



CRC for
Water Sensitive Cities

Stakeholder **Annual Report** FY1718



Australian Government
Department of Industry,
Innovation and Science

Business
Cooperative Research
Centres Programme

CRC for Water Sensitive Cities
Stakeholder Annual Report FY1718

© 2018 Cooperative Research Centre for Water Sensitive Cities Ltd.

This work is copyright. Apart from any use permitted under the *Copyright Act 1968*, no part of it may be reproduced by any process without written permission from the publisher. Requests and inquiries concerning reproduction rights should be directed to the publisher.

Publisher

Cooperative Research Centre for Water Sensitive Cities

Level 1, 8 Scenic Blvd, Clayton Campus
Monash University
Clayton, VIC 3800

p. +61 3 9902 4985
e. info@crcwsc.org.au
w. www.watersensitivecities.org.au

Date of publication: January 2019

Disclaimer

The CRC for Water Sensitive Cities has endeavoured to ensure that all information in this publication is correct. It makes no warranty with regard to the accuracy of the information provided and will not be liable if the information is inaccurate, incomplete or out of date nor be liable for any direct or indirect damages arising from its use. The contents of this publication should not be used as a substitute for seeking independent professional advice.

Table of contents

Hear from our Chairman	4
Hear from our CEO	6
Catch up on our FY17/18 highlights	8
Learn more about our work	10
Our T2 research is guided by Participant and industry needs	11
We are supporting more Research Adoption	13
Our commercial activities are gaining momentum	16
Our operations team focuses on outcomes	22
We have a diverse Board and a dedicated Executive team	23
Our financial position is sound	25

Hear from our Chairman

*We have made significant progress
but there is still more to do.*



CHERYL BATAGOL
Chairman

Two-thirds of the way through the CRCWSC's term, together with our partners, **we are delivering the impact we envisioned at the start:** understanding and developing water's role in helping our communities respond to the challenges of the future, and creating cities and towns that are truly water sensitive. In the past six years, we have generated:

- **more than 700 knowledge assets and 1000 publications** providing internationally recognised research and decision useful guidelines, fact sheets, industry notes and updates
- **an increasing body of evidence of practical application**, including more than 50 case studies that talk about key drivers and innovations behind projects and, most importantly, what we and our partners learned along the way
- **opportunities for collaboration and research adoption**, bringing together water practitioners, policy makers, researchers and community groups via workshops, seminars, conferences and Regional Advisory Panels.



Our Tranche 2 activities build on Tranche 1, with **the focus moving from generating knowledge to applying that knowledge in practice**. We are now well into Tranche 2. During FY1718, we completed three water sensitive city vision and transition strategies (IRP1) (with a further three completed in early FY1819), released beta testing versions of economic valuation tools (IRP2), identified infill typologies and case study sites (IRP4), and produced scoping papers about integrated urban and water planning (IRP3) and high groundwater developments (IRP5).

Our international activities continue to expand our knowledge and understanding about how to implement water sensitive approaches in real-world situations:

- We are supporting our Revitalising Informal Settlements and their Environments (RISE) partners in Indonesia and Fiji, adapting and applying water sensitive principles and practices in these developing countries. The project aims to demonstrate that a context-specific water sensitive approach can deliver sustainable, cost-effective health and environmental improvements. We are working with communities, governments, local leaders and partner institutions to co-design solutions that integrate green infrastructure (such as constructed wetlands) and strengthen the whole-of-life water and sanitation cycle.
- Our collaboration in Kunshan, China is entering a new phase—upscaling technologies and integrating them into broader urban frameworks. We are working with local partners to design and develop the Jiangsu–Victoria Innovation Park, to exhibit cutting edge water sensitive infrastructure and technology, with facilities for validating emerging sponge city technologies and products.
- We are working with the State of Andhra Pradesh in India, to incorporate Australia's world leading water sensitive practices into the state's new capital city (to be known as Amaravati). We are helping design a city the right way from the outset, with all the features that are crucial to liveability, resilience and sustainability. As well as helping implement best practice water management, we expect this project will stimulate future urban water management opportunities for Australian businesses in India, and build capability among local partners.

During FY1718, **we also prepared for the 1 July 2018 start of the Water Sensitive Cities Institute**, a social enterprise providing advisory and consulting services, research services and product development services. The Institute will ensure the CRCWSC outcomes remain relevant and are used to benefit the Australian economy, environment and population beyond the current term of the CRCWSC. Through the Institute, we will work with our consulting partners to create new markets for our collective expertise and share the resulting experience with Participants.

But even with all this activity, we know there will be more to do after the CRCWSC's term expires in June 2021. Early discussions with our Essential Participants Reference Group in February 2018 confirmed there was appetite for a Tranche 3 program. Our Water Sensitive Cities Institute is one option for a post-2021 entity; another is a new CRC entity.

We built our first two tranches of research and adoption activities on genuine engagement—understanding our partners' and industry's needs and priorities. This genuine engagement will also shape our post-2021 course, as we consider the:

- issues that will shape our future cities
- knowledge, advocacy and actions needed to respond to these issues
- role of urban water management and how best to facilitate that role.

We are proactively engaging with the Commonwealth Government, Participants and other interested parties about the CRCWSC's Transition Plan. If we secure enough interest, we will prepare a bid for round 21 CRC funding, which will involve:

- releasing a bid prospectus in March 2019
- submitting a formal bid by July 2019.

If we are shortlisted, we have two months in October and November 2019 to refine our bid and formalise Participants' commitments to a proposed new CRC. Round 21 funding will be announced in March 2020, with operations to start in July 2020.

Hear from our CEO

Our FY1718 activities focused on bringing water sensitive city visions to life.



PROFESSOR TONY WONG
Chief Executive Officer

We started FY1718 with our 3rd Water Sensitive Cities Conference in Perth, setting the scene for activities that increasingly focus on making water sensitive principles and visions a reality. **We are concentrating our research on the needs and priorities of Participants and industry:**

- helping metropolitan and regional cities transition to water sensitive cities
- developing the tools and platforms water practitioners need to demonstrate the benefits and costs of water sensitive approaches
- creating infill development typologies to address the growing number of infill projects in our major cities
- investigating ways to integrate urban and water planning.



Our research adoption activities are becoming more significant:

- We completed 12 research synthesis projects, developing practical ideas to address specific industry based challenges, such as dealing with high groundwater in new developments and helping urban areas manage flooding.
- We accredited eight Water Sensitive Cities Index consultants around Australia, to support the growing demand for water sensitive benchmarking and envisioning.
- We are creating the formal and informal networks that are critical for supporting research adoption. We are funding regional managers and Regional Advisory Panels in Australia's major states for the remainder of the CRCWSC's term. The panels and managers drive implementation of water sensitive initiatives in their local regions. We also formally established a National Capacity Building Network whose members will showcase and build on CRCWSC collaterals as they support their local networks.
- We are refining our website, so that Participants and other end users can find the information they need quickly and easily. As an example, we worked with Participants and other end users to develop personas (identified customer segments) to identify the communication needs of different types of users, and then created landing pages targeted at these users. We also sought feedback from Participants and end users about ways to improve useability and access to our resources.
- We developed a new social media plan and policy, to take advantage of other opportunities for spreading our message and influence. We implemented this plan at the beginning of FY1819, and we are already seeing the benefits.
- We organised over 170 capacity building activities—seminars and workshops, conferences and site tours—attracting 4,873 attendees.

