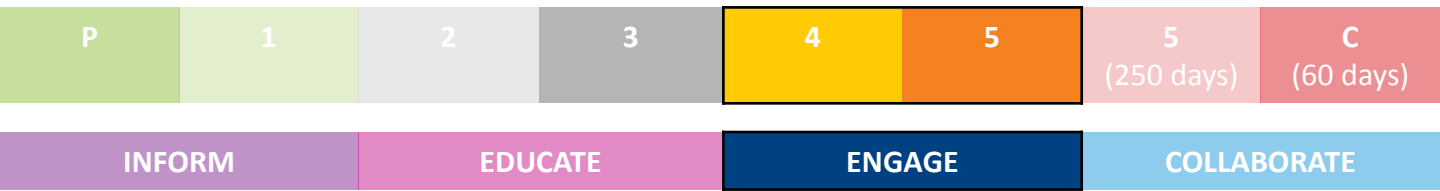




# Values and Perception Survey

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region. We are all responsible for saving water where we can. To help us provide the best service possible we need to understand your values around water usage and to work with you to identify water saving ideas, what’s preventing you from saving water and how to best work together. This is an important opportunity for you to help guide water saving initiatives and to shape planning towards sustainable water management.”***

## Purpose:

Belief systems, human attitudes and collective behaviours of a community can sometimes be barriers to the achievement of sustainable water management. The Values and Perceptions Survey tool is used to capture and understand the current feelings in the community that may support or hinder behaviour change towards sustainable water management. This process is particularly important in the context of Armidale as preliminary investigations suggest the recent uptake of water conservation behaviours has been low. Understanding the underlying values that shape perceptions and motivations can assist ARC in identifying the most appropriate strategies to encourage behavioural change. As well as identifying barriers to better water management in the community, the survey and research will also identify vulnerabilities and pressure points within the community to help shape the design and delivery of the water and crisis management strategies.

## Target Audience:

- The communities of Armidale and Guyra

## Desired Outcomes:

- Identify current community characteristics, barriers and opportunities surrounding sustainable water management
- Identify potential change agents and commitment levels within the community
- Identify vulnerable community members or groups in order to establish a central register/ database for future targeted engagement and support (vulnerable community members being people or groups that experience a disability or may be unable to comply with the water restriction requirements due to personal or cultural reasons)
- Inform ARC’s focus areas and decision making processes for resource allocation and emergency management

### Considerations:

- Consult with Local Emergency Management Officer and Local Land Services Resilience Officers regarding any existing information on vulnerable community members or groups
- Survey should be supported by vulnerability mapping through desktop research into local health statistics and ABS data on “Need for Assistance” and demographics (age, socio-economic and cultural)

## Platform:

The survey should be developed on a digital platform and supplemented with a hard copy:

- ARC’s *Have Your Say* webpage (linked on the home page) or Survey Monkey
- Pop-up booths with Ipads in town and at community events, such as National Water Week
- Ipad with survey at ARC offices

### Considerations:

- Ensure the survey platform, data collection and storage methods comply with privacy requirements
- A paper based version of the digital survey should be created as an alternative option for those without easy access to the internet
- Collaborate with UNE to review and test survey questionnaire and logic



## Development:

The Values and Perceptions Survey should build on engagement outcomes and understandings outlined in relevant ARC strategy documents to gain a deeper understanding of the values that have underpinned these responses (i.e. A strong aspiration to grow the region's agricultural sector, as outlined in the Community Strategic Plan, may indicate high importance placed on innovative technologies to support sustainable water management and the economy).

The survey should be concise and ask meaningful questions related to water conservation and potential barriers so that participants feel the value in providing input. The survey will need to capture the below information in as few questions as possible (recommend a maximum of 12 questions):

- Who (age, gender, cultural background)
- Where (broad location of residence or business)
- Water usage values and priorities (gauge what is most important to the community when making hard decisions for water saving measures)
- Impacts (how restriction requirements will impact their way of life and daily activities)
- Community connectedness (the more connected community, the more resilient they are during a crisis – e.g. how likely are you to ask a neighbour for help, do you have someone to help you if you are in need, how often do you speak to someone else in your community)
- Barriers for individuals implementing water saving measures (time, cost of new water saving appliances, priorities etc.)
- Ideas for water saving opportunities and community capacity building

The survey is a good opportunity to allow community members to opt into ARC communication channels, such as SMS or email updates.

### Example Questions:

- Please rank the importance of each of the factors below to sustainable water management for Armidale on the scale provided. This is important to inform balanced decision making outcomes:
  - Economic – (e.g. costs, income, jobs, urban and rural industries and regional growth)
  - Environment – (eg, natural eco-systems (land, air, water, plants, trees and wildlife)
  - Resilience – (e.g. having the capability, innovation and technologies to maintain quality water and supply (even in times of drought and flood))
  - People and Place – e.g. where and how we live, including the look and feel of our places, our mobility, local heritage, health and well being, access to recreational space and enjoyment of daily living
- Please select which of the barriers below you think hinder the community's ability to save water
- Please select which of the impacts below would apply to you in the scenario of Level 5 water restrictions

### Considerations:

- For consistent and efficient data collection and analysis consider the use of scale/ranking and 'tick box' questions similar to the example questions provided to the left.
- Consider including interpretation services and involving community organisations to support the outreach into marginalised communities
- Consider providing incentives for the community to participate and complete the survey

## Distribution:

The survey should be advertised and distributed using a combination of traditional and digital methods in order to have a broad reach across various demographics. Distribution channels may include:

- ARC's website – home page
- Newspaper
- Email distribution
- Mailout
- Local news/radio
- Pop-up booths with Ipad survey collection in town and target areas (lower socio-economic areas etc.)
- Ipad at ARC offices
- Social media (with boosted posts)
- Distribute to community organisations to share with their members

### Considerations:

- Confirm appropriate sample size that is representative of the population
- Ensure distribution targets the diverse community engagement channels and reaches marginalised and vulnerable members

## Resources:

- Armidale Regional Council – "Community Strategic Plan: Unleash the opportunities 2017-2027"
- NSW Government – "New England North West Regional Plan"
- SEQWater - [https://yourseqwater.com.au/waterforlife?tool=survey\\_tool&tool\\_id=what-do-you-value#tool\\_tab](https://yourseqwater.com.au/waterforlife?tool=survey_tool&tool_id=what-do-you-value#tool_tab)
- Community Profile / demographics - <https://profile.id.com.au/armidale>
- NSW Department of Justice, Office of Emergency Management – "Local Emergency Management Committee: Information Guide" Page 32

## Indicative Timeframe, Tasks and Resourcing:

Survey Development		
Week 1	Research to inform survey questions – what existing information does ARC have, what information and feedback is crucial, align with ARC strategies	20% FTE
Week 1	Ensure survey data collection and storage complies with relevant privacy requirements	10% FTE
Week 1	Explore incentives and creative ways to increase survey engagement	20% FTE
Week 1 -2	Develop survey questions and establish platform	40% FTE
Week 1 -2	Test survey logic and user experience	10% FTE
Distribution		
Week 2	Identify and establish existing communication channels to broadcast the survey (mail outs, email mailing lists, ARC website, newsletter, social media)	20% FTE
Week 3	Distribute the survey through ARC channels	40% FTE
Week 3	Distribute survey to community organisations, accommodation providers, industry groups and businesses etc, and encourage them to share with their communities	20% FTE
Week 3	Set up iPads with survey at ARC offices	10% FTE
Week 4	Advertise pop-up booths on local newspaper and radio	20% FTE
Week 4-5	Pop-up booths in high traffic areas with iPads to collect survey responses	50% FTE
Analysis and Recommendations		
Week 7	Collate, analyse and summarise feedback	50% FTE
Week 7	Develop a summary of recommendations to direct engagement activities in the other reference guides	40% FTE

