

Capacity Building for flood risk management

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Aims of presentation

- Explore what is meant by ‘capacity for flood risk management (FRM)’
- Draw on Australian model of ‘capacity for integrated water management’ to suggest different ‘levels’ of capacity for FRM
- Ask audience to consider what ‘level’ their organisation is at
- Examine strategies for raising capacity for FRM

What is Flood Risk Management Capacity?



If a local authority had no FRM capacity... what would happen?

- Development in flood plain
- Upstream development contributing to local flooding
- Frequent and/or catastrophic local flooding
- ...causing loss of property, inconvenience, and potentially loss of life
-(?) causing a change in leadership of local council!



With great FRM capacity we expect.. 'integrated water management'



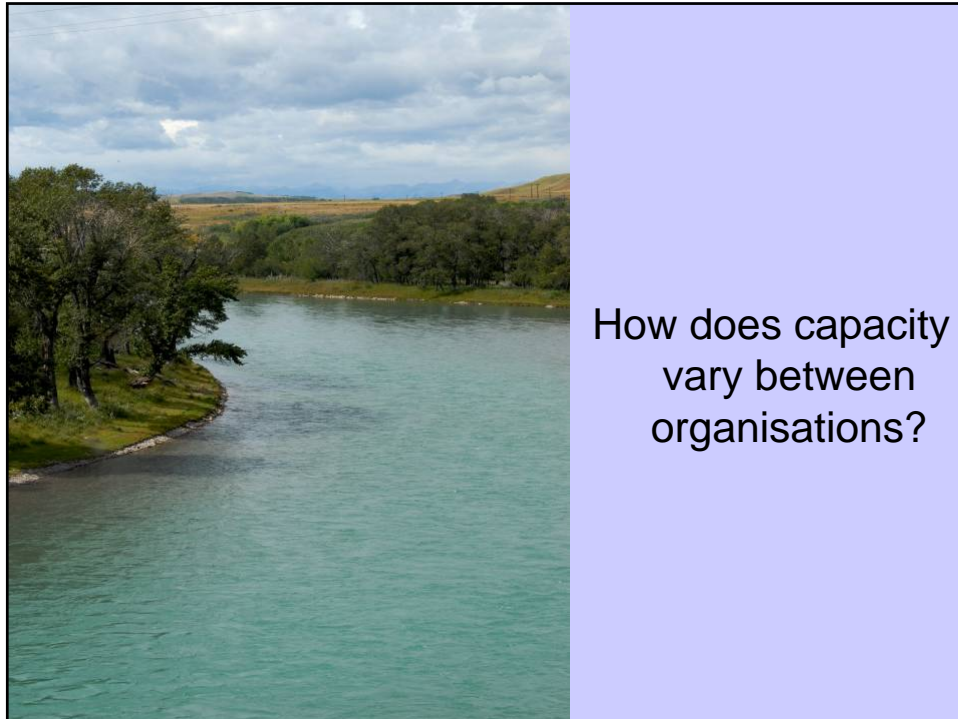
- Development achieves sustainable drainage that manages quantity and *quality* of water, as well as contributing to local amenity;
- Local people are aware and actively involved in managing water for use, for flood prevention, & prepared for floods to occur;
- If development occurs in flood plain it is resilient to flooding (e.g. floating houses)

What does capacity mean?

Three components:

- Human resource capacity;
- Organisational strength (within and between relevant organisations)
- Directive reform (i.e. the right legislative & incentive context).

Source: Brown, 2008



Capacity continuum

Based on study of integrated water management capacity in New South Wales, Australia

1. Project phase - 21 councils
2. Outsider phase)
3. Growth phase) - 19 councils
4. Insider phase)
5. Integrated phase - 5 councils

1. Project phase

- Water management driven compliance with regulatory standards i.e. need to prepare storm-water management plan
- Storm-water management plan contracted to engineering consultants
- ‘Purchased’ plan never implemented.

In UK context, the need to prepare surface water management plans may be analogous?

2. Outsider phase

- ‘Champions’ trying to get resources for storm-water management activities from sources outside the council
- Good relations with external regulatory stakeholders
- (Internal) role and responsibilities conflicts between drainage, highways and development control

3. Growth phase

- Environmental/water agenda increasingly important in terms of staff size, budget & corporate reporting in council
- Success in winning external grants and support for projects
- Internal attention won with respect to economic and reputational risks addressed
- Continuing tension about roles and responsibilities with other departments.

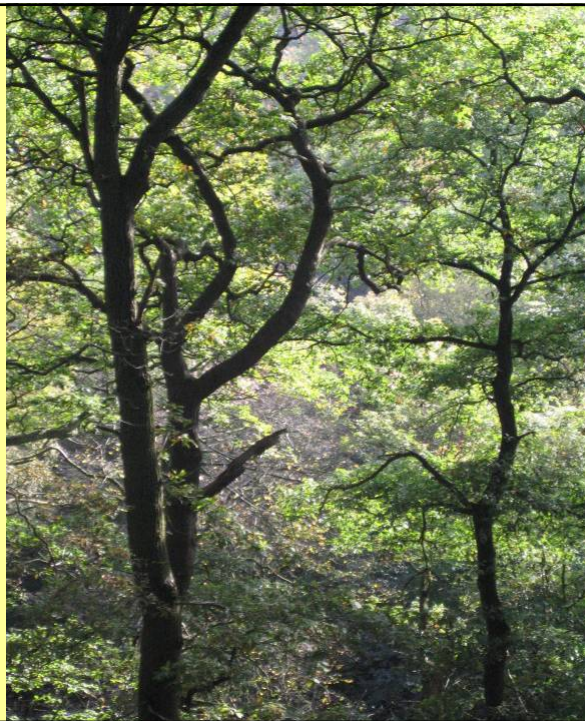
4. Insider phase

- Good knowledge of water system & competency with end-of-pipe solutions
- Champions play networking & knowledge brokering role across and within departments
- Project collaborations between highways, planning & drainage, also including links with research institutes and NGOs.
- Senior internal attention through 'cutting edge' activities – hence 'environment' starts to become an 'inside' activity.

