

# Cooks River Alliance Action Plan



 **CooksRiver**  
ALLIANCE

Ashfield  
Bankstown  
Canterbury  
City of Sydney  
Hurstville  
Marrickville  
Rockdale  
Strathfield

# Alliance Actions at a glance

<b>Alliance Mission</b>	The Mission of the Cooks River Alliance is: <i>Councils working together with their communities for a healthy Cooks River Catchment.</i>	Alliance Management Plan 2012 – Section 2
<b>Alliance Focus Areas</b>	The Alliance will achieve its Mission by focussing on six focus areas: <ol style="list-style-type: none"> <li>1. Sustainable Urban Water Management</li> <li>2. Biodiversity</li> <li>3. Community Action</li> <li>4. Capacity Building</li> <li>5. Knowledge Management</li> <li>6. Climate Change Resilience</li> </ol>	Alliance Management Plan 2012 – Section 2
<b>Alliance Long Term Outcomes</b>	The Alliance will oversee the realisation of the following long term outcomes: <ol style="list-style-type: none"> <li>1. The quality and volumes of water flowing to the Cooks River from all parts of the catchment better reflect the natural water cycle</li> <li>2. Natural habitats are thriving and connected across the catchment.</li> <li>3. The community actively participates in initiatives to improve the health of the catchment</li> <li>4. The Alliance councils have a high capacity for and are known for their leadership in sustainable urban water and catchment management</li> <li>5. Accessible, centralised and up-to-date information about the catchment is readily available</li> <li>6. The catchments resilience to climate change has increased</li> </ol>	Alliance Management Plan 2012 – Section 2
<b>Alliance Approach</b>	The Alliance has adopted a sustainable governance model to achieve its long term outcomes. To demonstrate this, the following approaches will be used. <ul style="list-style-type: none"> <li>• Place Based Solutions</li> <li>• Education and Training</li> <li>• Collaboration</li> <li>• Communication</li> <li>• Creative Resourcing</li> <li>• Evidence Based Decision Making</li> </ul>	Alliance Management Plan 2012 – Section 2
<b>Relationship with other Plans</b>	The Alliance Management Plan 2012 sets high level and strategic directions for the Alliance Board, the Working Group and Alliance Staff. The Alliance Action Plan supports the Management Plan by providing details of Priority Programs.  The Alliance Action Plan is complementary to environmental management strategies and initiatives developed by councils and other stakeholders for the Cooks River Catchment.	Alliance Management Plan 2012 – Section 2
<b>Audience of the Action Plan</b>	The primary audience of the Alliance Action Plan are Alliance member Councils, the Alliance Board and Alliance Staff. Broader stakeholders and the community may have an interest in this plan.	Section 1

<b>Development of the Action Plan</b>	The Action Plan has been developed collaboratively by the eight founding councils of the Cooks River Alliance – Ashfield, Bankstown, Canterbury, City of Sydney, Hurstville, Marrickville, Rockdale and Strathfield.	Section 3
<b>Prioritisation of Programs</b>	<p>A range of potential programs were formulated based on programs devised by the Cooks River Foreshores Working Group and new ideas. An evaluation process was conducted and potential programs were prioritised as:</p> <ul style="list-style-type: none"> <li>• Priority programs (achievable in the current term of the Alliance)</li> <li>• Future programs (outside the current term of the Alliance)</li> </ul> <p>The seven Priority programs are:</p> <ul style="list-style-type: none"> <li>• Development of a council Capacity Building Program</li> <li>• Development of a Catchment Monitoring Program</li> <li>• Development of an Information Portal for the Catchment</li> <li>• Implementation of Subcatchment Actions and Priority Works</li> <li>• Expansion of the Intensive Correction Orders Program</li> <li>• Development of a Communications Strategy</li> <li>• Development of a Climate Change Resilience Program</li> </ul>	Section 3
<b>Action Plan Tables</b>	The Action Plan tables provided as a part of the Alliance Action Plan give implementation details for each of the seven Priority Programs, including descriptions of actions, 'Showcase Events/Projects,' details of applicability to each council, costing, timing, responsibilities and performance measures.	Section 4
<b>Implementation of the Alliance Action Plan</b>	Implementation of the Alliance Action Plan will largely be undertaken by Alliance Staff with the support of members of the Working Group. There will be a need for other stakeholders, including the community and state agencies and authorities to assist in the implementation of a number of programs.	Section 4
<b>Costs and Funding</b>	Full implementation of one of the programs - construction of the Water Sensitive Urban Design features that will be designed as part of the Plan - will require additional funds and the development of a creative resourcing strategy. Costs associated with the implementation of the remaining programs in this plan have been accounted for in the Projected Budget 2012-14.	Section 5
<b>Reporting and Review of the Plan</b>	<p>In October of each year, a report will be presented to the Alliance Board that documents the progress made against the performance measures set out in the Action Plan tables.</p> <p>The Alliance Action Plan will be reviewed at the end of the current term of the Cooks River Alliance in mid 2014. The review will assess if any programs should extend into the next term of the Alliance. At this time Future Priority Programs will be considered and developed further. A workshop to devise new programs will also be undertaken as part of the review.</p>	Section 6