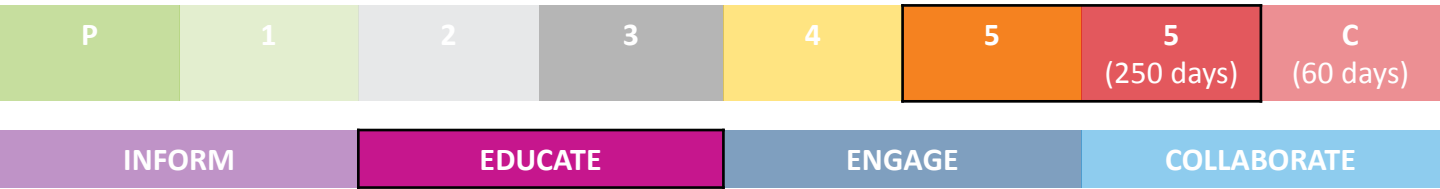
### Considerations:

- External costs could include:
  - Booking newspaper adverts
  - Printing
  - Letter box distribution
  - Boosted social media posts
  - Return envelopes
  - Incentives/prizes



# Primary Schools Engagement

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region. We are all responsible for saving water where we can. We all use water every day to drink, wash, keep our plants watered and clothes clean but where does that water come from? How does it get to us and will we ever run out? Learn how you can get involved in helping Armidale conserve our water now that we are in Level 5 water restrictions.”***

## Purpose:

Students are like sponges and their ability to build capacity for their peers, school community and family is often underestimated. As future leaders, the students that are educated today will provide a foundation for cultural change over time. The three-staged schools campaign outlined below will provide students with knowledge, the tools for behavioural change and the motivation through competition to make a difference towards a sustainable water future.

## Target Audience:

- All public and private primary schools in the Armidale and Guyra region

## Desired Outcomes:

- Educate the students on the catchment to tap process, to forge an appreciation of the complexity of water management
- Promote water conservation in the school and at home to initiate behaviour change
- Educate the parents/friends of the school community on the importance of water to all people and the environment so behaviours shift
- Develop the capacity to identify leaks and areas where improved water management is needed in the school and home environment so they can be addressed
- Create a competitive environment for change and draw a focus on drought, as well as all year round activities to reduce water use

### Considerations:

## Platform:

- The engagement includes school and home audits that should be developed on a digital platform such as Survey Monkey, as well as being supplemented by hard copies and presented by ARC staff to assist students with leading the home audit
- The competition should run online on each of the participating schools’ webpages to ensure transparency of end of term data, and celebration of winning class awards

### Considerations:

- Data collection on any school / home audits should be viewed in line with ARC’s privacy policy



## Development:

**Stage 1:** Catchment to Tap - natural water cycle education program should be developed using the following approach:

- Review of existing material on the ARC website in light of the new NSW school syllabuses
- Work with schools to identify which student stages are best to target for the program
- Review of existing material to include in the program, such as Sydney Water's 'every drop counts' teaching package including Ollies world; SEQ Water and South East Water Review of existing primary school water cycle learning programs and materials such as earthguide diagrams, and Thirstin's water cycle to produce fact sheets
- Develop resources on ARC's website to include parent, teacher and student resources
- Production of fun resources such as jigsaws, games and experiments
- Schedule 1-2 hour workshops with each primary school to launch program
- Run an amateur short film competition with students using phones to highlight water saving tips and tricks from their homes. Winners will be screened at the movie night, as outlined below

**Stage 2:** The home and school audit program should be developed based on a review of the Smart Approved Water Mark's resources (smart water audits) and augmented to focus on the following:

- What is an *at home and school audit*?
- How do you know if a water device is efficient?
- How to conduct an audit at home and at school
- How to record the audit results
- How to communicate your results to your teacher
- How to make changes to help secure our water future in Armidale and Guyra

**Stage 3:** School competition – children by nature are very competitive and this should be leveraged to achieve optimal water savings safety. A platform should be developed by ARC and hosted on each of the participating schools' webpage/app to record numbers of audits complete and followed up within the home. Each class within the school would compete against each other class, and the winning class of each school every term for the duration of Level 5 water restrictions given an incentive as a reward (e.g. attend the movies with the winning class of each neighbouring school to share success stories in the foyer prior to the movie screening).

## Distribution:

**Stage 1:** Primary schools would be visited over a 14 day timeframe once the resources are approved. A one hour workshop would be held with students. The workshop would focus on launching the online education portal, providing a fun hands-on learning experience and discussing the upcoming audit program and associated competition.

**Stage 2:** Once the audit program is developed, two forums would be arranged; one during the afternoon and one in the evening for principals and interested school staff to attend. The audit program would be launched at the forums and materials delivered to the school both in hard copy and online platforms.

**Stage 3:** Once the competition parameters and awards were confirmed, the Armidale primary school audit competition would be launched. A support system would be encouraged for the school staff on 'how to conduct a water audit' and run the competition. This would include sending highlights to the newsletter and website and setting up a platform to track class progress to ensure the transparency of the campaign and awards.

## Resources:

- Armidale Regional Council – "Community Strategic Plan: Unleash the opportunities 2017-2027"
- Armidale Regional Council - <https://www.armidaleregional.nsw.gov.au/>
- UNE Armidale - <https://my.une.edu.au/courses/courses/BEDECP>
- Sydney Water Teaching Package - <https://www.sydneywater.com.au/SW/education/Programsresources/Primaryschool/index.htm>
- SEQ Water H2O Kids program - <https://www.seqwater.com.au/education>
- South East Water, Changing Water Video - <https://www.youtube.com/watch?v=tuE1LePDZ4Y>
- Thirstin's water cycle - [https://www3.epa.gov/safewater/kids/flash/flash\\_watercycle.html](https://www3.epa.gov/safewater/kids/flash/flash_watercycle.html)
- Smart Approved Water Mark - <https://www.smartwatermark.org/>
- GIVIT.org.au

Considerations:

- To ensure the robustness of the water cycle education program it is recommended that a teacher / practitioner familiar with NSW syllabus should review the program prior to launching.
- To ensure the audit program is maximised and actions followed through; commitments from the students must be integrated into the competition and tracked accordingly.
- Consider giving incentives for student homes to participate in the audit program and assurance that it is not perceived as negative 'e.g. wrist slapping'. Incentives could include flow meter, garden saver hose/timer, shower timer, toilet retrofit bags.
- Consider collaborating with UNE Armidale Campus Bachelor of Education (Early Childhood and Primary) students to assist in education programs. UNE Media and Communication students can also be involved in developing collateral and content for this program, such as short educational videos etc.
- Armidale private schools include on-campus student residents. ARC should run an awareness campaign, with collateral similar for UNE campus students.

