

## Regional Advisory Panel

Meeting No. 2

### Meeting Minutes

20/04/2016

UWA CBD  
Office, WA  
Trustee  
Building, Level  
2, 133 St  
Georges Tce,  
Perth @ 8am

#### Attendees

<b>Greg Claydon</b> (Inaugural Chair) CRC for Water Sensitive Cities	<b>Anas Ghadouani</b> CRC for Water Sensitive Cities	<b>Antonietta Torre</b> Department of Water	<b>Max Hipkins</b> City of Nedlands
<b>Jennifer Stritzke</b> Department of Parks and Wildlife	<b>Giles Pickard</b> City of Subiaco	<b>Ben Harvey</b> Department of Planning	<b>Greg Ryan</b> LandCorp
<b>Sergey Volotovskiy</b> Water Corporation	<b>Naomi Rakela</b> EMRC	<b>John Savell</b> Department of Housing	<b>Nell Burbridge</b> City of Armadale
<b>Bruce Young</b> UDIA	<b>Steve Tierney</b> City of Subiaco	<b>Adri Dharma</b> CRC for Water Sensitive Cities	
Apologies			
<b>David Horn</b> GHD	<b>Shelley Shepherd</b> New Water Ways		

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1.	<b>Welcome and Apologies</b>  The Chair opened the meeting at 08:03 am and welcomed everyone in attendance. The Chair welcomed the attendance of Neil Burbridge from the City of Armadale to the RAP meeting.  The Chair acknowledged that David Horn and Shelley Shepherd are apologies.
2.	<b>Record of Discussion</b>  The Record of Discussion from the last Regional Advisory Panel meeting held 16 March, 2016 were noted and approved by Panel members.
3.	<b>Matters Arising From Previous Minutes</b>  Antonietta Torre has contacted Barry Ball regarding the need to connect with other Regional

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	<p>Advisory Panels, but still has not heard back. She will follow this up.</p> <p>There was a sub-group meeting held on 30 March 2016 to discuss the Terms of Reference and the Regional Manager Position.</p> <p>The CRC and other participants are on the process of looking at the next steps of how to approach Tranche 2 projects, which are starting in mid 2016 to 2020.</p>
4.	<p><b>Review of the Regional Advisory Panel Terms of Reference</b></p> <p>CRC Stakeholder Executive, Barry Ball, circulated a draft of the Terms of Reference. The sub-group has made changes to the Terms of Reference and they have been distributed. The initial draft proposed had too many elements of the role that did not necessarily clarify where the RAP are involved regarding the delivery of the regional projects, therefore revisions have been made.</p> <p>A project called A4.2 has been done for the CRC Water Sensitive Cities in Perth in which a transition reference group (TRG) was established. This group looks beyond the life of the CRC. The relationship between the activities that go beyond the life of the CRC and the actual projects of the CRC need to be understood. A diagram that depicts this relationship has been drawn up by Department of Water. (a copy of the diagram is included with these minutes, <a href="#">Attachment 4.1</a> and will be further modified as a result of the discussion below).</p> <p>The middle of the chart shows a project that has been identified as a project of Tranche 2 (a transition project for Water Sensitive Cities). It is one of several projects that are expected to be undertaken in the Western Region as part of Tranche 2. The actual transition itself will involve projects outside of the CRC projects. The transition reference group will be looking at projects and activities which are CRC projects and also non-CRC projects as relevant to the vision developed under project A4.2. It is proposed that the actual transition reference group for the life of the CRC could be the project advisory committee for the WRAP proposed CRC Project 1 in the WRAP's CRCWSC Research and Adoption Plan 2016-2020. The RAP provides strategic advice about all projects that are done as part of the CRC Tranche 2, and has the Regional Manager funded by the CRC to manage the CRC program applicable to Western Region.</p> <p>The Chair believes it would be beneficial if each CRC project has a project advisory committee which is made up of CRC (and non-CRC as needed) participants to ensure the project is a good quality project.</p> <p>The TRG should do more than just advising on research or research direction. That particular project is about implementing the action plans that have been developed, so the group will have an active role in that. This group has a function outside the CRC as well. The TRG also</p>

