

# SA Climate Ready Coasts



## Program Plan

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## Introduction

South Australia has over 5,000km of coastline with 90% of the population living on or near the coast, and 34 of the state's 68 councils having coastal management responsibilities.

Coastal management continues to be a challenge for local and state governments, and the communities they serve, because of insufficient data about coastal risks, limited capacity and expertise to effectively manage complex coastal systems and a lack of funding to implement works. In addition, climate change is causing rising seas, stronger storms, and more severe coastal hazards, increasingly putting more people, homes, infrastructure, and natural resources at risk.

The SA Climate Ready Coasts program has been initiated to accelerate adaptation planning and drive a more strategic and integrated approach to coastal management. The program is being led by the Local Government Association of SA (LGA) working in partnership with the SA Coast Protection Board (CPB), Department for Environment and Water (DEW), the Adelaide Coastal Councils Network (ACCN), SA Coastal Councils Alliance (SACCA) and Regional Local Government Associations (Regional LGAs).

The program will be delivered between 2023 and 2026 through a series of interconnected projects that work together to accelerate coastal adaptation through a twin focus on:

- Capacity: strengthening capacity to manage the coast at local, regional and state-wide levels
- Data: consistent state-wide datasets and monitoring infrastructure

The individual projects will be delivered by consultants, contractors, through grants to councils and by LGA, DEW, SACCA, ACCN and council staff providing in-kind support.

## Purpose of the Program Plan

The Program Plan is the key program control document for SA Climate Ready Coasts (Program), and contains:

- Description of overall outcomes sought by the Program, and the rationale for these;
- Explanation of the approach to delivering the Program, including an overview of the eight interconnected foundational projects to be delivered in the first year (Stage One), and how these will inform the remainder of the Program (Stages Two and Three); and
- An overview of the Program's governance, delivery mechanisms, budget, risks, and communication approaches.

The Program Plan is supported by a separate Stakeholder Engagement Plan; Risk Register and Budget, as well as individual project plans. This document will be reviewed and updated at least annually as the Program progresses.

This Program Plan has informed the 'Delivery Milestones' within the Coastal and Estuarine Risk Mitigation Program Implementation Plan. This Implementation Plan forms the basis of the reporting that the LGA will make to the Commonwealth Government funders (via South Australian Fire and Emergency Services Commission).

