

A Partnership Approach to Catchment Management

Guidance Document



May 2017

Organisations involved:



The Project Team would like the support and involvement RMA's and other local delivery partners in the Anglian Northern RFCC area.

For more information on the project or how to get involved, please contact the Anglian Northern RFCC via AnglianNorthernRFCC@environment-agency.gov.uk

Forward



Eddy Poll

Anglian (Northern) Regional Flood and Coastal Committee Chair

TEXT HERE

“Joint statement from Chief Execs, Directors etc from everyone else.”

XXXX, ADA Chair or Chief Executive

LCC

EA

NCC

Anglian Water

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Introduction

To embed a catchment based approach to the management of systems, and develop the long-term maintenance programme in line with that, focusing on efficiencies and aligning the objectives of the Risk Management Authorities (RMAs) and other local delivery partners.

Why?

In October 2015, the Anglian Northern Regional Flood and Coastal Committee (RFCC) raised significant concerns over watercourse systems that, following the Defra Cost Benefit Analysis process, would be 'unfunded' for Flood and Coastal Risk Management (FCRM) funding. Following a workshop to address this the Partnership Approach to Catchment Management (PACM) Project was formed to understand other options for these systems. Despite the additional maintenance funding from Government in 2016, there is still a need to address unfunded systems, find efficiencies and develop a sustainable, forward look for asset management in the area. Asset management is the key driver, but also alignment with flood risk and environmental benefits by applying and embedding catchment management principles.



Map 1: Scope of the PACM Project area covering the Anglian Northern RFCC boundary

What?

A framework of assessment for [RMAs](#) and other local delivery partners to use in order to deliver a partnership approach to water management on a catchment scale. The work focuses on all issues relevant to the movement and management of water in a defined catchment or area. This work offers a unique opportunity to identify the most appropriate authority/authorities, organisation or community to lead on asset management, delivering efficiencies and enhancing opportunities for reinvestment locally.

How?

This project is being delivered across the Anglian Northern [RFCC](#) area (see Map 1) and will provide a foundation for all organisations which have an interest in the catchment. This can range from [RMAs](#) to volunteer groups and the general public to understand and agree how a catchment is to be managed, by:

- Developing an approach to understand and align flood risk, water level management and other objectives within a system to achieve multiple benefits.
- Take a local level review of all benefits and costs of asset systems.
- Draw this together in an operations-focused document to assess the best management options for a system that is aligned with strategic plans already in place.

The Tools for Assessment

The outcome of the PACM Project has been the development of key tools to carry out a catchment assessment.



Figure 1 – PACM Tools

This Guidance Document provides detail to those decisions that need to be made, including how and where to find out more.

It is a snapshot for 'what to do' and can be applied to any catchment, at any scale and with any geography.

This Guidance Document is the result of planning workshops, key partner input and the trialling of the tools in select pilot areas. You will find '**Key Consideration**' and '**Lessons Learnt**' focus points throughout, feeding in the issues and solutions encountered by the project team to help you mitigate, avoid or fix them.

Hints & Tips

- **Each catchment is unique:** these tools provide a foundation for assessment, but the outcome and viable options will vary across catchments.
- **Accept limitations:** Ensure you understand controllable and uncontrollable influences, and account for them where possible throughout the assessment.
- **Engagement and effective communications is key to success:** understand **all** stakeholders in the catchments and develop a positive relationship from the start.
- **Remember things change:** policies, the environment, stakeholders, objectives etc. change making reviews of the assessment and approach essential both in the short and long term.

Lessons Learnt

- **From the pilots: fill in whilst they are running and after completion.**

Part A: Establishing a Catchment Partnership

The prompt for carrying out an assessment of a catchment may be for a range of reasons such as funding concerns, the need to find efficiencies, water management concerns or the potential to achieve more. One or more of the RMAs in the area may identify a need for review, initially leading on this by firstly establishing a catchment partnership. However, it should be noted that the RMA to recommend beginning this discussion may not be the most appropriate authority or organisation to act as Catchment Lead for the duration of the project.

The first step in applying a Partnership Approach to Catchment Management is to create a strong, engaged and coordinated partnership within your catchment.