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	<p>has overview of non-CRC projects as they will be important to the transition. The longer term mandate for the TRG beyond the life of the CRC needs consideration, though there is likely time to work that through while WRAP Project 1 is underway.</p> <p>It is hoped that WRAP Project 1 will be a CRC funded transitioning project for the life of the CRCWSC, as will the Regional Manager. It is anticipated that the Regional Manager will provide regular reports to the CRC Executive level as well as the WRAP.</p> <p>In the diagram it is shown the Regional Manager only reports to the RAP, however in reality there is a solid line that extends from the Regional Manager to the CRC executives, and a dotted line between the RAP and the Regional Manager rather than a solid line.</p> <p>Regarding the Terms of Reference, Antonietta Torre had drafted a shorter version where the RAP has seven roles instead of 13, as a number of those roles are interconnected (see <a href="#">Attachment 4.2</a>). These roles are considered to be generic enough that all the RAPs of the different states could use it, instead of having one Terms of Reference for the WRAP only, but that is a matter for further discussion. The meeting agreed with using this version of the Terms of Reference. If there is a generic set, then each RAP can tailor their own operational arrangements.</p> <p><b>Purpose</b></p> <p>In the Western Region context, the TRG has a stronger leadership and advocacy role than the RAP, however members of the RAP have a role as an advocate in terms of bringing information back to their respective agencies.</p> <p>At this stage, the RAP is a creature of the CRC, hence it will be helpful if it's written "CRC for Water Sensitive Cities Regional Advisory Panel".</p> <p><b>Role</b></p> <p>There are 7 main roles.</p> <ol style="list-style-type: none"> <li>1. It needs to be reworded to "provide strategic guidance to the Regional Manager, the CRCWSC Executives and the Board...".</li> <li>2. It needs to be reworded to "oversee the sufficient research capacity and industry expertise provided...".</li> <li>3. There are no changes.</li> <li>4. There are no changes.</li> <li>5. The word "Director" needs to be changed to "Manager". Also, "provide direction to the Regional Manager and project leaders...".</li> <li>6. The RAP will attend a Board Meeting, as required.</li> <li>7. The word "Director" needs to be changed to "Manager". Otherwise, there are no</li> </ol>

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	<p>changes.</p> <p><b>Membership</b></p> <p>Anas Ghadouani suggested that the first paragraph should simply say, “Membership of the RAP is open to all regional participants and key stakeholders as identified”. This way membership is not limited to only the participants but any key stakeholder that are identified should the group decide, but if the RAP wants to hear from a particular committee, it can be done anytime by invitation.</p> <p>The process of which membership will be established (for example how to be nominated, and so on) does not need to be included in the Terms of Reference.</p> <p>The term of membership does not need to be specified. The Chair advises that it should be stated that each Regional Advisory Panel will determine its own arrangement for nominating and appointing members.</p> <p><b>Meeting frequency and process</b></p> <p>The fourth point states that a quorum for decisions to be made is half of the members. It should be quorum plus one so it is the majority. The wording should specify that the quorum for decisions is half plus one members of the Panel, not members of the CRC.</p> <p>The invitation to join the CRC is wide, the acceptance of that invitation is at the discretion of whether people want to be involved or not. There is a benefit in having many different stakeholders to join the CRC, therefore participation should be actively sought.</p> <p>Howvere, the RAP is not a decision making group. This group may make recommendations that become decisions. This group doesn't make the decision itself. On some level, the Executive makes recommendations to the Board and the Board makes the decisions. If a decision has been made but there is no quorum then it will be carried on to the next meeting.</p> <p>In the last point, it isn't specified whether the Regional Manager will provide administrative support, but it is expected that the CRC will provide administrative support to the RA..</p> <p>Anas advised that it is possible that the Hub will go into a contraction to the HQ. Administrative support will be run out of HQ by the start of Tranche 2. It is still a proposal. Once the RAP is set up for Tranche 2, if administrative support is required, then the CRC needs to provide for that. As of July 1<sup>st</sup> 2017, the Executives will be contracted into four members and the administrative structure will be smaller as well. The last sentence under <i>Meeting frequency and process</i> should say “The CRC will provide executive support to the Panel in consultation with the Chair.”</p>

