
Integrated Water Management Governance for Greater Adelaide

Sector workshops – summary of what we heard



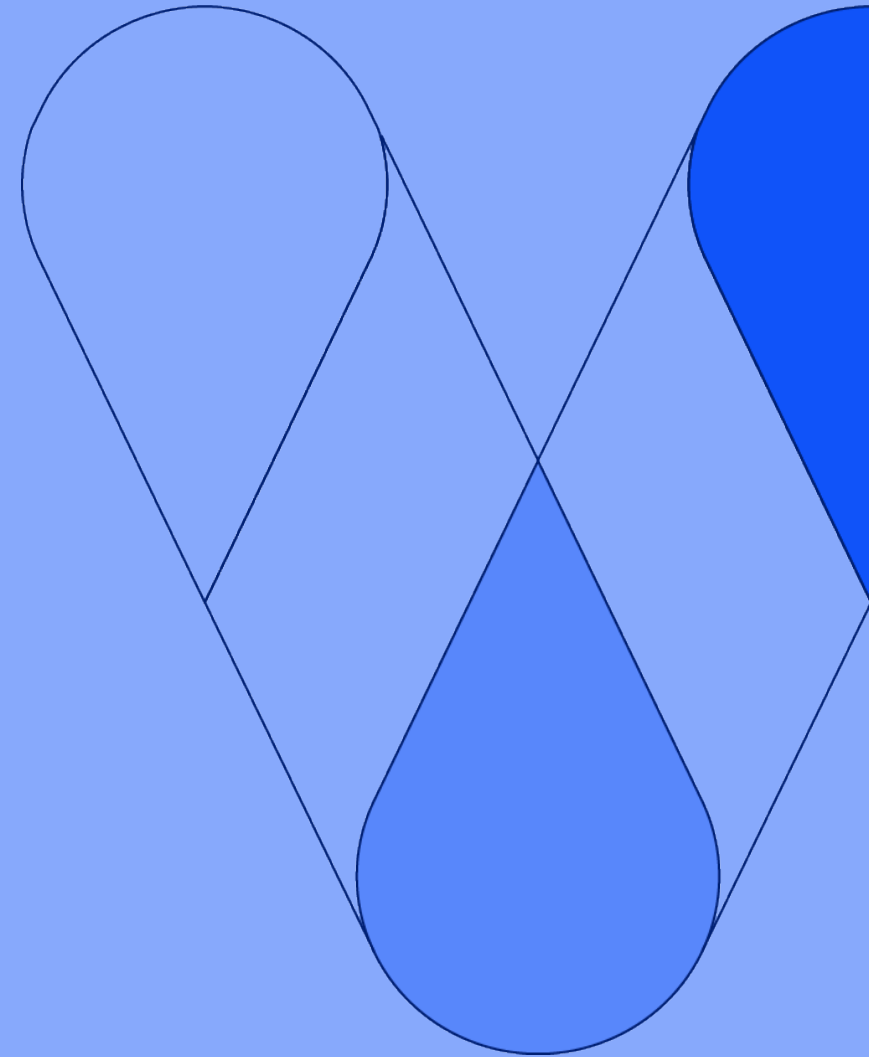
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Introduction & summary

What we heard across the three sector workshops



Introduction

Exploring possible institutional and funding arrangements for IWM in Greater Adelaide

In March 2024, Watertrust Australia convened three sector-specific workshops to explore potential integrated water management (IWM) governance arrangements for Greater Adelaide with stakeholders. The workshops built on previous work of Watertrust, the Department for Environment and Water (DEW) and SA Water with stakeholders, including a survey, interviews and an executive forum.

The primary purpose of the sector workshops was to provide stakeholders with an opportunity to discuss and explore, and ultimately provide input on, potential alternative institutional and funding arrangements. The workshops aimed to include as many stakeholders as possible and included representatives of:

- Local Government
- Regional bodies and stakeholders, and
- State agencies.

The outputs of the workshops will inform future investigations into possible institutional and funding arrangements.

This report summarises what we heard across the three workshops.

Exploring potential institutional arrangements

Four high-level institutional arrangements were provided to workshop participants to explore their merits and to identify variations or alternatives



Business as usual +

- This arrangement reflects current arrangements with some adjustments to processes and coordination.
- Roles and responsibilities largely remain unchanged.
- Funding arrangements remain largely unchanged.
- This arrangement includes establishing an 'Office' within DEW to oversee the delivery of reform activities.



Coordination

- This arrangement focuses on improved coordination across stakeholders and includes the establishment of forum/s.
- This arrangement reflects some of the Victorian arrangements.

Sub-regional
Forums

OR

Greater
Adelaide
Forum



Statutory Authority

- This arrangement creates a new Authority or Authorities with its/their own staff and resources.
- The Authority or Authorities are responsible for all IWM planning.

Sub-regional
Authorities

OR

Greater
Adelaide
Authority



Centralisation

- Under this arrangement all assets, services and functions from existing institutions are transferred to one body or bodies.
- All functions and funding is centralised.

Sub-regional
bodies

OR

Greater
Adelaide
body

Summary

Seven themes emerged from across the three workshops

1. Significant reform of institutional and funding arrangements is required

A 'business as usual' (BAU) approach will likely not address existing and future challenges, with substantial change required. This indicates that stakeholders are seeking an ambitious level of reform, with any new arrangements needing to address the current governance challenges and limitations.

2. There are no 'silver bullet' arrangements

Each of the high-level arrangements provided as a basis for discussions had significant benefits and disbenefits.

3. New arrangements must deliver the desired IWM outcomes

Arrangements seen as not being able to achieve the broad IWM outcomes were not supported, including those that would add to bureaucracy with no substantial progress. Specifically, arrangements focused on improved coordination and communication alone would require additional resources to manage, with no guarantee of achieving the desired outcomes.

4. Statutory Authority and centralised arrangements were considered most likely to deliver IWM outcomes effectively

However, both were also considered to have the most significant risks of increased bureaucracy, monopolisation, decreased collaboration and a loss of connection to local communities and their values. In addition, they will be difficult to implement due to the extent of reform required and potentially limited widespread political support.

Summary

5. Variations and hybrids warrant further investigation

None of the four arrangements assessed during the workshops were considered ideal. Drawing on the best elements of those assessed, several variations and hybrids were identified, including incorporating elements of the coordination arrangements into the Statutory Authority and centralised arrangements.

6. Other elements of the existing governance arrangements must also be addressed

Inadequate funding, financing, and regulation that doesn't allow for consideration of the full benefits of IWM must be addressed alongside any new institutional arrangements to achieve the desired outcomes. Collaboration should also be a key element of any future arrangements.

7. Transitional arrangements may be required

Given the significant existing and emerging challenges, improved governance arrangements are urgently required. However, any substantial change to governance arrangements will require complex reform. Transitional arrangements may be required to address the urgency and provide a 'stepping stone' to new arrangements.

Next steps

Refined institutional and funding arrangements

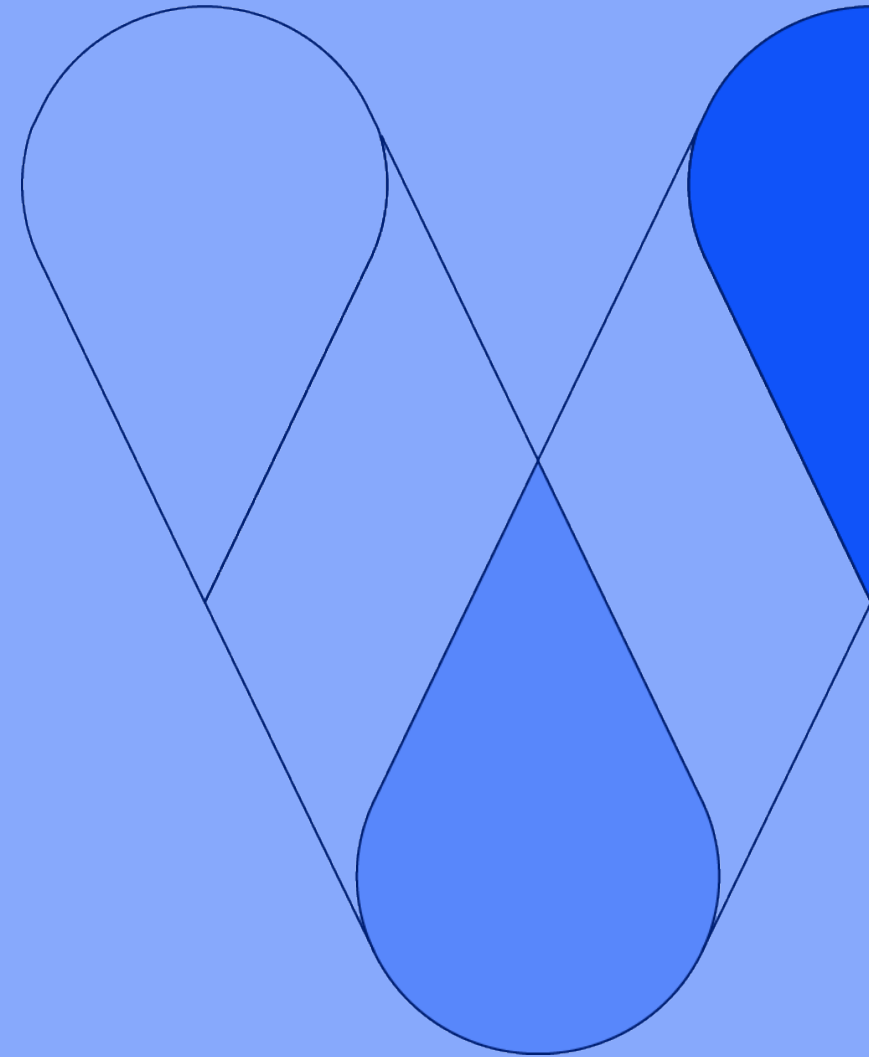
The workshops outputs are now being used to:

- inform the refinement of the governance design and assessment criteria, and
- develop a set of updated institutional arrangements, reflecting the feedback provided by stakeholders, including hybrids and variations of the original four conceptual arrangements.