# 1. Introduction

The Cooks River Alliance Action Plan (herein referred to as the 'Alliance Action Plan') was developed collaboratively by the eight founding councils of the Cooks River Alliance – Ashfield, Bankstown, Canterbury, City of Sydney, Hurstville, Marrickville, Rockdale and Strathfield.

The Alliance Action Plan is a companion document to the Cooks River Alliance Management Plan 2012 (hereafter referred to as the 'Alliance Management Plan'), which sets high level and strategic directions for the Alliance Board, Alliance Staff and the Working Group. The Alliance Action Plan supports the Management Plan by providing details of Priority Programs.

The primary audience of the Alliance Action Plan are member councils of the Alliance, the Alliance Board and Alliance Staff. It is anticipated that broader stakeholders and the community may also have an interest in this plan.

# 2. Policy Context

The Cooks River, its tributaries and catchment (collectively referred to in this document as the Cooks River Catchment) are subject to a myriad of state, regional and local environmental planning management instruments, legislation, policies and plans. Both the Alliance Management Plan and Alliance Action Plan:

- Consider and contribute to State Plan strategies and goals
- Contribute to achieving regional catchment management targets
- Consider and complement Community Strategic Plans of member councils
- Are complementary to local environmental management strategies and initiatives developed by councils and other stakeholders for the Cooks River

Key state, regional and local environmental policies and any relevant targets are given below.

## Key State Policies

The Alliance Action Plan contributes to achieving Strategy Four of NSW 2021: A Plan to make NSW number One - strengthen our local environment and communities. The Action plan is complementary to a number of the goals under this strategy, particularly:

- Protect our natural environment;
- Increase opportunities for people to look after their own neighbourhoods and environments; and,
- Make it easier for people to be involved in their communities.

The Catchment Management Authority that is responsible for the Cooks River Catchment is currently developing an updated Catchment Action Plan which is due to be delivered by March 2013. The Alliance Action Plan will be reviewed when this Plan is release to confirm it is compatible with the Catchment Action Plan and determine any gaps. The targets from the existing Catchment Action Plan are reproduced below for reference, however it must be noted that these are expected to change.

- By 2016 the extent and condition of terrestrial native vegetation in all landscapes is maintained or improved
- By 2016 there is an increase in the connectivity of

terrestrial native vegetation

- By 2016 there is a net improvement in the health of modified waterways and riparian corridors and conservation of natural waterways
- By 2016 there is measurable progress towards achieving the Water Quality and River Flow Objectives adopted for each waterway
- By 2016 there is an improvement in the condition of estuaries and coastal lakes
- By 2016 more people, communities and organisations have increased capacity to engage in practices that contribute to improved natural resource management
- By 2016 there is improved focus and collaboration between organisations that act in or influence natural resource management
- By 2016 there is an improved awareness and willingness to adopt adaptive and mitigating strategies for climate change impacts on natural resource values

### Key Regional Environmental Policies

The Alliance Action Plan contributes to achieving the stormwater load reduction targets for nutrients and sediments set out in the Botany Bay Catchment and Water Quality Improvement Plan 2011.

