

Board of Directors		
Meeting No 20.	Regional Advisory Panel Terms of Reference	Agenda Item No.
25Aug16		

## PURPOSE

Approval of the Terms of Reference (ToR) for the Regional Advisory Panels

## RECOMMENDATION

That the Board:

- Approves the Terms of Reference for the Regional Advisory Panels (BP12.1).
- Notes the comments from the Essential Participants Reference Group and the Regional Advisory Panels on the draft Terms of Reference (BP12.2).

## BACKGROUND

The Board at its May 2016 meeting approved the Terms of Reference (ToR) for the Essential Participants Reference Group, the Research Advisory Committee and the CRCWSC Advisory Committee. The Board also noted the progress on consultation on the ToR for the Regional Advisory Panels.

Three of the Regional Advisory Panels (RAPs) have reviewed the draft ToR. For the remaining two RAPs, the draft ToR is an element to be considered in their Tranche 2 transition arrangements. All of the RAP considerations are in the context of their progression towards becoming regional advocates for the mainstreaming of WSC solutions. The key points raised or status of consideration by each RAP on the draft ToR are:

- Western RAP – the WRAP indicated its role is to focus on CRCWSC projects. The WRAP consequently amended the draft ToR to exclude the responsibility for the development and adoption of the WSC Transition Strategy and Implementation Plan as well as the facilitation and engagement with stakeholders. The WRAP saw this role assigned to the 'Perth WSC Transition Reference Group', which had been established to develop the vision for the Perth region with a broader role than the CRCWSC.
- Queensland RAP – endorsed the draft ToR with minor amendments and provided comments suggesting how the RAP might undertake this role.
- Victorian RAP – the draft ToR has not yet been discussed but is one element of a discussion by the RAP on the Tranche 2 arrangements.
- NSW RAP – endorsed the draft ToR with comments reflecting RAP operational matters.

- South Australian RAP – the RAP is commencing its discussion on the Tranche 2 arrangements.

The Essential Participants Reference Group (EPRG) reviewed the draft ToR and raised a number of operational matters, some of which will be addressed as each RAP evolves and transitions and as well as when the Regional Managers are appointed. The EPRG's key points were:

- EPRG was unsure on how the RAPs and EPRG were meant to interact (if at all) and if there was meant to be a formal linkage and direction on how this would occur.  
[CRCWSC Executive Response:- *there is no direct relationship, however some EPRG industry representatives attend RAP meetings.*]
- EPRG queried the extensive role of the RAP and how it might be able to achieve the types of responsibilities included in the ToR.  
[CRCWSC Executive Response:- *through the WSC Transition Strategy process and the RAP members establishing the commitment from regional participants and stakeholders supported by Regional Managers.*]
- Whether the RAP is the correct place for the WSC Transition Strategy or whether this should belong to a much wider group.  
[CRCWSC Executive Response:- *the WSC Transition Strategy and Implementation Plan is a key transition mechanism for a region to become water sensitive and therefore the RAP must play a lead role in its development. The process to develop the regional WSC Transition Strategy would include a much wider group than the RAP members. The Regional Manager supported by the respective Project Steering Committees and the RAP members will have overall responsibility and control of the regional program delivery*]
- The relationship between the RAP and universities  
[CRCWSC Executive Response:- *the relationship is fostered at a number of levels. (i) at a RAP level, key researchers from the universities assist in identifying and developing regional programs and projects; (ii) at a project level, the RAP provides input into Tranche 2 project proposals and is represented in Project Steering Committees; and (iii) RAP members individually have interactions with researchers from the universities through linking and coordinating regional activities that are being undertaken by their organisations in partnership with the universities and the CRCWSC.*]

It is proposed that the generic ToR for the Regional Advisory Panel, which reflects the desired regional WSC advocacy role for the RAP, is approved.

In order to accommodate each of the RAP's transition process to become WSC regional advocates, a 'Transition ToR' is endorsed by each RAP. This 'Transitional ToR' will be consistent with the generic ToR but would support the particular phase of each region in the transition process and associated regional activities. The 'Transitional ToR' would be appended to the generic ToR for the Regional Advisory



Panel. The evolution of the 'Transitional ToR' would be managed by the Regional Manager, in consultation with the RAP chair.