Note: discussions on specific geography should not happen until a partnership is in place. Until then, assume the WFD Operational Catchment boundaries for a stakeholder analysis.

1. Initial Start up Meeting

To establish a Catchment Partnership the preliminary Catchment Lead will organise and facilitate an initial start-up meeting, an example letter can be found [HERE](#). This will consider the key elements as depicted in Figure 2 and expanded within this section. A draft generic Agenda can be found [HERE](#), a supportive background presentation which explains the principles of PACM can be found [HERE](#).

When inviting stakeholders to the initial start up meeting please include a copy of the PACM briefing note and terms of reference. It is also recommended to provide a short questionnaire to help them determine the key objectives they wish to deliver and help inform the meeting. An example can be found [HERE](#).

Hints & Tips: Engagement

Successful engagement is key to success:

- Think outside the box when doing a stakeholder analysis
- Use what already exists: catchment partnerships are not a new entity so don't reinvent the wheel!
- Engage early on: get your key stakeholders on board quickly and...
- Don't lose momentum! Keep them regularly updated and positively engaged.
- Always ask: why are we need to work together to achieve these objectives?
- *WFO principles? Diagram of it...*

Lessons Learnt

- *Provide a printed map which shows the catchment allowing people to discuss objectives.*
- *Be clear on how PACM principles apply to the catchment*
- *Provide an opportunity for networking such as refreshments before and after the meeting*
- *Clearly understand the other Catchment Partnerships that are active in the Catchment and how they relate to PACM*

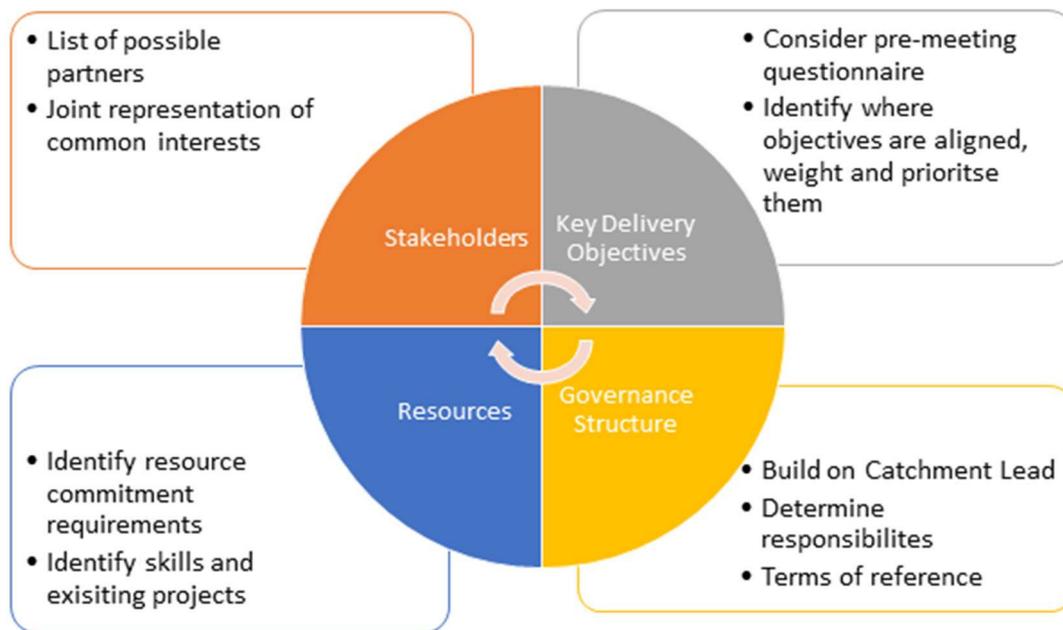


Figure 2: Initial start-up Meeting Considerations

2. Identify the Key Stakeholders

These are bodies, individuals or organisations who have a significant interest in the catchment and can influence future outcomes. They will generally already be involved in aspects or projects within the catchment. A full stakeholder analysis must be carried out to ensure all potential stakeholders and interested parties are identified.