### Key Local Environmental Policies

Cooks River Alliance Management Plan – Long Term Outcomes

1. The Alliance Action Plan is targeted to realise the long term outcomes set out in the Alliance Management Plan
2. The quality and volumes of water flowing to the Cooks River from all parts of the catchment better reflect the natural water cycle
3. Natural habitats are thriving and connected across the catchment
4. The community actively participates in initiatives to improve the health of the catchment
5. The Alliance councils have a high capacity for and are known for their leadership in sustainable urban water and catchment management
6. Accessible, centralised and up-to-date information about the catchment is readily available
7. The catchments resilience to climate change has increased



### 3. Development of the Alliance Action Plan

The Alliance Action Plan was developed by the Cooks River Alliance Working Group via a series of workshops being held over a six months period. The main outcomes of the workshops were the identification of possible programs, development of programs and associated actions and prioritisation of programs.

Seven programs were prioritised as Priority Programs that could be achieved during the current term of the Alliance, which extends until September 2014. These were:

1. Development of a council Capacity Building Program
2. Development of a Catchment Monitoring Program
3. Development of an Information Portal for the Catchment
4. Implementation of Subcatchment Actions and Priority Works
5. Expansion of Intensive Correction Orders Project
6. Development of a Communications Strategy
7. Development of a Climate Change Resilience Program

The following programs were identified during the workshops as important programs to be considered more fully in the future:

- Creation of a shared learning forum for volunteers
- Investigate the feasibility of the development of a Coastal Zone Management Plan for the Cooks River Catchment
- Development of new Subcatchment Management Plans

## 4. Alliance Action Plan

The Alliance Action Plan provides implementation details for the seven Priority Programs. Action Plan tables have been developed which provide context to the Alliance Management Plan – primary focus areas, contributions to long term outcomes and the approach utilised. It also provides details of linkages to existing initiatives, commencement timeframes, cost/resource requirements and performance measures for each program. It is anticipated that substantial implementation of all programs will be achieved within the current term of the Alliance.

Future Programs will be reviewed at the end of the current Alliance term, and if appropriate they will be developed at this stage.

# Action Plan Tables

## Program 1: Development of council Capacity Building Program for water management and other catchment issues

Focus Areas / Outcomes Relating to	Sustainable Urban Water Management Biodiversity Community Action	Capacity Building Knowledge Management Climate Change Resilience
Approaches Used	Place-based solutions Education and Training Collaboration	Creative Resourcing Evidence-based decision making
Summary of Actions Required	<ul style="list-style-type: none"> <li>Undertake a needs and gap analysis</li> <li>Complete a desktop study of best practices &amp; associated workshop</li> <li>Identify upcoming training opportunities, events and seminars for issues such as (but not limited to) WSUD, SUWM, riparian management, biodiversity, contaminated land e.g. relevant Stormwater Industry Association Seminars</li> <li>Present draft programs and recommended capacity building program to Working Group for discussion / approval</li> <li>Implement capacity building program</li> </ul> <p><b>Suggested Showcase Event – WSUD Design Workshop</b>  <b>Engagement of Consultants involved in Cooks River Sustainability Initiative (CRSI) subcatchment planning and WSUDs to provide workshop session that includes the background of the CRSI subcatchment planning process and focuses on selected WSUD designs. Participants to include the reconvened Technical Working Group established by the CRSI project and staff with responsibilities for SUWM and WSUD in each council.</b></p>	
Applicability to councils	Applicable to all councils.	
Responsibility	Lead Alliance Staff – Environmental Engineer, Project Manager. Lead councils – Marrickville, Rockdale, City of Sydney Support Responsibilities – Working Group members / Community Engagement Officer	
Timeframe	2012/13 – Needs analysis to development of training program 2013/14 – Implementation of Program (or opportunistically prior to this)	
Costs	2013/14 - \$12k for engagement of a consultant for Showcase Event Per annum - \$10k for subsidised training requirements of councils	
Performance Measures	<ul style="list-style-type: none"> <li>Endorsement of Capacity Building Program</li> <li>Number of training events held</li> <li>Number of councils participating in training events</li> <li>Number of staff participants in training events</li> <li>Number of mentoring partnerships established</li> <li>Estimated saving in training costs to Councils</li> </ul>	