## **SIGNATURE**

Barry Ball

## BP12.1 Regional Advisory Panel Terms of Reference

### Background

The CRC for Water Sensitive Cities (CRCWSC) is an Australian research centre that brings together interdisciplinary research expertise, thought-leadership and industry to revolutionise urban water management in Australia and overseas. Our vision is sustainable, productive, resilient and liveable water sensitive cities. The CRCWSC operates in collaboration with over 80 national and international research, industry and government partner organisations.

### Purpose

The Regional Advisory Panels act as advocates, sponsors and steering committees for water sensitive outcomes. They are responsible for providing strategic guidance to ensure that the regional activities of the CRCWSC support and address issues that are relevant to regional CRCWSC Participants' and stakeholders' needs.

The members of the panel will promote CRCWSC regional activities to CRCWSC Participants, members of their organisations and professional networks.

The panels will provide a forum for the dissemination of information regarding CRCWSC activities. They will foster a community-of-practice amongst industry participants in the region through shared advice, collaboration and participation in regional water sensitive city initiatives.

### Role

Each Regional Advisory Panel will:

- develop a common vision and pathway for the transition of its region to a Water Sensitive City through the adoption and management of the regional WSC Transition Strategy and Implementation Plan;
- make recommendations and provide strategic advice in relation to the projects and activities needed to implement the regional WSC Transition Strategy and Implementation Plan;
- monitor that sufficient research capacity and level of industry expertise is provided to project manage Tranche 2 project delivery in their region;
- monitor, review and assess the progress, performance, utilisation and management of Tranche 2 regional research program;
- build strong relationships between Participants and facilitate collaboration across disciplines and stakeholder organisations to assist the delivery of the regional WSC Transition Strategy and Implementation Plan;
- identify and establish the linkages with related CRCWSC projects and activities in other regions to share learnings and enable their application;
- facilitate participation in key regional forums and influential committees to promote the implementation of a water sensitive cities culture;
- engage and consult with the stakeholders both geographically and sectorially to build partnerships and stimulate dialogues between researchers and industry to support the transition to a WSC;



- establish Project Steering Committees consisting of end-user and research experts to help guide the research direction and implementation for selected projects as required;
- develop and coordinate the implementation of an annual communication and adoption work plan, that complements the CRCWSC Communication and Adoption Strategy;
- partner with local capacity building programs and engage with industry associations and other key stakeholders to achieve a critical mass of WSC practitioners and embed WSC into mainstream practice;
- consider such other matters referred to it by the CRCWSC Board, CRCWSC Advisory Committee or the CRCWSC Executive; and
- be invited to attend a Board meeting once a year to review the strategic direction of the CRCWSC.

### **Membership**

The membership of the Regional Advisory Panels is open to all regional Participants and SME Associate Partners of the CRCWSC.

The chair of each Regional Advisory Panel will be from industry and elected by majority vote from its members for an agreed term.

Non-member organisations, such as stakeholders with a shared interest in urban water management, may be invited to join the panel or attend on occasion as appropriate and at the discretion of the Panel.

The chairs of RAPs will be members of the CRCWSC Advisory Committee

### **Meeting frequency and process**

Each Regional Advisory Panel will meet four times per year and at any other time requested by the Board or CRC Executive.

Each Regional Advisory Panel will regulate its own proceedings.

The chair of each Regional Advisory Panel must give the remaining Committee members at least 14 days notice of the meeting date and the matters for discussion.

A quorum for a Panel meeting is at least half of its members.

The CRCWSC will provide a Regional Manager and administrative officer as executive support to the panel in consultation with the respective chairs of the panels.

### **Review process**

Each Regional Advisory Panel will review its operations against these Terms of Reference annually.

Our Ref: 2014/11349

Barry Ball  
Cooperative Research Centre - Water Sensitive Cities  
Level 4  
Gerhman Building  
University of Queensland  
Research Road  
ST LUCIA QLD 4072

Dear Barry

#### **TERMS OF REFERENCE - CRCWSC COMMITTEES**

Thank you for your email of 8 February 2016 in which you enclosed the draft Terms of Reference (TOR) for the various Committee of the CRCWSC. The Essential Participants Reference Group (EPRG) met on 15 February to discuss the TOR and provide the following comments on the EPRG, CRCWSC Advisory Committee and Regional Advisory Panel documents.

The EPRG were supportive of the documents to provide the basis for ensuring clarity of roles and responsibilities as the Tranche 2 research evolves. The EPRG members considered the documents provided a positive direction for the CRCWSC as it entered into Tranche 2.