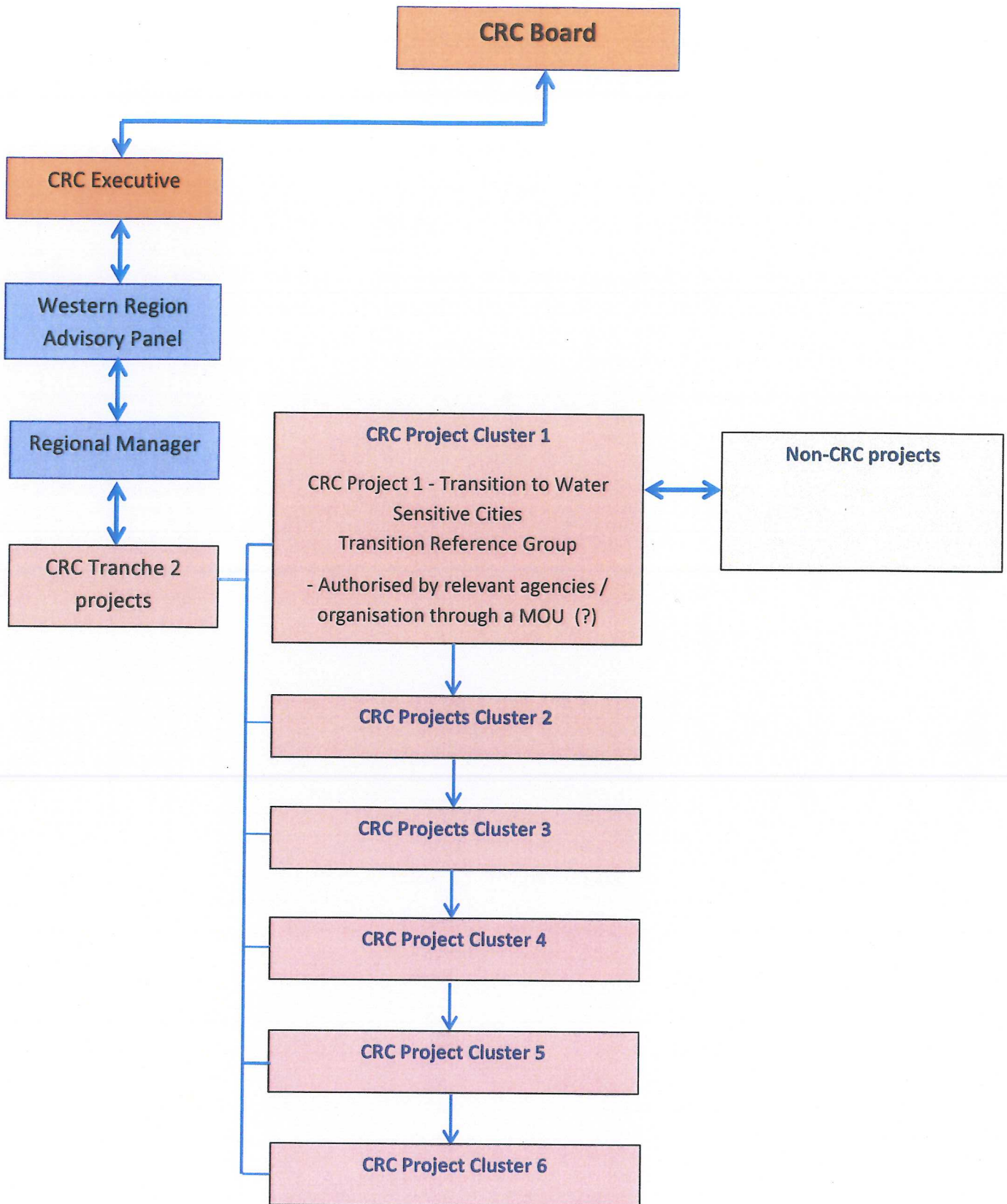
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5.	<p><b>CRCWSC Regional <del>Director</del> Manager Position</b></p> <p>Antonietta is seeking more information from Chris Chesterfield regarding the level of the appointment, and he is envisaging that the full salary of the position would be up to \$100,000 - \$150,000 per year.</p> <p><b>Purpose</b></p> <p>The Purpose of the Regional Advisory Panel (RAP) needs to be changed to be the same as the Purpose in the Terms of Reference.</p> <p>It was brought up whether or not there is a need for a statement about the Transition Reference Group (TRG) to be included in the document, as the Regional Manager role will have an involvement with the TRG. However, the TRG is part of WRAP proposed Project 1, while the Regional Manager manages a program that covers all the projects applicable to the region.</p> <p>The Regional Manager may not work only with the RAP but can have other jobs which are within the CRC regional role as required. This position is a fundamentally a program management position. If the Regional Manager gets conflicting direction from the RAP and the Executives, as the Regional Manager works for the Executives, then the Regional Manager has a direct reporting line to the Executive who probably is the new Director of Adoption (to be confirmed). It may be that the Chair of the RAP and the Executive have to resolve priorities for the Regional Manager from time to time.</p> <p>A bit of rework is required in the Purpose of the Regional Manager to reflect what has been discussed in the Terms of Reference of the RAP and to figure out the words around the management of CRC's programs within the region under the direction of the RAP. The essence of the role is that the position reports to the CRC Executive and takes strategic guidance from the Panel.</p> <p><b>Role</b></p> <p>The first line states "Provide leadership and strategic advice to the Regional Advisory Panel", but although the role is a leadership and management role, the Regional Manager doesn't provide leadership to the RAP. It can state, "provide leadership within the Western region", but not leadership to the RAP. The first line of the Role should be "to manage the CRC's Tranche 2 program".</p> <p>The first role should be a broader statement, such as "The Regional Manager has a role in helping progress the adoption and implementation of T2 outcomes", instead of saying it will develop a certain plan when it is not clear what that is and how it relates to everything else.</p> <p>The Role section needs reworking to include the program management role.</p>

