

# WATER SENSITIVE URBAN DESIGN COMMUNICATION AND CONSULTATION STRATEGY

FINAL

Prepared for the Northern Territory Department of Planning and Infrastructure  
GPO Box 2520  
Darwin NT 0801



**February 2008**

This document has been prepared as part of the Darwin Harbour WSUD Strategy, supported by funding from the Australian Government



**Australian Government**

Department of the Environment, Water, Heritage and the Arts



**Northern  
Territory  
Government**

*This document has been prepared solely for the benefit of the Northern Territory Department of Planning and Infrastructure and is issued in confidence for the purposes only for which it is supplied. Unauthorised use of this document in any form whatsoever is prohibited. No liability is accepted by EDAW (Aust) Pty Ltd or any employee, contractor, or sub-consultant of this company with respect to its use by any other person.*

*This disclaimer shall apply notwithstanding that the document may be made available to other persons for an application for permission or approval to fulfil a legal obligation.*

<b>Document Control Sheet</b>	
Report title:	Water Sensitive Urban Design Draft Communication and Consultation Strategy
Suggested Reference:	EDAW 2008 "Water Sensitive Urban Design Draft Communication and Consultation Strategy" for the Northern Territory Department of Planning and Infrastructure
Version:	Final
Author(s):	David Knights, Alexa McAuley
Approved by:	David Knights
Signed:	
Date:	February 2008
File Location:	Sydney Server
Distribution:	Northern Territory Department of Planning and Infrastructure

## **Table of Contents**

<b>1</b>	<b>INTRODUCTION</b> .....	<b>1</b>
1.1	Background and Purpose for this Communication and Consultation Strategy .....	1
1.2	Outline of the document .....	1
<b>2</b>	<b>KEY ELEMENTS FOR A SUCCESSFUL TRANSITION TO WSUD</b> .....	<b>4</b>
<b>3</b>	<b>STAKEHOLDER ENGAGEMENT</b> .....	<b>6</b>
3.1	Stakeholder Interviews.....	8
<b>4</b>	<b>BROADER COMMUNICATION</b> .....	<b>10</b>

# 1 INTRODUCTION

## 1.1 Background and Purpose for this Communication and Consultation Strategy

This communication plan establishes the communication activities and responsibilities for the Darwin Harbour Water Sensitive Urban Design project. The plan establishes the key stakeholders to be consulted during the project, the consultation methods that are to be employed, a timeline of communications and the responsible party.

The WSUD Strategy is progressing in accordance with the Workplan shown in Table 1 below. This Communication and Consultation Strategy has been developed as part of Task 6 (Stage 3) of the Workplan.

## 1.2 Outline of the document

This document is organised into the following sections:

- **Section 1** explains the purpose and scope of the document.
- **Section 2** describes the important elements that various stakeholders bring to the WSUD implementation process and explains why it is important to engage with these stakeholders during the development of the WSUD Strategy for Darwin Harbour.
- **Section 3** outlines the main components of the communication and consultation strategy. Currently, Section 3 includes a broad framework for communication and consultation, and some additional detail on the first step in the strategy (stakeholder interviews). The strategy needs will be developed in further detail as the project progresses. The plan will next be updated after the stakeholder interviews are conducted, as these interviews will inform the rest of the strategy. Section 3 will be completed in the next version of this document.
- **Section 4** puts forward some initial ideas for communication with the broader community.

**Table 1: WSUD Strategy for Darwin Harbour - Workplan**

STAGE	TASK #	Activity
1	1	Refine workplan
	2	Establish project working group.
2	3	Develop WSUD Strategies for case studies in suitable format for communication and identify case studies for sub-catchment scale application of WSUD treatment train. <ul style="list-style-type: none"> <li>• <i>WSUD Showcase - Bellamack residential sub-division conceptual WSUD Strategy is complete</i></li> <li>• <i>Design development of Bellamack WSUD Strategy is about to commence (see Task below)</i></li> </ul>
	4	Identify potential WSUD objectives for Darwin <ul style="list-style-type: none"> <li>• <i>Stakeholder workshop held on 14<sup>th</sup> and 15<sup>th</sup> June 2007</i></li> <li>• <i>WSUD Objectives for Darwin - Discussion Paper (EDAW, Oct 2007)</i></li> </ul>
	5	Critical Analysis of WSUD/Stormwater Treatment Options for Darwin <ul style="list-style-type: none"> <li>• <i>Stakeholder workshop held on 14<sup>th</sup> and 15<sup>th</sup> June 2007</i></li> <li>• <i>Water Sensitive Urban Design Stormwater Treatment Options For Darwin - Discussion Paper (EDAW, Oct 2007)</i></li> </ul>
3	6	<b>Prepare a stakeholder communication and consultation strategy (including establish website, fact sheets, presentations).</b> <i>About to commence in collaboration with WQPP</i>
	7	Prepare and communicate a definition of WSUD within Darwin <i>About to commence in collaboration with WQPP</i>
	8	Review and report on policy, programme, technical and decision-support systems for WSUD in Australia (including any barriers to uptake of WSUD and respective jurisdictional responses). <i>About to commence in collaboration with WQPP</i>
	9	Identify potential barriers to uptake of WSUD in the NT. Develop strategy to address barriers. <i>Much of this work is complete as part of the Darwin Harbour Regional Plan of Management and WSUD projects elsewhere in Australia. This is to be summarised in a discussion paper. If the Working Group identify the need to further define the barriers a stakeholder workshop and interview process will be undertaken.</i>