The refined institutional and funding arrangements will then be assessed as basis for additional stakeholder input, including through a potential discussion paper(s) and second executive forum in May/June 2024.

Local Government

Summary of what we heard at the Local Government workshop



Key messages

- The **BAU +** arrangements would be unlikely to drive the required change and deliver the desired IWM outcomes
- The **coordination** arrangements would improve collaboration and cooperation, but on their own are unlikely to deliver long-term outcomes due to a lack of clear decision-making authority. It would also:
 - be highly bureaucratic and require resources to establish and maintain
 - need to operate at multiple levels. e.g. a whole of Greater Adelaide forum supported by catchment or regional forums and issues focused groups
- The **Statutory Authority** arrangements could improve transparency, accountability and integration, but could also add to bureaucracy by adding another 'layer' to agency's responsibilities. To ensure its success, it would:
 - rely on developing robust, enforceable IWM plans
 - need to be integrated with existing legislation and consideration of roles and responsibilities, which may require changes to existing functions to avoid duplication
- The **centralised** arrangements have the potential to deliver the IWM outcomes sought, creating a clear authorising environment and cost recovery model. Its establishment would be challenged by the:
 - substantial reform of legislation, roles and responsibilities and resulting political resistance
 - complicated and costly transfer of assets
 - resulting monopoly, which is not aligned with the current WIA
- Participants emphasised the need for urgency to address the emerging challenges, with interim arrangements providing the opportunity to address this and facilitate the transition to new arrangements

Business as usual +

BAU allows for agility and local timely relevant interventions, SMA just need more funding for capex

doesn't necessarily address ideal goals of IWM

Benefits identified:

- Organisations can keep doing what they do well
- Nimble and agile
- Less bureaucratic than other options
- Low impact/easy to implement/less change management required

Risks, disbenefits and limitations identified:

- Will not:
 - Implement the existing reform actions
 - Deliver the desired long-term IWM outcomes
 - Integrate stormwater and wastewater or overcome the siloed approach to stormwater

- Address the inequities across Local Government regarding access to capability and resources
- Deliver on community aspirations or expectations e.g. use of recycled water
- Address current underfunding e.g. Stormwater Management Authority
- Address the challenges of appropriately resourcing assets, asset deficiency and future upgrade demands
- Help tackle long-term growth pressures
- Deliver on the government election commitment

Success will require:

- DEW being appropriately resourced, with more than just state appropriation required

Coordination

band-aid
solution

Proven
model from
other
jurisdictions

Benefits identified:

- Right people ‘around the table’ making decisions together
 - Allows peer-to-peer interactions on specific topics
 - Maintains the elements of the system that are working well
 - Relatively simple to set-up – limited legislative, regulatory and policy changes required
 - Proven model from other jurisdictions
 - May assist with advocacy
- No mandated participation
 - No clear pathway if consensus is not reached
 - Underfunding of certain elements of water management is likely to make it difficult to reach consensus e.g. stormwater management plans struggle with funding and consensus
 - May be difficult to obtain additional funding

Risks, disbenefits and limitations identified:

- Highly bureaucratic – many parties, resulting in additional complexity for minor increased value, resulting in reputational damage i.e. could be more ‘feel good’ than ‘do good’
 - Limited power to ensure the best IWM outcomes are achieved where they are most needed
 - Local politics may override the ‘best’ IWM decisions
- ## ***Success will require:***
- Additional legislative changes to achieve the desired outcomes
 - Clearly defined roles and responsibilities that are cognisant of different decision-making frameworks for different organisations
 - A clear role for the regulator
 - Implementation at different scales: the sub-regional scale to allow for local or catchment-based decisions and to constrain discussions; and the state/regional scale to consider cross-catchment decisions

Statutory Authority

Benefits identified:

- Centralised policy decisions
- Clear responsibilities for implementation
- Greatly improved stormwater management through integration
- Potential improvement in equitable service standards for stormwater management

Risks, disbenefits and limitations identified:

- Adds another layer of bureaucracy and governance, including the management and coordination of many existing organisations
- May not have access to all the information it requires for decisions

- Downward pressure on councils to deliver the required capital projects across stormwater, water distribution and other water assets, with insufficient funding to deliver them
- Levies won't be well received

Success will require:

- Implemented at regional scale – large enough to be meaningful
- Merging/removing some of the existing bodies

Centralised
policy decisions
and clear
responsibilities
for
implementation

Levies won't be
well received +
concerns of
controlling govts

Centralisation

Benefits identified:

- Integrated functions
- Clear roles and responsibilities
- Will enable better decision-making
 - Force integration of sources
 - Decisions made based on full costs and benefits
 - More independent from government
- Better utilisation of infrastructure
- Possibly more efficient
- Achieve economies of scale
- Clear line of sight between billpayers and service providers

Risks, disbenefits and limitations identified:

- May not deliver on IWM outcomes

- Could be a huge cost
- Limits the ability to have different scaled approaches
- Decisions may not reflect community values
- May lose local knowledge
- Lack of responsiveness and agility
- Seen as a new tax
- Could stifle innovation

Success will require:

- Transfer of assets
- Implementation at the sub-regional scale or centralised governance with regional businesses

same issues as SA Water has with cross subsidisation - stops local residents seeing a benefit for the money they pay through rates or service charges leading to resentment around price rises where they don't see a benefit

Stormwater could be relegated to only being considered as a resource due to unrealised cost of service improvement

Other arrangements & input

The workshop identified two potential alternative arrangements

Hybrid arrangement 1

Water distribution is centralised and stormwater management is statutorily regulated. A separate funding body is created by government, with a percentage of the profits from the water distribution business used to fund both stormwater and water distribution initiatives.

Hybrid arrangement 2

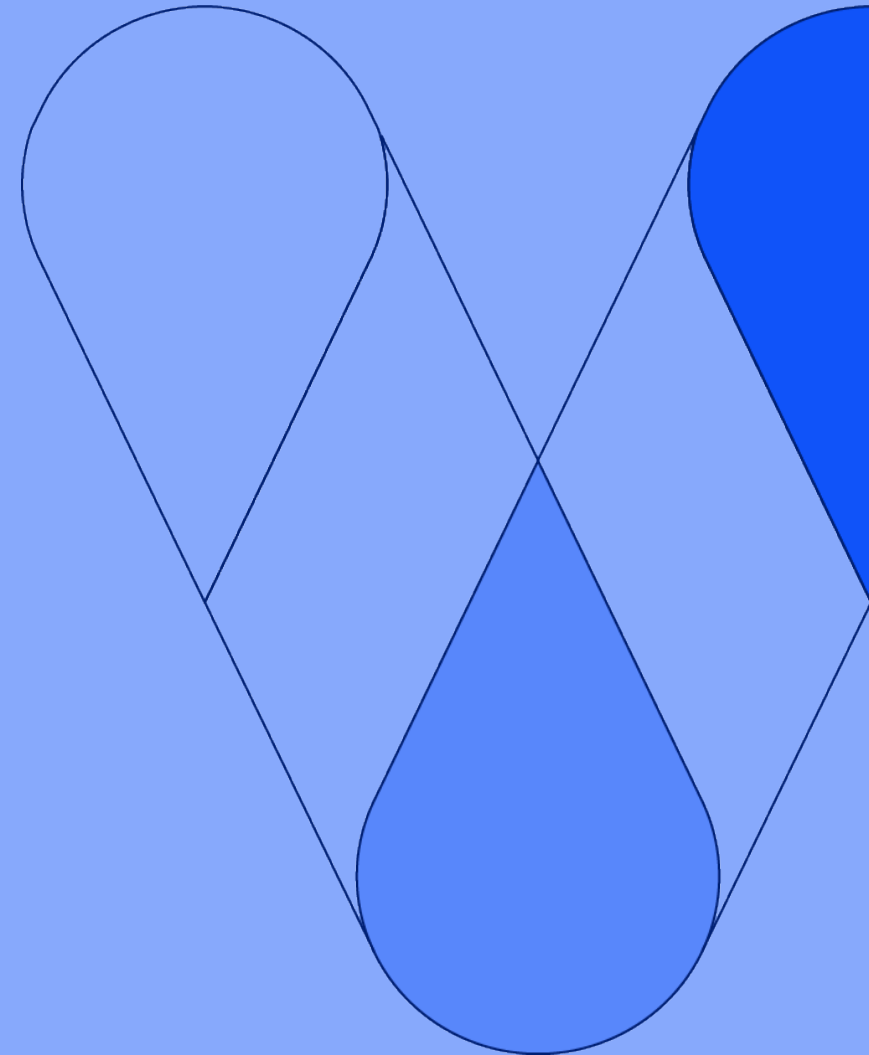
The management of assets is determined by geographic scale: a large entity has responsibility for large-scale assets and regional entities for smaller assets, possibly at a catchment scale. This could be similar to Victoria's formal arrangement, i.e. the 60 ha rule. Funding is provided by users/beneficiaries (i.e. utility charge) and embedded within a statutory authority so that funding is separate from government funding.