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	<p>The direction for the rework:</p> <ul style="list-style-type: none"> <li>• The Regional Manager is the program manager for the CRC projects in the region and does so under the strategic guidance of the RAP.</li> <li>• It is employed by the CRC.</li> <li>• From a program management point of view, it has to deal with the program management things with respect to all the projects that are relevant to the region.</li> <li>• Making sure that the work of project leaders are on track and meeting milestones.</li> <li>• As they are the most senior CRC employed person in the region, they need to ensure the collective delivery of CRC programs is meeting needs. They will work with the knowledge broker who will also be connecting with participants to make sure that their knowledge needs are being met, which is distinct from (but complementary to) the Manager's role, which is ensuring the program needs are being met.</li> </ul> <p>In terms of skills and experience, program manager skills are required, not just desirable. The key skill is program management; the key element is how to deliver the program effectively and it does not matter as much if they have that key water, etc. experience as it can be picked up on the job. Bruce Young stated that he finds that the best program managers he has worked with did not know anything about the subject matter, as long as they know enough to ask the right questions and are able to coordinate and communicate with anyone.</p> <p><b>ACTION:</b> The Chair to get together with Antonietta to rework the document based on the conversation in this meeting.</p>
6.	<p><b>Tranche 2 Update</b></p> <p>Anas was at an Executive Meeting in Brisbane where T2 was discussed. A lot of work has been done in compiling, structuring, and organising the priorities of all the RAPs. There are many competing priorities, and there's a draft table of some of the high and medium. There has also been an attempt to cluster them:</p> <ol style="list-style-type: none"> <li>1. Integrated Research Projects</li> <li>2. Tools and Products Development Projects</li> <li>3. Regional Projects</li> </ol> <p>There has been an attempt to provide an example of what that project might be. For instance, an example for an Integrated Research Project is Water Sensitive City Transition Strategy and Implementation Plan, where the aim is to develop the water sensitive transition strategy for the RAP region with a strong alignment of the vision and support across all relevant stakeholders. The output would be a strategy and implementation plan, such as following on from the A4.2 project in WA.</p>