Considerations:

- Looks for external funding sources, such as GIVIT.org
- To assist with developing the water education kit for schools, a collaborative approach with Department of Education may be possible. This could be used for other regional communities.

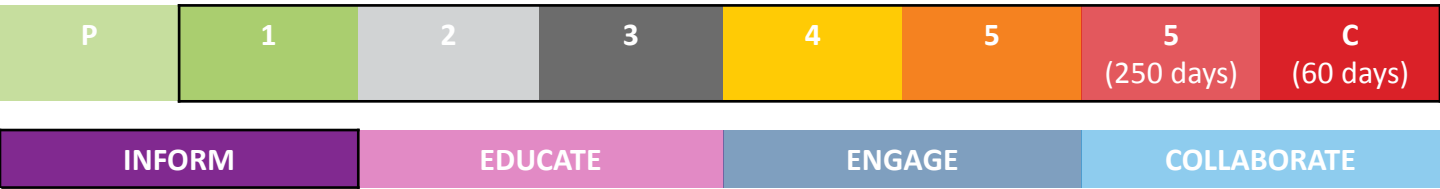
## Indicative Timeframe, Tasks and Resourcing:

Week 1	Research and identify existing resources for the education program	20% FTE	Considerations: <ul style="list-style-type: none"> <li>• External costs could include:               <ul style="list-style-type: none"> <li>• Printing</li> <li>• Graphic design</li> <li>• Augmentation/videography</li> <li>• Incentives/prizes</li> </ul> </li> </ul>
Week 1	Engage UNE to assist in developing and implementing the education program, produce fun water education resources and the short film competition	40% FTE	
Week 1	Establish relationships with schools and plan to implement the education program	40% FTE	
Week 1	Explore possibilities of external funding sources for this program	20% FTE	
Week 2	Develop home audit package and the platform for tracking (survey monkey etc)	60% FTE	
Week 2	Develop home audit fact sheet with information for parents, including a link to the survey	20% FTE	
Week 3 – 4	Visit schools to deliver the education program, launch the home audit program and short video competition to share water saving ideas at home and to distribute water saving devices (shower timers, flow meter etc)	100% FTE	
Week 5 - 8	Communicate home audit program through school newsletters and school website	20% FTE	
Week 5 - 8	Track and provide feedback on school audit outcomes to school during the program	20% FTE	
Week 9	Identify school audit and short video winner and runner ups	20% FTE	
Week 10	Celebrate winners at a free movie night	50% FTE	



# Water Restrictions Communications and Messaging

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region. We are all responsible for saving water where we can. We want to inform community with current and relevant information about the drought. This will enable everyone to be on the same page and be prepared for the different Stages and how to respond. We will work proactively together to get through this drought.”***

## Purpose:

Creating an awareness and shared responsibility for all within the community is essential to conserve the remaining dam water supplying the Armidale and Guyra townships. Nobody wants to reach “60 Days Until Empty” sooner than is needed. This means the entire community has to work together to protect the townships from running out of water.

## Target Audience:

- All ARC residents, stakeholders and visitors

## Desired Outcomes:

- Broadcasting a call to action and sharing updates with the community for transparency
- Affording the community the time to change and enabling them to see how their water usage impacts water supply
- A consistent branding campaign with each of the Drought stage colours below, as well as using “days to empty” to communicate water levels
- Celebrate successes, such as adding extra days until empty
- Visitors to Armidale are aware and onboard with water restrictions

## Considerations:

## Platform:

A three pronged approach is proposed with aligned branding and consistent messaging through:

- Water Report bulletins
- VMS signage and township signage
- Email distribution
- Social media
- Static displays
- SMS emergency messaging
- Water Report bulletins will be hard and soft copy newsletters and made into a series of static displays

## Considerations:

- *Example of colour coding communication to create attention*

All communication should be consistently written with the following branding colours used for the various Water Restriction Levels (and as they appear in the panel at the top):

- Level 1 = Green
- Level 2 = Grey
- Level 3 = Dark Grey
- Level 4 = Yellow
- Level 5 = Orange (trigger 1)
- Level 5 = light red (trigger 2)
- Crisis = Bright red



## Development:

Dam levels are getting lower and the Armidale region is faced with serious challenges that come with this. There needs to be a change in the way water is viewed and managed. While using established and existing resources is beneficial, there is a need to rebrand the Level 5 water restrictions communication collateral to get the community and stakeholders to understand the sense of urgency and the need for action.

Messaging examples:

- *We are on level 5 water restrictions*
- *We are only 365 days to empty (it's bad)*
- *Your water savings have just added 10 days to our water supply (celebrating success)*
- *Let's keep working together. Every litre saved today gives us another day in the future*

**Stage 1** :Rebrand and develop newsletters and online material in the relevant trigger level colours outlined above. ARC should refer to “Days Until Empty” instead of dam percentages to create a relatable and understandable sense of urgency in the community.

**Stage 2**: Secure VMS signage/township signage and work with the relevant OHS/traffic/asset teams within ARC to secure the number of VMS required to be affective. Develop key messages, targets and dam levels into minimum characters to display on VMS.

**Stage 3**: Secure static display sites and translate Water Report news bulletins into A1 corflute boards or posters. Assign staff to place displays and be champions in the refreshing of materials. This signage could look like the example below. Collateral will need to be widely distributed to cafes, community notice boards and ARC service centres.

**Stage 4** :Develop a drought communication database with email and phone numbers for emergency communication in the Armidale region. ARC will need to develop a privacy policy of what this database will be used for.

Considerations:

- Safety considerations for township/VMS signage placement needs to be co-ordinated with traffic engineers/OHS and asset team.
- The survey can be used as a method of collecting mobile numbers for the SMS and email emergency communication.
- Work with UNE Media and Communications students to seek input and support in collateral development and design such as the Water Report Newsletter Template for resource savings.
- ARC should also communicate when they are using non-potable water for irrigation to mitigate the risk that community perceives ARC isn't doing their fair share. ARC can also create stickers for local residents who use non-potable water for gardening so there is no misunderstandings of water wastage.
- Its important to have consistent messaging and terminology.

## Distribution:

**Stage 1**: Water Report bulletins should be delivered at each trigger level change, with the rates notice or a stand alone mail-out. Synthesised information extracted from the bulletins should be placed online and on ARC's social media platforms. Extracts can be sent to schools for placement in their newsletters and community group newsletters (such as Rotary). The Water Report bulletin should also be email blasted to ARC's database.

**Stage 2**: VMS boards and township water restrictions signage should be placed in visible and safe areas that are frequented heavily by commuters and people going about their everyday life activities (e.g. school drop offs), as well as visitors to Armidale. See below for example.

**Stage 3**: The venues and locations for static displays require buy-in from the venue owners (cafes, restaurants, library etc.). The static displays should be placed in highly trafficked areas (e.g. at schools, ARC facilities, movies and libraries etc.).

Considerations:

- More regular newsletter drops should be undertaken gearing up for “60 Days Until Empty” and crisis communication plan implementation.
- The VMS and township signage should not be limited to being placed around the dams themselves, they should be placed in highly trafficked areas.
- Static displays should be updated regularly to provide current information and avoid fatigue.