## Program Outcomes

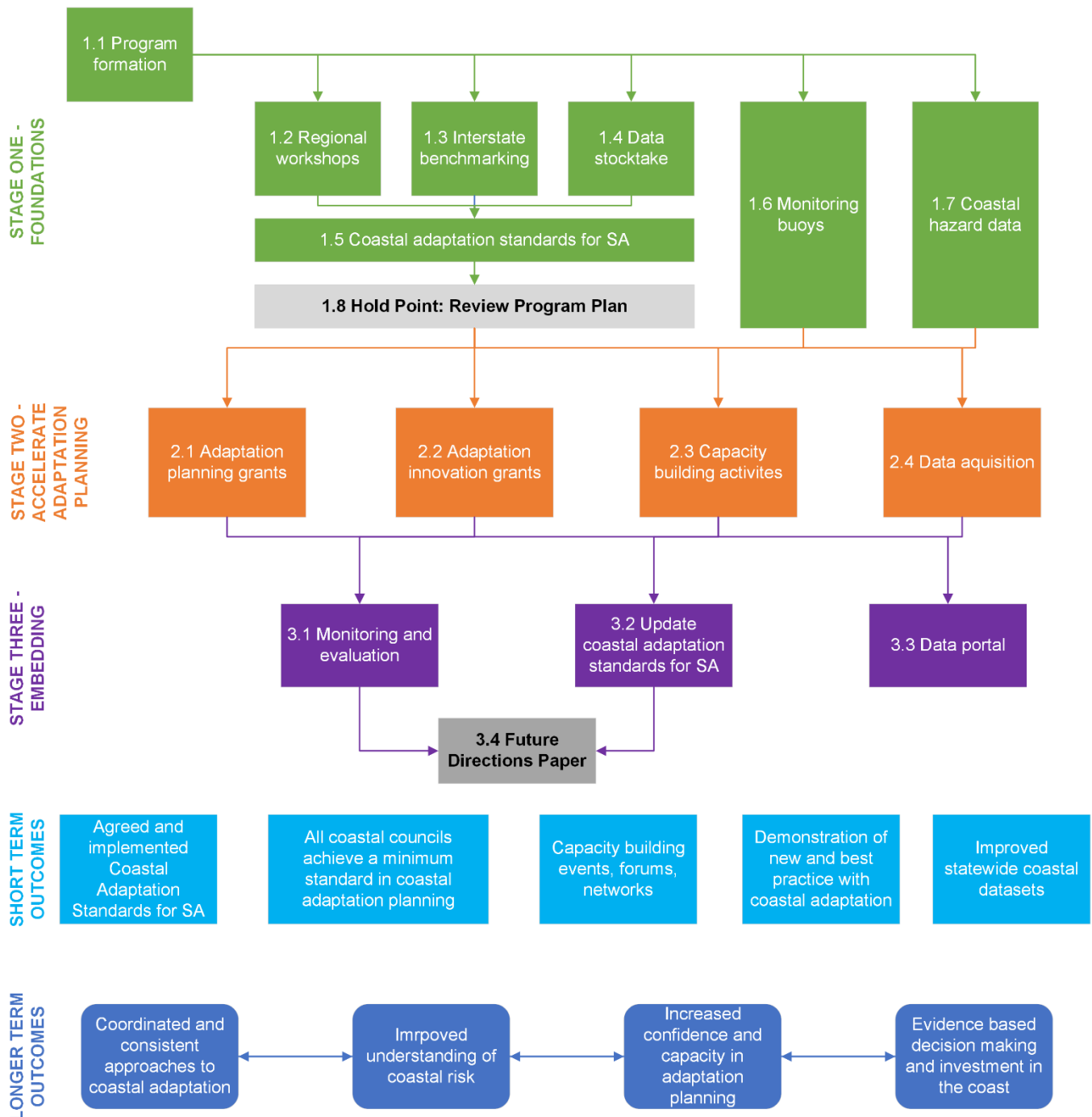
Outcome	Rationale
<p><b>1. Coordinated and consistent approaches to coastal adaptation</b></p>	<p>Current approaches to coastal adaptation are fragmented, uncoordinated and based upon different datasets and adaptation planning methodologies. Approaches vary from council to council, region to region, and between local and state government.</p> <p>SA Climate Ready Coasts will support more consistent and coordinated approaches to coastal adaptation by:</p> <ul style="list-style-type: none"> <li>- Establishing principles, methodologies and standards for coastal adaptation that are agreed upon and adopted by local and state government</li> <li>- Identifying and collating existing coastal datasets held by state and local government</li> <li>- Improving and/or acquiring datasets to address identified data gaps and provide consistent data</li> <li>- Strengthening local and state government capacity to drive coastal adaptation planning and action in accordance with the agreed standards.</li> </ul>
<p><b>2. Improved understanding of coastal risk</b></p>	<p>Understanding of coastal hazards and risk varies considerably across the state because of local differences in the coast and experiences of hazardous events, varying investment in data, risk assessments and coastal adaptation planning, the availability of the right data at the right level of detail, and capacity to use data to inform decision making.</p> <p>SA Climate Ready Coasts will improve understanding of coastal risk by:</p> <ul style="list-style-type: none"> <li>- Collating and improving the state-wide coastal datasets</li> <li>- Supporting all coastal councils to achieve an agreed standards in terms of their understanding of local coastal risk</li> <li>- Building the capacity of local and state government to understand and use coastal hazard and risk information.</li> </ul>
<p><b>3. Increased capacity and confidence in coastal adaptation planning</b></p>	<p>The capability and capacity of councils to lead coastal adaptation planning varies considerably across the state. In some cases, a lack of capacity is driven by a lack of basic resources (people and funds) while in other cases, there is insufficient strategic support to lead this work, a lack of awareness of what has worked well elsewhere and/or limited technical capacity to understand how to undertake locally-relevant coastal adaptation planning. Many resources are available to councils (for example, the LGA Coastal Adaptation Guidelines or Coast Adapt resources), but written resources alone rarely build capacity and confidence.</p> <p>SA Climate Ready Coasts aims to address this gap through a multi-pronged approach to capacity building that addresses the unique capacity gaps of each council and region. Capacity building activities will be tailored to needs, and will range from forums and events, to training, networks, peer review and grant funding.</p>
<p><b>4. Evidence-based decision making and investment in the coast.</b></p>	<p>Investment and decision making about the coast by local and state government is not always informed by a robust or consistent evidence base. This means that there is a risk that funds and efforts are being directed towards projects and activities that may not represent the most strategic priorities.</p> <p>SA Climate Ready Coasts will support a more strategic, evidence based and transparent approach to decision making by establishing principles, methodologies and standards for coastal adaptation that are agreed upon and adopted by local and state government, and improving the datasets that underpin decision making and investment.</p>

# Methodology

SA Climate Ready Coasts will be delivered through three stages of work.

- Stage One aims to establish the program’s foundations through projects that systematically understand the status of coastal adaptation in SA, evaluate needs, establish methods and acquire data.
- Stage Two is the key delivery stage through projects and activities that accelerate adaptation planning.
- Stage Three will consolidate learnings from the program and chart the way forward for further action.