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	<p>This draft document can be expected to be received in the next couple of weeks.</p> <p>As of now, the RAP representatives have not been liaising directly with researchers because they have been told to wait. The prioritisation feedback from the CRC has not been received for the committee to move on.</p> <p>Once the draft of the document has been received, the RAP needs to meet to review what has been proposed and what needs to be done.</p> <p>The projects need to be discussed in the Board meeting at the end of May where the Board makes a decision on which projects need to progress to the next stage.</p> <p><b>ACTION:</b> Adri to email Jurg regarding the date of which the Tranche 2 document from the Executive Meeting in Brisbane will be distributed.</p>
7.	<p><b>CRCWSC Board Update</b></p> <p>The Board is meeting in Brisbane at the end of May.</p> <p>The Board will have a meeting in Perth at the end of August and it will be beneficial if the Panel can meet with the Board then to launch Tranche 2 in WA.</p>
8.	<p><b>Other Business</b></p> <p>The Panel needs to start thinking about nominating someone as the Chair, who, as stated in the Terms of Reference, needs to be someone from the industry,</p>
	<p><b>Meeting Close</b></p> <p>The meeting closed at 09:39 AM.</p> <p>The Chair thanked the Regional Advisory Panel members for their attendance.</p> <p>The next meeting is set down for 8am Wednesday, 18 May, 2016.</p>

Actions	Description
1.	The Chair to get together with Antonietta to rework the document based on the conversation in this meeting.
2.	Adri to email Jurg regarding the date of which the Tranche 2 document from the Executive Meeting in Brisbane will be distributed.





## 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 and steering committees to advance the transition to water sensitive cities and towns in their region. They are responsible for providing strategic guidance to the CRCWSC Executive and Board to ensure that the CRCWSC program activities address the priorities of regional CRCWSC Participants and stakeholders to enable water sensitive outcomes.

### Role

Each Regional Advisory Panel will:

1. provide direction to the Regional Director, CRCWSC Executive and Board to ensure that the CRCWSC program activities address the priorities of regional CRCWSC Participants and stakeholders to enable water sensitive outcomes;
2. oversee that sufficient research capacity and industry expertise is provided to successfully deliver CRCWSC projects in their region and ensure linkages are established to Project Advisory Committees;
3. promote the CRCWSC program and outcomes, foster networks and engage with local capacity building programs, industry associations, committees and forums to build a 'water sensitive' community of practice;
4. foster linkages with related CRCWSC projects, activities and participants in other regions to share learnings and enable their application;
5. consider project progress reports from the Regional Director and/or Project Advisory Committees and provide direction on the progress, performance and management of CRCWSC activities and utilisation of outcomes relevant to the region, including oversight of the communication and adoption work plan;
6. report on regional priorities and progress to the Board and be invited to attend a Board meeting once a year to review the strategic direction of the CRCWSC; and
7. consider such other matters referred to it by the Regional Director, Board, CRCWSC Advisory Committee or the CRCWSC Executive.

### Membership

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

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

TORRE Antonietta 8/4/2016 10:16 AM

**Deleted:** <#>provide direction to the Regional Director on delivery of CRCWSC program, projects and activities relevant to the Region; - <#>provide advice on the research capacity and capacity and level of industry expertise required to project manage Tranche 2 project delivery in their region; - <#>build strong relationships between between Participants and facilitate collaboration across disciplines and stakeholder organisations to assist the delivery of the regional WSC Transition Strategy and Implementation Plan; -

... [1]

TORRE Antonietta 8/4/2016 10:16 AM

**Deleted:** <#>provide advice on the research capacity and level of industry expertise required to project manage Tranche 2 project delivery in their region; - <#>build strong relationships between between Participants and facilitate collaboration across disciplines and stakeholder organisations to assist the delivery of the regional WSC Transition Strategy and Implementation Plan; -

... [2]

TORRE Antonietta 8/4/2016 10:16 AM

**Deleted:** <#>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; -

... [3]

TORRE Antonietta 8/4/2016 10:16 AM

**Deleted:** <#>provide direction on the progress, performance, utilisation and management of Tranche 2 regional research and adoption program, including the communication and adoption work plan; -

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.

#### **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 Director role as executive support to the panel in consultation with the chair.

#### **Review process**

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



Australian Government  
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