Pleasingly, **our messages about water and sustainability are resonating both nationally and internationally.** I was honoured to present the 2017 Deakin Oration, discussing water's role in creating productive, sustainable and liveable urban places, and emphasising the role of collaboration in making water sensitive visions a reality. Our staff and Participants also showcased our research at conferences around Australia.

Indeed, our purple phototrophic bacteria (PPB) project won the National Research Innovation Award at the 2018 Australian Water Awards.

And because our water sensitive principles can be used to improve any urban area—big or small, developed or developing—**we are increasing our international profile and influence.** We worked with the Commonwealth and state governments and SME partners in FY1718 on projects that not only helped to create more water sensitive urban areas but generated opportunities for our SME Participants to provide services in these overseas markets. Projects during FY1718 included:

- helping design the new capital city in the Indian state of Andhra Pradesh
- starting construction of the Jiangsu–Victoria Innovation Park in Kunshan, China, a testing ground and launching pad for water sensitive cities technologies in China
- supporting the water sensitive transition of two new cities in Jiangsu Province, China
- supporting the RISE team to provide fit-for-purpose water and sanitation services in informal settlements in Indonesia and Fiji
- continuing as an Asian Development Bank knowledge partner, and strengthening our relationship with the World Bank.

With an eye to the future, we worked to set up the Water Sensitive Cities Institute (active 1 July 2018), to support our growing commercial practice and as a foundation for a post-2021 entity. This wholly-owned subsidiary company has charity status, has a board in place and has started generating income, to ensure the CRCWSC leaves an enduring legacy beyond 2021. We will look for opportunities to partner with, and create new markets for, our commercial Participants, and focus on fostering the greatest possible uptake of Water Sensitive Cities principles.

We started consulting with our Participants and others about what happens when our funding expires in June 2021. So far, these discussions confirm that we will have more work to do after 2021, and that our Participants are keen for us to continue that work. Our consultations have continued into FY1819, and we will use this genuine engagement to develop our plan for post-2021.

Catch up on our FY1718 highlights

We hold our 3rd Water Sensitive Cities Conference in Perth, attracting over 250 attendees.

We release our Strategic Plan 2017–2021.

We present Utilities of the future at the World Water Congress in Stockholm. The paper is the first output of the CRCWSC ThinkTank.

Tony Wong delivers the Deakin Oration on water and sustainability.

We participate in the Productivity Commission's inquiry into the National Water Reforms.

July
2017

Aug

Sep

Oct

Nov

Dec

We release our Aquarevo case study, a collaboration between the land owner (South East Water) and a property developer (Villawood Properties).

We release Trees for a cool city, which provides guidelines on placing trees to create the largest cooling benefits for human thermal comfort.

Dr Md Sayed Ifkekhar (project leader for IRP2) receives a Discovery Early Career Researcher Award (DECRA) from the Australian Research Council.

We release the vision and transition strategy for a water sensitive Adelaide.

We sign a memorandum of understanding with the Government of Andhra Pradesh, to involve the CRCWSC in building a sophisticated new capital city (Amaravati).

Our SME partner E2DesignLab wins the Program Innovation Award at the Victorian Water Awards.

More FY17/18 numbers:

- We increased the total number of SME Participants to 20, well above the milestone target of 15 for FY17/18.
- We enabled 4,873 practitioners and end users to take part in over 170 activities, seminars and workshops, conferences and site tours.
- CRCWSC researchers participated in 83 workshops and conferences hosted by Participant organisations and external organisations nationally and internationally, collectively reaching an audience of approximately 6,600 people.
- We completed 12 research synthesis projects: six 'Ideas for' projects and six other commercial projects.
- We tested tools and products via 12 case studies.

We participate in a Lebanese Parliamentary Seminar on water security in Beirut, as part of our partnership with World Bank.

We have a big presence at the WSUD/ Hydropolis Conference 2018 in Perth.

We conduct accreditation training on our WSC Index. We now have eight WSC accredited consultants around the country.

Our IRP4 project team visits sites in Adelaide and Perth, which we will use to develop a performance framework for infill developments.

We welcome delegations from South Africa and Singapore, and demonstrate blue-green infrastructure in practice.

We join a Victorian Government delegation to Kunshan (China) and help turn the first sod for the Jiangsu-Victoria Innovation Park.

We help deliver training on integrated water management to our RISE (Revitalising Informal Settlements and their Environments) partners in Fiji.

We help prepare and deliver a study tour to Brazil, as part of the World Bank's Integrated Urban Water Management (IUWM) South-to-South Knowledge Exchange.

We complete the \$29 million Tranche 1 research program, comprising more than 30 projects and involving over 300 researchers from across 20 different technical disciplines.

We have a big presence at the AWA Ozwater Conference in Brisbane. The purple phototrophic bacteria (PPB) project wins the National Research Innovation Award at the 2018 Australian Water Awards.

We release the Orange stormwater to potable case study, showcasing an innovative stormwater harvesting system in regional New South Wales.

We release beta versions of two economic evaluation tools—the benefit-cost analysis tool and the non market valuation tool.