## Resources:

- Icon Water (Former ACTEW) - <https://www.iconwater.com.au/My-Home/Saving-Water.aspx>
- Southern Downs Regional Council “What can 100 litres look like” - <https://www.sdrc.qld.gov.au/living-here/water-wastewater/water-restrictions/what-can-100-litres-per-person-look-like>
- Stanthorpe Water Restrictions Public Signage





## Indicative Timeframe, Tasks, Resourcing and Costs:

Week 1 - 2	Develop branding package and communications plan to inform communication campaign	50% FTE
Week 1 - 2	Engage UNE media and communication students to assist in developing material	50% FTE
Week 1 - 2	Develop collateral templates, frequently asked questions etc	50% FTE
Week 1 - 2	Identify and establish communication channels (newsletter, mailing lists, email database, social media platforms etc)	20% FTE
Week 1 - 2	Identify, create database and build relationships with businesses and organisations to have posters and signage	40% FTE
Week 1 - 2	Arrange VMS and prominent signage opportunities	20% FTE
Week 1 - 2	Develop database of email and phone numbers for Armidale residents who wish to be included in the drought emergency mailing list (collect through Values and Perception Survey)	20% FTE
Ongoing	Implement communications plan, with consistent branding and messaging	As required
Ongoing	Each stage triggers another communication campaign with updates to messaging, increasing in frequency as trigger levels increase	As required

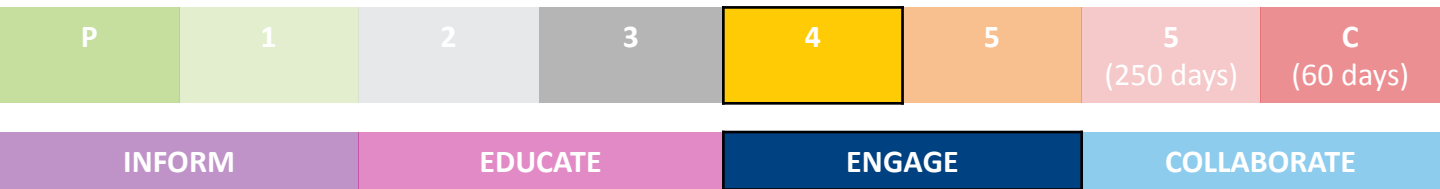
### Considerations:

- External costs could include:
  - Printing
  - Distribution and delivery
  - Graphic design
  - Approval costs
  - VMS Hire



# Adaptation measures for accommodation providers

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region and it’s everyone’s responsibility to help save water where we can. Accommodation providers face both the challenge of impacts from the drought on their industry as well the opportunity to be key players in helping Armidale become drought resilient and overcome this crisis. We need to work together to save water and sustain our region’s tourism industry. We can help you adapt water efficiency plans, celebrate your water saving successes and position your accommodation to align with your visitors’ values and enhance your reputation in the community.”***

## Purpose:

Accommodation providers are both a ‘victim’ and a ‘vector’ of the diminishing water supply in the Armidale region. ARC should work closely with accommodation providers to provide leadership and support in implementing adaptation measures to the drought in Armidale. ARC and accommodation providers need to come together and look at implementing solutions that still allow them to keep providing quality services, rewarding them with building a community reputation of a WaterWise business that proactively works to help Armidale get through the drought.

## Target Audience:

- High water-use accommodation providers within Armidale
- Interested parties that are looking for tools to assist them (e.g. Powerhouse hotel)
- Tourism and accommodation industry representative organisations
- Visitors to Armidale

## Desired Outcomes:

- Identify high water-use tourism operators and work with them to implement water saving solutions
- Build a collective understanding amongst accommodation providers in Armidale of the importance and responsibility they have to conserve water
- Support accommodation providers that are calling for assistance with tools and information to better conserve water
- Highlight the benefits of being an accommodation provider with sustainable water practices, such as cost savings, reputation and branding

Considerations:

## Platform:

- Audit of water use
- Development of Water Savings Action Plan for high water users
- Meetings/workshops with accommodation providers to provide them with tools (e.g. door knob flyer)
- Meetings with accommodation provider industry associations
- Develop advertising/award incentives / financial incentives (e.g. dollar for dollar retrofit program)
- Pledge template to put on their website
- Assistance with recovery program through networking and support tools, if needed

Considerations:

## Development:

### Water saving management workshops

To create the required behavioural change in accommodation providers towards more sustainable water usage, it is critical that the industry comes together and understands the shared responsibility and necessity for this change. ARC should build upon their existing relationships with accommodation providers in the Armidale region and bring them together to strengthen the networks within this industry and create a common understanding around the importance of this issue and the need for their involvement.

ARC should hold one-on-one meetings and workshops with accommodation providers. It will be an opportunity to inform them of the role they will have to play in managing water better, how this will help them overcome drought impacts on their business and understand the solutions and opportunities for change.

Following this, accommodation providers will be required to conduct a water usage audit to identify water saving opportunities, which will provide input into Water Saving Action Plans. ARC will track this through receiving the audits and action plans from participating hotels through the established platform (Survey Monkey etc). This will be supported by a pledge from the accommodation providers, highlighting their commitment and actions to responding to the drought. This could be extended further to include staff and guests of the hotels by putting the pledge in the foyer and offering it to visitors to sign up to.

Recommendations for water savings include:

- Ensure toilets have half flush options and add toilet bladders
- Install taps with flow restrictors or aerators
- Install low-flow sustainable shower heads
- If laundry is outsourced, ask your supplier what procedures they have in place to reduce water and energy use. Use small washing machines for small loads, minimise the rinse cycle as much as possible, and review water consumption rating
- With swimming pools, check for leaks, reduce back washes, cover pool when not in use to prevent evaporation, install push button showers near pools
- Use grey water from baths and sinks for watering the garden
- Install signage to educate guests, include shower timers in each bathroom
- Educate employees responsible for cleaning to minimise water use where possible
- Provide guests with an option to reuse their bedroom linen if staying multiple nights, instead of it being cleaned each day
- Provide guests with an option to have a bucket in the shower to use on landscaping, noting that this is opt-in and will not be used if guests feel uncomfortable
- For hotels that have spas, place sticker over the push button for bubbles to see if it was used or not, to determine if it needs to be emptied
- Inform guests how the hotel reduces water consumption in other areas of the hotel so they are aware of the importance of their participation

This should be followed up with a workshop to celebrate those that are involved and share success stories and water saving opportunities.

### Business incentives and enhanced reputation within the community

ARC will need to build buy-in and motivation for accommodation providers to take part in this program. There will be natural incentives such as cost savings from reducing water usage however, ARC can further encourage participation through offering marketing promotions and celebrating accommodation providers that have been responsible and proactive in their involvement through a WaterWise branding campaign. Other incentives can be through supporting small businesses with dollar for dollar incentives in retrofitting and installing more sustainable water management infrastructure.

