

PRIORITISATION and IMPLEMENTATION

10. PRIORITISATION and IMPLEMENTATION

10.1 The need for prioritisation

There are many potential actions that could be included in this RCS and that would make a beneficial contribution to catchment management in our region.

However, some actions and outcomes are needed more urgently than others. Similarly, some actions will produce more economical and assured outcomes than others which is important given that there are insufficient resources to do everything at once.

The RCS therefore needs to identify priorities for implementation over the next five years.

Identification of RCS actions

In developing this RCS, an initial prioritisation was used to sift through the many possible actions and identify those likely to best address the most pressing risks and support the sustainable use of catchment assets. Identifying the regional vision and objectives, analyses of regional assets, threats and risks and the initial RCS drafting phase all produced many possible actions. These were scrutinised by the multi-organisation RCS Steering Committee and discussed more widely through the committee's network.

This scrutiny tested potential actions against 5 criteria:

1. Is the proposed action likely to achieve one or more of the objectives?
2. Will the proposed action be consistent with the objectives of the RCS project's partner agencies and community organisations?
3. Will the proposed action attract a willing leader responsible for its implementation?
4. Will the proposed action attract partners willing to commit time and other resources?
5. Will the proposed action be attractive to cash-investors?

The extensive community consultation process and discussions with various government and non-government organisations completed this initial prioritisation. Its result is the 97 actions contained in this RCS.

Prioritisation of RCS actions

A second-stage of prioritisation will be undertaken for each RCS action to guide annual investment. This will involve the following steps:

1. Scoring the value of each RCS action by considering its environmental, social and economic benefits and costs.
2. Scoring the achievability of each RCS action by considering its urgency, funding availability, community support, likelihood of success, technical expertise and synergies.
3. Relating the value and achievability of each RCS action to determine its relative overall priority.

Prioritisation Panel

In undertaking Steps 1 and 2, the PPWCMA will convene a prioritisation panel (or panels) of experts in the management of our catchment assets. Their task will be to use standard scoring rules to rate actions for value and appropriateness. In many cases, data is not available to objectively determine the scores. In these cases, the panel's task will include reaching agreement on which statement in the scoring rules best applies to each action.

Regular review of priorities

The validity of the analyses and continuing priority of the RCS actions will be reviewed annually by the PPWCMA and its partners in the development of the Regional Catchment Investment Plan.

Regular review of priorities will also be important to ensure consideration is given to potential investments with perceived higher risks but which may lead to greater innovation or successfully lift standards and expectations for public policy, decision-making and action. The annual review will also ensure that investment responds to changing stakeholder capacity or willingness to innovate or manage greater risks.

STEP 1: Scoring the value of each RCS action

The value of an action will be established by scoring it for its estimated environmental, social and economic benefits and costs.

Scores between 1 and 5 will be determined for benefits by matching each action with the statement that best describes it in Table 8. The three scores will be summed to give a total benefit score of 3 to 15.

Similarly, scores between 1 and 5 will be determined for costs by matching each action with the statement that best describes it in Table 9. Summing these three scores will give a total cost score of 3 to 15.

The scores for benefit and cost are then related in Table 11 to provide a total value score between 1-7. Actions with value score of 1 have a relatively low benefit and high cost. Conversely, actions with a value score of 7 have a relatively high benefit and low cost.

BENEFIT	5 (Very High)	4 (High)	3 (Medium)	2 (Low)	1 (Very Low)
Environmental	Action is expected to complete or make a major contribution to securing the integrity and quality of high value environmental assets.	Action will almost certainly make a significant contribution to improving the security and/or quality of high value environmental assets.	Action is likely to make a positive contribution to improving the security or quality of relevant environmental assets.	Action might make a minor or incidental contribution to improving the security or quality of relevant environmental assets.	Action is likely to make little difference to the security or quality of environmental assets.
Social	Action is expected to complete or make a major contribution to the security and quality of land, water or related infrastructure assets with high social and heritage value and significantly improve community engagement, education and awareness.	Action will almost certainly make a significant contribution to the security and/or quality of land, water or related infrastructure assets with high social and heritage value and create valuable opportunities for community engagement, education and awareness.	Action is likely to make a positive contribution to improving the security or quality of land, water or related infrastructure assets with identified social and/or heritage value and create some opportunities to improve community engagement and awareness.	Action might make a minor or incidental contribution to the quality of assets with identified social or heritage value and create limited opportunities for community awareness raising.	Action is likely to make little difference to the security of assets with social or heritage value or create new community awareness or engagement opportunities.
Economic	Action is expected to secure or make a major and rapid contribution to the protection of valuable infrastructure and/or improve the quality of natural resources that significantly support the region's prosperity.	Action will almost certainly make a significant, medium term contribution to protecting valuable infrastructure or improving the quality of natural resources that help support the region's prosperity.	Action is likely to make a positive, medium to long-term contribution to protecting infrastructure or the quality of natural resources that help support the regional economy.	Action might make a long-term, minor or incidental contribution to halting the deterioration of infrastructure or the quality of natural resources of regional or local economic significance.	Action is likely to have little effect on the security or quality of infrastructure or natural resources of economic significance. Could actually allow the value or security of assets or infrastructure to diminish over time.