Jan

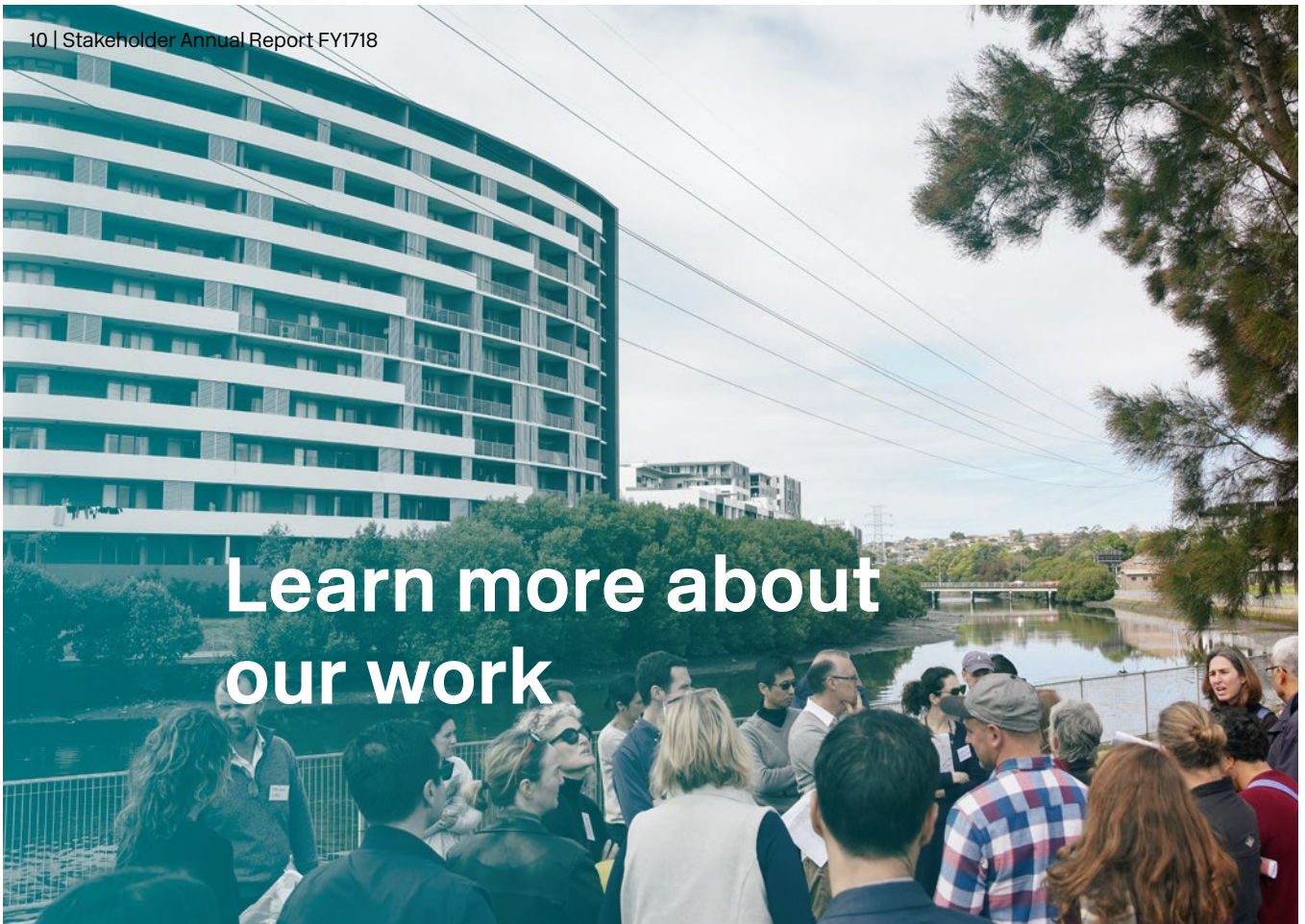
Feb

Mar

Apr

May

June
2018



Learn more about our work

We remain at the forefront of interdisciplinary research that revolutionises urban water management, to create cities and towns (and surrounding regions) that are sustainable, resilient, productive and liveable.

During FY1718, our focus moved from Tranche 1 (T1) activities that generated knowledge to Tranche 2 (T2) activities that apply and test that knowledge in locally relevant contexts.

Our T2 activities fall into two categories: Research and Research Adoption.

■ **Research** comprises:

a. 'Integrated Research Projects'— projects that integrate T1 findings to deliver practical outputs desired by Participants, such as city/region based Transition Strategies towards water sensitive practices, or a comprehensive economic evaluation framework that better considers the full range of social, environmental and economic values of Water Sensitive City investments

b. 'Tools and Products'—resources that deliver industry-ready solutions and products based on the outputs of both T1 and ongoing T2 research activities. It's an interface between research and utilisation, supporting an increased focus on research adoption activities.

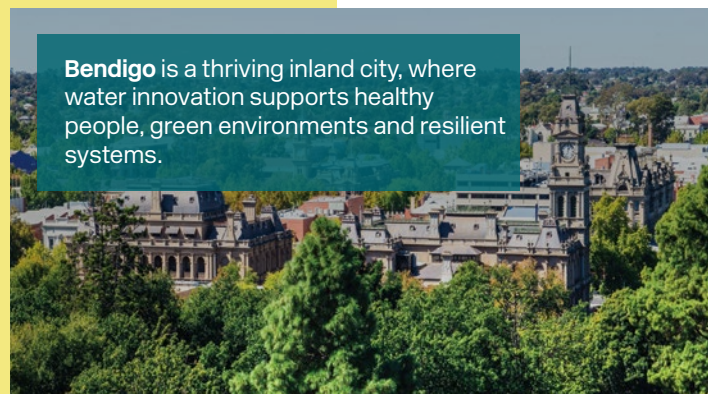
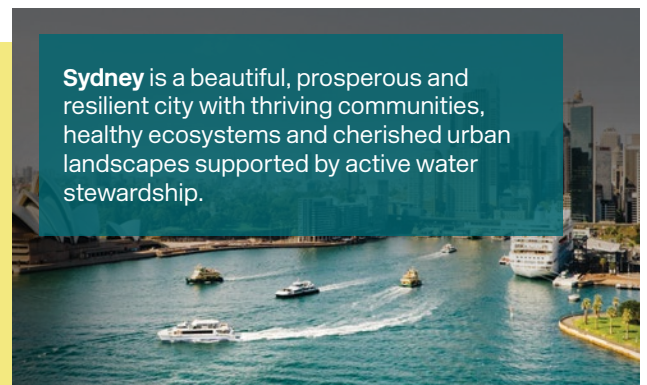
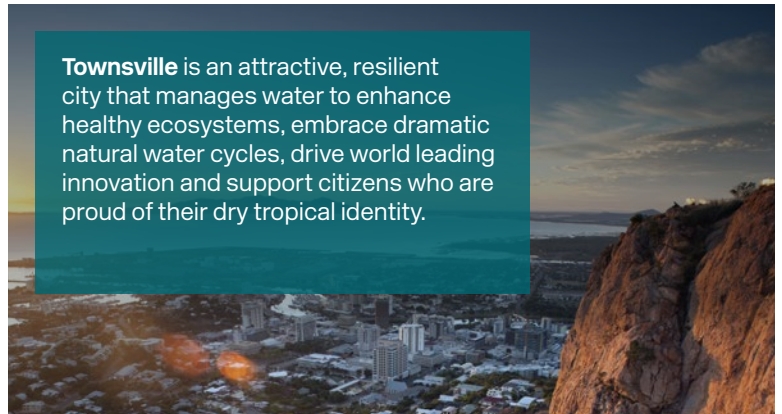
- **Research Adoption** focuses on developing an integrated 'knowledge platform' for supporting the transition of cities and towns into water sensitive cities and mainstreaming the practice of water sensitive urban design.