The following chart summarises the methodology for delivering the program, and the relationship with the short and long term outcomes sought.



## Stage One - Foundation

In Stage One, the Program will deliver eight inter-related projects that establish the baseline conditions for the remainder of the program. These projects are considered foundational because the scope and method for the remainder of the program will depend upon the outcome of these projects.

The following serves as a summary of each of the foundation projects. Additional detail about each project will be provided in standalone project plans.

### Project 1.1: Program formation

<b>Aim</b>	To undertake program planning and preliminary stakeholder engagement to clarify program objectives, scope and delivery method, and set up the program for success.
<b>Description</b>	The starting point for program planning is grant documentation, which will be built on through targeted engagement with program partners (LGA, CPB, DEW), subject matter experts and other key stakeholders, such as SACCA and the ACCN. As part of the program formation, the program governance structures will be established and the bodies formed through this process will be used to gather additional feedback to inform program planning.
<b>Workstream</b>	N/A
<b>Outputs</b>	Program Plan; Stakeholder Engagement Plan; Risk Register; Budget and the formation of the Program governance bodies.
<b>Delivery method</b>	Interim program manager.
<b>Timeframe</b>	December 2022 to April 2023.

### Project 1.2: Regional workshops

<b>Aim</b>	To introduce the Program to councils, seek their feedback on its scope and objectives, and build an understanding of each council's status with coastal adaptation and their priorities.
<b>Description</b>	<p>Anecdotally, it is well established that each region across the state, and councils within each region, have taken different approaches to coastal adaptation. This variation is a product of history, strategic priorities, the lived experience of coastal hazards and perceived and actual levels of future risk.</p> <p>It is critical that the Program meets councils 'where they are at' and adds value based on local priorities – while also supporting the sector as a whole to move towards a more consistent approach and ensuring all councils can achieve a minimum baseline in their coastal adaptation planning.</p> <p>In 2020/21, Flinders University were engaged by DEW to prepare the Coastal Adaptation Planning Compendium to provide a detailed desktop review of the "embeddedness of coastal hazard risks into councils' strategic planning frameworks and stages of adaptation planning". This study was limited to publicly available information at the time of writing and thus did not incorporate projects underway or reports not published to council websites.</p> <p>Given this, a foundational project for SA Climate Ready Coasts is to conduct workshops in each region of the state which will build on this work by:</p> <ul style="list-style-type: none"> <li>- introducing the Program and seeking feedback on its objectives and scope;</li> <li>- exploring the region's history/lived experience with coastal hazards and adaptation planning;</li> <li>- validating the outcomes of the desktop audit (Flinders University Compendium);</li> <li>- undertaking a first-pass coastal adaptation maturity assessment with each council; and</li> </ul>



	<ul style="list-style-type: none"> <li>- confirming regional priorities and expectations; capacity building needs and data requirements.</li> </ul> <p>It is envisaged that the workshops will involve a combination of regional discussion as well as a council-specific maturity assessment. The maturity assessment will be informed by the LGA Coastal Adaptation Guidelines and related coastal adaptation resources.</p> <p>For this reason, all coastal councils will be strongly encouraged to attend and ideally send a CEO/senior executive as well as their technical leads on coastal adaptation. Workshops will be delivered and promoted in partnership with ACCN, SACCA and Regional LGAs.</p>
<b>Workstream</b>	Capacity
<b>Outputs</b>	Regional workshops; Coastal adaptation maturity assessment for each council and region.
<b>Delivery method</b>	Stakeholder engagement consultant engaged by the LGA, and supported by the Program Manager. Councils, Regional LGAs, ACCN and SACCA to provide in-kind support for the workshops.
<b>Timeframe</b>	June-October 2023.

### Project 1.3: Coastal adaptation benchmarking

<b>Aim</b>	To understand how current approaches to coastal adaptation in SA align with experiences and best practice interstate.
<b>Description</b>	<p>The purpose of this desktop benchmarking exercise is to understand the extent to which approaches to coastal adaptation in South Australia, by both local and state government, align with interstate experiences. While recognising there are jurisdictional and legislative differences between the states, much can be learnt from initiatives such as:</p> <ul style="list-style-type: none"> <li>- <u>Q Coasts</u> in Queensland</li> <li>- Coastal management <u>framework, toolkit and manual</u> in NSW</li> <li>- Victoria's <u>Resilient Coast – Adapting for 2100+</u></li> <li>- Tasmania's <u>Coastal Adaptation Pathways Project</u></li> <li>- Western Australia's <u>CoastWA</u> program.</li> </ul> <p>A targeted benchmarking exercise will help to build the picture around the relative strengths and gaps of our current approaches in South Australia and identify approaches and tools that may be relevant to this program. It will also consider the mechanisms used to implement any coastal adaptation standards or guidelines in other jurisdictions, the relative effectiveness of these processes, the roles of both local and state government in technical review and approval of coastal adaptation plans, and learnings from coastal adaptation initiatives that are considered award-winning.</p> <p>This project will complement the capturing of local experiences through the regional workshops (Project 2). The outcomes of this benchmarking review will directly inform the Coastal Adaptation Standards for SA (Project 3).</p>
<b>Workstream</b>	Capacity
<b>Outputs</b>	Coastal adaptation benchmarking report
<b>Delivery method</b>	Coastal management or similar policy consultant engaged by the LGA. DEW, ACCN and SACCA to provide in-kind support regarding this project.
<b>Timeframe</b>	June – September 2023