Participants also provided some general input

- One of the key limitations to IWM in Greater Adelaide is that there is a misalignment in the formal objectives – councils have urban amenity and greening as core objectives, while for water utilities they are water security and affordability
- Existing institutions are set up around traditional values of health, wellbeing and safety with a transition to new values around resilience, climate change, and environment, as well as maintaining the traditional values
- Need to ensure the community sees value in the change to governance arrangements
- An enabling corporate culture and structure will be needed to prioritise the new arrangements
- Changes to governance arrangements must be done alongside investment in innovation and education

Regional bodies & stakeholders

Summary of what we heard at regional bodies and stakeholders' workshop



Key messages

- **BAU +** arrangements do not go far enough
- The **coordination** arrangements are more likely to be supported and could be implemented relatively easily but do not:
 - require anyone to do anything differently
 - provide additional funding
 - have a clear final decision maker and accountability
- The **Statutory Authority** arrangements could improve coordination and integration of sources and solutions, but potentially adds more layer of bureaucracy
- The **centralised** arrangements could provide the option of building something from the ground up that has ‘teeth’; however, it will be highly complex to establish and if not done well could lose connection with local experience and community input and values

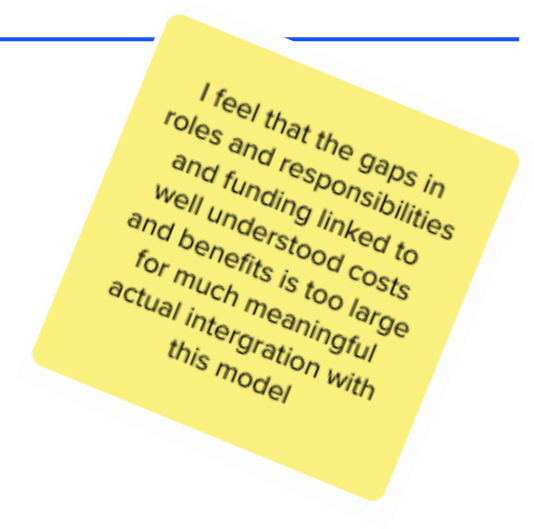
Business as usual +

Benefits identified:

- Continued focus on doing
- Progress overdue water legislation changes
- ‘Light touch’ – more likely to be supported

Risks, disbenefits and limitations identified:

- Does not go far enough – not making sufficient progress under current arrangements
- It won't address the existing gaps, role challenges or funding barriers to IWM
- Would not overcome existing barriers related to recognising the true value or benefits of IWM
- Insufficient funding – DEW would need additional resources
- Could feel like direction to some regional authorities and could compromise collaboration



Coordination

Benefits identified:

- Encourages collaboration and integration
- Good for connecting and getting people together
- Would help build trust among stakeholders
- Can be implemented relatively easily
- Enables gradual change – could part of the process to move toward more significant reform
- More likely to be supported

Risks, disbenefits and limitations identified:

- Not enough change – does not create a requirement to do things differently to progress IWM

- No final decision maker and no clear accountability
- No new funding mechanism
- Minimises capacity to leverage additional funding
- Can be changed with a change of government
- May develop great plans but with no action

Success will require:

- An overarching body
- An associated increase in resourcing
- Implementation at the Greater Adelaide scale with an ability to focus on the local scale
- Having the right people at the table

Provides everyone an opportunity to be at the table and put their priorities forward.

The Gawler River Flood Management Program might be a good example for this. DEW CE led governance model with good high level engagement and investigations but roles and funding ultimately still barriers to on ground action after a number of years of work

Statutory Authority

Benefits identified:

- A single entity aligning all government policies and stakeholder interests
- Greater coordination of information and planning for available water sources
- Consideration of all water sources
- Will ensure it is everyone's job to drive IWM

Risks, disbenefits and limitations identified:

- Over bureaucratic – another organisation that might slow down decision-making and progress towards IWM
- Possible duplication of effort and conflict with other stakeholders
- Potential marginalisation of existing organisations
- More expensive than current arrangements
- Ongoing sustainable funding would be difficult to achieve

Success will require:

- Centralised decision-making powers
- Clear delineation of responsibilities – how much authority/decision-making powers it has vs existing organisations
- Skills-based Board
- Implementation at regional and sub-regional scales
- Sustainable and clear financing and funding arrangements
- Significant political will
- Consideration of how landscapes are managed with water

Complexity +
timeframe to set up
may be dependent on
powers of existing
agencies that have to
be surrendered -
particularly budget
responsibility

Need statewide
because of decisions
in one catchment (eg.
WMLR) affecting other
areas (Adelaide); Also
need better
coordination within
catchments

Centralisation

Benefits identified:

- Ability to consider the costs and benefits across the whole water cycle
- Provide equity across stakeholders in a holistic manner
- Ability to address upstream and downstream issues
- Would provide consistency and centralisation of authority
- Provides the opportunity to build something from the 'ground up'
- Can get things done

Risks, disbenefits and limitations identified:

- Loss of trust and connection with the community
- The need to return revenue to the government would limit the ability to achieve IWM outcomes
- No checks and balances on a monopoly

- Would create a power imbalance among stakeholders
- Highly complex to implement – requires unpicking existing arrangements and legislation
- Operation challenges would arise with risks of unintended consequences

Success will require:

- Potentially a new entity
- A state-wide approach with the ability to 'tap into' local knowledge and values
- Some form of consultative group/s
- Ensuring consumer's needs are considered
- Unpicking existing arrangements and legislation, with statutory objects and principles of enabling legislation to establish a common goal for accountability

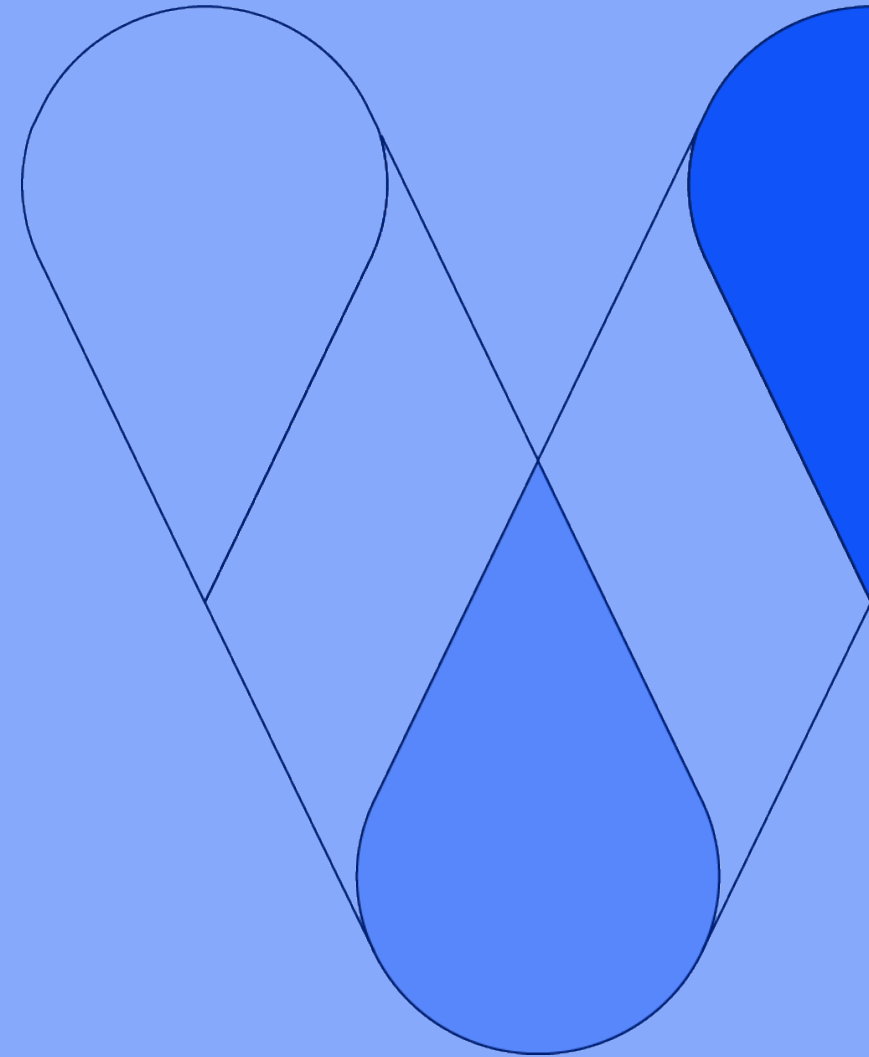
set overall targets and goals with legislative teeth

Really significant leg' change across multiple Acts, in an era where bipartisanship is rare - the point where wholesale change is very difficult.

Loss of trust with community - less connection to communities

State agencies

Summary of what we heard at the state agencies workshop



Key messages

- **BAU +** and **coordination** arrangements may not result in a ‘step change’, address current challenges or improve decision-making, with limited progress towards IWM. Alternatively, coordination arrangements could be paired with other arrangements to progress IWM.
- For **coordination** arrangements to be successful, it would require funding from the government, a clear role and purpose of forums/groups and a tiered structure with different levels of responsibilities
- The **Statutory Authority** arrangements could improve transparency of decision-making, but could also:
 - increase bureaucracy
 - de-link entities that own and operate the assets, resulting in inefficiencies
- Further work is required to understand the role and relationship of the **Statutory Authority** with other entities (e.g. Stormwater Management Authority and Landscape Boards) and plans
- The **centralised** arrangements could improve the integration of services. It also would enable clear cost recovery and create an authorising environment. However, there are significant risks with this model including:
 - creating monopoly/ies with no clear oversight
 - significant costs and difficulties in transferring assets
 - a risk of losing local input and context for solutions
- A regional stormwater authority was also identified as an alternative hybrid arrangement

Coordination

Benefits of collaboration - more integrated consideration and prioritisation of what we deliver within each region

Can be difficult to make tough decisions in collaborative forum - i.e. who decides, who pays, how do some projects get prioritized?