COST	1 (Very Low)	2 (Low)	3 (Medium)	4 (High)	5 (Very High)
Environmental	Action might possibly cause minor and very isolated losses of environmental values but these values are common locally and across the region.	Action might cause some predictable but minor environmental values to be lost but these are well represented elsewhere in the region.	Action is likely to cause losses in environmental values of local significance but these values are represented at other sites in the region.	Action is very likely to cause the loss of environmental values of regional significance.	Action is expected to cause the loss of environmental values of state or national significance.
Social	Action is very unlikely to affect the security and quality of or access to land, water or related infrastructure assets with social or heritage value or make new demands on the capacity or interests of individuals or community groups.	Action might cause some security, quality or access to land, water or related infrastructure assets with identified social or heritage value to diminish and/or prompt individuals and/or community groups to decide if they need to monitor, manage or adapt to this change.	Action will possibly diminish the security, quality of or access to land, water or related infrastructure assets with social or heritage value of local significance and could place some demands on individuals and/or community groups to help monitor, manage or adapt to these changes.	Action will almost certainly reduce the security, quality, or access to land, water or related infrastructure assets with social or heritage value of local or regional significance and will place demands on the time and expertise of individuals and/or community groups to help manage or adapt to significant change.	Action is expected to significantly reduce the security, quality, or access to, land, water or related infrastructure assets with social or heritage values of regional or state significance and to demand considerable time, effort and expertise from individuals and community groups to help manage or adapt to major change.
Economic	Finance requirements expected to be one-off, under \$3K and can be found in current budgets with little impact on other planned activities.	Finance requirements expected to be under \$20K/year for up to three years and to be available in the short-medium term with minimal impact on other projects.	Finance requirements expected to be less than \$250K/year for up to five years and likely to be available but by placing some restrictions on other projects.	Finance requirements expected to be up to \$500K/year for up to 3 years, likely to be difficult [but not impossible] to sustain and to draw significant funds away from other priority projects.	Finance requirements expected to be over \$500K/year for more than 3 years, likely to be difficult to sustain and to preclude other important projects.

Table 8: Rules for scoring the environmental, social and economic benefits of each RCS action

Table 9: Guide for scoring the environmental, social and economic costs of each RCS action