### Project 1.4: Data stocktake

<b>Aim</b>	To generate a collated coastal database that can inform data improvement priorities, coastal adaptation standards and local adaptation planning.
<b>Description</b>	<p>The core coastal hazards in South Australia generally relate to coastal flooding, erosion, sand drift and acid sulphate soils. A range of information about these hazards of varying quality currently sits across state and local government. In addition, there are a range of related datasets relating to environmental values and assets associated with the coast.</p> <p>This project will bring together all known coastal hazard and ecological value datasets from state government (for example, EPA, DEW, DEM, DIT, PIRSA, SA water) with any relevant data sitting with councils. Through the process, this stocktake will seek to understand how the data was acquired, its scope/limitation, scale/granularity and how it is currently being used to improve understanding of coastal risk.</p> <p>This will be important in understanding the extent to which various datasets can be used for other purposes as part of collated database and/or as part of coastal adaptation planning. The data stocktake will also identify recommendations for priority data acquisition, and gaps from this process will be considered having regard to the data needs identified through the Regional Workshops (Project 1.2).</p> <p>There is significant DEW in-kind support of this project given their role maintaining many coastal datasets.</p> <p>It is expected that the consultant leading this work will work closely with the lead of the coastal adaptation standards for SA (Project 1.5) given the close connection between data and minimum standards.</p>
<b>Workstream</b>	Data
<b>Outputs</b>	Collated coastal GIS dataset; recommendations regarding priority data gaps; recommendations regarding minimum data standards.
<b>Delivery method</b>	GIS consultant engaged by DEW. In-kind support from DEW staff.
<b>Timeframe</b>	June-October 2023

### Project 1.5: Coastal adaptation standards for SA

<b>Aim</b>	To define principles, methodologies and standards for coastal adaptation that are agreed upon and adopted by local and state government.
<b>Description</b>	<p>To date, a wide range of methodologies have been adopted by SA councils in preparing local coastal adaptation plans. In addition, different forms of evidence and data are typically used by the State Government in evaluating coastal grant applications and making state-wide coastal management decisions and investment.</p> <p>The LGA's Coastal Adaptation Guidelines outline the six steps for coastal adaptation planning, and for each step define a purpose, process, minimum requirements and further reading. There is a need to build on these guidelines by:</p> <ol style="list-style-type: none"> <li>1. Defining coastal management principles to inform a consistent state-wide approach to coastal management across both levels of government;</li> </ol>



	<ol style="list-style-type: none"> <li>2. More definitively outline the baseline (minimum) standards for coastal adaptation planning in SA which will form the basis of the program's work in Stage Two;</li> <li>3. Providing additional tools and practical resources for coastal management practitioners to undertake coastal adaptation planning in accordance with these standards; and</li> <li>4. Respond to the experiences to date by SA councils and regions (Project 1.2) and interstate benchmarking (Project 1.3).</li> </ol> <p>In practice, it is expected that this project will result in refinements and additions to the LGA guidelines, and ultimately replace this document. The new standards will be published as a joint State and Local Government document that clearly communicates the expectations and requirements for both levels of government to work towards consistent and aligned processes.</p> <p>This project will also develop consistent criteria for determining regional priorities for evaluating coastal projects. These criteria will be developed in consultation with the Coast Protection Board to assist in prioritisation of investment in coastal hazard management and infrastructure that may be required in future.</p> <p>It is expected that this project will require considerable stakeholder engagement in not only defining appropriate coastal adaptation principles, methodologies and standards – but working through how these will be implemented, and the respective roles of councils, DEW and the CPB. Determining roles and responsibilities in technical review- as well as approval- of coastal adaptation plans will be important. It is acknowledged that the outcome of this process will have resourcing implications for both the program – and all organisations involved.</p> <p>This project will be implemented once the results of the regional workshops (Project 1.2) and benchmarking study (Project 1.3) are known, and in parallel with the data stocktake (Project 1.4), noting that the data stocktake will inform minimum requirements as they relate to data.</p>
<b>Workstream</b>	Capacity
<b>Outputs</b>	Coastal adaptation standards for SA.
<b>Delivery method</b>	Coastal management or similar policy consultant engaged by the LGA. DEW, CPB, Councils, ACCN and SACCA to provide in-kind support to inform this project.
<b>Timeframe</b>	September 2023 – March 2024