## Considerations:



## Resources:

- <http://www.unep.fr/shared/publications/pdf/DITx1047xPA-ClimateChange.pdf>
- <http://www.greenhotelier.org/know-how-guides/water-management-and-responsibility-in-hotels/>

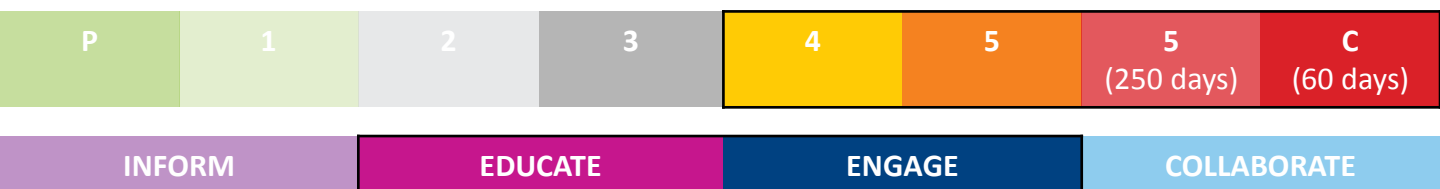
## Indicative Timeframe, Tasks, Resourcing and Costs:

Week 1	Identify and connect with accommodation providers and industry groups	20% FTE	<p>Considerations:</p> <ul style="list-style-type: none"> <li>• Develop Water Audit Package, building off the one previously made for Primary Schools Engagement</li> <li>• External costs could include: <ul style="list-style-type: none"> <li>• Printing</li> <li>• Distribution and delivery</li> <li>• Graphic design</li> <li>• Approval costs</li> <li>• VMS Hire</li> </ul> </li> </ul>
Week 1 - 2	Develop water audit package and the platform for tracking (Survey Monkey etc)	40% FTE	
Week 2	Identify and plan incentives and opportunities for participating accommodation providers	20% FTE	
Week 3 - 4	Arrange one-on-one meetings with accommodation providers to raise awareness, secure the pledge and initiate water audit program	100% FTE	
Week 5 - 6	ARC contact to liaise, support and track accommodation providers on water audits and Water Saving Action Plans	20% FTE	
Week 7	Hold workshop with participating accommodation providers to celebrate successes and share water saving tips	40% FTE	
Week 7	Provide participating accommodation providers with incentives, WaterWise branding and advertisement opportunities (social media, ARC website etc)	20% FTE	



# Community Organisation Outreach Program

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region and it’s everyone’s responsibility to help save water where we can. Armidale is proud of its strong, diverse and vibrant community, represented by many different community organisations. Significant behaviour changes towards tighter water conservation measures are required. The only way communities can become drought resilient is by working together. We cannot do this without the help of community organisations, who have the reach and relationships into the different communities and who know the best way to work with their communities.”***

## Purpose:

The entire regional community needs to be on board to prolong the days to empty. By establishing relationships and interconnections between groups we can unite, map our capability, identify vulnerable groups and work together to help conserve water and become more drought resilient.

Non-government and community organisations have the ability to be at the forefront of disaster resilience, as it is often where people turn to for help and advice around these issues. ARC should work together with the community organisations that support and represent the diverse range of people that live in the Armidale region to assist in coordinating service systems and preparing the community for 60 days to empty. There is a huge opportunity to build the capacity of these organisations to educate and raise awareness within their communities around water conservation and map capabilities and strengthen the connections/shared knowledge between these organisations to build resilience.

## Target Audience:

- Non-for-profit agencies
- Armidale Youth Council
- Disability and Aged Care Providers
- Medical at home care organisations
- Indigenous organisations
- Environmental groups
- Faith-based organisations
- Refugee support services and Culturally and Linguistically Diverse (CALD) community organisations
- Social, youth and sporting clubs, Rotary and Lions Club, RSL Clubs, Men’s Shed.



## Desired Outcomes:

- Create a shared responsibility by bringing ARC, community organisations and change makers together to help conserve water, and ensure community organisations understand the need to support their communities through the drought as one of their service deliveries
- Map the capability and build networks to reach and support vulnerable community members of the community if crisis hits
- Utilise the reach of community organisations to engage vulnerable and marginalised communities to create real change, in a way that works best for them
- Build stronger connections and networks between different community organisations to build resilience as a result of the drought
- Crisis scenario planning with community organisations to prepare them for “60 Days until Empty”, as well as laying the foundations for recovery programs
- Ensure community organisations are aware of the available water saving tools, rebates and support mechanisms/services to help people through the challenges that come with drought
- Share knowledge and experiences of what works, barriers to change/challenges and

## Considerations:

## Platform:

- Round robin water saving workshops, with water saving devices given out (shower timers/toilet bladder etc)
- Collateral for community organisations to share with their communities that can be distributed through channels and methods that best suit the different communities within Armidale (fact sheets, home water audit kits, resource list for supporting communities through drought)
- Series of workshops for representatives of community organisations (e.g. change agent invitation only workshops)
- National Water Week activities in October 2019

## Development:

### Round robin water saving workshops

ARC should collaborate with community organisations to support and build their capacity to help their communities change water use behaviours and build drought resilience. They can do this through identifying and engaging community organisations in the Armidale region and running a series of workshops with these organisations. These can be standalone workshops or in conjunction with community organisation ordinary meetings. It is important to encourage broad attendance, from management and people responsible for communications implementation, to any employee/volunteer with community interaction, as they have the largest day-to-day influence. Champions/change agents in each organisation will need to be nominated, to act as a key liaison with ARC, a knowledge source within the organisation and to hold responsibility and ownership for delivering this program. This will include a pledge with the organisations' short, medium and long term goals. These organisations will be critical in the recovery of the town should crisis point be reached, helping them 'Get Ready' by supporting, educating and connecting clients and communities.

This outreach will be a channel for distributing collateral to the broader community. ARC should develop a resource list to support communities through the challenges of the drought, as well as the services and resources that support community organisations with building drought resilience (such as GIVIT and Local Land Services Drought Resilience Officers). As community organisations know the best way to engage and reach their communities, ARC should encourage these organisations to tailor and share the information from these workshops in an appropriate and meaningful way.

### Community network workshops

ARC should hold a series of network workshops to bring together different community organisations to maintain the momentum of this program and build connections between these communities that may not normally interact. This will be a good opportunity to share knowledge of how different organisations and communities are responding to the drought, celebrating what works and water saving opportunities, as well as overcoming barriers to change and challenges that these organisations may be facing. The community organisation champions/change agents, management and a "on the ground" employees/volunteers should attend from each organisation to bring a diverse range of experience with the program to these workshops. These workshops should occur quarterly.

The workshops will also be an opportunity to work together for community vulnerability assessments, scenario planning and capability mapping exercises through a risk and planning lens for crisis management.

### National Water Week

There is an opportunity for ARC to build awareness in the community around water conservation whilst bringing together the different communities within the Armidale region in a fun and engaging way. This will also be a great change to build the energy and community connection within the broader community. ARC can use these events to increase their presence and engagement with the community, distribute collateral and home water audit kits, as well as celebrating the great work ARC is doing in being agile and fighting this drought. This could involve a series of events, one each day, such as a water related movie at the cinema, a community fair at a sports event, music night and a World Cafe. The World Cafe can be used to create conversation and dialogue around water conservation, barriers to change and community values.

### Considerations:

- See Community Organisation Database for list of key organisations and contact details
- Meetings with community organisations can coincide with existing Ordinary Meetings for efficiency and a greater reach into the organisations
- Community organisations should be invited to the World Café during National Water Week
- Collateral for the community organisations should be adaptable and flexible to allow adaptation. Collateral will also need to be appropriate for CALD and vulnerable communities, tailored for people with special needs and disabilities, as well as considering the other major non-English languages spoken in Armidale (Mandarin, Arabic, Nepali, Filipino). ARC should consult different community organisations to develop this.