STAGE	TASK #	Activity
4	10	Develop WSUD Strategies for case studies in suitable format for communication and identify case studies for sub-catchment scale application of WSUD treatment train. <i>WSUD Showcase - Complete design development of the Bellamack WSUD Strategy</i> <i>Identify and scope work associated with "retrofit" WSUD case study</i>
	11	Prepare detailed workplan for development of NT WSUD policy, objectives, design manual, performance standards and decision-support tools.
5	12	Prepare draft NT WSUD policy and objectives for Darwin including understanding existing legislation, workshops etc.
	13	Assess application of WSUD objectives and management practice options across a range of development situations and/or catchment-scale treatment-train & confirm set of objectives.
	14	Undertake consultation of draft WSUD policy and WSUD objectives to stakeholders and barriers to WSUD.
6	15	Define requirements of WSUD Guidelines and Tools (workshop to define design needs in detail and assess whether exiting guidelines satisfy this need)
	16	Document Draft WSUD Guidelines and Tools in including High Level and Conceptual Design Guideline, Technical Design Guideline and Design Tools (MUSIC Guidelines, Deemed to Comply Solutions, Standard Drawings etc.)
	17	Prepare Draft WSUD decision support tools for Darwin Harbour, consistent with WQPP, linking policy, objectives and guidelines
7	18	Undertake stakeholder consultation of WSUD Policy, WSUD design manual and performance standards, and decision support Tools and seek approval.
	19	Finalise WSUD design manual, decision support tools and performance standards
8	20	Seek NT Government approval for WSUD Policy, WSUD design manual and performance standards and decision support tools.
	21	Develop and publish stormwater management plans for key subcatchment in Darwin to illustrate application of WSUD Policy/Framework, design manual and decision support tools.
9	22	Develop an implementation strategy for incorporating policies and provisions for WSUD within NT planning policies, strategic plans and development approval processes as well as local government instruments
	23	Ongoing communication and website management
	24	Capacity Building and Training including government, local authorities, developers and industry practitioners
10	25	Incorporate policies and provisions for WSD into NT government planning policies, strategic plans and development approval processes, as well as relevant local government instruments. Implement agreed strategy to address barriers to uptake of WSD.

## 2 KEY ELEMENTS FOR A SUCCESSFUL TRANSITION TO WSUD

Evidence from around Australia, where WSUD has been integrated into key pieces of legislation and planning regulation, institutionalised within state and local government bodies, and accepted by practitioners as a mainstream technical “niche” suggests that effective and early engagement with key stakeholders is critical to a successful transition from current practices. Importantly, the transition from current practice is highly dependant on successfully establishing new cultures across multiple organisations, professions and tiers of government. It is not a simple adaptive technological change that is required but rather fundamental changes to institutional capacity at various levels including new knowledge and skills, organisational systems and relationships, policy frameworks and regulatory rewards and penalties. These are complex multi-sectoral issues that require a carefully structured and implemented communication strategy that recognises where in the transition trajectory the local stakeholders are at.

Experience around Australia has identified the following five key elements for the successful transition to WSUD. The elements are presented below in a rough chronological order and with the target stakeholder type(s) to be consulted within each element summarised as bullet point entries:

1. Establishing a group of committed and innovative group of industry **champions** working across multiple sectors (characterised by sharing strong environmental values, well networked across sectors, having a public good philosophy and best practice ideology, having a ‘learning by doing’ approach, and being opportunistic, innovative and adaptive):
  - a. Political: Mayor, CEO or Councillor responsible for planning and/or environment portfolio;
  - b. Institutional: Planning/Engineering/Environmental Departmental Managers and/or Senior Officers, appointed leaders of relevant peak industry bodies (e.g. ANA, UDIA, PIA, AILA, Engineers Australia);
  - c. Technical: Academic/Researchers (NRETA, AIMS, Charles Darwin University), Planning / Engineering / Environmental senior practitioners (e.g. managers/leaders of local consultancy businesses).
2. Building **political and community support** - aligning community, political and media concern for improved waterway health, amenity and recreation:
  - a. Political: Mayor, CEO or Councillor responsible for planning and/or environment portfolio.
  - b. Social: Community stakeholder group representatives (e.g. catchment care groups, youth and senior groups, local chamber of commerce representatives, NGOs, other community groups);
  - c. Media: Print and digital media representatives (local newspapers and TV and internet based media groups).
3. Involve key local **research groups** to build a base of trusted and reliable science. In Melbourne and South East Queensland this organisation was the combined Cooperative Research Centres for Catchment Hydrology and Freshwater Ecology (now both part of the eWater CRC), who also provided a role in fostering cross-sectoral relationships.
  - a. Research Institution: Charles Darwin University (Tropical Rivers and Coastal Knowledge Research)
  - b. CSIRO Tropical Ecosystems Research Centre
  - c. Ecosystem Research Group (part of the Darwin Harbour Advisory Committee)

- 
4. Establishing a dedicated, independent **bridging organisation** (“bridging organisation/entity”) to foster improved relationships across sectors. In Melbourne this bridging organisation was the combined Cooperative Research Centres for Catchment Hydrology and Freshwater Ecology (now both part of the eWater CRC).
    - a. Possible gap in Darwin Region, potentially Darwin Harbour Advisory Committee
  5. Fostering **partnerships** and collaboration between key stakeholders and technical research and development activities and galvanising commitments and accountabilities by establishing binding targets enshrined in policy and regulation and supported by best practice technical guidelines and practical demonstration projects. In Melbourne, the first exemplar demonstration of WSUD was the Lynbrook Estate, a private land development project that used a partnership arrangement between the developer, the local Council, the local Water Authority and the local research organisations (CRC CH and FE) to demonstrate new technologies with the project risk shared by the partners (Melbourne Water underwriting elements of the WSUD systems to demonstrate it’s commitment to the transition to WSUD).
    - a. Government: Darwin Harbour Advisory Committee, Water Quality Protection Plan team, NRETA (including EPA), DPI, Water Corporation
    - b. Research Institution: Charles Darwin University (Tropical Rivers and Coastal Knowledge Research)
    - c. Peak Urban Development Industry Groups: UDIA; Australian Green Development Forum
    - d. Land Development Companies



---

### 3 STAKEHOLDER ENGAGEMENT

The following communication schedule prepared for Darwin Harbour WSUD project and presented in Figure 1 on the following page attempts to cover relevant communication with the key stakeholders identified above.

The communication schedule includes four phases, aligning with the following Workplan Stages:

1. Stages 4-5, where the focus will be on policy and objectives
2. Stages 6-8, where the focus will be on technical guidelines and tools, as well as decision support tools
3. Task 21 (Stage 8), where the focus will be on case studies/models, including Bellamack and the stormwater management plans for key subcatchments in Darwin
4. Stage 9, where Task 24 is dedicated to Capacity Building and Training including government, local authorities, developers and industry practitioners

Four types of consultation activities are identified in Figure 1:

1. Focussed interviews (detailed further in Section 3.1)
2. Stakeholder workshops
3. Stakeholder consultation (which may include presentations, written communication, website content, etc)
4. Approvals
5. Capacity building

This Draft document details the proposed strategy for focused interviews, as this will be the first step in the communication and consultation strategy. Details on the following steps will be provided in the next update of this document, which will occur after the stakeholder interviews.

The reason that the communication and consultation strategy is being prepared in this way is that the interviews will provide key information on the requirements for further consultation. The interviews will help to identify stakeholders who can play the roles outlined in Section 2, informing the development of the following communication and consultation activities.