## Program 2: Catchment-wide Monitoring Program

<b>Focus Areas / Outcomes Relating to</b>	<b>Sustainable Urban Water Management Biodiversity Community Action</b>	Capacity Building <b>Knowledge Management</b> Climate Change Resilience
<b>Approaches Used</b>	Place-based solutions <b>Education and Training</b> Collaboration	<b>Creative Resourcing</b> Evidence-based decision making
<b>Summary of Actions Required</b>	<ul style="list-style-type: none"> <li>• Participation in the existing River Health Monitoring Program in the Cooks River - continue to partner with the Georges River Combined councils Committee until the grant funding period ends in 2013</li> <li>• Engagement of Environment Officer</li> <li>• Formation of a Water Quality Monitoring Subcommittee</li> <li>• Board Briefing and Report on existing Monitoring Programs</li> <li>• Develop Showcase Project – amalgamation of River Health and River Science programs</li> <li>• Board Briefing on Showcase Project</li> <li>• Implementation of Showcase Project</li> </ul> <p><b>Showcase Project – Amalgamation of River Health &amp; River Science Programs</b></p> <ul style="list-style-type: none"> <li>• <i>Review River Health &amp; River Science Programs</i></li> <li>• <i>Provide recommendations on the amalgamation of monitoring programs.</i></li> <li>• <i>Circulate to the Working Group for comments.</i></li> <li>• <i>Scope costs of a future 3 to 5 year program, based on a number of realistic scenarios; investigate creative resourcing opportunities.</i></li> <li>• <i>Determine likely staffing requirements; establish schedules.</i></li> <li>• <i>Circulate to the Working Group for comments and recommendations to Board.</i></li> </ul>	
<b>Applicability to councils</b>	Currently applicable to all councils except Ashfield. Existing River Health monitoring sites at Bankstown, Canterbury, Strathfield and Rockdale. Existing River Science monitoring sites at Canterbury, Marrickville and Rockdale councils.	
<b>Responsibilities</b>	Lead Alliance Staff - Project Manager and Environment Officer Lead council(s) – Canterbury, Marrickville, Rockdale Support Responsibilities - WG Members, Community Engagement Officer	
<b>Timeframe</b>	2012/13 – Continued participation in River Science and River Health Programs 2013/14 – Development of Showcase Project 2014/15+ – Implementation of Showcase Project	
<b>Costs</b>	Per annum from Jan 2013 – water quality monitoring \$25,000	
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Preparation / publishing of River Science and River Health reports.</li> <li>• Development of Showcase Project</li> <li>• Number of councils participating revised monitoring program.</li> <li>• Number of sampling events.</li> <li>• Annual / biennial reporting as recommended.</li> </ul>	

### Program 3: Development of an Information Portal to Manage Information about the Cooks River Catchment

Focus Areas / Outcomes Relating to	Sustainable Urban Water Management Biodiversity Community Action	Capacity Building Knowledge Management Climate Change Resilience
Approaches Used	Place-based solutions Education and Training Collaboration	Creative Resourcing Evidence-based decision making
Summary of Actions Required	<ul style="list-style-type: none"> <li>Identify, collate and review existing information about the Cooks River Catchment</li> <li>Develop information and website strategy and framework to establish the Alliance web as a central and authoritative source of information on the Cooks River</li> <li>Identify appropriate links and landing pages to relevant external websites</li> <li>Develop content including summaries for agreed topics – history, volunteering, governance, ecological monitoring and climate change.</li> <li>Circulate / present discussion paper on recommendations and draft material to Working Group for discussion / endorsement</li> <li>Implement recommendations on the website framework, content, linkages etc</li> <li>Incorporate statistics tool to monitor website traffic, performance and popularity.</li> <li>Develop showcase project - Google Earth Feature.</li> <li>Present to Working Group for endorsement</li> <li>Present report to Alliance Board on Google Earth Feature</li> </ul> <p><b>Showcase Project – Google Earth Feature</b>  <i>Creation of a Google earth layer (.kml file) that can be used by recreational and transit bike riders using the Cooks River bike path. The layer would use place marks, ground overlays, paths and polygons to highlight the features such as the bike route, historical features, contemporary features (salt marsh recreated habitat, bushcare sites, community monitoring sites, WSUD features and wetlands), locations of public conveniences, local cafes, off leash parks, drinking fountains etc. It could be used as the basis of a smart phone application subject to availability of funding.</i></p>	
Applicability to councils	Applicable to all councils.	
Responsibilities	Lead Alliance Staff - Community Engagement Officer Lead council – Strathfield and Ashfield Support responsibilities - Project Manager and WG Members	
Timeframe	2012/13 – Review of Information and Development of Summaries 2013/14 – Uploading onto Website and Showcase Project	
Costs	2012/13 - Website development \$20,000 Per annum – hosting of server \$5,000	
Performance Measures	<ul style="list-style-type: none"> <li>Review and updating of website, including website statistics tool</li> <li>Website statistics reported to Board – traffic and popularity</li> </ul>	