Table 10: Worked example

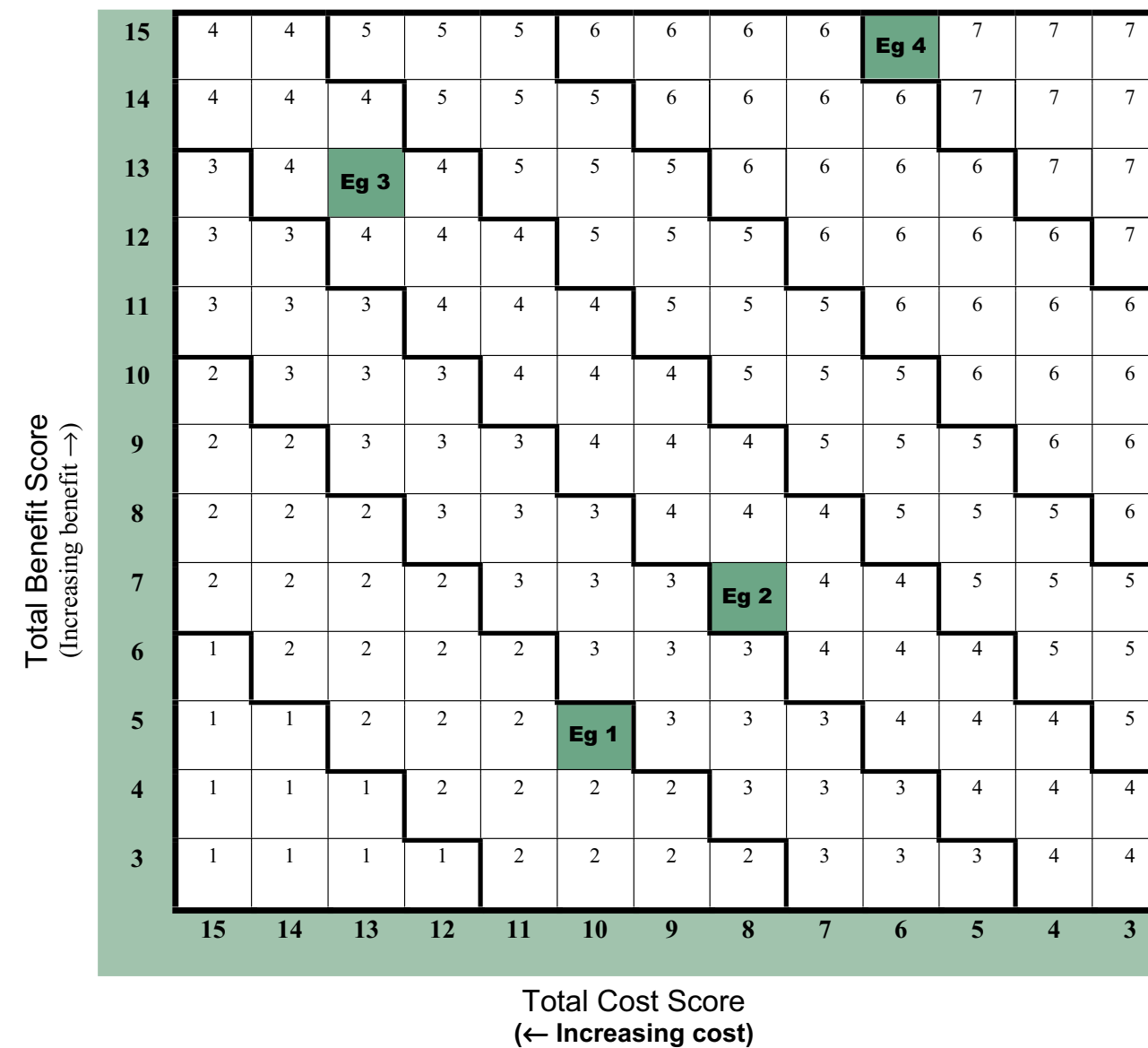
Four hypothetical projects have been scored below for their environmental, social and economic benefits and costs. Their overall value scores are derived from Table 11 where their benefit and cost scores are plotted on a graph to show value scores between 1 and 7.

	Example project 1	Example project 2	Example project 3	Example project 4
Environmental benefit	1	2	5	5
Social benefit	1	3	4	5
Economic benefit	3	2	4	5
Total benefit	5	7	13	15
Environmental cost	4	4	4	2
Social cost	3	2	5	2
Economic cost	3	2	4	2
Total cost	10	8	13	6
Value scores	4	4	4	7

Table 11: Relating total benefit and total cost to establish a Value Score for RCS actions

The example projects in Table 10 have been plotted here to show their relative value. Example 4, with a value score of 7, is estimated to offer the greatest benefit at lowest cost. Examples 3 and 2, both with value scores of 4, are of similar value but for different combinations of benefit and cost. Example 1 is expected to produce relatively little benefit at moderate cost.

Step 2 of the prioritisation process will assess the achievability of these projects.



STEP 2: Scoring the achievability of each RCS action

The estimated achievability of an action will be established by scoring it for each of six criteria:

Urgency	The urgency of the action;
Support	The level of community and partner support for, and commitment to, the action;
Confidence	The confidence that the action will be successful in achieving the desired outcomes;
Funding	The likelihood of funding being available for the action and the likelihood of negotiating agreed cost-sharing arrangements;
Expertise	The adequacy of technical knowledge and expertise to implement, monitor and evaluate the action;
Integration	The opportunities for integration, synergies and multiple benefits from the action.