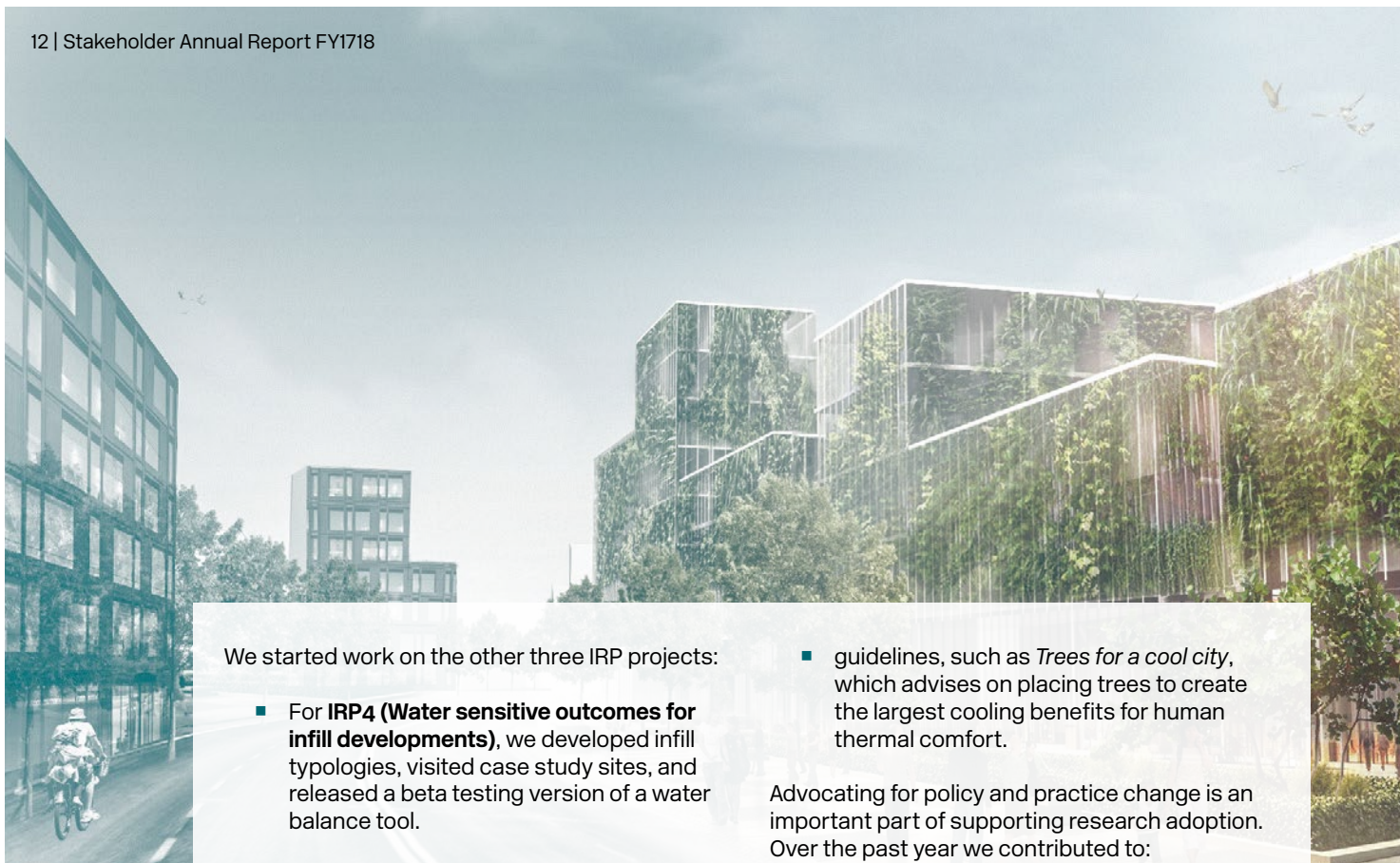
*Our mission is to **research** interdisciplinary responses to water problems, **synthesise** diverse research outputs into practical solutions, and **influence** policy, regulation and practice to promote adoption.*

Our T2 research is guided by Participant and industry needs

In FY17/18 we delivered the first wave of outputs from T2:

- We helped Perth, Adelaide, the Gold Coast, Sydney, Townsville and Sydney envision new water sensitive futures and develop transition strategies to turn that vision into reality, as part of **IRP1 (Water sensitive city visions and transition strategies)**. We completed three in FY17/18 (with the remaining three finalised and released in early FY18/19).
- We developed beta testing versions (and guidance material) for innovative economic evaluation tools, such as a benefit-cost analysis tool, a database of non-market valuations of water sensitive technologies, and a transfer tool, as part of **IRP2 (Comprehensive economic evaluation framework)**.





We started work on the other three IRP projects:

- For **IRP4 (Water sensitive outcomes for infill developments)**, we developed infill typologies, visited case study sites, and released a beta testing version of a water balance tool.
- We developed scoping studies for **IRP3 (Guiding integrated urban and water planning)** and **IRP5 (Knowledge based water sensitive city solutions for groundwater impacted developments)**.

We also started refining our Water Sensitive Cities Toolbox, via our Tools and Products Program. The Toolbox is an integrated set of platforms that represent the different objectives and timelines of transition activities at small, medium and large scale. There are three platforms in the Toolbox:

- The **Water Sensitive Cities Transition Platform** provides benchmarking, long term visioning and transition support tools for whole cities and regions.
- The **Water Sensitive Cities Scenario Platform** helps to evaluate and compare urban development options and approaches and their multifaceted impacts.
- The **Water Sensitive Cities Design Platform** supports the design and implementation of integrated water sensitive solutions and demonstrates the overall benefits.

We also finalised more than 30 T1 research projects, including:

- case studies that demonstrate water sensitive technologies and innovations in practice. Our case studies on Aquarevo, Orange, Adelaide Airport and Southbank present the key drivers and innovations behind each project but, most importantly, they also highlight what we and our project partners learned along the way

- guidelines, such as *Trees for a cool city*, which advises on placing trees to create the largest cooling benefits for human thermal comfort.

Advocating for policy and practice change is an important part of supporting research adoption. Over the past year we contributed to:

- the Productivity Commission review of the National Water Initiative
- policy development in Victoria. For example, Professor Tony Wong (CEO) delivered the Deakin Oration to the Victorian Parliament, Professor Rob Skinner (Deputy Chairman) was involved in developing the Victorian Integrated Water Management Framework, and Chris Chesterfield (Strategic Director – Engagement) chaired the Improving Stormwater Management ministerial advisory committee.