#### Program 4: Implementation of subcatchment management plans actions and other priority works

Focus Areas / Outcomes Relating to	Sustainable Urban Water Management Biodiversity Community Action	Capacity Building Knowledge Management Climate Change Resilience
Approaches Used	Place-based solutions Education and Training Collaboration	Creative Resourcing Evidence-based decision making
<b>Summary of Actions Required</b>	<ul style="list-style-type: none"> <li>Review CRSI Subcatchment Management Plans and associated MUSIC models. Develop Feasibility / Prioritisation Framework (completed June 2012)</li> <li>Apply Feasibility / Prioritisation Framework               <ul style="list-style-type: none"> <li>Present report on prioritised projects to Working Group</li> <li>Present prioritisation report to Alliance Board.</li> </ul> </li> <li>Undertake Showcase Project - Design of WSUD project/s</li> <li>Implementation of WSUD Design               <ul style="list-style-type: none"> <li>Identify grant and other funding opportunities for construction / maintenance</li> <li>Co-ordinate and apply for grants on behalf of nominated council/s</li> <li>Involve community in design and construction of WSUD projects</li> <li>Participate in construction of project</li> </ul> </li> </ul> <p><b>Showcase Project – Indicative Tasks for Design of WSUD Projects</b></p> <p><b>Site Investigations</b></p> <ul style="list-style-type: none"> <li><i>Undertake site visit accompanied by nominated council staff, and other relevant stakeholders, establish photo points. Prepare briefs for site surveys / participate in council procurement assessments. Review survey reports for design adequacy. Undertake hydraulic modelling and engineering investigations.</i></li> </ul> <p><b>Concept Design Development</b></p> <ul style="list-style-type: none"> <li><i>Undertake community / stakeholder engagement on design.</i></li> <li><i>Prepare concept designs specific to project site.</i></li> <li><i>Present concept designs to council and relevant stakeholders for feedback/approval.</i></li> </ul> <p><b>Detailed Design and Construction</b></p> <ul style="list-style-type: none"> <li><i>Undertake detailed design. Present to councils at 50% and 95% completion for review.</i></li> <li><i>Prepare detailed design. Provide tender specifications and documents.</i></li> <li><i>Arrange community planting events</i></li> </ul>	
<b>Applicability to councils</b>	High priority projects identified at Bankstown, Canterbury, Hurstville, Marrickville, Strathfield and Rockdale. City of Sydney and Ashfield may have designs prepared subject to internal changes to existing programs / additional resources.	
<b>Responsibilities</b>	Lead Alliance Staff - Environmental Engineer Lead council(s) – Bankstown, Hurstville Support responsibilities –WG members and associated engineering staff, Alliance Project Manager and Community Engagement Officer.	
<b>Timeframe</b>	2012/13 – Completion of Prioritisation Process / Design of 3 WSUD projects. 2013/14 – Design of another 6 WSUD projects.	
<b>Costs</b>	Alliance reserve funds could be used for matching funds for on ground works, subject to the approval of the supplementary budget by the Alliance Board.	
<b>Performance Measures</b>	Presentation of Prioritisation Report to Board. Number of WSUD project designs completed. Number of funding applications submitted. Number of participants at concept design briefing sessions Number of participants at community planting days.	