Pair it with other reforms - this option could be seen as an 'enabler' to other governance models under consideration

Benefits identified:

- Greater opportunity for integration, collaboration, and information sharing
- Level of acceptance and ease of implementation is likely to be high
- Many lessons from the Victorian IWM program that can be used

Risks, disbenefits and limitations identified:

- Unclear if the arrangement will help address current challenges and achieve IWM outcomes, particularly large-scale/whole-of-system outcomes
- May not support effective decision-making i.e. it may be difficult to make complicated, trade-off decisions
- Challenges associated with assigning responsibility and funding e.g. funding to deliver infrastructure
- Overlaps with current responsibilities and activities of Landscape Boards

- A risk that forums become about information sharing only, with no action
- Likely to be resource-intensive

Success will require:

- Forum chair and champion roles to be held by senior leaders to drive participation
- Dedicated oversight and secretarial roles to be established
- Government funding provided to establish new arrangements and ongoing roles, which may require a legislative basis
- A tiered structure be adopted to balance the need for decision-making and the ability to regularly convene a forum. e.g. forums at the Chief Executive level, supported by working groups at the officer level
- Implementation at the sub-regional scale to allow for catchment-based decisions

Statutory Authority

Benefits identified:

- Transparency and accountability, including how decisions are made
- Will ensure that all stakeholders are brought together
- Includes legal powers, making IWM activities enforceable

Risks, disbenefits and limitations identified:

- Will add a layer of bureaucracy that could be unwieldy
- Could risk de-linking entities that own and operate assets, resulting in inefficiencies
- Will place additional pressure on the preparation of regional IWM plans
- Will be difficult to integrate with existing legislation
- Will take time for legislation to come into effect
- May be unclear on who regulatory agencies need to deal with

Success will require:

- Additional resources
- Parliamentary support
- Implementation at a geographic scale consistent with what it is going to do – potentially a state-wide approach with regional components.
- A bottom-up approach in the first instance – where stakeholders come together first on what the issues are
- Clarity on whether it will replace existing entities such as the Stormwater Management Authority
- Clarity on whether IWM plans would be addition to or replace existing plans (stormwater management plans, water allocation plans, landscape plans)

More enforceability than forums and BAU

Another layer of bureaucracy, separated from existing owners of infrastructure and function.

Could risk delinking from the entities that actually own and operate the assets, resulting in inefficiencies.

Centralisation

Delay investment in other potable water supply infrastructure through integration

highly complex in terms of transfer of assets and transition will be long term- wont happen over night. Lots of complexity and negotiation

Benefits identified:

- Everything in one place, facilitating integration
- Provides a clear authorising environment and roles and responsibilities
- Clear cost recovery model and funding for waterways and drainage
- May help delay investments into other potable water supply infrastructure options through better integration of sources
- Could broaden the benefits to the community, environment etc
- Still allows for regional centralised options with larger service providers (i.e not everything needs to be centralised)

Risks, disbenefits and limitations identified:

- Large organisations may be less nimble and more siloed
- Risks associated with a monopoly, which is at odds with the current Water Industry Act
- May lose an understanding of local issues and context

- Politically challenging to deliver – potentially subject to the risk of change if delivered over multiple election cycles

Success will require:

- Rigorous oversight to be built in
- Clear model for cost recovery and economic regulation
- Other enablers such as IWM oversight, forums to facilitate collaboration and mechanisms to ensure that there is the diversity of opinions considered in decision-making
- Implementation at the Greater Adelaide scale, with a separate, tailored approach for the rest of the state
- Adequate engagement with stakeholders and customers
- Clear transition stages towards full implementation
- A robust method to assess the costs of assets and negotiate and transition assets in an equitable manner

Ensure that ESCOSA (as the economic regulator) considers the full range of commercial, social, cultural and environmental costs and benefits for all options in water supply augmentation decisions

could make more than one entity to offset some of the challenges of one large entity

Other arrangements

The workshop identified a regional stormwater entity as a hybrid arrangement

Summary

- Integrated stormwater model
- Regional subsidiaries for stormwater and potentially wastewater
- Skills-based Board
- Would reduce the amount of negotiation or collaboration to progress IWM and in doing so provide benefits for integrated stormwater management

Roles

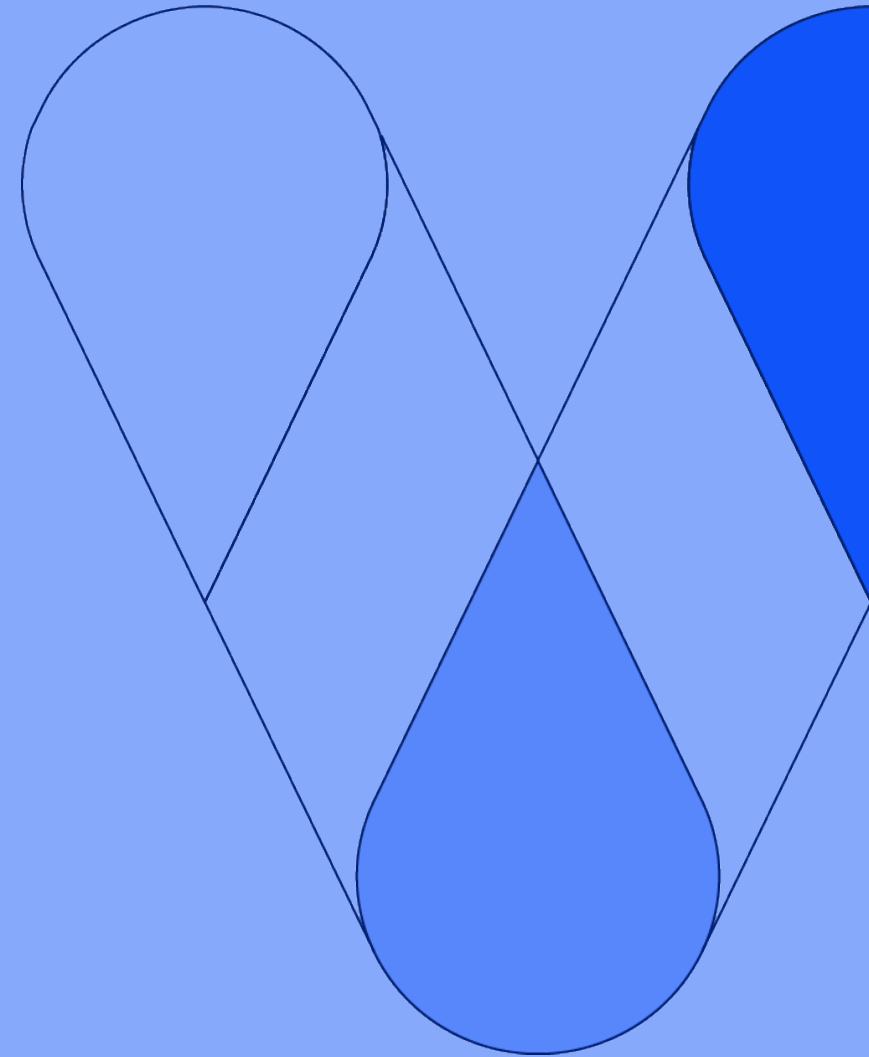
- SA Water continue to provide mains drinking water but not all sources of drinking water (split would need to be defined)

- Small drinking water suppliers exempt, i.e. not included in central authority
- Expand remit of SA Water to enable effective partnerships (greening & cooling)

Powers conferred by

- Local Government Act
- Water Industry Act
- Water retail code for small and large retailers

Appendix A – Participants



Local Government workshop participants

| Name | Organisation | Name | Organisation |
|-----------------|-------------------------------|------------------|------------------------------------|
| David Bailey | Adelaide Plains Council | Bruce Newmann | City of Salisbury |
| Gary Lyons | Alexandrina Council | David Pezzanti | City of Salisbury |
| Shane Broadbent | City of Charles Sturt | Andrew Comas | City of Victor Harbor |
| Erryn Busby | City of Holdfast Bay | Andrew King | City of West Torrens |
| Glynn Ricketts | City of Marion | Michelle Kennedy | City of West Torrens |
| Chris Haskas | City of Mitcham | Andrew Aitken | Eastern Region Alliance Water |
| Karen Wehterall | City of Mitcham | Kieran Chappell | Light Regional Council |
| Nina Keath | City of Onkaparinga | Clinton Jury | Local Government Association of SA |
| Ynys Onsman | City of Onkaparinga | Nathan Petrus | Local Government Association of SA |
| Greg Pattinson | City of Playford | Helen Edmonds | Mt Barker District Council |
| Craig Hughes | City of Port Adelaide Enfield | | |