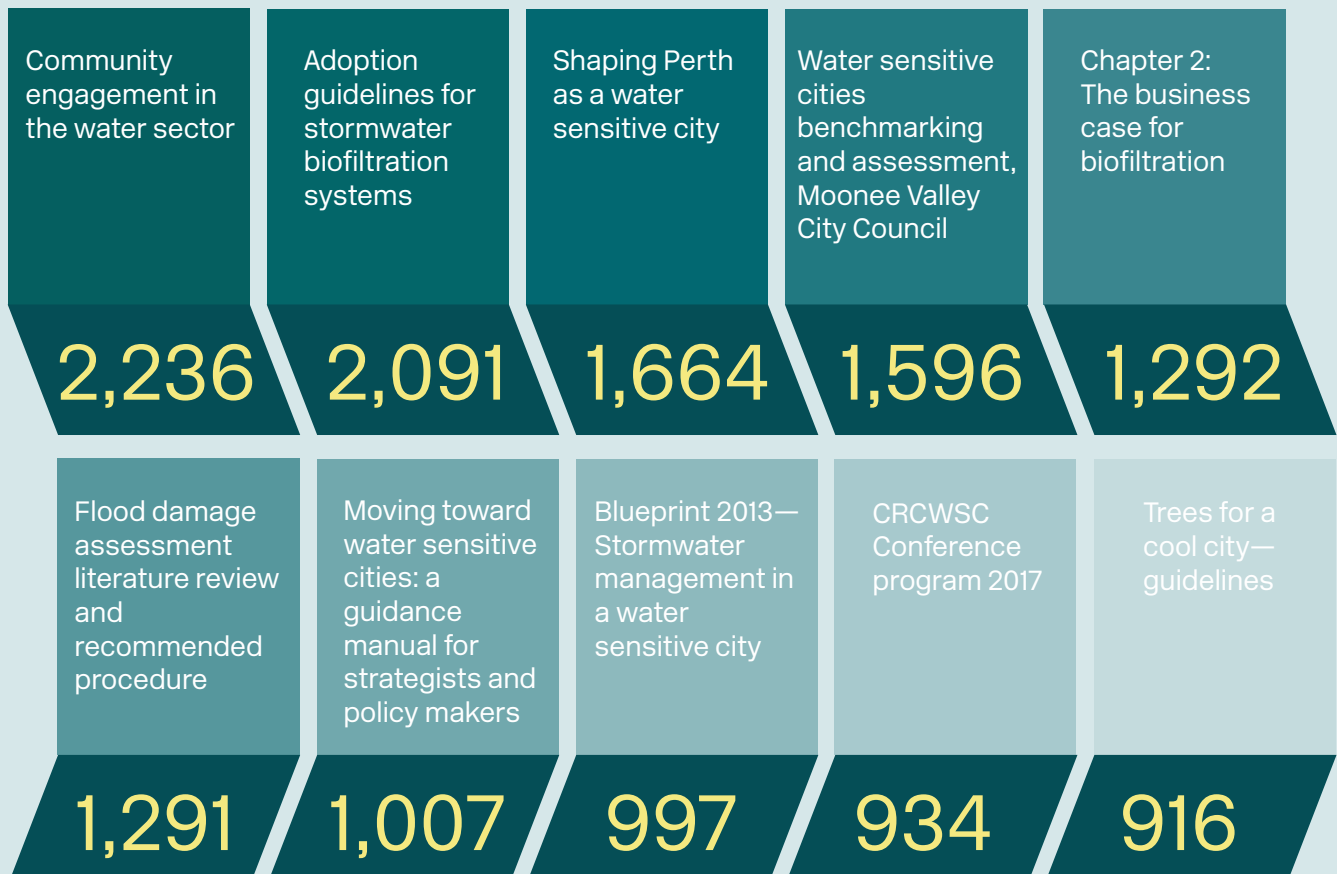
We also published the first thought piece from the CRCWSC ThinkTank, which brings together industry experts to provide an independent view on topical issues. Our first Think publication provides information, ideas and advice on how to address the 21st century challenges facing water providers and policy makers. This publication, *Water utilities of the future*, used case studies to showcase the actions utilities are taking now to start transitioning to utilities of the future. We launched the paper at World Water Week in Stockholm in August 2017.

We are supporting more Research Adoption

Our Research Adoption program is an integrated platform to support the water sensitive transitions of cities and towns, and to mainstream the practice of water sensitive urban design. Our priority for FY1718 was to curate our T1 research outputs on our web based knowledge transition platform, to make them easily accessible for Participants and other end users.

CRCWSC publications available on our website were downloaded 81,616 times in FY1718, up 46% on the result for FY1617.

Top 10 publications downloaded in FY1718



We are also creating the formal and informal networks that are critical for supporting Research Adoption:

- We established **Regional Advisory Panels (RAPs) and appointed regional managers in five jurisdictions**—Victoria, Queensland, Western Australia, South Australia and New South Wales. The regional managers and RAPs coordinate local adaptation of CRCWSC research outputs and recommendations. This year they developed work plans that identify the capacity building needs for their region and the CRCWSC research outputs that target those gaps. We're helping RAPs and regional managers to develop materials and to deliver training sessions, seminars and access to researchers who can meet identified needs.
- We formally established a **National Capacity Building Network**, which will showcase and build on CRCWSC collaterals that are available to the agencies within the network. The network brings together existing capacity building groups in New South Wales, Queensland, Western Australia, South Australia and Victoria, to identify national priority capacity building areas in promoting Water Sensitive City messages and actions, and to share resources.





We offered professional development activities for Participants ...

Nearly 5,000 practitioners and end users took part in over 170 activities, seminars and workshops, conferences, site tours and other activities in FY1718, including:

- product training for our first cohort of accredited WSC Index providers (see 'Commercialising water sensitive cities solutions')
- training on the Microclimate module of the CRCWSC Tool Box to over 50 industry participants around Australia
- interactive Participant sessions for IRP2 and IRP4 to over 90 Participants nationally
- site visits for Participants to showcase applied examples of water sensitive practices, such as White Gum Valley and Aquarevo.

... and supported PhD and postgraduate education

- We supported 15 PhD students in completing their research candidature in FY1718, as part of completing the T1 research program.
- We increased the visibility of, and opportunities provided to, the CRCWSC-supported PhD students, including an industry placement program trial, profile pieces in the CRCWSC newsletter, and support to present at conferences. Another 31 PhD students are continuing with the CRCWSC into FY1819.
- 22 students successfully completed the 'Urban Futures: Delivering Water Sensitive Cities' module of the Masters in Integrated Water Management, managed by the International Water Centre, a CRCWSC Participant.
- We recognised five graduates of the second run of the Water Sensitive Cities module within the UNESCO-IHE Masters program.