2.1 Catchment Partnerships & Strategies

It is vital to remember that Catchment Partnerships are not a new entity. The work of this project builds and aligns with the principles of catchment management already developed to implement the Water Framework Directive and meet environmental objectives as indicated by the orange highlight in Figure 3.

Many of these WFD Catchment Partnerships are well established with a strong network of contacts already in place (red highlighted area). Careful management and good communication is required to ensure there is no duplication of work.

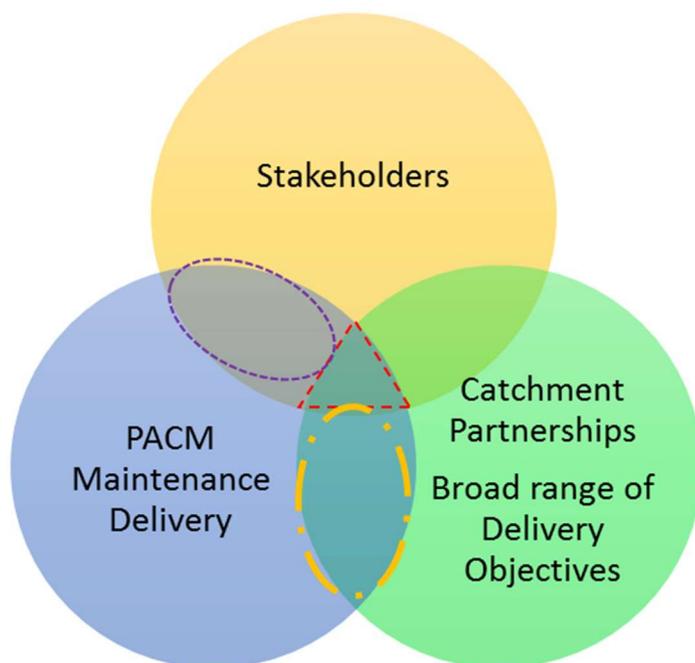


Figure 3: Relationship of PACM and Catchment Partnerships

New relationships with stakeholder maybe required where the objectives do not cross with the existing Catchment Partnerships as indicated by the purple highlight in Figure 3.

Catchment partnerships work to the same WFD Operational Boundaries, though there may be difference in scale. See [here](#) for a map of the WFD Catchment Partnerships in the Anglian Northern RFCC area.

In the initial meeting, you must decide if:

- Objectives can be met through a Catchment Partnership already in existence?
- If not, then are any Catchment Partnerships already in existence and valuable stakeholders that should be involved in the project?
- How to create a feedback loop for outcomes and objectives between Catchment Partnerships and PACM.

In addition, the Environment Agency are developing Catchment Strategies in relation to flood risk management, which may already have identified relevant stakeholders and Environment Agency Key delivery objectives for the catchment. *More on this?*

2. Agree membership, a clear governance structure and TORs

The core steering group for this project may not be all of your stakeholders, only the **key stakeholders** needed for consensus and agreement. Other stakeholders are important though to engage with and ensure support throughout the lifetime of the project.