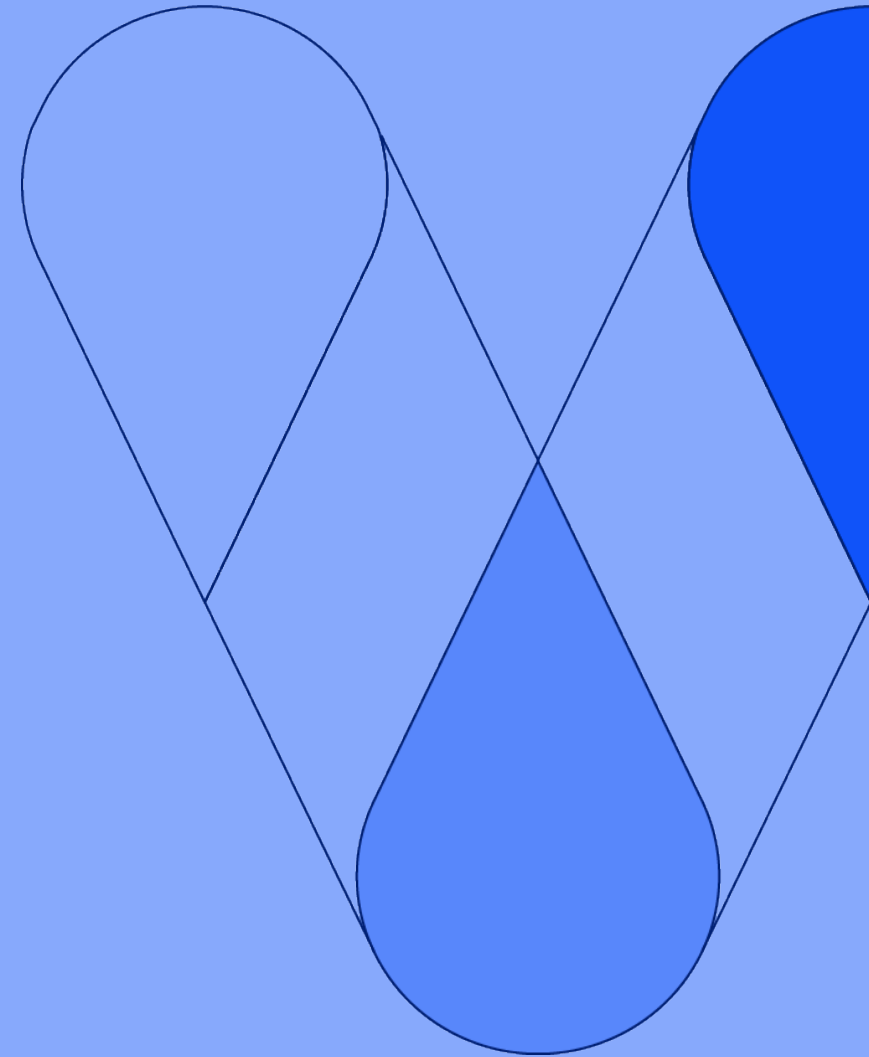
State government agencies workshop participants

| Name | Organisation | Name | Organisation |
|----------------|--|---------------------|--|
| Hannah Ellyard | Department for Environment and Water | Brett Steiner | Department for Trade and Investment – Planning and Land-use Services |
| Martin Allen | Department for Environment and Water | Cathryn Saunders | Department for Trade and Investment – Planning and Land-use Services |
| Naomi Struve | Department for Energy and Mining / Office of the Technical Regulator | Lissa Arcoverde | Essential Services Commission of South Australia |
| David Cunliffe | SA Health | Laura McDonald | Essential Services Commission of South Australia |
| Karen Bennink | SA Health | Ashley Kingsborough | SA Water |
| Martin Sharp | Department of Treasury & Finance | Madeleine Greenlee | SA Water |
| Shaun Thomas | Environmental Protection Authority | Mellissa Bradley | SA Water |

Regional bodies and stakeholders workshop participants

| Name | Organisation | Name | Organisation |
|-----------------|---|--------------------|--|
| Martin Stokes | Green Adelaide | Leonie Boothby | Regional Development Australia, Barossa Gawler Light Adelaide Plains |
| Tammy Partridge | Green Adelaide | Zac McCrindle | Regional Development Australia, Barossa Gawler Light Adelaide Plains |
| Michael Garrod | Hills & Fleurieu Landscape Board | Liam Golding | Urban Development Institute |
| Wendy Telfer | Hills & Fleurieu Landscape Board | Mark Pivovarov | Urban Development Institute |
| Amy Lee | Murraylands & Riverland Landscape Board | Charlotte Nitschke | Conservation Council SA |
| Tom Mowbray | Murraylands & Riverland Landscape Board | Anne Jensen | Conservation Council SA |
| John Peet | Northern & Yorke Landscape Region | Shanti Ditter | Stormwater Management Authority |
| Rebecca Howard | Northern & Yorke Landscape Region | Belinda Skilton | Stormwater Management Authority |
| Davide Gaglio | Resilient East | Rebecca Tooher | South Australian Council of Social Service |

Appendix B – Workshop activity outputs



Local Government – Business as usual +

| Group | Workshop comments | Additional comments (post-workshop) |
|--|---|---|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>SB low impact</p> <p>BAU allows agile and nimble</p> <p>potentially better than option 2 or 3 - less bureaucratic</p> <p>everyone in this group agrees that BAU- would not be enough to deliver required change and outcomes</p> <p>Orgs keep doing this well that they are doing well</p> <p>better than options 2 or 3 potentially - less bureaucratic and costly</p> <p>less change management required</p> <p>ok if resources from policy and ops level at State government</p> | <p>BAU allows for agility and local timely relevant interventions, SMA just need more funding for capex</p> |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>LG driven by rates and water infrastructure expensive- which acts as a disincentive- difficult to get funding for</p> <p>lots of reform in terms of WW has been done but not necessarily implemented - which is because of governance</p> <p>SB: highly skilled staff in various councils, some councils fortunate to obtain federal/state funding for water resilience</p> <p>SB: some councils have the capital to spend \$\$ IWM others do not.</p> <p>wonder if can lead to the level of capital investment needed in the growth areas - less growth that can rely on recycled water</p> <p>smaller councils struggle with capacity and funding and will not address this</p> <p>I wonder if this would enable private utilities to get involved in water/sewer/ recycled business</p> <p>wont help deliver on community aspirations to use recycled water etc</p> <p>Stormwater is not 'sexy' and hence doesn't attract appropriate funding</p> <p>SMA currently chronically unfunded</p> <p>doesn't necessarily address ideal goals of IWM</p> <p>BAU does not adequately integrate SW/ WW</p> <p>water utility needs an open mind to all of the opportunities that our WR can deliver</p> <p>Incentives may not be in the correct direction.</p> <p>council priorities might conflict</p> <p>smaller council difficult to access resources for infrastructure will remain challenge</p> <p>wont help tackle long term growth pressures</p> <p>not a fair and equitable model</p> <p>not going to deliver on what gov asking us to deliver on</p> <p>The current matrix of asset value, asset deficiency and future upgrade demands are very short from currently being clearly understood</p> | <p>Developers have to much power, urban infill is a huge challenge</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>wont be fit for purpose or deliver long term outcomes</p> <p>wont meet community expectations</p> <p>unsure what BAU will look like</p> <p>sil mentality of stormwater will remain</p> <p>subject to council decision/ directions</p> <p>some councils have free ride.</p> <p>not structure to integration</p> <p>current cost sharing rely on goodwill and good faith that can fall over quickly</p> | <p>Inequitable cost burden on coastal councils</p> |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>appropriate resourcing will be critical (of DEW)</p> <p>easy option</p> <p>Adelaide Plains CC runs a few spetic schemes but fees/etc are decided by members/local politics, so to do anything innovative likely to need legislative reform</p> <p>straightforward</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>I am not a water expert, and wonder if this option adequately integrates stormwater/recycled sewer etc in innovative ways</p> <p>State Water body needs to have an open mind SA Water locked into current state.</p> <p>SB : define the best use for each water type / location</p> <p>Need to identify where the gaps are, eg DEW/policy under resourced, can't just be state appropriation.</p> | <p>more risk based funding arrangement and transparency.</p> |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Need to be at regional but that would mean DEW could only pick one region at a time</p> | <p>Scale and scope is unclear</p> |

Local Government – Coordination

| Group | Workshop comments | Additional comments (post-workshop) |
|---|--|--|
| What are the benefits of this arrangement? (what I like about this arrangement) | <p>Allows peer to peer interactions on specific topics</p> <p>Proven model from other jurisdictions</p> <p>Hold on to elements of industry that are working</p> <p>It may assist with advocacy - eg. for Fed govt support to challenges that we can all agree upon</p> <p>Limited Regulation and policy changes</p> <p>Provides improved opportunity over existing in relation to opportunities for inter working.</p> <p>If works well, potential to leverage voices to address needed outcomes</p> <p>Flexibility - timing - open discussions - don't lock everyone in</p> <p>Right people around the table so making decisions together</p> | <p>Effective coordination will improve consistency across jurisdictions.</p> |
| What are the flaws with this arrangement? (what I don't like about this arrangement) | <p>No mandated participation</p> <p>Limited powers</p> <p>similar issues to option 3 - additional cost for little value, increased bureaucracy etc.</p> <p>little benefit over what is currently in place</p> <p>band-aid solution</p> <p>Could be more feel good than do good</p> <p>Limited power</p> <p>Additional funding not included</p> <p>Limited powers to ensure best IWM outcomes where may be needed</p> <p>Difficult to reach consensus</p> <p>potential for increased anxiety between entities</p> <p>Who are the forum members</p> <p>Really limited elements would likely remain unco-funded</p> | <p>Prioritisation of works may not align with the community or local authority's resources.</p> <p>Additional funding is more of a challenge</p> |
| Are there any risks of possible unintended consequences of this arrangement? | <p>Political / reputational risk if nothing improves or don't agree with the majority view or direction</p> <p>similar issues to option 3 - additional cost for little value, increased bureaucracy etc.</p> <p>Reputational - set expectations, not met (not binding)</p> <p>What happens if consensus isn't reached?</p> <p>Risk that local politics trump integrated objectives if there's no carrot or stick for implementing them</p> | |
| How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it? | <p>Easy to create - copy what has been done elsewhere - but difficult to achieve benefits</p> <p>complex - large # of parties involved is asking for issues/conflict</p> <p>parallels to existing experience between Councils in catchment management planning</p> <p>Easy to create a forum, difficult to reach consensus</p> <p>Similar to SAMPs and their difficulties for funding - limited benefit</p> <p>How to get additional funding - more difficult than SAMPs. Is there enough money in the pot and how is it divided up.</p> | |
| What would I change/ adapt about this arrangement? | <p>Clear role for regulators</p> <p>Clearly defined roles and responsibilities cognizant of different decision making frameworks for different organisations</p> <p>least amount of legislative change</p> <p>To achieve many of the need improvements to IWM, would likely need more legislative changes to achieve</p> <p>where does price regulation fit - is ESCOSA a key stakeholder?</p> | |
| At which scale would this work? (if relevant? e.g regional or sub regional) | <p>Almost needs to be multi-level - but have to bring all of these elements into a cohesive or peer-level and another at a more local level with groups of regional councils - but that adds even more complexity</p> <p>considered to be a high-level option and hence would work equally at all scales.</p> <p>Urban challenges are different for regional and peri urban. One size fits all has caused difficulty in other processes (eg planning)</p> <p>Sub-regional better</p> <p>If regional still need to capacity to talk across boundary</p> <p>Catchment makes sense - mismatch with Landscape Board catchments</p> | <p>Could try river catchment scale</p> |