The attached marked up documents provides some suggested changes and clarifications required on a few areas of importance. High on that list was the need to address the role of the EPRG in providing guidance from the national perspective of the program. This matter has been discussed in recent correspondence between the EPRG and the Board. The EPRG were supportive of the TOR for the Research Advisory Committee without change. Additional comments on the other committees are contained in the attachments.

The interaction between the RAPs and the EPRG was raised. The EPRG was unsure on how these two groups were meant to interact (if at all) and if there was meant to be a formal linkage and will be seeking direction on how this would occur. The EPRG also queried the extensive role of the RAP and how it would be able to achieve the types of responsibilities included within the draft terms of reference. It was felt the RAP appeared to be a cross between a strategic planning steering committee, project implementation steering committee a networking forum and a knowledge transfer forum.

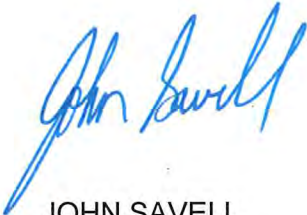
Finally, there remains some points of clarification on how the EPRG would:

- interface with the Board (and the proposed meeting with the Advisory Committee), and
- the process by which the EPRG numbers would be increased.

The EPRG will look forward to discussing this further with you at a future meeting. The next EPRG is scheduled for 1 March 2016 (1.00pm to 2.30pm EDST) where it is hoped we may be able to discuss the attached marked up documents further.

If you have any concerns or queries on anything above please contact me on 0419 910 848 or via email at [john.savell@housing.wa.gov.au](mailto:john.savell@housing.wa.gov.au) .

Yours sincerely



JOHN SAVELL  
CHAIRPERSON  
ESSENTIAL PARTICIPANTS REFERENCE GROUP

25 February 2016

cc Cheryl Batagol: Chairperson, Cooperative Research Centre Water Sensitive Cities  
cc Tony Wong: Chief Executive Officer, Cooperative Research Centre Water Sensitive Cities



## Draft – Essential Participants Reference Group Terms of Reference

### Background

The CRC for Water Sensitive Cities (CRCWSC) is an Australian research centre that brings together interdisciplinary research expertise, thought-leadership and to revolutionise urban water management in Australia and overseas. Our vision is sustainable, productive, resilient and liveable water sensitive cities. The CRCWSC operates in collaboration with over 80 national and international research, industry and government partner organisations.

### Purpose

The Essential Participant Reference Group (EPRG) is responsible for identifying, providing strategic advice to the CRCWSC Board in regard to the strategic objectives and needs of the Essential Participants from a National and State perspective and advising on the effectiveness of CRCWSC program and the research adoption.

### Role

The Essential Participants Reference Group members will be CRCWSC advocates within their organisations and will provide:

- Articulation of the strategic priorities of the Essential Participants and Other Participants into the identification, selection and performance of CRCWSC projects and activities;
- advice to the CRCWSC Board on the alignment of the CRCWSC strategic plan, and its outcomes and effectiveness with the strategic needs and priorities of Essential Participants;
- nurture and develop relationships amongst Participants and stakeholders;
- annual input to the Board on the budget and strategic direction of the CRCWSC.;
- strategic advice on any other issues of concern-significance to the Essential Participants in relation to the CRCWSC.
- Nomination of directors to fill planned and casual vacancies.

**Comment [JS1]:** The Committee felt that its focus must be on ensuring that the value proposition is retained by the EPRG and thus being the avenue to assist the Board on these issues. It was unsure if the Roles clearly provided this ability.

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### Membership

Each Essential Participant will appoint one representative to the Essential Participants Reference Group.

The EPRG must always contain a majority of representatives representing Non-Research Essential Participants. Representatives of stakeholders/third parties may be invited by the EPRG/Board to join the Essential Participants Reference Group to ensure this majority.

The chair of the EPRG will be elected annually in July by majority vote from amongst its members.

The chair will always be from the Non-Research Essential Participant members.

CRCWSC Executive Members may attend EPRG meeting at the invitation of the EPRG Chair.

**Comment [JS2]:** The EPRG were unsure as to how this would operate and would like to discuss this further.

### Meeting frequency and process

The EPRG should meet at least four times per year and at any other time requested by the Board or the CRC Executive.







CRC for  
Water Sensitive Cities

The EPRG will be invited to attend a CRCWSC Board meeting once a year to review the strategic direction of the CRCWSC including the assessment of performance of the research program. The EPRG will meet with the Advisory Committee once per year.

**Comment [JS3]:** These meetings were suggested in the letter from CRCWSC Chairperson on 16 January 2016.

The EPRG will regulate its own proceedings.