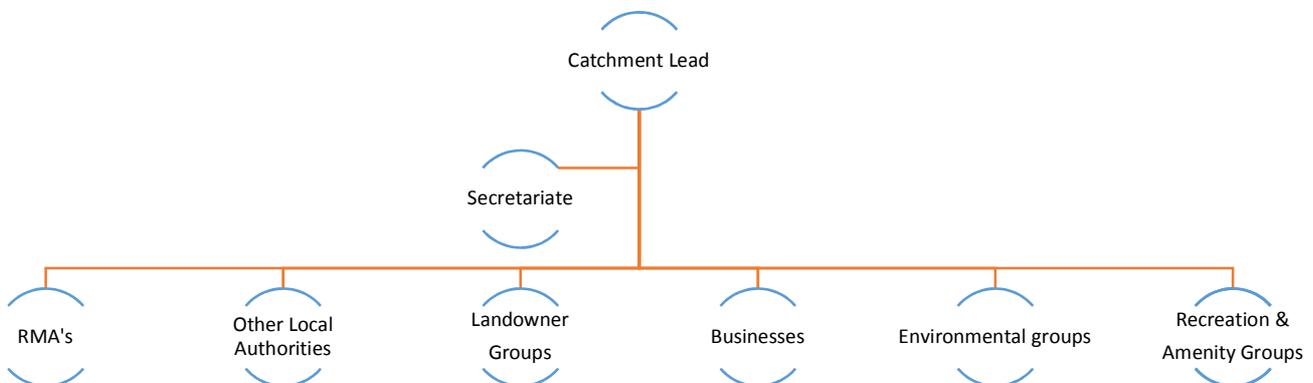


Figure 4: Example Catchment Partnership governance structure

Agreed and approved Terms of Reference (TORs) are also essential to establish a strong project moving forwards. TORs should be a short document and include:

- Why the partnership is needed (brief background)
- What you want to achieve (overarching aim)
- Who you will be working with (membership of the partnership)
- Projected timescale & resource for the project
- Geographical area and scale (i.e. catchment or sub-catchment approach)

You will find that following completion of Step 1 of the Decision-making Flowchart you will need to revisit your TORs and update according to priorities, increased membership, confirmed resource etc. Once approved, these will form the backbone to the Catchment Partnership and should be referred to regularly to ensure the project is abiding to the approved aim. They should also be reviewed annually and updated if necessary.

3. Identify key 'Delivery Objectives'

3.1 What is a 'Delivery Objective'?

A delivery objective is.....

It is essential to understand all key delivery objectives within a catchment from all partners before carrying out a catchment assessment or making any final decisions. The Catchment Based Approach, established as part of WFD implantation, takes a whole system approach to hydrometric areas. A successful catchment partnership should look for multiple benefits and aligned objectives to achieve the aim of an efficient more cost effective way of managing a catchment.

You may also revisit your objectives after carrying out a catchment assessment, having a better understanding of the area and what can or cannot be achieved following this review.

3.2 How do you prioritise multiple objectives?

How do you?!

Limitations of the project should also be considered when setting objectives. Whilst the aim is to achieve as much as possible for as many stakeholders as possible, not all objectives recommended by the initial group will be achievable for various reasons. There may also be a difference in when objectives can be delivered. Some may be good 'quick wins' for initial works, others may need to be phased over a number of years.

4. Geography, timescale and resource

4.1 What scale?

The hydrometric boundaries (as shown in Appendix X for the Anglian Northern RFCC area) vary greatly in size. As a whole system approach, initial discussions should be taken on a whole catchment scale. However, following the setting of objectives and further understanding of the area the decision may be made to focus on sub-catchments initially creating a long term plan for the catchment as a whole.

Alternatively, there may already be an effective Catchment Partnership in place at a catchment or sub-catchment approach which your work may be aligning with or feeding into. If so, work to their pre-decided scale.

4.2 How long will it take?

Catchment Partnerships need to develop a tiered approach to delivery – a short, medium and long term plan. The longer the timescale, the more unknown there are but overarching aims can still be set for a catchment partnership

When setting a timescale, consider what is already happening and what you will need to align too for programmes of work etc.

- 6 year Capital and Revenue Programmes
- Water Company Price Review (PR) and Asset Management Plan (AMP) programmes
- Local Authority programmes e.g. Common Works Programme
- Existing and approved strategies and plans, including WFD Catchment Partnerships

4.3 The resource requirements

This initial catchment assessment phase of a partnership approach to catchment management will initially only require in-kind contributions of resource. As a partnership, it is essential that all key partners contribute though the catchment lead will, in that role, coordinate the work.

If there is a need for additional resource, all options within the partnership must be considered first before turning to funding sources. The time taken to carry out a catchment assessment should neither be underestimated nor rushed – this baseline data will be essential to achieve multiple objectives in an efficient way. These tools will significantly decrease the resource and time requirements, in particular through the GIS Mapping Tool.

Hints & Tips: Resources

The initial start-up meeting should also discuss resource requirement and commitments from the key stakeholders. The principle of partnership working within PACM is resources are donated rather than charged for.

The level of resource will be dependent on the individual stakeholder's involvement to the key delivery objectives and catchment data they hold.