Local Government – Statutory Authority

| Group | Workshop comments | Additional comments (post-workshop) |
|--|---|---|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>Common approach</p> <p>Centralised policy decisions and clear responsibilities for implementation</p> <p>while difficult to make water and sewer as open book fee for service only (no profit), this would be possible for stormwater and works elsewhere around the globe</p> <p>Stormwater would greatly benefit from being upgraded to a dedicated authority model</p> | <p>Relatively easy 1st step, more funding required for SMA</p> <p>Having a Statutory Authority in place will potentially improve equitable service standards in the stormwater space.</p> |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>More bureaucracy! Another government body.</p> <p>Unclear what powers, if any they would have, and how they would implement them</p> <p>Additional layer of bureaucracy in an already congested space</p> <p>Band-aid solution</p> <p>May not have access to all of the information required to do the job. Network assets systems will inevitably still cross jurisdictional/geographical boundaries</p> <p>Stat Authorities can stymie collaboration approaches to decision making. Stakeholders need to have a real seat at the table not just a reference group</p> <p>Levies won't be well received + concerns of controlling govts</p> | <p>A Statutory Authority would place downward pressure on Councils to deliver the required capital projects across stormwater, water distribution and other water assets could be problematic due to lack of robust funding mechanisms.</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>legislation difficult to change if not working</p> <p>Potential additional overhead / cost for limited value</p> <p>Potential to have a detrimental impact on LG ability to manage other assets (ie if costs for water become excessive could be at expense of other things)</p> <p>Toothless tigers... having legislative powers vs the practical ability to deploy those powers without alienating stakeholders</p> <p>resolution of disagreements between parties potentially complex / messy</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>Management / coordination of a huge number of organisations</p> <p>Adds another layer of governance - we are likely to become a subsidiary which will put a semi elected board over us and then over that council/elected members plus this authority as well as the existing state government/regulator layers</p> <p>Challenge dealing with the egos, patch protection and other behaviours we already see</p> <p>Potential perception of metro bias</p> <p>Who funds work - will there be cross-subsidisation between organisations / regions - can be positive and negative (see recent media on SA Water)</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>Merge some of the existing bodies / regulators to create this entity</p> <p>If this body provided full funding for all required works, it might be possible</p> <p>Would the body have funding to deploy to third parties or would it only direct other to do work?</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Probably regional like landscape boards (which started as catchment management boards)</p> <p>Regional but make the regions large enough to be meaningful and be cognizant of politics / perceptions at a local level eg. some hills councils might not like to be thought of as metropolitan</p> | |

Local Government – Centralised

| Group | Workshop comments | Additional comments (post workshop) |
|--|--|-------------------------------------|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>will help integrate functions</p> <p>better utilisation of equipment and pipework</p> <p>can make better decision when look at full CB and at scale</p> <p>Greatest option of being an entity most independent of government</p> <p>Most likely to be independent of politics - or not.</p> <p>very clear who is responsible</p> <p>Much easier to imagine / consider holistically when one party responsible (as opposed to hundreds)</p> <p>the only option that appears would genuinely work from an IWM perspective without adding layers of red-tape bureaucracy</p> <p>Better asset management outcomes when decisions are made across a whole network</p> <p>Possibly more efficient and improve economies of scale - particularly for the water distribution business.</p> <p>Single organisation responsible. Support prioritisation.</p> <p>will enable better decision making approach</p> <p>help use lowest cost water- fit for purpose</p> <p>can drive consistent approach</p> <p>Look into the electrical network. As an example.</p> <p>Storm Water to drinking water standard. Is technically possible.</p> <p>One organisation responsible for water - clear line of sight between bill payers and service provider</p> <p>can force integration of potable stormwater/sewer and look for opportunities</p> <p>will get the economies of scale and get cheaper water for communities</p> <p>some services are a cost- and this may be able to better offset</p> <p>Clear responsibility</p> <p>Best option from an IWM perspective - 1 absolute source of responsibility</p> <p>Central source of information.</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>adaptable to varying council standards</p> <p>scalability</p> <p>Must not become an ever growing beast, should have a clearly defined cap \$5.7T to limit scope creep.</p> <p>may not be as responsive to community needs and requirements</p> <p>can't make a signy</p> <p>Political fraught</p> <p>Will be seen as a major risk and difficult to work and have to change finances (Council rates)</p> <p>some issues as SA Water has a high level of accountability - what has happened in the past may be a benefit for the money they are through rates as service charges being to investment in the pipe (not what they want to see)</p> <p>Could potentially offer innovation and apply to other services as a large central authority may be an option</p> <p>Smaller entities - distribution network may be more willing to try things and fail because they are small</p> <p>The success may be about process rather than governance.</p> <p>Potential larger entity to wait and see rather than to lead and take risks</p> <p>WIP by the nature requires distributed and centralised in the delivery of IWM outcomes. A centralised authority cannot deliver on the outcomes that are required.</p> | |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>cost is a huge question mark - don't know if this would be more or less cost effective</p> <p>could become too big without clear guard rails- scope creep</p> <p>would need to provide for private water businesses. ESCOSA role continue</p> <p>important that community is not worse off</p> <p>may lose local knowledge and nuance of detail</p> <p>Deeply invested councils with water assets. would need to be not be worse off after a shift in responsibility.</p> <p>becomes a political football</p> <p>Stormwater could be re-allocated only being considered as a reduced cost of service improvement</p> <p>Asset standards still need to be flexible for purpose, not one size fits all (good places across an entire region)</p> <p>Changing political environment - look at what happened the three years reform in NZ with the recent election</p> <p>transfer of assets between entities may require some consideration of responsibilities, assets, where assets are held to own</p> <p>Risk that funding could be allocated on the political basis rather than a needs basis.</p> <p>if funding could be made to election cycles instead of outcomes.</p> <p>IWM requires the integration of the water, land, and energy and emissions. It's not just water and emissions that are the focus. This has to be considered. Water supply and emissions and climate change are all relevant.</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>clarity needed on role of roads for improvement vs road/gutters for water. what is transferred?</p> <p>Very big change task to establish. Change in legal, policy and human resources all needed.</p> <p>SB: Needs consideration on how large this would become?</p> <p>asset release - would need to be a clear line of sight on the different assets when the asset release was transferred to IWM</p> <p>big change - is there political support?</p> <p>Local and state government agreement required</p> <p>asset release - funding - increasing the "spit" requirements and standards may be difficult</p> <p>Potential push back from Council administration on taking over the water business where they exist.</p> | |
| <p>What would I change/ adjust about this arrangement?</p> | <p>more work needed to distinguish responsibilities that rest with LG and those that go central, e.g. stormwater, CWMIS</p> <p>Need to think about how a large entity fosters innovation</p> <p>would require clear mandates for each business functions</p> <p>how do we make the existing distribution network available to everyone</p> <p>average infra. - consider pre-funding to reduce flooding hazards and generate assets</p> <p>scale up planning and policy, do you scale up delivery?</p> <p>need to include expert led solutions</p> <p>this one really depends on the model and scale</p> <p>The central authority would need to have strong links with localised organisations such as local government who would be central to delivering the waterway health, climate resilience element of IWM</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Could an incremental approach be taken?</p> <p>has to be a larger scale</p> <p>centralised governance model with subset of regional businesses</p> <p>could have a subset of regional businesses</p> <p>not a question of go in the market if everyone does not have access to the distribution network</p> <p>could work at any scale if entity responsible get themselves up appropriately</p> <p>would need to be sub-regional because IWM needs to be localised and place based.</p> | |

Regional bodies and stakeholders – Business as usual +

| Group | Workshop comments | Additional comments (post workshop) |
|--|--|---|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>Doesn't upset the apple cart</p> <p>Need to stop kicking overdue water legislation reform down the road.</p> <p>Could focus on doing</p> <p>Light touch, so more likely to 'take'.</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>Doesn't go far enough - don't have seat at table. At least need to do coordination model</p> <p>Not enough funding</p> <p>We're not making sufficient progress/ headway under current arrangements.</p> <p>DEW would not be able to effectively coordinate without sufficient new resources being invested</p> <p>I feel that the gaps in roles and responsibilities and funding linked to well understood costs and benefits is too large for much meaningful actual integration with this model</p> | <p>Disagree with the "not enough funding" comment because it focuses only on the "cost" end of the value proposition. What's broken is the whole value mechanism - we can't articulate what benefits we are all delivering or need to deliver, we can't articulate what the value of delivering those benefits is (in \$ and/or narrative terms), we can't articulate who the beneficiaries are, and even if we could there's no inherent linkage between benefits/beneficiaries and costs. Think of the Port Phillip Bay example: everyone (sort-of) agreed on the \$ cost of nitrogen discharges to the bay, everyone agreed (sort-of) who would be best placed to pay those costs (anyone (sort-of) proposing to do a thing that resulted in nitrogen discharges), so the value loop was closed.</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>"Coordination" could feel like direction to some regional statutory authorities.</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>Perhaps some level of Ministerial direction required to give the coordination function some authority.</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>As it's "BAU" current scale/ regional arrangements would remain</p> | |