The Agenda for the EPRG meetings will be determined by the Chair in consultation with other Reference Group members. The Reference Group may meet by teleconference or in person. Meetings will be aligned with CRC Board meetings, partner workshops or other events where possible.

The chair of the Essential Participants Reference Group must give the remaining committee members at least 14 days notice of the meeting date and the matters for discussion.

A quorum for an EPRG meeting is at least half of its members.

The CRCWSC will provide executive support to the EPRG in consultation with the chair.

#### **Review process**

The Essential Participants Reference Group will review its operations against these Terms of Reference annually.



Australian Government  
Department of Industry,  
Innovation and Science

**Business**  
Cooperative Research  
Centres Programme

## Draft Regional Advisory Panel Terms of Reference

### Background

The CRC for Water Sensitive Cities (CRCWSC) is an Australian research centre that brings together interdisciplinary research expertise, thought-leadership and industry to revolutionise urban water management in Australia and overseas. Our vision is sustainable, productive, resilient and liveable water sensitive cities. The CRCWSC operates in collaboration with over 80 national and international research, industry and government partner organisations.

### Purpose

The Regional Advisory Panels act as advocates, sponsors and steering committees for water sensitive outcomes. They are responsible for providing strategic guidance to ensure that the regional activities support and address issues that are relevant to regional CRCWSC Participants' and stakeholders' needs.

The members of the panel will promote the regional activities to CRCWSC Participants, members of their organisations and professional networks.

The panels will provide a forum for the dissemination of information regarding CRCWSC activities. They will foster a community-of-practice amongst industry participants in the region through shared advice, collaboration and participation in regional water sensitive city initiatives.

### Role

Each Regional Advisory Panel will:

- develop a common vision and pathway for the transition of its region to a Water Sensitive City through the adoption and management of the regional WSC Transition Strategy and Implementation Plan;
- make recommendations and provide strategic advice in relation to the projects and activities needed to implement the regional WSC Transition Strategy and Implementation Plan;
- monitor that sufficient research capacity and level of industry expertise is provided to project manage Tranche 2 project delivery in their region;
- monitor, review and assess the progress, performance, utilisation and management of Tranche 2 regional research program;
- build strong relationships between Participants and facilitate collaboration across disciplines and stakeholder organisations to assist the delivery of the regional WSC Transition Strategy and Implementation Plan;
- identify and establish the linkages with related CRCWSC projects and activities in other regions to share learnings and enable their application;
- facilitate participation in key regional forums and influential committees to promote the implementation of a water sensitive cities culture;
- engage and consult with the stakeholders both geographically and sectorially to build partnerships and stimulate dialogues between researchers and industry to support the transition to a WSC;

**Comment [JS1]:** It was queried as to how long these TOR would remain in draft form. As T2 evolves it may be required to review them on a regular basis.

**Comment [JS2]:** It was felt that other stakeholders apart from just the RAPs should be involved in developing the vision.

**Comment [JS3]:** Project a4.2 participants in WA committed to taking forward the "Shaping Perth as a Water Sensitive Report". A sub group of these participants are likely to form a steering group for the transition strategy. It is considered in Perth that it may be necessary to review the membership of the RAP or possibly merge with the proposed Steering Group to ensure the correct level of membership is involved in both or whether the Steering Group should report to the RAP.

**Comment [JS4]:** It was not clear whether this would be a role for the Victorian RAPs. It was felt that the broader vision may emanate directly from the various Government Departments.

**Comment [JS5]:** The EPRG were uncertain what this would look like. It was queried whether the RAP is the correct place for the transition strategy or whether this should belong to a much wider group.

**Comment [JS6]:** It is queried whether the RAPs would have the responsibility for the Regional Budgets. It is queried as to who will have overall responsibility and control of the regional program delivery.

**Comment [JS7]:** The role of the RAPs were queried in relation would this mean that the RAP morphs into a Steering Committee/project control group?

**Comment [JS8]:** What is the relationship between the RAP and the Universities?

**Comment [JS9]:** How would this be achieved. What is the forum for each of the RAPs to communicate. It was queried whether this was the role of the Advisory Committees.