### Program 5: Expand Intensive Correction Order Program

<b>Focus Areas / Outcomes Relating to</b>	<b>Sustainable Urban Water Management Biodiversity Community Action</b>	Capacity Building Knowledge Management Climate Change Resilience
<b>Approaches Used</b>	<b>Place-based solutions</b> Education and Training <b>Collaboration</b>	<b>Creative Resourcing</b> Evidence-based decision making
<b>Summary of Actions Required</b>	<ul style="list-style-type: none"> <li>• Maintain the existing relationship with Corrective Services NSW regarding labour from people subject to Intensive Correction Orders (ICO)</li> <li>• Prepare and arrange signing of new Memorandum of Understanding (MoU) for ongoing relationship between Alliance and Corrective Services NSW</li> <li>• Expand existing ICO program:               <ul style="list-style-type: none"> <li>• Identify new sites for litter removal and bush regeneration</li> <li>• Investigate including raingardens constructed across the catchment</li> <li>• Investigate expanding the program into other catchment areas not currently serviced by the ICO program where member councils have limited sites for servicing under the MoU e.g. the Parramatta River Catchment for Bankstown, Strathfield and Ashfield councils</li> <li>• Conduct risk assessments for new sites</li> </ul> </li> <li>• Source / and arrange for provision of equipment and supplies</li> <li>• Implement expanded ICO Program</li> </ul> <p><b>Showcase Event – Signing of new Memorandum of Understanding Creation of a new Memorandum of Understanding between the Alliance and Corrective Services NSW for litter removal and bush regeneration. General Managers invited to sign the Memorandum of Understanding..</b></p>	
<b>Applicability to councils</b>	All councils currently participate in the program with the exception of Bankstown. Possibility of expanding program to include new raingardens in all councils and into Parramatta River Catchment for Bankstown, Ashfield and Strathfield councils	
<b>Responsibilities</b>	Lead Alliance Staff - Project Manager Lead councils – Canterbury, Ashfield Support responsibilities - WG Members	
<b>Timeframe</b>	2012/13 – Expansion of Program, signing of New MoU  2013/14+ - Implementation of program under new MoU	
<b>Costs</b>	Per annum - \$2000	
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of councils participating in program.</li> <li>• Expansion of project to include councils not currently participating in the program.</li> <li>• Expansion of the program to include selected areas draining to other catchments.</li> <li>• Reports to Board / community on volumes of rubbish removed, areas of bush regenerated, number of sites maintained, man hours spent working on sites.</li> </ul>	

## Program 6: Development of a Communications Strategy

<b>Focus Areas / Outcomes Relating to</b>	Sustainable Urban Water Management Biodiversity <b>Community Action</b>	<b>Capacity Building</b> Knowledge Management Climate Change Resilience
<b>Approaches Used</b>	Place-based solutions <b>Education and Training</b> <b>Collaboration</b>	Creative Resourcing Evidence-based decision making
<b>Summary of Actions Required</b>	<ul style="list-style-type: none"> <li>Review existing relevant information – Greenway Sustainability Communications Strategy; CRSI Communications Strategy; CRFWG Communications Strategy, Interpretation Strategy, Branding and Acknowledgement Guidelines and Signage Strategy</li> <li>Develop Communications Strategy – elements to be considered include methods of communication, internal and external communication, social media (blogs, facebook, you tube etc) promotion of the Alliance and Alliance Programs, events, creation of a calendar of volunteer initiatives and Alliance Term Reports</li> <li>Develop Communications Action Plan – provide specific actions / communications milestones for each Alliance Program</li> <li>Circulate draft strategy and plan to Working Group for discussion / endorsement</li> <li>Present Communications Strategy and Action Plan to Board</li> <li>Develop showcase project – Cooks River Celebratory Events to be held in the second half of 2013, including promotional banners and advertising</li> <li>Present to Working Group for endorsement</li> <li>Present options to Alliance Board on proposed Cooks River Celebration Events</li> <li>Implementation of Action Plan</li> </ul> <p><b>Showcase Project – Cooks River Celebratory Events 2013</b>  <b>Link existing council-run events in the Cooks River Catchment in an agreed month under a common Cooks River Alliance branding. Events to be linked may include National Tree Day, Clean up Australia Day, ecological monitoring events, cultural events, community planting days, guided tours such as Riverlife Interpretative Tours, cycling events, fun runs and walking tours.</b></p>	
<b>Applicability to councils</b>	Applicable to all councils.	
<b>Responsibilities</b>	Lead Alliance Staff - Community Engagement Officer Lead councils – Strathfield, Canterbury, City of Sydney Support responsibilities - Project Manager and WG Members	
<b>Timeframe</b>	2012/13 – Development of Communications Strategy / Action Plan / Showcase Project and preparation of promotional materials / banners 2013/14 – Cooks River Alliance branded celebratory events	
<b>Costs</b>	2012/13 - Preparation of promotional banners and advertising \$5,000 2013/14 – Cooks River celebratory events \$15,000	
<b>Performance Measures</b>	Board reports on completion of actions in the Action Plan Number of events using Cooks River Alliance branding Participants at events Media mentions	