Our commercial activities are gaining momentum

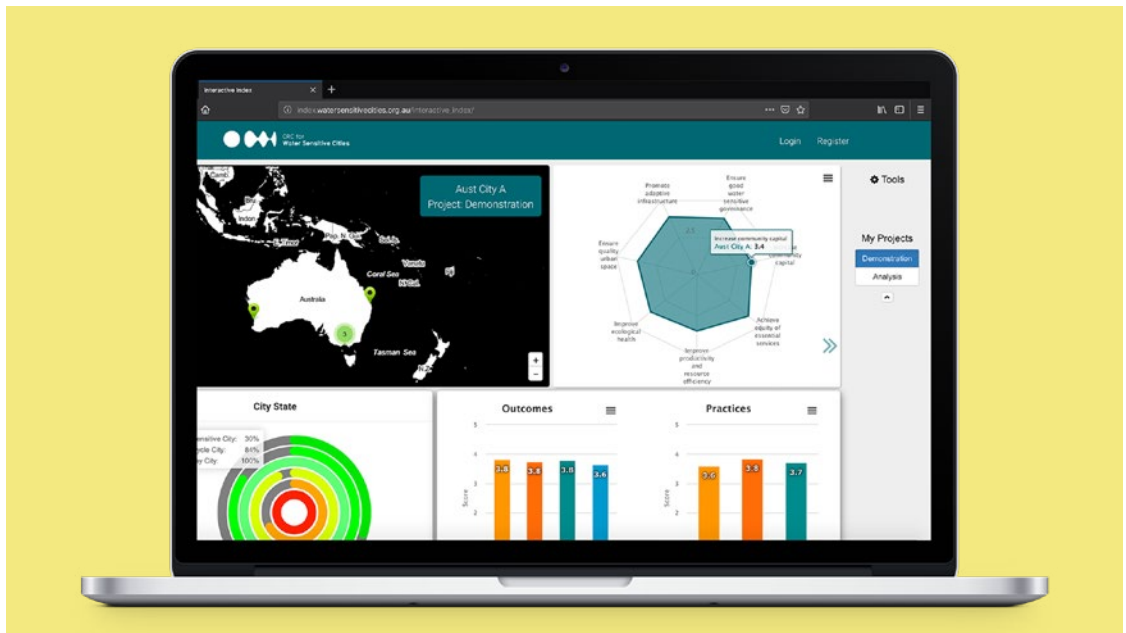
Increasing our commercial activities to support practical application of Water Sensitive Cities principles is a key pillar of our Strategic Plan 2017–21.

Research synthesis is an integral part of our commercial activities. We partnered with Participants to deliver commercial projects.

We conducted 12 research synthesis projects throughout the year:

- six 'Ideas for' projects—Aquarevo II, Metro North West, Cannery Creek, Flood Resilient Design, Amaravati and Fishermans Bend
- six other commercial projects, to synthesise CRCWSC knowledge—Gold Coast Transition Strategy, Melbourne Water Sewerage Strategy, Melbourne Water Waterways Natural Capital, Sydney Water Waterways Management Strategy, South East Water Driveathon–Scales of planning, and Melbourne Water Vision for Kalkallo.

Research synthesis is a uniquely CRCWSC facilitated design process, bringing together the CRCWSC's many research areas and disciplines with government and private industry partners, to develop practical ideas to address specific industry based challenges. It's also a highly effective tool for achieving collaboration and innovation.



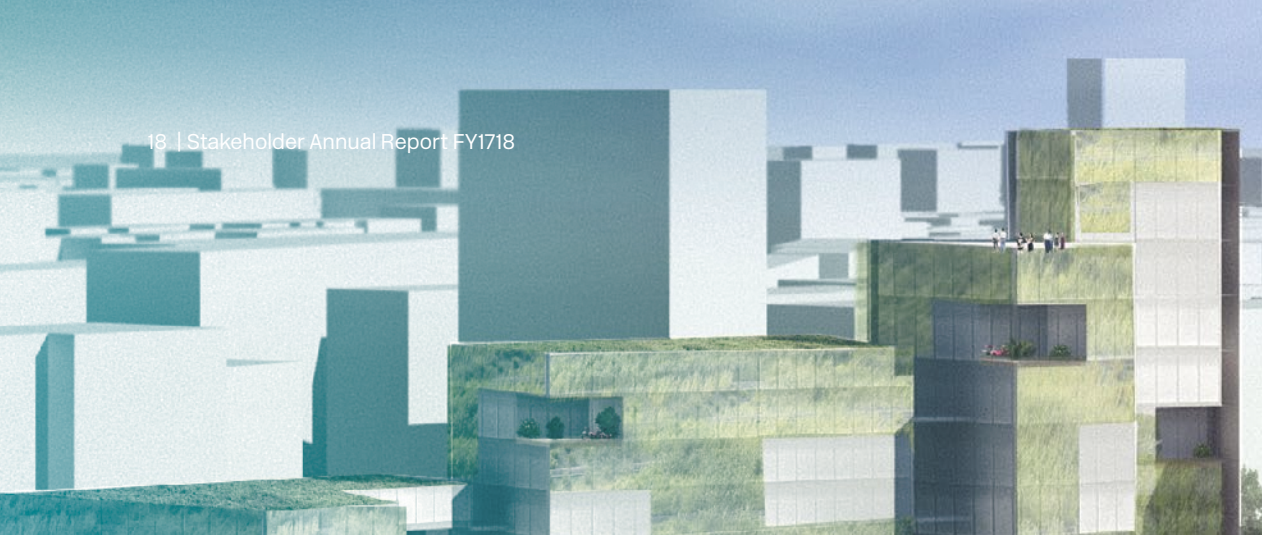
This year, we released a commercial version of the Water Sensitive Cities Index tool and accredited five SME Participants from across Australia to apply it—Foundry Associates, E2DesignLab, Alluvium Consulting, Urbaqua, and Josh Byrne and Associates. In this way, we are responding to the growing demand for municipal- and city-scale transitions to water sensitive cities and towns. By the end of FY17/18, our accredited providers had completed six commercial applications of the Index across Western Australia and Victoria.

Other projects include:

- developing performance based planning provisions for green infrastructure and water sensitive urban design in South Australia, with Seed Consulting and Design Flow
- developing ideas for Cannery Creek in South East Queensland, with Bligh Tanner and Water Technology
- projects in Kunshan, China with E2 Design Lab, RealmStudios and Water Technology, and in Amaravati, India with RealmStudios and Alluvium Consulting (discussed further below).

We are developing and refining products through our Tools and Products Program, emphasising early engagement and co-development activities, to ensure the final products meet industry needs and expectations.

We also expanded industry training and piloting programs, to accommodate tools and products emerging from our T2 research. For example, we held 'sandboxing' sessions in some states as we developed the research outputs of our first two Integrated Research Projects (IRP1 and IRP2) into useful tools through a Participant-driven process.