Regional bodies and stakeholders – Coordination

| Group | Workshop comments | Additional comments (post workshop) |
|--|---|---|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>May have better chance for buy in from parties</p> <p>Provides everyone an opportunity to be at the table and put their priorities forward</p> <p>good for connecting and getting people to work together</p> <p>Takes away risk that people are reluctant to jump in. This is a gradual change</p> <p>this options could be part of the process to implement more significant reform</p> <p>Collaboration - conversations happen - focus on outcomes</p> <p>Trust built - a good thing - drive collaboration</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>Doesn't create requirements to do things differently. The individual priorities may stay the same.</p> <p>Minimises capacity to leverage additional funding</p> <p>Need a strong framework to prioritise the needs - how do we make the call on what to go for?</p> <p>end up with great plans but no action</p> <p>No mechanism to drive action. Nice plans but no actions.</p> <p>The Geulter River Flood Management Program might be a good example for this. DEW CE had governance model with good high level engagement and investigations but role and funding ultimately still barriers to on ground action after a number of years of work</p> <p>no clear where accountability would sit</p> <p>Doesn't challenge and change things to a great deal</p> <p>Lower likelihood of achieving outcomes?</p> <p>No new funding mechanism not process to better reflect all the costs of benefits of IWM</p> | <p>No final decision maker or 'independent' able to enforce recommended actions</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>Relatively low risk in implementation</p> <p>Biggest risk is that it actually won't drive the change that is required.</p> <p>Risk that there is no change but creates more work.</p> <p>could take in the existing structure - if consumers not in existing mechanisms not likely to provide more opportunities</p> <p>risk is that it does not acknowledge complexity - but looks like it is</p> <p>this feels like a half way point - we can't be too dismissive as we could get there - but it is not ability to be able to be delivered compared to others</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>Can be implemented relatively quickly.</p> <p>relatively easy to do as not require anyone to change much</p> <p>how captive is a structure with change of government</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>This option feels like a stop along the way to get to the ultimate model</p> <p>The option may allow us to get to a full model - start small and work towards real change</p> <p>need to have right people at the table</p> <p>Strong leadership would be required. e.g independent Chair</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Have to think about multiple scale. Comments would need to be thought about.</p> <p>Would need to have an overarching body and the ability to focus on local scale.</p> <p>Need both big picture and the ability to drill down.</p> <p>need to deal with lots of complexity - so need to attach resources to enable people to have expertise</p> | <p>Support a greater Adelaide Forum. Bigger picture / less staff time requirement than sub-regional</p> |

Regional bodies and stakeholders – Statutory Authority

| Group | Workshop comments | Additional comments (post workshop) |
|---|---|-------------------------------------|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>It's someone's day job to drive IWM</p> <p>Looking at all water sources - use as much as possible</p> <p>single entity aligning all of gov policy and interests</p> <p>would need appropriate governance arrangement with appropriate representation</p> <p>Greater coordination of information and planning around available water sources e.g. understanding projected growth demand - potential recycled water supply</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>Possible duplication and conflict - need clarity on roles and responsibilities</p> <p>funding and how it is funded and who funds it</p> <p>How much authority it has / decision-making powers vs individual authorities</p> <p>Governance heavy - another organisation and more expensive</p> | |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>Potential for magnification - need to get buy in for all</p> <p>Might slow us down in addressing issues - over bureaucratic</p> <p>Only focused on water - integrates across water but not how we manage landscapes, towns etc</p> <p>Consider risks and experience of MCGA. If that model has given us any insights between states and outcomes, are we there to be in the right option?</p> | |
| <p>How difficult/complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>Ongoing budget would be the difficult bit - would be relatively easy if supported</p> <p>Would significant and political will (less than centralised)</p> <p>Clear delineation of responsibilities</p> <p>Complexity - time to set up may be dependent on powers of existing agencies that have to be surrendered - particularly budget responsibility</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>Board would require appropriate representation - skills-based</p> <p>Where does trunk vs local infrastructure fit?</p> <p>Do we need a DPC 'Critical Action Group' to be making critical decisions, backed by Cabinet to keep moving us forward whilst we work on longer term best practice governance, operational and strategic framework</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Need statewide because of decisions in one catchment (eg WMLR) affecting other areas (Adelaide). Also need better coordination within catchments</p> <p>Both scales integration</p> <p>Centralised decision making powers? Budget directing capacity? Legislative weight to direct other authorities</p> <p>Could streamline timelines for planning - decision making to improve responsiveness - timeliness</p> | |

Regional bodies and stakeholders - Centralised

| Group | Workshop comments | Additional comments (post workshop) |
|--|--|-------------------------------------|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>don't see a lot of benefits- see a lot of risks</p> <p>chance to build something from the ground up- hard set on new way of doing things</p> <p>would give consistency- but for one group- less accountability</p> <p>Similar benefits to authority</p> <p>set overall targets and goals with legislative teeth</p> <p>consistency and centralisation of authority</p> <p>Gain equity - allows to address upstream issues as a whole</p> <p>Can look at benefits and costs across the whole water cycle using a common frame</p> <p>With political will it might get things done</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>create a bigger player in the power imbalance</p> <p>lots of risks</p> <p>may not address longer term impacts for environment and community due to the need to return revenue to government</p> <p>Loss of trust with community - less connection to communities</p> <p>No checks and balances</p> <p>Water policy can go horribly wrong when it is 'done to' communities by a centralised authority.</p> <p>Subsidiarity is lost plus local community might - eg regional catchment needs and removing assets - can be hard to keep track of needs at localised scale</p> <p>Risks of unintended consequences - do constituents accept centralised authority</p> <p>need political will to implement undesirable targets, eg limits on demands to match available supply</p> | |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>if existing reputation with SA is not good - a weakened SA could be the one who can't get the message or prioritised right</p> <p>if the body primary function is to provide water to people their other services will always drop down the priorities</p> <p>difficult to have one authority to have responsibilities for all things</p> <p>takes existing institutional culture/ baggage/ way of working</p> <p>power imbalance between SA, Water and other stakeholders</p> <p>Only focused on water - integrates across water but not how we manage landscapes, biodiversity, communities etc</p> <p>Water stakeholders may not accept centralised authority. Could become politically heated.</p> <p>with stormwater element this model would remove the democratic input we currently have from elected members</p> <p>different areas of responsibility may have unintended consequences, such as environmental damage from stormwater outfalls</p> <p>seeing from IWM side their interest is not a part of government - loss of accountability and community will not be seen as part of government</p> <p>cost of transfer, assets, who pays for that - a transition cost could impact on customer costs</p> <p>on around affordability and how it might play out</p> <p>how does the role of water that SA Water must provide to SA Water - is this a conflict</p> <p>from SA Water - water to supply - how does it relate to SA Water - is this a conflict</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>single conceptual makes sense in operation the challenges would arise</p> <p>highly complex - requires unpacking SA Water and building from the ground up</p> <p>need to make sure clarity around responsibilities and structure</p> <p>Contrasting differences between Central authority VC Statutory authority.</p> <p>ability to bring other things in and test those without fear of favour</p> <p>Political will, Bipartisan agreement/ commitment</p> <p>Really significant 'leg' change across multiple Acts, in an era where bipartisanship is rare - politics has changed to the point where wholesale change is very difficult.</p> <p>would need to accommodate existing legislation responsibilities and assets within local government</p> <p>new authority, eg existing responsibility for stormwater management with local government</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>probably need to create a new entity rather than a reworked SA Water to ensure all priorities are considered</p> <p>how would needs of consumers be considered</p> <p>How do we consider the role of water that SA Water currently has to deliver to the SA GOV. how does that change when stormwater comes into play</p> <p>Need a strong mechanism for local voices to be heard - need to be seen to go through process of appointment - people feel their interests are represented</p> <p>Stat authority would need to be a core element to be able to take into account views of people benefiting from and creating the impacts - these should be regional or at catchment scale</p> <p>consultative groups would need to have catchment focus</p> <p>need to include mechanisms for engagement with affected constituents to get support and political will</p> <p>Statutory objects and principles of enabling legislation would need to establish common goal for accountability and delivery</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>if this includes transforming SA Water then it needs to be looked across the State</p> <p>Scale would have to go beyond Greater Adelaide.</p> <p>By definition this is central (statewide), but would only work with some sort of regional connections/ representation</p> <p>better to have a hybrid which combines central (state) authority with regional or sub-catchment groups with delegated authority, could miss the fine categories of subcatchment - the sub-groups</p> | |