### Project 1.6: Monitoring buoys

<b>Aim</b>	To acquire and deploy new coastal monitoring infrastructure.
<b>Description</b>	<p>This project will see 12 new wave rider buoys procured and deployed around the State.</p> <p>Before the buoys are deployed, interviews and workshop(s) will be held with potential end users of the wave monitoring data and/or involved in collecting coastal monitoring data. These partners include, but are not limited to, Flinders University, PIRSA (fisheries), DIT and SARDI (IMOS).</p> <p>This initial engagement will discuss the best process for deploying the buoys, where they will be located, how the monitoring data will be managed and also the ongoing maintenance of the buoys. These conversations will also consider the work underway by other organisations to improve the state's coastal monitoring infrastructure to explore the best way for these buoys to add value to existing and planned initiatives.</p> <p>This aspect is foundation as it is expected that the program will be able to draw upon preliminary monitoring data from as early as 2024.</p>

<b>Workstream</b>	Data
<b>Outputs</b>	Deployment of wave buoys.
<b>Delivery</b>	DEW to coordinate the deployment of the buoys. DEW to provide in-kind support for this project.
<b>Timeframe</b>	June 2023 – March 2024

### Project 1.7: Coastal hazard data

<b>Aim</b>	To update coastal hazard datasets.
<b>Description</b>	<p>This project will update the state-wide coastal hazard and habitat datasets through two consultancies that update coastal hazard data regarding:</p> <ul style="list-style-type: none"> <li>• Sand drift</li> <li>• Acid sulphate soils (saltmarsh habitat).</li> </ul> <p>For each consultancy, the starting point will be establishing a methodology that produces fit-for-purpose datasets at a level of detail that is proportionate to how the data will be used/decisions to be made, and available funding.</p> <p>It is expected that both datasets will require initial acquisition of LiDAR or imagery data (or a combination of both), followed by a significant data analysis and interpretation process. While the acquisition is relatively straightforward, the analysis component may be significant depending on the methodology adopted and associated level of detail. Given this, developing new mapping for some locations/regions may be prioritised to ensure the right information is available to inform Stage Two projects. This also underscores the importance of commencing this process early in the program as a foundation project.</p> <p>Once new data has been procured, a change detection process will occur to identify any changes relative to historical/current datasets.</p>
<b>Workstream</b>	Data
<b>Outputs</b>	Updated Sand drift and Saltmarsh (including acid sulphate soils) datasets.
<b>Delivery method</b>	Imagery to be procured by DEW. DEW to engage subject matter consultants for data analysis. DEW staff providing in-kind support to assist the consultants.
<b>Timeframe</b>	<p>June 2023 - March 2025</p> <p>Note: This project is expected to continue into Stage Two.</p>

### Project 1.8: Review outputs and update Program Plan

<b>Aim</b>	To consolidate the learning and outcomes from the foundational projects, and develop a delivery plan for the remainder of the Program.
<b>Description</b>	<p>As a result of the Foundational projects, it is expected that there will be clear understanding of</p> <ul style="list-style-type: none"> <li>- The experiences and status of each council and region with regard to coastal adaptation planning, and their priorities and expectations for the program</li> <li>- The status of all state and local coastal datasets, how they are being used, data gaps and priorities for improvement</li> </ul>

	<p>- Principles, methodologies and minimum standards for coastal adaptation in SA.</p> <p>It is also expected that the foundational datasets will be well on their way to being updated, and the wave monitoring buoys deployed and able to provide real-time monitoring data.</p> <p>These outputs, drawn together, will provide the necessary inputs to develop a detailed implementation plan for the remainder of the program, including detail of the specific activities and deliverables that respond to the context formed by the Foundational Projects, and the budgetary allocations required to support this.</p> <p>An important task will be evaluating the outcomes of the regional workshops against the minimum standards to identify which councils have achieved the defined 'baseline' for adaptation planning, and for those who have not, what is required.</p> <p>It is expected that stakeholders will have the opportunity to have input to the detailed plan for the remainder of the program through sense making workshops (or similar), and that final approval will be provided by the Executive Steering Committee.</p>
<b>Workstream</b>	Data
<b>Outputs</b>	2024-25 Program Delivery Plan (including detailed budgets implementation schedule)
<b>Delivery method</b>	Program management / coastal management consultant working closely with Program Manager.
<b>Timeframe</b>	February - June 2024

## Stage Two – Accelerate adaptation planning

Stage Two is the key delivery stage through a number of projects and activities that accelerate adaptation planning across South Australia. It is anticipated that this will occur through four key projects. It is envisaged that Stage Two will be delivered over a two year period between April 2024 and March 2026, and will only commence upon the approval of a revised Program Plan by the Executive Steering Committee at the end of Stage One.