Program 7: Development of a climate Change Resilience Program	
<b>Focus Areas / Outcomes Relating to</b>	Sustainable Urban Water Management <b>Biodiversity</b> <b>Community Action</b> <b>Capacity Building</b> Knowledge Management <b>Climate Change Resilience</b>
<b>Approaches Used</b>	<b>Place-based solutions</b> <b>Education and Training</b> <b>Collaboration</b> Creative Resourcing <b>Evidence-based decision making</b>
<b>Summary of Actions Required</b>	<ul style="list-style-type: none"> <li>Undertake a desktop study of existing legislation, guidelines, resources, reports, programs, best practices of member Councils and other regional groups (e.g. Sydney Coastal Councils Group Climate Change adaption project)</li> <li>Develop heat mapping project to highlight vulnerability of residents in subcatchments</li> <li>Develop / undertake Showcase Project – King Tide Event 2013</li> <li>Prepare reports on findings of desktop study / king tide study – components to include known and potential impacts, knowledge sharing, capacity building of member Councils, community education, resilience actions, programs and planning</li> <li>Present report to Working Group for Discussion / Endorsement</li> <li>Present report to Alliance Board</li> <li>Subject to availability of funds / board approval - Engage consultants involved in the development of the Sydney Coastal Council Groups climate change tool to provide workshop session that includes the background to climate change and how to use the climate change adaptation tool</li> </ul> <p><b>Showcase Project – King Tide Event 2013</b>  <i>Organise estuarine Councils, and possibly the community, to participate in taking photographs of high astronomical tide event in the summer of 2013. Use information for climate change adaptation planning purposes e.g. salt marsh reduction / migration, where board walks may need to be raised / constructed.</i></p>
<b>Applicability to councils</b>	Applicable to all councils.
<b>Responsibility</b>	Lead Alliance Staff – Environmental Engineer, Project Manager. Lead councils – Bankstown, Rockdale. Support Responsibilities – Working Group members / Community Engagement Officer
<b>Timeframe</b>	2012/13 – Desktop study / thermal heat mapping project development. 2013/14 – Implementation of Showcase Event.
<b>Costs</b>	2012/13 - \$15k for thermal heat maps of selected subcatchments. 2013/14 – engagement of consultant for capacity building project subject to a board report and available funding.
<b>Performance Measures</b>	Report on findings of desktop study. Report on findings of king tide study. Number of councils / staff / community participating in showcase event Reports to Board



# 5. Resourcing Requirements

## Human Resources

The Alliance Terms of Reference 2011 indicates that no less than two positions are required for the effective operation of the Cooks River Alliance – these are currently the Project Manager (recruitment in process to fill current vacancy) and an Environmental Engineer. The Terms of Reference also refers to the staffing strategy of five staff outlined in the Cooks River Draft Discussion paper, March 2010. These positions are for additional staff with skills in community engagement and ecology.