Stage agencies – Coordination

| Group | Workshop feedback | Additional comments (post workshop) |
|--|--|---|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>benefits not increasing as a model might be easier to get agreement from government for this model</p> <p>good for improving information flow between the parties</p> <p>Limited duties in this space - benefits of prioritisation on our best bang for buck specific to that region</p> <p>opportunities for collaboration</p> <p>Integration of stakeholders to make joint decisions on water/wastewater services, stormwater/drainage, wastewater management, e-flows, cultural flows, etc. in one place, specific to that region.</p> <p>can potentially integrate discussions and think about all of the parts across the catchment in an integrated way</p> <p>Benefits of collaboration - more integrated consideration and prioritisation of what we deliver within each region</p> <p>lots of lessons learnt from Vic since 2017</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>feels a bit too close to BAU and may not lead to a step change</p> <p>if parties not able to negotiate unlikely to see step change</p> <p>not clear how this would help achieve the outcomes</p> <p>Especially larger scale / whole of system outcomes</p> <p>How would additional funding be found to deliver infrastructure? (at council level? VIA source @SCCSA assessed?)</p> <p>challenge will be around anything that needs funding and requires responsibility to do something</p> <p>Can be difficult to make tough decisions in collaborative forum i.e. who decides, who pays, how do some projects get de-prioritised?</p> <p>very resource intensive for very little benefit</p> <p>lots of overlap with what LB should be doing</p> <p>if decision made, but people not there then they may not agree - getting action may be difficult</p> | <p>MA: since this system is the driver to the other forums in Victoria it must be effectively getting some things into how we think about things that supporting not an critical assessment of what's going on they have been able to address regulatory, resourcing, requirements etc. Forums outside of Adelaide might be more relevant to SA and to meet Adelaide's resource, and current context. Adelaide due to resource is critical. This government has growing services for water, wastewater and stormwater</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>risk it becomes an information sharing forum rather than action</p> <p>Risk of just being an info-sharing forum if not done well</p> <p>significant resource strain on organiser</p> <p>Collaboration is an enabler to good governance, but this does not change our current governance model, and therefore doesn't address current challenges</p> | |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>reasonably non-threatening - easier to get through</p> <p>the level of engagement is important - if too high difficult to convene, if too low no decision making power</p> <p>Need to work through how stakeholders external to responsible entities are involved. I can see a risk if they are involved in decision making forums that it may hinder discussion decisions</p> <p>tiered approach is key - forums at CE level with known Chair, working groups supporting at officer level to delve through detail</p> <p>need a good chair, working groups underneath and funding and secretarial function</p> <p>Not sure where the resources would come from - no legislative basis for funding</p> <p>Not a significant step change, not too difficult to implement</p> | <p>MA: Needs careful construction to avoid forums being perceived as ineffectual or the amount of resourcing they'd require</p> <p>MA: I'm not fully convinced that forums would do any more than what could (or) already possible to achieve through existing means since there is nothing that prevents stakeholders raising issues they consider might policy, legislative, regulatory etc reform</p> |
| <p>What would I change/ adapt about this arrangement?</p> | <p>may need an officials level to do the working that funnels up to someone to make decisions</p> <p>Things required to do this well: Lessons learnt from WQ 1: Champions - senior level leadership 2: Funding - gov't funding drives the set up and initial step change 3: Oversight - dedicated role to provide organisation support and ensure accountability/delivery of commitments</p> <p>Senior level chairs of the forums to encourage attendance and drive change through leadership</p> <p>Pair it with other reforms - this option could be seen as an 'enabler' to other governance models under consideration</p> <p>Success will require funding and clear leadership (as well as a secretariat/ organising function)</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>Sub-regional scale is key to allow for catchment based decisions - i.e. only X amount of water within each catchment, how to best utilise and manage becomes a more manageable discussion</p> | <p>MA: The challenge with the agreed commitment of the LRF is, 20+ regional water delivery presented in 10+ regional catchment areas of catchment in other regions. Catchment based water delivery is a challenge. It will be a challenge to have a forum that can manage water delivery in other regions as well. A need for regional forums would be necessary and to be identifying the appropriate forum model to be appropriate to catchment</p> |

Stage agencies – Statutory Authority

| Group | Workshop feedback | Additional comments (post-workshop) |
|---|---|---|
| What are the benefits of this arrangement? (what I like about this arrangement) | <p>Transparency and accountability</p> <p>Governance is clearer as to how decision are made/ projects are prioritised</p> <p>ensures all stakeholders can be brought together</p> <p>More enforceability than forums and BAU</p> <p>legal powers</p> | |
| What are the flaws with this arrangement? (what I don't like about this arrangement) | <p>unlikely to be implemented without clear reason, might require a bottom-up approach first</p> <p>time for legislation to come into effect</p> <p>Depends on size of authority</p> <p>Requires additional resources</p> <p>Another layer of bureaucracy, separated from existing owners of infrastructure and function.</p> <p>Seems to need additional resources without clear benefits - adding to red tape / bureaucracy??</p> | <p>What would be the purpose of the IWM plan - clear and concise IWM, WAP, landscape plans etc that already exist? would it replace some of these things? Is it a new additional thing?</p> |
| Are there any risks or possible unintended consequences of this arrangement? | <p>Need associated structures to ensure stakeholders are sufficiently engaged/ involved to ensure decision are sound and supported by entities implementing IWM projects</p> <p>Unwieldy and remote from other agencies</p> <p>Adds complications in knowing who to deal with for regulatory agencies.</p> <p>Could risk delinking from the entities that actually own and operate the assets, resulting in inefficiencies.</p> | <p>Are there lessons from existing SMA / LB that could inform whether or not this is a good idea?</p> |
| How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it? | <p>Would be difficult for existing without additional resources</p> <p>bottom up first - stakeholders come together first on what issues are</p> <p>agree re comment about bottom up approach first</p> <p>Pieces significant pressure on frameworks for preparation of regional IWM plans. Maintaining quality of these plans will be key to stakeholder support</p> <p>Funding and staffing issues</p> <p>Challenging to integrate with existing legislation and to define responsibilities</p> <p>Case would need to be made to gov for need</p> <p>legislation - needs Parliament's support</p> <p>Need to resolve if establishment of IWM Authority has implications for Stormwater Management Authority. Is SMA still required?</p> | |
| What would I change/ adapt about this arrangement? | | |
| At which scale would this work? (if relevant? e.g regional or sub regional) | <p>not sure on this but currently thinking regional scale might be a better scale</p> <p>All state</p> <p>Needs to cover all State but could have regional components</p> | <p>The appropriate scale depends on what it is going to do</p> |

Stage agencies – Centralised

| Group | Workshop feedback | Additional comments (post-workshop) |
|--|--|--|
| <p>What are the benefits of this arrangement? (what I like about this arrangement)</p> | <p>everything in one place - should make integration easier to deliver</p> <p>integration offers greater ability to deliver benefits</p> <p>Daily investment in other possible water supply infrastructure through integration</p> <p>Integration of assets, regulatory oversight to ensure any transition is managed to deliver the benefits. Health services will need to be considered. Other planning considerations</p> <p>would provide clear cost recovery model</p> <p>Create a new authority - environment and health services - authority would be centrally managed and integrated</p> <p>Sell allows for regional restructured options with larger providers</p> | |
| <p>What are the flaws with this arrangement? (what I don't like about this arrangement)</p> | <p>Politically challenging to deliver</p> <p>to work still need a number of enablers including IWM Oversight and IWM Collaboration to be fit and equitable</p> <p>One service provider to deliver broader services still needs key enablers of good IWM Oversight and IWM Collaboration to be fit and equitable</p> <p>If implementing across multiple election cycles, then subject to risk of change</p> <p>Unclear how the current model of economic regulation for this model</p> | <p>risk that it might trespass on current rights of asset owners etc (eg stormwater mgrs/LG's that have made substantial investments they may wish to have safeguarded)</p> |
| <p>Are there any risks or possible unintended consequences of this arrangement?</p> | <p>need to ensure you build in good oversight</p> <p>risks of monopoly</p> <p>currently at odds with Water Industry Act</p> <p>potentially at odds to reproduce competition to the water under take</p> <p>Difficult transition of assets and negotiations to implement</p> <p>absolute agreement on the assets - not all are clear as to what is meant</p> <p>Implementation compliance and public will</p> <p>Balance to have some understanding - likely to be applied with a certain option</p> <p>What is the relationship with existing regulatory approach</p> <p>Options to interact with Commonwealth measurement</p> <p>May still not achieve full benefits if new organisation is siloed due to size/complexity</p> | <p>larger organisations are sometimes less flexible and innovative - do things the way they have always been done</p> <p>I don't understand what the comment about interactions with commonwealth requirements means</p> <p>how do you ensure that there is a diversity of opinion in decision making when there is effectively only one organisation making the decisions</p> |
| <p>How difficult/ complex would implementing this arrangement be? Why? What would be required to establish it?</p> | <p>highly complex in terms of transfer of assets and transition will be long term - what happens over night. Lots of complexity and negotiation</p> <p>need to identify what the assets are and what they are worth</p> <p>Significant step change - significant resources required to implement and then deliver</p> <p>need to tackle competitors and better carry around fees and charges</p> <p>Ensure that EROSGA as the economic regulator considers the full range of environmental, social, cultural and environmental costs and benefits for all options in water supply management decisions</p> <p>Root and branch potential reforms for legislation, policies, transfer of assets and functions</p> <p>Could be challenging to maintain balance of activities and funding across multiple existing entities</p> <p>need clear cost recovery model</p> <p>need strong political will - balance becomes political football - need top down support</p> | |
| <p>What would I change/ adapt about this arrangement?</p> | <p>clear cost recovery model required</p> <p>add enablers of IWM Oversight and IWM Collaboration</p> <p>Regional capacity to deliver</p> <p>Ensure IWM is within the regulatory framework as BAU to allow cost recovery through fees and charges</p> <p>Clarify transition steps - staged process with a number of steps rather than a single step change</p> | |
| <p>At which scale would this work? (if relevant? e.g regional or sub regional)</p> | <p>if at state scale could lose connection to local communities</p> <p>could make more than one entity to offset some of the challenges of one large entity</p> <p>even if sub regional monopoly challenges still remain</p> <p>Could have specific arrangements for Greater Adelaide as others have done for major urban centres (i.e. Melbourne Water vs regional VIC utility arrangements)</p> | |