Scores of 1-5 will be determined for each of these five criteria by matching each action with the statement that best describes it. These statements are shown in Table 12. The statements are not intended to be prescriptive or to describe every circumstance or proposal. Rather, they aim to suggest degrees of difference and provide analogies against which a real action proposal can be compared.

Summing the five scores will give a total of between 6 and 30 for each action. This score will be converted, in Table 13, into an achievability grade between A and G.

The conversion to seven grades allows the seven value sets to be compared against the same number of achievability sets. Aggregating the achievability scores also helps prevent the final prioritisations from 'clumping' in the middle of the priority range. This would defeat the purpose of the process.

Letter grades have been adopted to make the double-digit coordinates for value and achievability easier to remember and prevent the risk of plotting them in the wrong order.

Table 12: Rules for scoring the achievability of RCS actions

	1 (Very Low)	2 (Low)	3 (Medium)	4 (High)	5 (Very High)
Urgency	Action is desirable but not implementing it will pose little risk to known catchment assets or programs.	Action will be needed in the next 5-10 years, especially to secure the gains made by earlier activities or to monitor changes to resource conditions.	Action will be needed in the next five years to prevent loss of assets and/or to provide support for other long-term programs.	Action is needed in the next 2-3 years to prevent loss of valuable assets and/or to take advantage of opportunities for multiple outcomes.	Action is urgently needed to prevent almost certain loss of valuable assets and/or to take advantage of immediate opportunities for multiple outcomes.
Level of community and partner support and commitment to the action	The action could conflict with other stakeholder interests and/or attract opposition from the local or regional community.	There is little or no known community interest in this action. Community might judge implementation to be a waste of resources.	There is documented or measurable support for the action among informed and/or affected individuals and groups	Support for the action and commitment to help implement it can be readily identified in local media and among local or regional interest groups and agencies.	Community demand for this action has been strident and persistent. Not implementing is likely to undermine the reputation of the CMA and its partners
Confidence that actions will be successful	There is a very high risk that the action will not meet any of its important objectives.	Failure to meet some major objectives is a strong possibility due to a lack of information, expertise, resources, support or interest.	The action is likely to produce mixed results. The less challenging objectives can probably be met; the success of others is difficult to predict.	There are threats that might limit total success but the action is expected to be largely successful and worthwhile.	There is almost no risk that the action will fail to meet its agreed objectives.
Likely availability of funding and ability to negotiate cost-sharing	The action is expected to be extremely difficult to fund and negotiations for cost-sharing are not likely to be fruitful.	Some funding might be available but this might not be sufficient to fully realise the action's potential. Cost sharing for the long-term is likely to be difficult to secure.	Funding might be sufficient to give the action the momentum it needs and cost sharing for longer-term action might be possible to negotiate.	At least one investor will adequately fund the action to establish it and there is confidence that others will join. Other parties are willing to discuss at least medium term cost-sharing.	The action is expected to be relatively easy to fund for at least the first five years and all parties have indicated their willingness to cost-share into the future.
Knowledge and expertise are in hand to implement and monitor etc	There is little or no successful experience to draw on to undertake this action and the required information and techniques are not readily available	There is some experience in the techniques required for this action but some difficult problems remain and more investment in communications and training will be required.	The basic techniques for this action are well understood but some will need to be learned and modified for this region. Some important information remains to be collected.	There is probably enough regional experience to successfully complete this action and other information and techniques can be found.	There is considerable regional experience in this action and all the required information and techniques are readily available.
Opportunities for ICM and multiple outcomes	The action is very likely to remain isolated and find little connection with other activities or programs	The action has potential to be linked with other programs for multiple outcomes but some factors will make this difficult to achieve.	The action has evident potential to support other programs and produce multiple outcomes but more work will be needed to test this with existing project managers and stakeholders.	The proposal for this action has found ready support among existing project managers and stakeholders who recognise its potential to improve the success, quality and/or scope of their work.	Demand for this action has been growing for some time among existing project managers and stakeholders who agree that it will significantly improve the success, quality and/or scope of their work.