- establish Project Advisory Committees consisting of end-user and research experts to help guide the research direction and implementation for selected projects as required;
- develop and coordinate the implementation of an annual communication and adoption work plan, consistent with the CRCWSC Communication and Adoption Strategy;
- partner with local capacity building programs and engage with industry associations and other key stakeholders to achieve a critical mass of WSC practitioners and embed WSC into mainstream practice;
- consider such other matters referred to it by the Board, CRCWSC Advisory Committee or the CRCWSC Executive; and
- be invited to attend a Board meeting once a year to review the strategic direction of the CRCWSC.
- The Chairs of RAPs will be members of the CRCWSC Advisory Committee.

**Comment [JS10]:** Comments at point 5 above are also relevant here.

### Membership

The membership of the Regional Advisory Panels is open to all regional Participants, and SME Associate Partners of the CRCWSC and other key stakeholders invited vby the RAPs to become members of the panels.

**Comment [JS11]:** It is felt this will enable peak body industry groups, along with Government Departments and Industry to be invited where input would be considered beneficial

The chair of each Regional Advisory Panel will be from industry and elected by majority vote from its members for an agreed term.

Non-member organisations, such as stakeholders with a shared interest in urban water management, may be invited to attend on occasion as appropriate and at the discretion of the Panel.

**Comment [JS12]:** It is queried whether Board Directors or Members of the CRCWSC Executive can continue to fulfil the role of Char of the RAPs

### Meeting frequency and process

Each Regional Advisory Panel will meet four times per year and at any other time requested by the Board or CRC Executive.

Each Regional Advisory Panel will regulate its own proceedings.

The chair of each Regional Advisory Panel must give the remaining Committee members at least 14 days notice of the meeting date and the matters for discussion.

A quorum for a Panel meeting is at least half of its members.

The CRCWSC will provide a Regional Manager role as executive support to the panel in consultation with the chair.

**Comment [JS13]:** The role of the Regional Directors is unclear. Are they to be replaced by a Regional Manager?

### Review process

Each Regional Advisory Panel will review its operations against these Terms of Reference annually.

## Draft CRCWSC Advisory Committee Terms of Reference

### Background

The CRC for Water Sensitive Cities (CRCWSC) is an Australian research centre that brings together interdisciplinary research expertise, thought-leadership and industry to revolutionise urban water management in Australia and overseas. Our vision is sustainable, productive, resilient and liveable water sensitive cities. The CRCWSC operates in collaboration with over 80 national and international research, industry and government partner organisations.

### Purpose

The CRCWSC Advisory Committee (CRCWSC-AC) is responsible for providing strategic advice [to the Board](#) on the research excellence of the CRCWSC activities and its [research](#) relevance to industry [needs](#).

[The CRCWSC provides a forum for sharing research knowledge generated across the CRCWSC.](#)

### Role

The CRCWSC Advisory Committee will:

- ensure a whole of CRCWSC approach to research excellence, stakeholder engagement and advocacy;
- provide independent strategic advice to the CRC Executive and the Board;
- engage with and seek advice from Participants and stakeholders to ensure that CRCWSC activities have relevance for all Participants and national and international stakeholders;
- independently monitor, review and assess the progress and performance of the research clusters and the implementation of the communication and adoption plan against the Strategic Plan and report findings at least annually to the CRC Executive and the Board;
- consider such other matters referred to it by the CRC Executive and the Board;
- be invited to meet with the Essential Participants Reference Group once per year; and
- be invited to attend a Board meeting once a year to review the strategic direction of the CRCWSC

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### Membership

The membership for the CRCWSC Advisory Committee will comprise the chairperson of each Regional Advisory Panel, the chair of the Research Advisory Committee and up to four representatives from the Research Advisory [Committee](#).

The chair of the CRCWSC Advisory Committee will be elected annually, each July, by a majority from the Committee members.

Members from the CRCWSC committees may be invited to attend meetings as appropriate and at the discretion of the CRC Advisory Committee.

### Meeting frequency and process

The CRCWSC Advisory Committee will meet at least twice per annum and at any other time requested by the Board or CRCWSC Executive.

The CRCWSC Advisory Committee will regulate its own proceedings.

Comment [JS1]: The EPRG had some concerns that as written the EPRG may not be involved with the Advisory Committee. It was queried whether it would be appropriate for EPRG Chair to be involved in this Committee?



The chair of the CRCWSC Advisory Committee must provide the remaining Committee members at least 14 days notice (unless the Committee members agree to less notice) of the meeting date and the matters for discussion.

A quorum for a CRCWSC Advisory Committee meeting is at least half of its members.

The CRCWSC will provide executive support to the committee in consultation with the chair.

**Review process**

The committee will review its operations against these Terms of Reference annually.