5. Integrated phase

- Emphasis on community & environmental governance throughout organisation;
- Dedicated corporate policies and resources.. Seen as congruent with other priorities
- Perception that organisation is a leader in its field
- Poor opinion of state agencies and regulatory authorities that are felt to be 'holding the area back' (though don't say this too loudly).

So what does
that mean for
me?

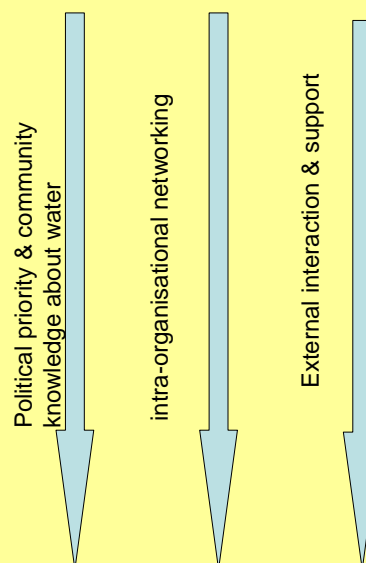


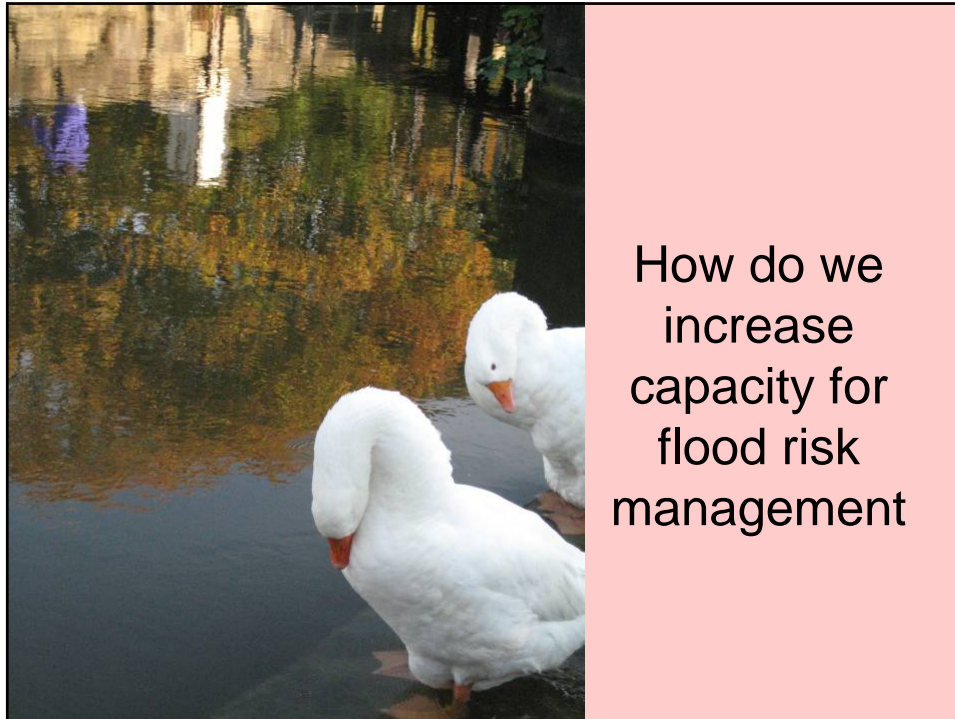
Caveats about comparisons

- NSW councils responsible for all aspects of storm-water drainage.. here we also have water companies & EA to consider
- ‘Environment’ in Oz context tends to mean water
- Concern with storm water quality is a big driver in Australia, not so much with quantity (WFD... may mean same?)
.....however, still useful guidance for FRM!

Which level of FRM capacity is your organisation?

- Project phase
- Outsider phase
- Growth phase
- Insider phase
- Integrated phase





Observations

- Focusing just on 'directives' (i.e. new laws) or 'human capacity' (i.e. training) will have limited effect.
- Technical capacity NOT the most important human capacity – networking and partnership working.
- Building from 'floods' to other agendas (water scarcity, amenity) may be key to achieving action
- Intra-organisational operating context was a key factor... need to mobilise 'horizontal' power of alliances between different departments and organisations.
- UK context may further highlight need for inter-organisational alliances – key roles of water companies and regional development agencies?

UK drivers to build capacity

- Regulatory & financial drivers (e.g. PPS25 and need for surface water management plans, WFD);
- Strategic drivers (e.g. Welsh water);
- Meeting multiple agendas together (e.g. ensuring that FRM investment also improves local amenity);
- Encouragement from regulators & other external organisations;
- More?

Addressing local capacity

- **Directive reform** through incentives for inter & intra organisational interaction & cultivation of political and community support;
- **Organisational strengthening** through corporate FRM policies, strategic linking to water quality and amenity concerns & forging internal and external policy communities;
- **Human resource development** including planning, facilitation, relationship building & change management as well as technical capacity.

Thank you for
listening!