Table 13: Determining the achievability grade of RCS actions

Total of the six scores	Achievability Grade
27, 28, 29 or 30	A
23, 24, 25 or 26	B
20, 21 or 22	C
17, 18 or 19	D
14, 15 or 16	E
10, 11, 12, or 13	F
6, 7, 8, or 9	G

The four example projects from Step 1 are shown in Table 14, scored out of 5 for their estimated achievability. Project 1 is regarded as more urgent than Project 3 but rates relatively poorly for confidence, funding and expertise. They both achieve a grade 'F'. They are finally compared for priority when weighed against value in step 3.

Table 14: Worked example

	Example project 1	Example project 2	Example project 3	Example project 4
Urgency	3	4	1	5
Partner support	2	4	1	5
Confidence of success	1	3	2	4
Likelihood of funding	1	4	2	5
Expertise	1	3	2	4
Integration opportunities	3	4	2	3
Total	11	22	10	26
Achievability score	F	C	F	B

Table 15: Worked example

The value score and achievability grade for the four example projects are shown together. Project 3 has a stronger value score. The four examples are plotted together on Figure 35 to show their estimated relative priority.

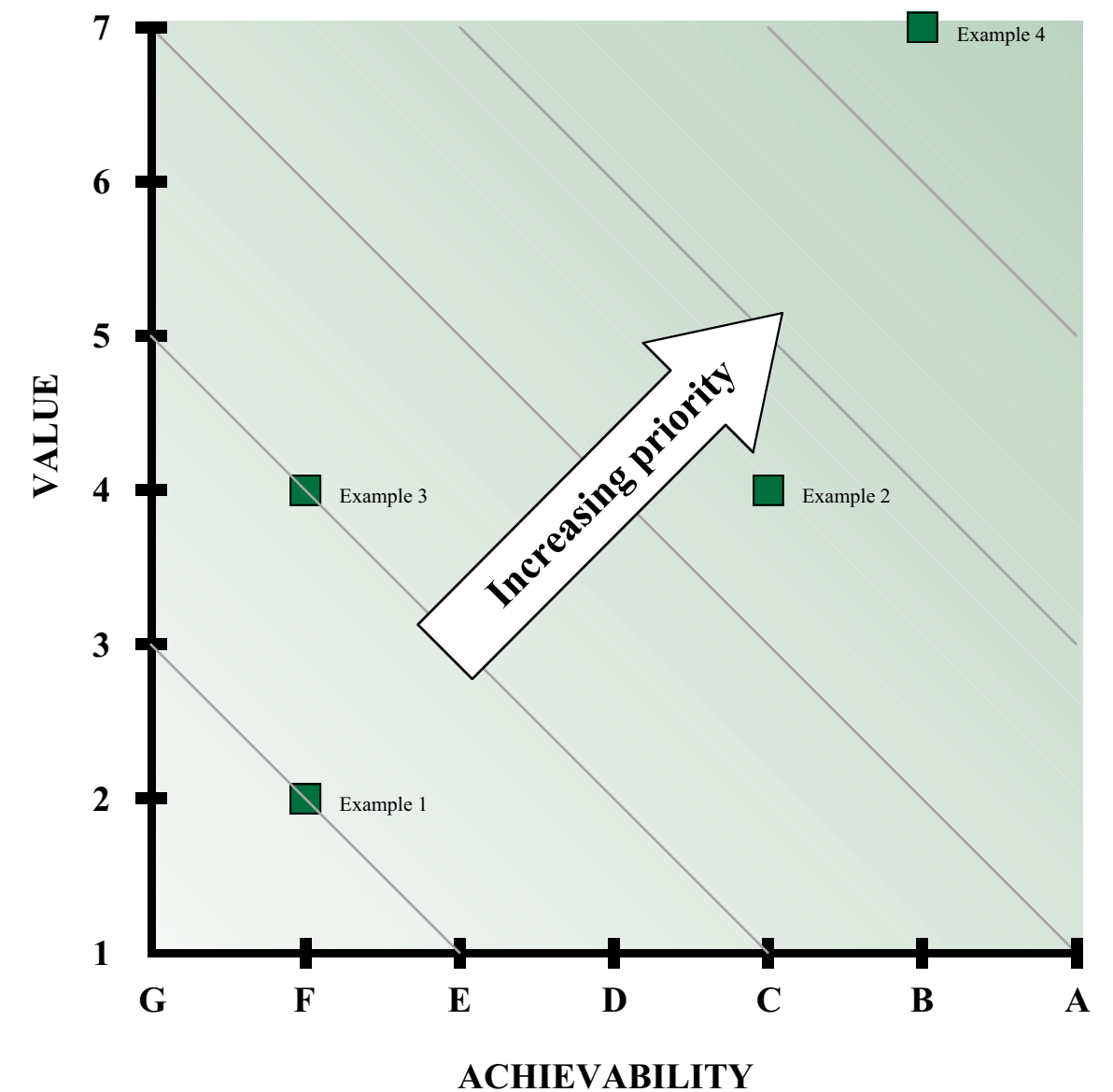
	Example 1	Example 2	Example 3	Example 4
Value score	2	4	4	7
Achievability score	F	C	F	B