The following is provided as an indicative description, noting that the objectives, scope and method of delivery will be shaped by the outcomes of Stage One, and the hold point at the end of Stage One will include a critical review of the appropriateness of these projects, and budgetary allocations required.

### Project 2.1: Adaptation Planning Grants

The Adaptation Planning Grants aim to support all coastal councils to achieve a minimum baseline standard in their adaptation planning. The definition of this standard will occur through Stage One, as will an assessment of each council's coastal adaptation work to date against these standards.

Given this, it is proposed that the Adaptation Planning Grants will be limited to those councils who do not currently achieve the minimum standard. These councils will be able to apply for grant funding to undertake coastal adaptation planning work that brings their council up to the defined minimum standard. It is proposed that councils will need to provide a modest cash and in-kind contribution as a condition of the grant to ensure a degree of local investment and commitment the work.

## **Project 2.2: Adaptation Innovation Grants**

The Adaptation Innovation Grants aim to provide grant funding to coastal councils to deliver projects and activities that demonstrate new practices and strengthen their capacity to manage the coast. This funding could be used for activities including (but not limited to) staff and elected member training; community engagement/education around local coastal issues, projects with First Nations stakeholders or local monitoring initiatives.

It is proposed that the innovation grants will be limited to councils who have already achieved the minimum baseline standard, and thus will incentivise their ongoing maturity and progression with coastal adaptation planning.

## **Project 2.3: State-wide coastal capacity building**

The state-wide coastal capacity building project aims to lift the overall ability of State Governments, regional stakeholders and councils to collectively manage the coast. This will occur through the establishment of Communities of Practice for coastal management practitioners, events, forum, training, information portals and other means of sharing experiences and practices.

In recognition that capacity building is an ongoing process, this project will look to embed capacity building activities into existing structures, networks and forums as much as possible. For this reason, it is proposed that the project will work closely through the existing structures of the ACCN and SACCA to deliver much of this capacity building work.

## **Project 2.4: Data acquisition**

This project aims to continue the process of improving coastal datasets. This will happen through finalising the Foundational Data acquisition commenced in Stage One (sand drift and saltmarsh datasets – proxy for coastal acid sulfate soils) and addressing any priority data gaps identified through the data stocktake.

A significant new body of work will be to pilot different bathymetric capture methods (for example airborne LiDAR, other mapping and beach profile capture methods) in different locations to better understand the costs/benefits of different data capture approaches. Bathymetric data is important in understanding the key coastal hazards of flooding/inundation and erosion, and adaptation in response to these.

The intent of these pilots is to determine the level of data needed for local adaptation planning and decision making relative to the level of coastal risk and the cost/benefit of the different data capture technologies and methods. It is anticipated that there will be collaborations with research institutions, such as Flinders University who are exploring emerging data capture technology (e.g. air and water piloted drones), as well as with interstate jurisdictions in framing the scope of the pilots.

It is important to note that, due to budget constraints, the pilots will occur in a number of places and not necessarily state-wide. That being said, it is anticipated that the pilots will inform future decisions around what is considered a fit-for-purpose data standard as it relates to understanding coastal erosion and coastal flood risk, including through the proposed update of the Coastal Adaptation Standards for SA in Stage Three.

## **Stage Three – Embedding**

Stage Three is where the outcomes and learnings of the Program will be evaluated, documented and support resources updated, and the momentum of the Program effectively transitioned to other projects or existing structures to support ongoing benefit realisation.

The following is provided as an indicative description, noting that the objectives, scope and method of delivery will be confirmed closer to the time. It is expected that Stage Three will overlap

with the end of Stage Two to provide a smooth exit strategy, and indicatively occur between January and June 2026.

### **Project 3.1: Monitoring and evaluation**

The Program will be independently evaluated to ascertain the overall impact and effectiveness against the Program outcomes. Consistent with contemporary Program evaluation, the evaluation will consider Program data and other quantitative datasets, as well as feedback from Program stakeholders and beneficiaries, and seek to answer:

- How much did we do?
- How well did we do it?
  
- How are our approaches to coastal adaptation better off?

The outcomes of the Monitoring and Evaluation will be critically reviewed as part of the Future Directions Paper (Project 3.4) to clearly outline how the work will be continued and sustained.