International projects are also generating benefits

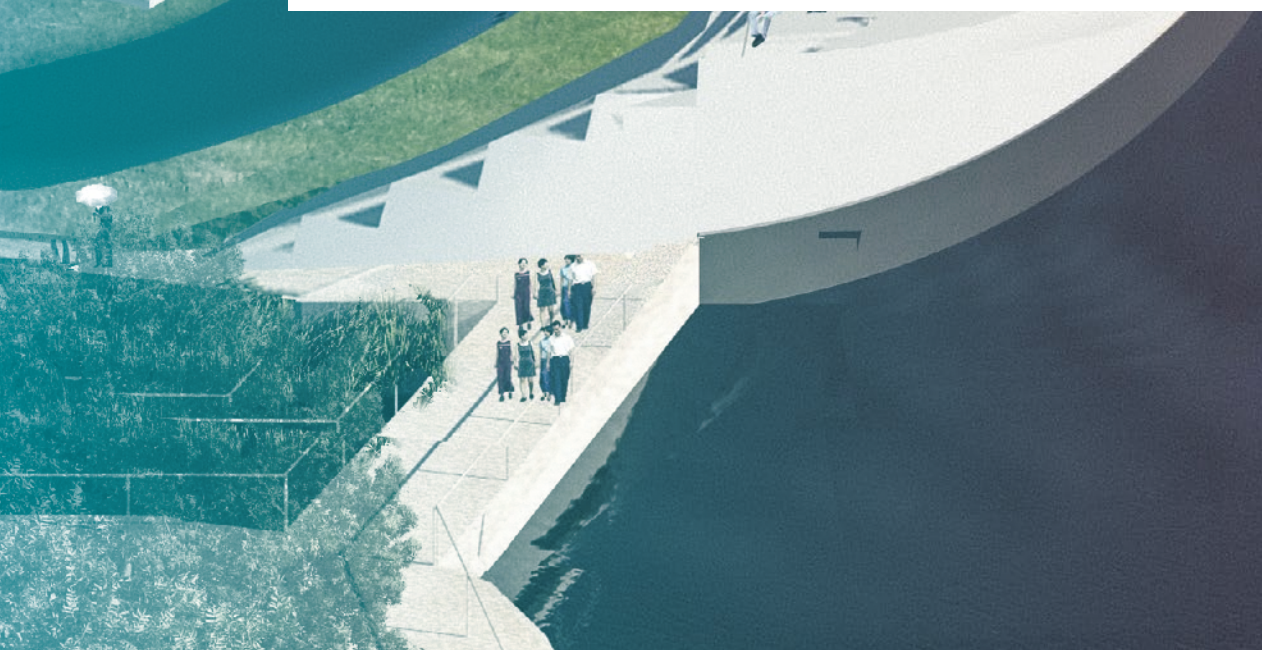
As well as generating income, international projects have enhanced the reputation of the CRC program, established new markets for CRCWSC SMEs, and provided opportunities to apply research driven innovation at scale, with that experience being brought back to Australia for application by the CRCWSC and its Participants.

We're consolidating our presence in China

We're working with our partners to create the Jiangsu-Victoria Innovation Park, a 10 hectare site that will exhibit cutting edge water sensitive infrastructure and technology, with facilities for validating emerging sponge city technologies and products. We and our partners will lead the park's development and master planning, and undertake infrastructure, landscape and building concept designs that will showcase CRCWSC innovation at both building and public open space scales. Our CEO Professor Tony Wong and the Hon. Richard Wynne MP (Victorian Government Minister for Planning) attended the ceremony in Kunshan to celebrate commencement of the Park's construction.

We're helping with a once-in-a-lifetime project in India

We're working with the Australian Water Partnership (AWP) and the Australian Government Department of Foreign Affairs and Trade (DFAT), to help advance Australia's foreign policy initiatives. We signed a Memorandum of Understanding with the Government of Andhra Pradesh in India in January 2018, to incorporate Australia's world leading water sensitive practices into the state's new capital city (to be known as Amaravati). This is a once-in-a-lifetime opportunity to design a city the right way from the outset, with all the features that are crucial to liveability, resilience and sustainability. We expect this project will stimulate future urban water management opportunities for Australian businesses in India and build capability among local partners.





We're helping to revitalise informal settlements in Indonesia and Fiji

The Wellcome Trust (UK) and the Asian Development Bank fund a joint project to adapt and apply water sensitive principles and practices to address human health challenges in informal settlements in developing countries. This project—Revitalising Informal Settlements and their Environments (RISE)—is an action-research project examining the interactions between health, the environment, and water and sanitation.

We advise RISE on community engagement and nature based structural engineering solutions for sanitation and clean water. Working with communities, governments, local leaders and partner institutions, RISE is co-designing location-specific solutions that integrate green infrastructure (such as constructed wetlands) to strengthen the whole-of-life water and sanitation cycle.

We're working with the World Bank to introduce water sensitive principles in other countries

We have started some initial partnership activities with the World Bank, as part of our objective to build an enduring partnership relationship:

- In the Middle East and North Africa, we are advising on managing groundwater resources (particularly protecting and artificially recharging these resources). We also participated in a Lebanese Parliamentary Seminar on water security held in Beirut.
- We helped prepare and deliver a study tour to Brazil, as part of the World Bank's South-to-South Knowledge Exchange. This tour showcased the CRCWSC's Australian and international integrated urban water management experience as well as operational experiences in Teresina and Sao Paulo.



We provide value to our Participants and end users

We continued to back our high impact research with effective communication in FY17/18.

We took the water sensitive cities message to the world

Our FY17/18 communications activities focused on:

- highlighting the outputs of the final stages of the first tranche of world leading research and the early findings from T2
- connecting our partners with decision-useful knowledge, case studies, and forums for exchanging ideas and experiences
- showing how applying our research in Australia and overseas is increasing our impact and positioning cities for the long term.

We sharpened our communication tools

With a revised format and more frequent publication, our newsletter waterSENSE remained popular with its nearly 4,000 subscribers. waterSENSE is our internal and external communication tool for sharing research, promoting new publications, highlighting staff achievements, and circulating general news and events. The new format features short summaries with links, to direct interested readers to more information on our website.

We focused on strengthening our digital presence, by improving the useability of our website, based on feedback from Participants and external users, and developing a social media plan, which is already boosting our following on Twitter and LinkedIn.

We attracted new SME Participants

We welcomed seven new SME Participants in FY17/18, bringing our total number to 20—well above the milestone target of 15 for FY17/18. We expect annual growth in our SME Participant numbers as we continue to actively engage and communicate with industry, particularly through our regional offices.

Our regional managers worked with some of our SME Participants to identify skills and capacity, and to find more ways we might collaborate on commercial projects.

We released a record number of publications ...

Together with our research Participants, we released 187 publications in FY17/18, up from 156 in FY16/17. Our output comprised one book and two book chapters, 42 articles in scholarly referred journals, six refereed publications in conference proceedings, and 136 end user focused reports.

... and supported our industry events

Our on-ground communications support and resources helped to make our third conference in Perth a highly successful, well attended event. Our communications team is now focused on supporting the 4th Water Sensitive Cities Conference, to be held in Brisbane in March 2019.



Respondents to our 2017 Annual Participant Survey indicated the CRCWSC:

Provided 'good' to 'excellent' value for money to the sector as a whole

82%



Met the needs of the sector to a 'good' or 'excellent' degree

88%



Increased their understanding of relevant scientific and technical issues

72%



Increased their understanding of institutional and policy issues

70%



Increased their understanding of behavioural and social issues

66%



Our operations team focuses on outcomes

We zeroed in on our organisational culture in FY1718, future-proofing our organisation and improving our people management.

We continued to build a constructive achievement-oriented culture, improving staff career planning, performance feedback, succession planning for critical roles, and our organisational culture.

In FY1617 we developed BIG corporate goals, which form the cornerstone of our culture:

- We are **bold** in our aspirations.
- We act with **integrity**.
- We are **generous** in the way we listen and work with others in sharing our experience, expertise and time.

This year we built on our BIG goals to develop our new People and Culture Plan, which has helped us better focus on our team:

- We introduced a quarterly staff pulse survey, with the average of FY1718 results showing more than 92% of staff rate their job satisfaction as 7/10 or above.
- We appointed a Co-Chief Research Officer, a crucial step in our succession planning.
- We improved staff development, particularly acting arrangements and position descriptions.
- We enhanced communication, introducing a six-weekly team video conference and more regular staff meetings to bring our geographically dispersed staff closer.