## Indicative Timeframe, Tasks, Resourcing and Costs:

Week 1	Engage community organisations to inform them of the program and the importance of their involvement (utilising the Community Organisation Database)	50% FTE
Week 1 - 2	Develop collateral and resource list for community organisations to use and share with their communities	40% FTE
Week 1 - 2	Consult key community organisations to ensure that content is accessible and appropriate to their communities	40% FTE
Week 3	Arrange round-robin workshops with community organisations – these can be aligned with Ordinary Meetings or group similar organisations together for efficiency	60% FTE
Week 4- 5	Deliver round-robin workshops – use this opportunity to raise awareness, distribute collateral and water saving devices, begin conversation on crisis management, develop pledge and nominate a Drought Resilience Champion	100% FTE
Week 6	ARC contact to liaise and support organisations, as well as leading network workshops with Drought Resilience Champions across all community organisations	20% FTE
Ongoing	Regularly hold network workshops to celebrate successes, share water saving tips, assist with vulnerability mapping	20% FTE
Week 7 – 8	Research vulnerability mapping, incorporating input from community organisations to assist scenario planning and areas to focus effort in crisis management planning	80% FTE
Weeks 1 - 7	Plan National Water Week activities	20% FTE
Weeks 1 - 7	Raise awareness and advertise National Water Week activities	10% FTE
Mid October	National Water Week	100% FTE

### Considerations:

- External costs could include:
  - Booking newspaper adverts
  - Printing
  - Letter box distribution
  - Boosted social media posts
  - Return envelopes
  - Incentives/prizes

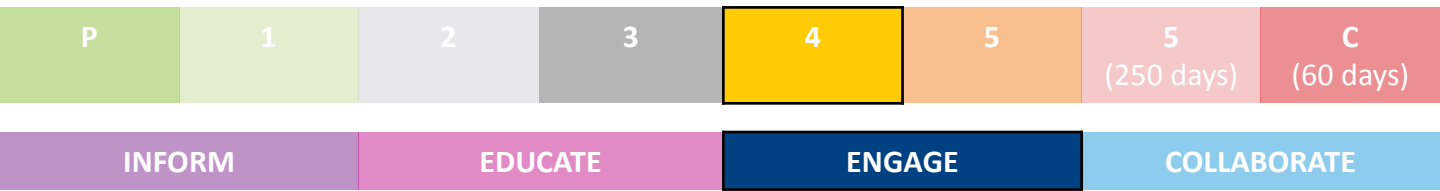
## Resources:

- Moreland, J. (2018). *Evolution of a Community Resilience Strategic Plan*. Australian Journal of Emergency Management, 33(3).
- Ingham V, Islam R, Hicks J & Burmeister O (2018), *Disaster resilience indicators: the connectedness of communities*. Australian Journal of Emergency Management, 33(4).
- Lukasiewicz A, Dovers S & Eburn M 2017, *Shared responsibility: the who, what and how*, Environmental Hazard.
- Ingham, V., & Redshaw, S. (2017). *Connecting Community Organisations for Disaster Preparedness*. Paper presented at 5th International Conference on Disaster Management and Human Health, Seville, Spain.
- *Australian Disaster Resilience (2011) Australia's National Strategy for Disaster Resilience*
- <http://www.givit.org.au/>
- <https://www.emergency.nsw.gov.au/Pages/for-the-community/get-ready/community-service-organisations.aspx>



# Partnering with Industry

Reference Guide – October 2019



## Call to Action:

***“Water is running out across the region. There is no certainty of rain any time soon so we must work closely and more firmly with our medium/large scale water users in the Armidale region to help stretch the remaining water we have. A mega litre saved today, is an extra mega litre tomorrow, so let’s work together to prolong the days until empty and help sustain our region’s community and industry.”***

## Purpose:

Emergency talks might not be that far away with some industries facing the possibility of closing down if residential and non-residential customers do not prolong current water usage by improving efficiencies. With less than twelve months to empty, businesses are being asked to reduce their water usage by 30%. All industries/businesses within the Armidale region need to be encouraged to audit their facilities, work practices, management sentiment around water conservation and be urged to rethink how they use water so they can be more efficient and over a long period of time, even when the drought breaks, use water more sustainably. ARC should work with industries and businesses to achieve this and celebrate the water saving successes.

## Target Audience:

- Medium water user industries
- Large water user industries

## Desired Outcomes:

- Water sustainability means social equity, innovation and treading lightly in an environmental context. It means questioning the status quo and asking if the business solution offered is really the most efficient and effective approach to solving a problem or addressing the issue of diminishing water supply. The farmers have been savvy with water usage for decades, but in the urban setting both residential and non-residential users have sometimes taken water for granted. The time is now to make Water Savings Action Plan, generate a Pledge and implement the plan.
- The plan is required for all medium/high water users and when implemented will not only benefit the greater good of the region, but also benefit businesses by gaining incentives from ARC such as free advertising and being showcased as a Water-wise business. The community need to see that big businesses are on board and leading by example in the Armidale region.
- Build strong relationships between ARC and industry. These relationships will be critical if/when the water supply reaches lows of 60 days until empty. It will be through these identified managers and support networks that businesses can be prepared, respond and assist in the drought recovery process. Capacity building and leadership is essential to build industries that can ‘bounce back’ after a crisis.
- ARC to adopt criteria and a consistent process to assess businesses for exemptions and their vulnerabilities.
- Educate businesses and industry on support networks and services that already exists, such as DPI Rural Resilience Program and Local Land Services Drought Resilience Officers.

## Considerations:



## Platform:

- Audit of businesses needs, vulnerabilities and water use
- Development of Water Savings Action Plan
- Meetings/workshops with ARC (grouping similar industries)
- Advertising/award incentives
- Pledge template
- Assistance with crisis Resilience Statement development
- Assistance with recovery program through networking and support tools

## Development:

### Audit

Audits will be required for each business to gauge management's sentiment, existing committees that can be used, business output, how many people the businesses employ. This is important to ascertain contribution to the region and areas of vulnerability, such as what services are essential to be maintained, can any services be limited, can the business recover if it has to be closed.

An audit of water management practices within the business is also needed, identifying how much water is being used in each facility, which practice uses the most water, how can water be used more efficiently to target a 30% reduction within the business etc.

ARC should reassess existing water exemption criteria for businesses, and the audit will need to be aligned to address these.

Enhanced reputation branding and business opportunities identified below will be rewarded to those that complete these audits to act as an incentive.

### Opportunities for change

Businesses play a large role in the communities they operate in, and with this comes a responsibility to that community. A Water Saving Action Plan needs to be developed and implemented with the support of ARC to assist the businesses in achieving the 30% reduction target (Invite medium to large businesses to a workshops (grouped by similar businesses) to inform them of the need to work together, identify water saving opportunities and to develop a pledge for change (short, medium and long term). This workshop will be used to assist these businesses in being prepared for water supply crisis level of 60 days until empty by developing a Crisis Resilience Statement.

