update

Councillor awareness and training package

SKILLS AND TRAINING UPDATE – COUNCILLOR AWARENESS WEBINAR

Based on the previously distributed webinar presentation package, we are seeking your feedback on:

- Is the information relevant?
- Is it pitched at the right level for new Councillors?
- Is there anything that we have missed?

Co-regulator participation reflections

CO-REGULATOR PARTICIPATION REFLECTIONS

- Reflections from:
 - Katrina Wall, Acting Manager Water Unit, NSW Health
 - Peter Marczan, Manager Technical Assessments and Advice, NSW EPA

Update Implementation

Feedback from/issues
raised by Panel members

Next meeting and a look ahead

Next meeting and a look ahead

- Next meeting is scheduled for **Wednesday 27 October 2021** at 9.30am
 - Pilots update (including IWCM strategies, skills and training, state government support, regional collaboration)
 - Regional collaboration update
 - Emergency support
- **Have more to say?** Email the team at regional.town.water@dpi.nsw.gov.au

For noting – September 2021

ITEMS FOR NOTING

- A. TWRRP Engagement Summary – August/September 2021
- B. Skills and training update
- C. Regional collaboration update
- D. Facilitating state government support update

A. TWRRP ENGAGEMENT SUMMARY – AUGUST/SEPTEMBER 2021

Date	Who we met with	Issues covered
24/08/21	Water Directorate, ITAB and Sydney Water	Water industry training and possible opportunities for collaboration
24/08/21	NSW Water Directorate, WIOA, WSAA, qldwater and VicWater	Possible national approach to operator training resources.
27/08/21	WaterNSW	Possible pilots
27/08/21	Joint Organisation Executive Officers	Potential regional collaboration projects
31/08/21	Namoi JO	Potential regional collaboration projects
02/09/21	OLG, LGNSW, Water Directorate, DPIE Water LWU Team	IWCM/IP&R integration project
02/09/21	Various councils in the Upper Macquarie region and Central NSW JO	Upper Macquarie Regional Water Strategy
08/09/21	Local Government Professionals Integrated Planners Conference	IWCM/IP&R integration project

A. TWRRP ENGAGEMENT SUMMARY – AUGUST/SEPTEMBER 2021

Date	Who we met with	Issues covered
09/10/21	qldwater Annual Conference	Overview of the TWRRP
10/09/21	Various councils in the Lachlan region and Central NSW JO	Lachlan Regional Water Strategy
10/09/21	Hunter H2O	Potential regional collaboration projects
14/09/21	Aither	Share relevant updates and information on the TWRRP, Aither's town and city water security project and other relevant programs
15/09/21	Veolia	Potential operator support and asset management projects
17/09/21	WaterNSW	Potential dam safety pilot

B. SKILLS AND TRAINING UPDATE - WORKFORCE PLANNING

Procuring services for state wide project for the following outcomes

- Economic analysis that:
 - Supports Training Services NSW development of Water Operations Skills Strategy
 - Assists the entry of RTOs into the sector
 - Quantifies the to the risk that the skills shortage or the lack of training poses to the communities of regional NSW
- Demonstration of best practice in sector via 3 case studies (to be decided)
- Communication tool via a skills dashboard to visualise and compare the data according to area, scale, infrastructure and future growth
- Sound commitment and data driven response by TWRRP to support placed based regional water training to reduce risks.

Consultant and TWRRP will estimate needs by mining current sources of infrastructure and training data.



B. SKILLS AND TRAINING UPDATE - CONTINUED

Orana pilot with WIOA

- Determining “what” competencies and skills Operators in the Orana region require to produce and supply safe drinking water and wastewater services to their communities. Develop a template for use by other utilities

Develop water training materials

- Program to fund an initial suite of units that address the highest needs
- Scope developed for a national approach to development of training resources for the National Water Package
 - Removes major barrier for training providers to enter the market
 - Identifies priority training units
 - In principal support from interstate utilities and WSAA



C. REGIONAL COLLABORATION

- Engagement to date:

Griffith & Dubbo workshops (21 & 23 June)	NSW Water Directorate Exec committee (6 July)
Online workshop (2 August) - 70 participants	JO workshop (27 August) – all JO exec officers
One on one discussions (Central NSW JO, Namoi JO, Water Directorate, Bega Valley Shire Council).	

- Next steps:
 - Discussion paper to prior engagement participants, advising what we have heard and requesting feedback on two strategic and two operational collaboration options in targeted areas of need (with rationale for each).
 - The Panel will also be provided a copy for comment.
 - Commence projects from October.

D. FACILITATING GREATER STATE GOVERNMENT SUPPORT

- **In progress:**

- Targeted engagements with 15 smaller LWUs who the program had not effectively reached before to get their input on possible support pilots.
- Establish a stakeholder focus group to develop detailed incident support options.
- Meet with WaterNSW, Dams Safety NSW, and interested sector stakeholders to scope potential dam safety and catchment integrity support pilots.

- **Next steps:**

- Develop a shortlist of State Government support pilots and seek feedback on this as part of the discussion paper mentioned on the previous slide.
- Engage a consultant to work with the incident support focus group to develop guidance for LWUs on developing and exercising robust incident management plans.
- Commence pilot projects in October.