### **Project 3.2: Update resources, including the Coastal Adaptation Standards**

Coastal adaptation tools and resources will be updated to reflect learnings from the Program. This will ensure that there is a contemporary suite of adaptation planning resources and case studies that local and state government can draw upon, and will provide a practical legacy of the Program. This will include reviewing and if necessary updating the Coastal Adaptation Standards for SA.

### **Project 3.3: Coastal data portal improvements**

Connected with the updating of support resources (Project 3.2) will be an evaluation of the repository of coastal datasets, and consideration of any opportunities to improve their functionality, and/or support end users with their use.

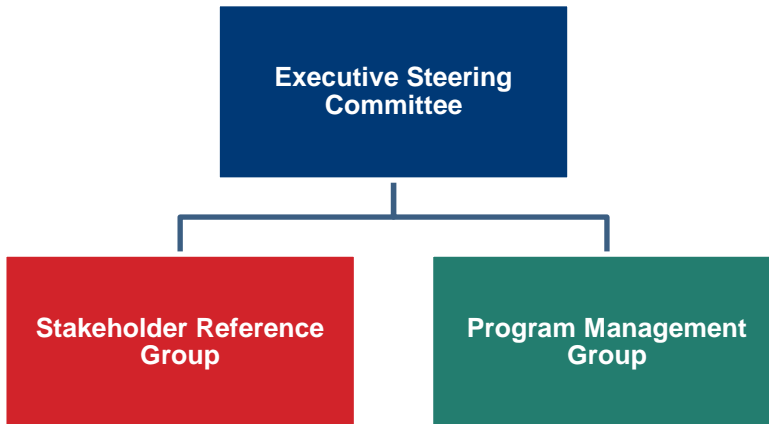
Currently DEW manages a number of data portals, such as Enviro Data, Nature Maps and the Coastal Flood Mapping Viewer. It is proposed that this project will not look to create a new data portal but rather look for any opportunities to improve existing portals and data presentation, and assist end-users to understand how and when to access data.

### **Project 3.4 Future Directions Paper**

The Future Directions Paper will be prepared as part of the Program's final reporting. Critically reflecting on the Program's work and in particular the outcome of the Monitoring and Evaluation Report, this paper will offer suggestions for SA.

## Program Governance

The program will be overseen by Executive Steering Committee, which is supported by a multi-agency Stakeholder Reference Group and a hands-on Program Management Group, as summarised below.



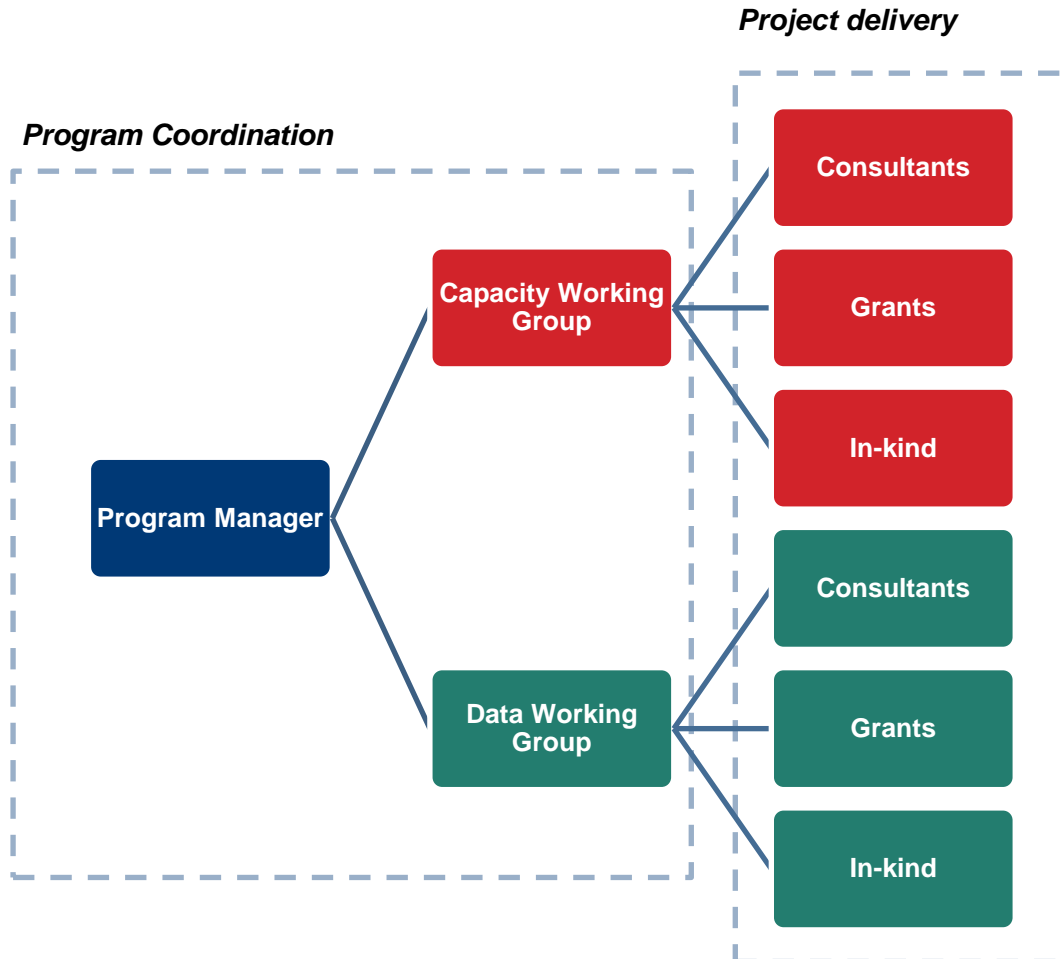
	Executive Steering Group	Stakeholder Reference Group	Program Management Group
<b>Purpose</b>	Strategic leadership, decision making and relationship management	Two way communication between program and key stakeholders to shape scope and direction	Coordination of program delivery and operational decision making
<b>Members</b>	CPB (1) DEW (1) LGA (1)	ACCN Councils DEW DIT Landscape Boards LGA Regional LGAs PLUS SACCA SAFECOM	ACCN (1) Councils (2) DEW (1) LGA (1) SACCA (1) Working Group Leads (2)
<b>Chair</b>	LGA Executive Director	Program Manager	Program Manager
<b>Meeting frequency</b>	Quarterly	As required, quarterly in first year	Monthly