### Enhanced reputation within the community

More and more company boards of directors are realising that whilst not mandatory, sound environmental and corporate social responsibility is becoming market expectation. ARC needs to develop and jump start the: ***we are not letting water wastage run in our business*** awards – that profile businesses' success stories in water conservation and give them incentives such as free advertising and certification that allows them to promote themselves as Water-wise companies. Businesses should be encouraged to share water conservation stories on LinkedIn and other networks.

There is a possibility that if the businesses don't demonstrate progress in implementing their plans, then they could be at risk of fines from ARC.

### Get Ready business – be prepared for shut down and recovery if the worst happens

ARC should form relationships with industry leaders and put businesses in touch with an Independent Business Connect adviser through (1300 134 359), and hold workshops when the water supply levels reach "250 days to empty" to initiate the 'Get ready businesses program' at 60 days until empty and implement a support framework including helping businesses:

- Know business risks (identifying the disasters that might face your business)
- Plan now for what they will do (sit down with your staff and use this step to make an emergency action plan so that everyone knows what needs to be done and by whom if a disaster strikes)
- Get business ready (plan for business continuity)
- Be Aware (informed) and finally
- Get to know your neighbouring businesses (neighbouring businesses can be one of the best sources of information and help before, during and after crisis)

### Considerations:

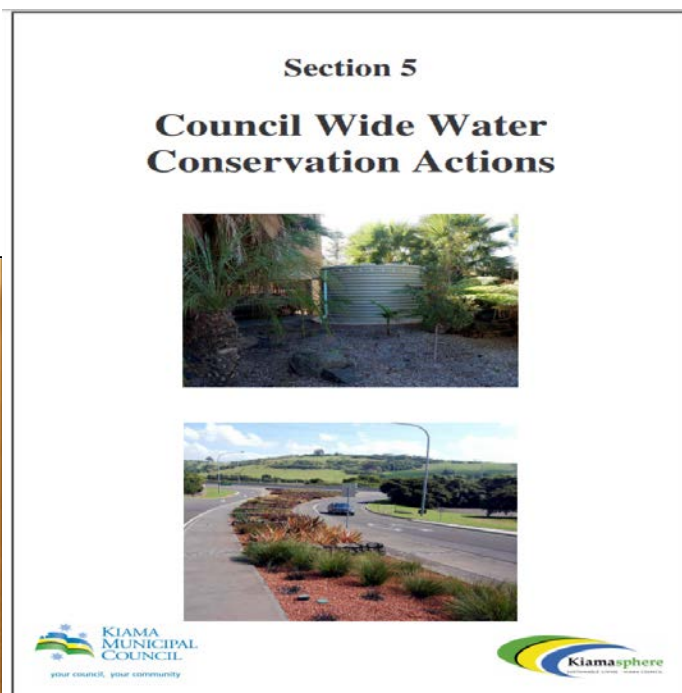
- There needs to be an integration of sustainable water management principles into the management and business principles of the organisation, so they are hardwired into every aspect of core business and inherent in every action the staff within the organisation undertake.
- An example Water Action Plan initiative, Western Australia's Water Corporation, a government agency, works with every business in the state that uses more than 20m litres of water a year to make savings, they help develop Water Efficiency Management plans, introduced as part of a range of mandatory water efficiency measures that apply to all sectors of the community, provides businesses with free training, help in data-gathering, and manage a certification scheme that allows them to promote themselves as water-conscious companies

## Indicative Timeframe, Tasks, Resourcing and Costs:

Week 1	Identify businesses in Armidale and industry bodies (Chamber of Commerce etc) that require involvement	20% FTE	<b>Considerations:</b> <ul style="list-style-type: none"> <li>Develop Water Audit Package, building off the one previously made for Primary Schools Engagement</li> <li>External costs could include: <ul style="list-style-type: none"> <li>Printing</li> <li>Graphic design</li> <li>Augmentation/videography</li> <li>Incentives/prizes</li> </ul> </li> </ul>
Week 1 – 2	Develop water audit package and the platform for tracking (Survey Monkey etc)	40% FTE	
Week 3 – 4	Inform businesses the need for water audit, water reduction targets and Water Saving Action Plans	100% FTE	
Week 3	Reassess ARC water exemption criteria for businesses in the Armidale region	20% FTE	
Week 5 – 6	Establish ARC contact to liaise, support and track businesses as they participate in the water audit and through developing Water Saving Actions Plan	40% FTE	
Week 5 – 6	Invite medium and large businesses to a workshop to identify water saving opportunities, celebrate success and build ownership and responsibility to conserve water and to develop the pledge	40% FTE	
Week 10	Develop network database and hold workshops with businesses for “Get Ready Business Program”, at “250 Days to Empty” to prepare “60 Days to Empty”	40% FTE	
Week 10	Provide participating businesses with reputation incentives, WaterWise branding and advertisement opportunities (social media, ARC website etc)	30% FTE	

## Resources:

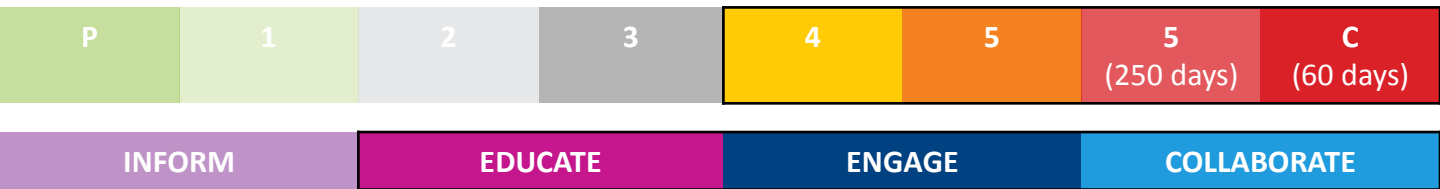
- Leadership for Disasters and Emergencies: <https://resilience.acoss.org.au/the-six-steps/leading-resilience/emergency-management-prevention-preparedness-response-recovery>
- Get Ready Business: [https://www.industry.nsw.gov.au/\\_data/assets/pdf\\_file/0008/167831/Get-ready-disaster-tool-brochure.pdf](https://www.industry.nsw.gov.au/_data/assets/pdf_file/0008/167831/Get-ready-disaster-tool-brochure.pdf)
- Sustainable Business: <https://www.theguardian.com/sustainable-business/2015/oct/06/perth-western-australia-drought-climate-change-water>
- Business Connect Advisors : <https://www.industry.nsw.gov.au/business-and-industry-in-nsw/businessconnect/find-an-advisor>
- Example business pledge to conserve water
- Example Water Conservation Plan – Kiama Municipal Council





## Partner with UNE

Reference Guide – October 2019



### Call to Action:

***“Water is running out across the region and it’s everyone’s responsibility to help save water where we can. Universities are vibrant hubs within towns and the culture, community and economic forces that often lead innovation and social change. As many regional areas in NSW are preparing for drought resilience, Armidale is in a unique situation and has an exciting opportunity to collaborate with UNE, harness the skills and innovative capacity and work together to get through this drought.”***

### Purpose:

UNE is a significant water consumer in the Armidale region with its large campus, facilities and student accommodation. This presents an opportunity for the ARC to harness the motivation and interests of students, the expertise of academics and the influential reach of the university to help Armidale conserve water. ARC should work together with UNE management, staff and students to help the education facility better manage their own water usage, lead change in Armidale and showcase how innovative partnerships like this can help towns with drought readiness.