Implementation of the Alliance Action Plan requires the employment of two additional staff – an Environment Officer and a part time Communications Officer. It is proposed that these two additional staff be employed in early 2013, but it must be recognised if employment of these positions is delayed beyond this timeframe it would not be possible to achieve the milestones and performance measures for programs that include these additional staff as lead staff.

## Financial Resources

Employment of the staff positions described above has been included in the Proposed Budget 2012-14 presented on page 16, along with costs associated with the actions tables provided in Section 4.

Under this Alliance Action Plan some financial contributions have not been allocated during the term of this Alliance. The funds carried over from the Cooks River Working Group have also not been allocated. These Reserve funds will be used in Alliance Focus areas to achieve the nominated Alliance long term outcomes and could be used for matching funds for grants, on-ground works, community events or new programs. A supplementary budget paper will be presented to the Board near the end of the Alliance term outlining options for the usage of these unallocated funds.

# Projected Budget 2012-14

PROJECTED INCOME	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Year 4 2014-15
Ashfield	\$7,000	\$7,000	\$7,000	\$0
Bankstown*	\$13,000	\$13,000	\$13,000	\$0
Canterbury	\$60,000	\$73,000	\$87,000	\$0
City of Sydney	\$38,000	\$45,000	\$51,000	\$0
Hurstville	\$31,000	\$38,000	\$46,000	\$0
Marrickville	\$47,000	\$55,000	\$65,000	\$0
Rockdale	\$53,000	\$63,000	\$74,000	\$0
Strathfield	\$37,000	\$40,000	\$48,000	\$0
Sub-total	\$286,000	\$334,000	\$391,000	\$0
<b>Total</b>	<b>\$286,000</b>	<b>\$334,000</b>	<b>\$391,000</b>	<b>\$0</b>

PROPOSED EXPENDITURE	Actual 2011-12	2012-13	Estimated 2013-14	2014-15 <sup>^</sup>
Project Manager (20% on-costs)	\$79,644	\$69,360	\$106,121	\$23,259
Environmental Engineer (20% on-costs)	\$62,492	\$88,128	\$89,891	\$24,874
Environment Officer (20% on-costs)	\$0	\$44,064	\$89,891	\$0
Communications Officer (20% on-costs)	\$0	\$22,032	\$44,946	\$0
Program 1: Council Capacity Building	-	\$22,000	\$10,000	-
Program 2: Catchment Monitoring Program	-	\$30,000	\$20,000	-
Program 3: Information Portal	-	\$25,000	\$5,000	-
Program 4: Subcatchment Actions / Priority Works	-	\$0	\$0	-
Program 5: Intensive Corrections Order MoU	-	\$2,000	\$2,000	\$2,000
Program 6: Communications Strategy	-	\$5,000	\$15,000	-
Program 7: Climate Change Program	-	\$15,000	-	-
Operating costs	\$5,574	\$10,000	\$10,000	\$3,000
Staff training (provided in-kind by Strathfield)	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0
<b>Total Annual Expenditure</b>	<b>\$147,710</b>	<b>\$332,584</b>	<b>\$392,849</b>	<b>\$53,133</b>
<b>Year End Result</b>	<b>\$138,290</b>	<b>\$1,416</b>	<b>-\$1,849</b>	<b>-\$53,133</b>

RESERVE				
Balance	-	\$138,290	\$139,706	\$137,858
<b>TOTAL (balance plus Year End Result)<sup>^</sup></b>	<b>\$138,290</b>	<b>\$139,706</b>	<b>\$137,858</b>	<b>\$84,725</b>

\*Funds for 12/13 and 13/14 subject to council approval.

<sup>^</sup>Funding for 14/15 to be funded by Reserve funds and any new contributions.

\*Note \$111,971 rolled over from Cooks River Foreshores Working Group

## 6. Reporting and review of this plan

The Alliance Action Plan will be reviewed at the end of the current term of the Cooks River Alliance in mid 2014. The review will assess the achievement of the performance measures set out in the Alliance Action Plan, and consider programs that should extend into the next term of the Alliance.

It is expected that the Future Priority Programs identified in Section 3 would be considered and developed further during a future review of the Alliance Management Plan and the development of the Alliance Action Plan for the next term of the Cooks River Alliance (beyond 2014).