We also continued to improve internal communications, policies and processes, increasing the distribution of corporate knowledge and improving operational clarity and efficiency.

We managed our risks proactively and closed out the year without any risks rated as critical.

We have a diverse Board and a dedicated Executive team

The CRCWSC is governed by a board of directors and managed by a small Executive team that manages day-to-day operations. Our FY17/18 Board comprised the Chairman and 10 directors:



Cheryl Batagol
Chairman



Professor Rob Skinner
Deputy Chairman



Greg Claydon



Peter Betson



Kerry Stubbs



Professor Simon Biggs



Dr Mike Mouritz



Nicholas Apostolidis



Dr Paul Grimes
(term commenced
28 August 2017)



Terri Benson
(term commenced
28 August 2017)



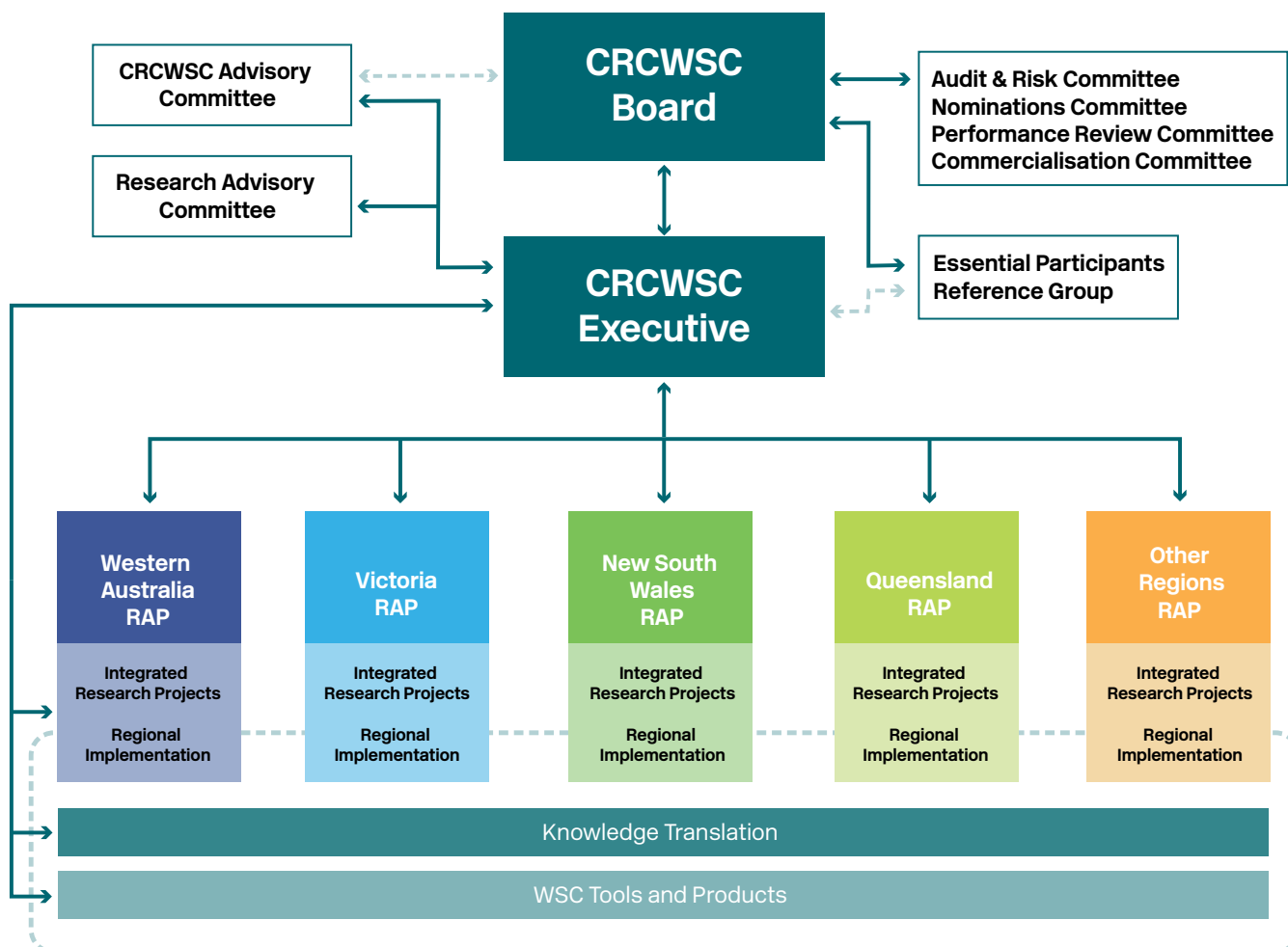
Allison Hailes
(term commenced
28 August 2017)



Dominic Dolan
(term expired 27
August 2017)

In FY1718 the Board reappointed the Chairman Cheryl Batagol and Director Kerry Stubbs. Three new Directors were appointed to the Board: Terri Benson, Dr Paul Grimes and Allison Hailes. Outgoing director Dominic Dolan did not re-nominate. We thank Dominic for his contribution to the Board, particularly on the Audit and Risk Committee and the Commercialisation Committee.

Within our Executive team, Ben Furmage was appointed directly to the CRCWSC for a four-year term as Chief Operating and Finance Officer. Alongside CEO Professor Tony Wong, Barry Ball (Research Adoption Executive) and Professor Jurg Keller (Chief Research Officer), Ben will continue to successfully deliver the CRCWSC's Strategic Plan and operational plans.



Our financial position is sound

We have now completed our sixth full year of operational activities and are financially sound and well positioned. We are proud to report we delivered a better than planned operating surplus, which helps assure the financial strength we need to keep delivering value over the next three years. We achieved FY17/18 commercial income of more than \$2 million—a greater than 50% increase on the previous year.

Funds applied to five major activities:

Research
**\$2.48
million**

Research
adoption
and translation
**\$1.05
million**

Consulting
**\$1.92
million**

Communication
and events
**\$0.54
million**

General
administration
**\$1.58
million**

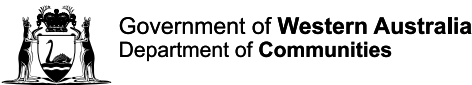
**\$7.57
million**

Income and expenditure for
year ended 30 June 2018

**\$1.2
million**

Equity at year end
(for sixth successive year)

Essential Participants FY1718



Other Participants FY1718



SME associate partners FY1718





We envision future
cities and towns—
and their regions—as
sustainable, resilient,
productive and liveable.



CRC for
Water Sensitive Cities

Cooperative Research Centre for Water Sensitive Cities



Level 1, 8 Scenic Boulevard
Monash University
Clayton VIC 3800



info@crcwsc.org.au



www.watersensitivecities.org.au