### Target Audience:

- Students living in on-campus accommodation (Austin College, Duval College, Earle Page College, Mary White College, Robb College, St Albert’s College, Wright College)
- Students living off campus
- University administrators, staff and management
- Academics

### Desired Outcomes:

- Develop the capacity and encourage UNE to identify water saving opportunities and better leak management in the university and on-campus accommodation
- Build awareness and support behaviour change around water conservation to lead as an example for Armidale
- Empower students living on-campus to be aware of, and responsible for, their own water consumption

Considerations:

### Platform:

- Workshops, group meetings and focus groups
- Existing UNE communication channels such as UNE Pulse, radio, lecture announcements, events and notice boards
- UNE Champions committee
- College competition to engage students in water conservation

## Awareness campaign

UNE on-campus students, academics and staff make up a considerable portion of Armidale's population. ARC should utilise UNE's existing communication channels and already engaged audience to raise awareness around a Water-Wise program to support individual and at-home water conservation. This should target both on-campus students to minimise their water usage, as well as students living off campus who can take these messages home with them.

Communication needs to be relevant and tailored for the young audience. Collaborate through workshops with Media and Communication students to gather input and tailor the content so that it is best appropriate with students. These workshops can also be used to gather expressions of interest for students who want to be involved with the design and marketing campaign. Create buy-in and stronger engagement through seeking ambassadors from interested students to spread the message. Focus on building presence by being involved in UNE events and distributing home water audit packs, shower timers/toilet bladders, home self-audit kits and social media campaigns to increase the reach into the broader UNE community.

## Collaboration

University administrative and behavioural change is more effective when there is strong, grass-roots interest and motivation for change from the students. The existing expertise, enthusiasm and interest with students needs to be harnessed, tapping into student associations (Australian Student Environmental Network, ENACTUS, etc.) and academics to support implementing behavioural change and awareness campaigns. Work with Media and Communication students to develop collateral and content for the awareness campaign and competition, involve UNE Water Research and Innovation Network and students from Aquatic Ecology and Management / Integrated Water Resource Management courses in identifying water saving opportunities, leak management and water use audits. Appoint faculty deans, academics or student ambassadors as champions, who would take responsibility in implementing these initiatives.

## Competitive motivation

The UNE has one of the most extensive residential college systems in Australia, with a large population of on-campus students living in one of the colleges. Use a water saving competition between colleges to create an engaging and motivating method for on-campus students to take ownership of their own water use. This has been successful in encouraging sustainable behavioural change in other universities around the world and research shows that it leads to long term behavioural change. Universities will need to ensure that each campus has its own water metering. It is assumed that college students do not have access to their water use statistics or water bills, which limits the ownership or financial motivation to reduce water usage. This will need to be supported by college administrators to provide water use statistics. It will be implemented by running an EOI for college team captains and supported by College Presidents and College Principals, who can lead and encourage involvement in the competition. The competition should have relevant and exciting prizes, distributed every quarter to build momentum and one large overall prize for the winner.

## Administrative support

The majority of water saving opportunities will fall under the responsibility of UNE administrators and utilities management. ARC should support and encourage UNE in implementing their Environmental Sustainability Plan, which recommends:

- Growing UNE's sub-metering coverage
- Retrofitting existing building for water efficiency and installing automated monitoring systems
- Improving irrigation practices
- Identifying opportunities for installing new tank infrastructure
- integrating water sensitive stormwater treatment approaches into landscape, building and car park designs
- Capturing stormwater and rainwater for reuse for non-potable purposes;

Staff will need education and raise awareness of this responsibility, as well as high-level influence to encourage more sustainable water management practices. This can be implemented by holding a series of workshops for staff members, bringing together executives and decision makers with utility and asset managers to identify water saving opportunities. There will also be a University representative on the ARC task force.

## Considerations:

- To support water conservation in universities, the campaign must be engaging to students, educate and raise awareness about why this change is needed, motivate change and empower.
- Due to the transient nature of the student population, semi-regular communication campaigns will be required, such as teaching water saving values to students in O-week and in first year inductions. These can be led by environmental groups or students studying relevant courses, such as Aquatic Ecology and Management / Integrated Water Resource Management, outlined in more detail below. There is also opportunity to embed practical water conservation best practice in these courses, such as Aquatic Ecology and Management / Integrated Water Resource Management.

## Development:

- improving irrigation practices
- identifying opportunities for installing new tank infrastructure
- integrating water sensitive stormwater treatment approaches into landscape, building and car park designs
- capturing stormwater and rainwater for reuse for non-potable purposes;

Considerations:

Staff will need education and raise awareness of this responsibility, as well as high-level influence to encourage more sustainable water management practices. This can be implemented by holding a series of workshops for staff members, bringing together executives and decision makers with utility and asset managers to identify water saving opportunities. There will also be a University representative on the ARC round table.

## Indicative Timeframe, Tasks, Resourcing and Costs:

### Awareness Campaign

Weeks 1-2	Develop collateral, key messaging, home-audit kits etc	100% FTE
Weeks 3-4	Engage Media and Comms students, identify events and the different engagement channels, hold workshops with academics to align with relevant courses	40% FTE
Ongoing	Implement awareness campaign and attend UNE events	10% FTE

Considerations:

- Develop Water Audit Package, building off the one previously made for Primary Schools Engagement
- External costs could include:
  - Booking newspaper adverts
  - Printing
  - letter box distribution
  - Boosted social media posts
  - Return envelopes
  - Incentives/prizes

### Collaboration

Weeks 1-2	Identify and engage targeted audience to develop/strengthen existing partnerships	20% FTE
Weeks 2-4	Hold workshops with different groups to identify collaboration opportunities and build implementation plan	40% FTE
Weeks 3-5	Appoint champions to be responsible for implementing.	10% FTE
Ongoing	Support, measure and evaluate implementation	20% FTE

### Competition

Weeks 1-2	Hold meetings and workshops with college administrators to get buy-in and organise college water meter readings.	40% FTE
Weeks 2-3	EOI for college captains for the competition. Awareness campaign to build interest.	40% FTE
1 year competition	Ongoing competition, quarterly prizes and an annual prize. Regular communication to celebrate winners and maintain interests.	As required

### Administrative Support

Weeks 2-3	Arrange and hold workshops with decision makers, utility managers etc to identify water saving opportunities. Appoint champion to be responsible for implementing	40% FTE
Ongoing	UNE representative on ARC Roundtable. Support, measure and evaluate implementation	As required

## Resources:

- Sonetti, G., Lombardi, P., & Chelleri, L. (2016). *True Green and Sustainable University Campuses? Toward a Clusters Approach*. Sustainability, 8(1), 83.
- <https://www.insidehighered.com/news/2015/04/16/drought-action-plans-leading-changes-california-campuses>
- Petersen JE, Frantz CM, Shammin MR, Yanisch TM, Tincknell E, Myers N (2015) *Electricity and Water Conservation on College and University Campuses in Response to National Competitions among Dormitories: Quantifying Relationships between Behaviour, Conservation Strategies and Psychological Metrics*. PLoS ONE 10(12)
- <https://www.une.edu.au/campus-life/une-accommodation>
- *UNE Environmental Sustainability Plan, 2016*