



# Flood Management Strategy Refresh Port Phillip and Westernport

## Co-delivery Summary Paper

### Background and purpose

Melbourne Water is leading a refresh of the Flood Management Strategy Port Phillip and Westernport. The refresh includes a draft strategy; action plan; and monitoring, evaluation, reporting and improvement (MERI) plan.

Many partner organisations have responsibilities for flood management – as partner organisations, we cannot deliver the strategy alone. We need to collaborate to achieve common goals, share information and skills, understand needs and opportunities across the region, engage in joint problem-solving, and coordinate processes and activities across catchments.

Co-delivery is one way to deliver aspects of the strategy. It can bring mutual benefits such as efficiencies and greater co-ordination, and most importantly, better outcomes towards our common goal of creating a more aware, responsive and resilient community. Co-delivery also brings complexity and we need to define how we will work together and set-up the mechanisms we need so we can successfully enact a co-delivery model.

In 2020, Melbourne Water engaged Shaun Cox, Director of Inxure Strategy Group, to explore a potential co-delivery model for the strategy. A report was developed based on research and interviews. This document draws on the report and presents early considerations for a co-delivery model, including its purpose, scope, goals, principles and co-ordination.

Melbourne Water is seeking feedback about co-delivery through targeted consultation sessions and direct feedback from partners as part of the refresh process. Consultation runs from 8 February to 19 March 2021. This summary is designed to focus our conversations and inspire ideas during consultation. Feedback will be used to draft a proposed co-delivery model.

### Structure of this document

This document considers different aspects of a co-delivery model, including how a co-delivery model might be defined, and how it might be enacted as follows.

#### **Defining the co-delivery model**

- Purpose: what is the purpose of a co-delivery model as part of the strategy?
- Scope: what is the scope of a co-delivery model, specifically, what aspects of the strategy will be co-delivered in the short and long terms?
- Goal: what is our goal for the co-delivery model itself i.e. what will the co-delivery model look like so that we all know what we are committing to?

#### **Enacting the co-delivery model**

- Principles: what principles will guide the way partners work together?
- Coordination: what mechanisms will be used to enact the co-delivery model?
- Activities: which activities should we co-deliver in the first five years of the strategy?



# Flood Management Strategy Refresh Port Phillip and Westernport

## Defining the co-delivery model

### Purpose of the co-delivery model

The flood strategy refresh has taken a co-design approach to developing the strategy and action plan. The strategy has a defined vision to ensure that we have a shared goal, and three objectives that are essential to achieving the vision.

This document proposes that the purpose of the co-delivery model is to facilitate the best delivery of the flood management strategy outcomes.



Figure 1. Flood Management Strategy vision, objectives and outcomes

### Scope of the co-delivery model

The scope defines which aspects of the strategy will be part of a co-delivery model. Organisations in the region have clear roles and responsibilities, and, there are focus areas and actions within the strategy that could benefit from greater coordination between partners.

We have successful experiences with co-delivery, for example, through the Integrated Water Management forums and the Elster Creek collaboration delivering the Elster Creek Catchment Action Plan. We also have examples that were unsuccessful in navigating the complexities of defining a shared goal, and reconciling competing organisational needs.



# Flood Management Strategy Refresh Port Phillip and Westernport

We need to be strategic in what we include in the scope of a co-delivery model, so we can develop it progressively based on our collective experiences.

Adopting a staged approach may involve the following considerations:

- some aspects of the strategy are less mature than others and may require greater attention in the early stages of the strategy's delivery
- some focus areas of the strategy are considered a high priority to ensure the successful delivery of the vision and objectives. One such area that has been regularly referenced in the interviews is planning controls, including how best to manage emerging threats such as climate change and coastal inundation
- there are limited resources across the regional partners and not all aspects of the strategy can be progressed immediately and concurrently
- it may be necessary to strengthen certain relationships and governance arrangements prior to implementing aspects of the strategy.

*Question for consultation:*

1. *Which focus areas should form part of the co-delivery model in the first five years of implementation, and which should be introduced later in the 10-year strategy, and why?*

## **Envisioning the co-delivery model – goals for the model itself**

A co-delivery model may include a clear goal for the model itself, so partners know what it aims to achieve. Articulating a goal, or what co-delivery will look like, will help to develop partners' commitment to the model and evaluate the model's success over time.

Several goals were suggested in the interviews including:

- improved shared awareness of the strategy and its delivery
- improved integrated decision making, including multi-faceted and catchment-based responses
- improved delivery of the actions nominated within the strategy
- clarity on roles and responsibilities and strengthening of governance
- managing flooding issues more strategically and less reactively
- improved commitment from regional partners
- improved sharing of information and data to inform key decisions.

Another way to develop a goal for the model, is to consider the shift we want to see, from current arrangements to a future including an effective co-delivery model (see Figure 2.).



# Flood Management Strategy Refresh Port Phillip and Westernport



Figure 2. Desired shift in flood strategy delivery

Question for consultation:

2. What could the future-state of co-delivery look like?

## Enacting the co-delivery model

### Principles for the engagement between partners

After determining the purpose and scope of the co-delivery model, and our goal for the co-delivery model itself, we need to consider how it will be applied. We can do this through developing key principles that underpin and guide how we work together.

Principles are used in a range of different settings such as:

- *Local Government Act 2020*
- Guidance for Local Government on Climate Change Adaptation: Roles and Responsibilities under Victorian legislation
- The Melbourne Urban Stormwater Institutional Arrangements (MUSIA) review
- The Elster Creek Collaboration.

Relevant principles adapted from these settings include:

- promote partner collaboration, including mutual respect for one another's values
- promote community and partner resilience
- pursue transparent, evidence-based and integrated decision-making



## Flood Management Strategy Refresh Port Phillip and Westernport

- establish a common language to facilitate understanding and alignment
- prioritise 'best for community' outcomes, including future generations
- promote economic, social and environmental sustainability, including managing climate risks
- involve the community where possible in strategic planning and decision making
- pursue innovation and continuous improvement.

Principles based on experience with co-delivery in the urban water context also include:

- commitment to a common co-delivery project goal
- articulation of each partners' requirements
- whole-of-project cost-benefit analysis
- distributive analysis of the impacts the project
- agreement on resource allocation and shared savings
- collective decision making
- agreeing a risk sharing model

*Question for consultation:*

3. *What principles could underpin the way we work together, that can be relied upon to guide how we engage with each other when collaborating through co-delivery?*

### **Coordination to realise the model**

Coordination refers to the mechanics of the co-delivery model, or the structures that we need to put in place so we can work together effectively.

Activities that have been identified include:

- regional prioritisation of locations for flood management projects
- rolling annual planning process for strategy delivery
- monitoring, evaluation, reporting and improvement (MERI)
- establishing, coordinating and periodically reviewing the strategic governance framework for delivery of the strategy
- high-level implementation planning of the tasks necessary to deliver the strategy
- strategic management of risks to the strategy's delivery
- ensuring necessary processes are established to facilitate the strategy's delivery (for example around prioritisation and planning)
- periodically evaluating the effectiveness of the co-delivery model and continuously evolving it over the 10-year life of the strategy.

*Questions for consultation:*

4. *Are there any activities not included above that should be included in the first 5 years of co-delivery?*
5. *Are there existing mechanisms e.g. leadership groups, forums, processes and tools that can be leveraged to assist with these activities?*