STEP 3: Relating the value and achievability of each RCS action to determine overall priority

The relative priority of each action will be expressed by relating the value and achievability scores on the chart shown in Figure 1 below.

Figure 35 shows how example project 3 is of greater estimated priority than example project 1. The actual determination of whether to invest in one or both these actions might be the subject of discussion through the annual Regional Catchment Investment Plan process. This prioritisation process provides that discussion with a systematic analysis as a starting point.

Figure 35: Determining the overall priority of RCS actions



The future: Assessing the combined effect of multiple risks and actions

While the above prioritisation method provides a way of comparing the relative worth of individual actions, it is not a spatial approach; it does not examine the options for change across whole landscapes where multiple and overlapping risks and remedial actions could affect many assets.

Integrated catchment management aims to consider how multiple actions can combine to improve the quality of natural resources. Some actions can apply to region-wide problems that cross catchment boundaries such as weeds, institutional arrangements or landholder expertise.

Hence, in a large area, where there may be many threats to various assets, the current prioritisation method may underestimate the severity of risks and the worth of actions, which, in combination across a landscape, could have greater effect than is suggested by their individual assessment.

This aspect of the prioritisation method will require further development.

10.2 Likely immediate priorities

The community consultations for this review, the Regional Catchment Investment Planning [RCIP] process and the development of other sub-regional plans, such as the Regional Weed Action Plan, have revealed a number of issues as being highly important to address in the region. Ten of these significant regional issues, and the most relevant RCS action designed to address each issue, are listed below and have been assessed for relative priority using the method described in Section 10.1.