<b>Date</b>	February	March	April	May to June	May to June	September to October	November-December	December	March
<b>Workplan Stage</b>	4	4	5	6	6	7	8	8	9
<b>Relevant Task</b>	8 and 9	11, 12 and 13	14	15 and 16	17	18 and 19	20	21	22, 23, 24 and 25
<b>Reviewing</b>		•Draft Roadmap	•Draft Policy •Draft WSUD Objectives			•Draft Guidelines •Draft Support Tools	•Policy •Objectives •Guidelines •Support Tools	Bellamack WSUD Strategy and Designs Model SMPs for key subcatchments	•Policy •Objectives •Guidelines •Support Tools
<b>Topics</b>	•Benchmarking •Barriers to implementation	•Existing and future legislation •Existing and future policy	•Proposed Objectives and Policy •Strategies to overcome barriers	Needs Assessment: • WSUD Guidelines •WSUD support tools	Needs Assessment: • Decision Support Tools	Stakeholder review of: •Guidelines •Support Tools •Decision Support Tools	Integrate WSUD Strategy into State and Local Government policy and legislation	• Stormwater Management Plan case studies including Bellamack	Industry capacity building
<b>Key Participants</b>	State Government Local Government	State Government Local Government	State Government Local Government Industry Developers	State Government Local Government	State Government Local Government Research groups	State Government Local Government Industry Developers Research groups	State Government Local Government	State Government Local Government Industry Developers	State Government Local Government Industry Developers
<b>Supporting Communication Methods</b>			Release Draft Documents on Website			Release Draft Documents on Website		Release Draft Documents on Website	Training Sessions Capacity Building Seminars Website Promotion

Figure 1: Communication and consultation strategy

### 3.1 Stakeholder Interviews

The first step in the communication and consultation strategy is a set of in-depth interviews with key stakeholders. The interviews will be conducted to gain an in-depth understanding of:

- Existing perceptions of WSUD
- How the planning and development process operates in the Darwin Region, and how people see WSUD fitting in to this process
- How people see the WSUD Strategy project fitting into the context of other regional activities such as the Darwin Harbour Regional Plan of Management and the Water Quality Protection Program
- Capacity of key stakeholders to take up WSUD in their activities
- The potential barriers to WSUD adoption in the region
- Opportunities to overcome the key barriers and enable WSUD implementation

The latter three points relate to the issues raised in the *WSUD Barriers and Opportunities in Darwin* Draft Discussion Paper. They will be addressed by the following issues / headings in the interviews:

1. Knowledge and skills
2. Organisation Commitment
3. Organisational Structure
4. Policy and Planning Mechanisms
5. Planning and design of water projects
6. Implementation of water projects
7. Operation and maintenance of water projects
8. Corporate Reporting
9. Community Involvement
10. Intra-government / institutional relationships

The Barriers and Opportunities Discussion Paper has suggested that the interviews could follow a similar process to that undertaken by Melbourne Water in assessing barriers and gaps in local government's capacity to implement WSUD.

It is recommended that the in-depth interviews should be conducted with a range of stakeholders. To ensure breadth and reliable insight into the range of experiences with the opportunities and constraints for WSUD it is essential that a cross section of organisations with varying levels of adoption and performance, as well as key stakeholders be interviewed. Possible stakeholders for these interviews are outlined in Table 2.

**Table 2: Potential scope of in-depth interviews**

Organisation	Suggested interviewees	Other key staff to include in interview process
Department of Planning and Infrastructure (DPI)	Phill Piper	Planners DA assessors Engineers
Department of Natural Resources, Environment and the Arts (DNRETA) (plus EPA)	George Maly Simon Townsend Michael Lawton Lyn Allen	EPA - licensing WQPP Programme Manager Monitoring Natural Resources
Power and Water Corporation	Darryl Day? Paul Heaton?	Strategic planning Engineers
Health	?	Mosquito-borne diseases Water unit
Councils (Darwin City Council, Palmerston City Council)	Brendan Dowd Luccio Cercarelli	Technical Services/Engineering Stormwater staff Asset Managers Planners
Charles Darwin University	Michael Douglas Robert Wasson	?
Industry representatives from development industry, including consultants	?	?
Industry organisations, e.g. Australian Water Association, Stormwater Industry Association (local chapters)	?	?

At this stage there are a number of gaps in Table 2, which need to be filled in before the interviews are organised. This is occurring in consultation with DPI.

It is recommended that this be undertaken as soon as possible to guide the development of policy, programs, technical guidelines and decision support tools to be delivered through this project.

---

## 4 BROADER COMMUNICATION

In addition to the consultation strategy presented in Figure 1, there is a need for broader communication with the community and organisations/industry who are not captured in the formal communication and consultation strategy.

Broader communication will occur via the project website. The website will be used as the main portal to the project as well as a “clearing house” for information on the project. The website will include all the work that has been completed to date as well as an outline of the project tasks that are to be completed. The website is currently being developed and is expected to be operational by March.

The website will be supported by other activities, for example:

- Preparing readily accessible **Fact Sheets** on the WSUD Strategy for Darwin Harbour. These could be tailored to address particular concerns (e.g. environmental protection, development, water quality)
- Preparing periodic **Newsletters** on the WSUD project
- Running **Information Sessions**, particularly towards the end of the project, to introduce the main documents that will be released as part of the project

The broader communication strategy will be further developed in consultation with DPI and other relevant stakeholders.