In addition to these structures, the program is obligated to report every six months to the Commonwealth Government of progress against the deliverables contained within the Coastal and Estuarine Risk Mitigation Program Implementation Plan.



## Program Delivery

The approach to delivering the program is summarised below.



Program delivery will be coordinated by a Program Manager, who is responsible for day-to-day delivery of the Program and reports to the Executive Steering Committee.

The Program Manager will be supported by two Working Groups comprised of subject matter experts from the program partners (LGA, CPB, DEW, ACCN, SACCA and/or Regional LGAs) and potentially councils. Membership of these groups will be flexible based on program needs. The Working Groups will assist by:

- coordinating the delivery of the various projects
- providing technical/subject matter expertise into the projects
- managing the inter-relationships and critical pathways between the projects.

Projects themselves will be delivered through consultancies, grants provided to program partners or councils to deliver defined outputs, and through in-kind support being provided by the program partners and councils.

All consultancies will be undertaken in accordance with the LGA's Procurement Policy and procedures; and grants will be issued in accordance with the LGA's Grant Management Policy and Framework.

## Budget

A standalone project budget has been prepared and will be maintained by the Program Manager. The budget and any variations will be approved by the Executive Steering Committee, which will receive quarterly financial updates.

The following tables provide a summary of the program budget. It should be noted that there will be a detailed budget review as part of the hold point at the end of Stage One to ensure that the budgetary allocations for projects within Stage Two and Three reflect the needs of the program.

### Revenue

Source	Amount
Coastal and Estuarine Risk Mitigation Program funding	\$3,707,000
CPB Funding	\$100,000
<b>Total</b>	<b>\$3,807,000</b>

### Expenditure

Stage One - Foundations	\$975,000
Stage Two - Accelerate Adaptation Planning	\$2,575,000
Stage Three - Embedding	\$175,000
Program management and administration	\$82,000
<b>Total</b>	<b>\$3,807,000</b>

## Risk Management

A standalone Program risk register has been prepared and will be maintained by the Program Manager in accordance with LGA's risk management framework.

As many of the risks are rated as medium, the Program's risk register must be reported to the LGA CEO regularly and LGA's Audit and Risk Committee periodically. In addition, the Program's risk register will be included in the quarterly reports to the Executive Steering Committee.

Key program risks from the risk register include:

- Program not delivered in a timely manner
- Program exceeds resources available
- Change in program scope or direction
- Lack of expertise in key program roles / Change in key program staff
- Competing priorities/lack of interest in the local government sector
- Program fails to meet expectations of local government sector
- Program fails to meet expectations of state government sector
- Loss of momentum / lack of sustainability at the conclusion of the program.

## Communication and stakeholder engagement

The Program maintains a standalone Stakeholder Engagement Plan that outlines:

- communication and stakeholder engagement objectives
- stakeholders and their likely interest in the Program
- communication and engagement activities
- key messages.

The underlying premise of this plan is that effective, respectful and meaningful two-way engagement between the Program, councils and other key stakeholders is central to the achievement of Program outcomes. The plan also has a strong emphasis on engaging stakeholders through existing relationships, networks and touch-points wherever possible to avoid duplication and build sustainability.