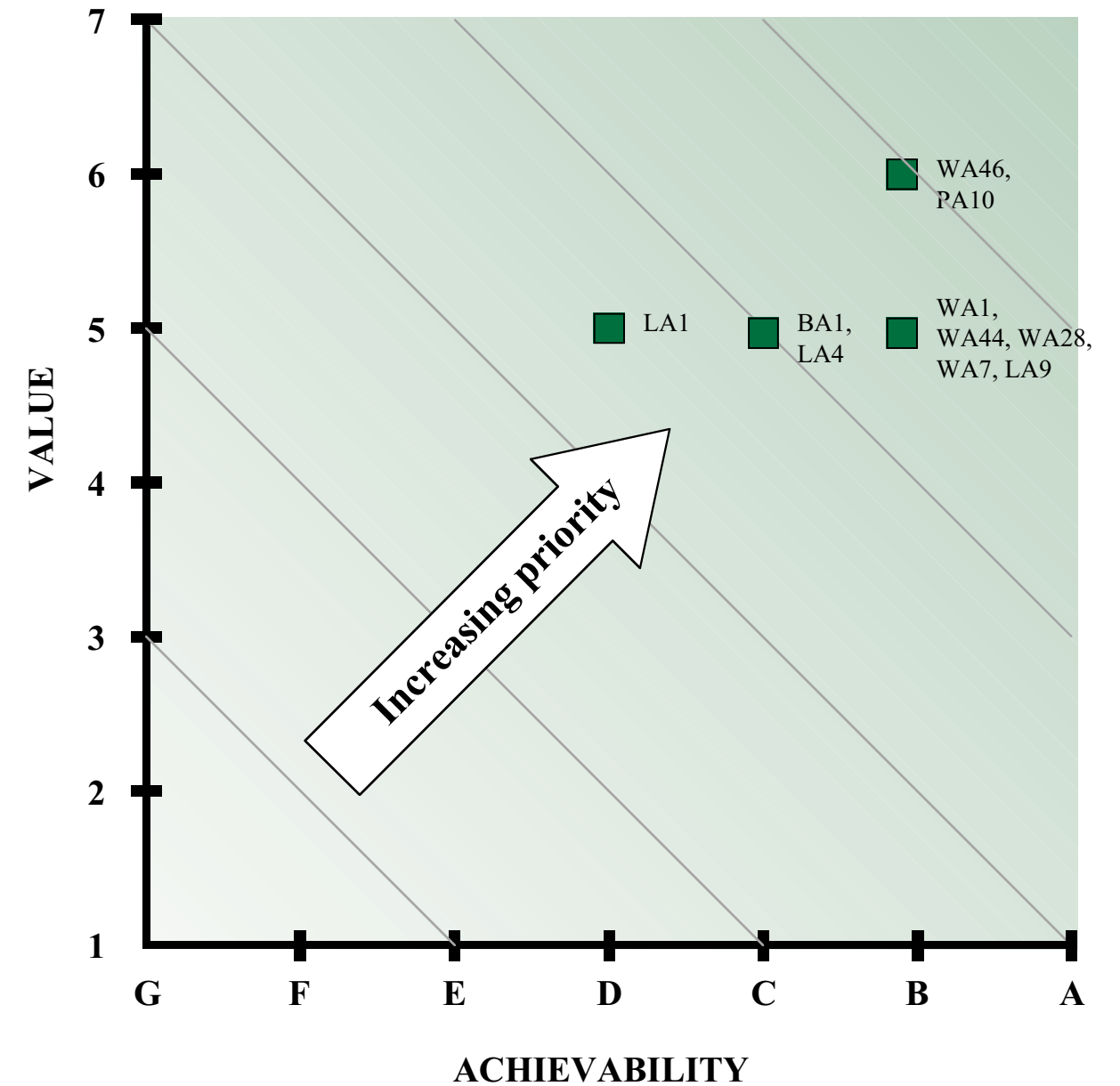
Issue	RCS Action
• Lack of a waterway manager for 40% of the region's rivers and streams (including sections in public land)	WA1
• Loss of biodiversity through native vegetation removal	BA1
• Nitrogen loads entering Port Phillip Bay	WA44
• Sediments entering Western Port	WA46
• Declining or unknown condition of wetlands across the region	WA28
• Condition of waterways across the region	WA7
• Increased incidence of salinity throughout the region, including urban areas	LA4
• Many new landholders with little land management expertise moving into the region's rural areas.	LA1
• Major infestations of serrated tussock	LA9
• Land, water and biodiversity assets in urban and rural areas subject to complex mixes of urban and intensive agriculture pressures.	PA10

Table 16 lists the results of an interim application of the method described in Section 10.1 for these ten actions. The results are shown graphically on Figure 36.

Table 16: Results of the interim application of the prioritisation method for 10 RCS actions

Action	Benefit scores	Cost scores	Overall value score	Achievability scores	Overall achievability grade	Priority chart coordinates
WA1: Implement the relevant directions of the 'White Paper – Securing our Water Future Together'	4 4 4	1 3 4	5	4+5+4+ 3+4+5 = 25	B	5B
BA1: Finalise and implement the regional Native Vegetation Plan including programs to protect, maintain and enhance existing high quality vegetation, increase connectivity and revegetate heavily-depleted native vegetation types	4 4 3	2 3 3	5	4+4+3+ 3+3+4 = 21	C	5C
WA44: Implement the Port Phillip Bay Environmental Management Plan to reduce the average annual nitrogen input into Port Phillip Bay by 1,000 tonnes, and review and extend the plan to address additional risks to the Bay	4 4 3	1 1 5	5	4+4+3+ 3+4+5 = 23	B	5B
WA46: Initiate research and major integrated programs to identify the specific sources, and reduce the inputs of, sediment and other pollutants to Western Port	4 4 4	1 1 5	6	4+5+3+ 3+4+5 = 24	B	6B
WA28: Develop and apply an Index of Wetland Condition method to determine the overall health of wetlands in the region and establish a benchmark to measure change into the future	5 4 2	3 3 3	5	4+3+3+ 3+5+5 = 23	B	5B
WA7: Implement the Port Phillip and Westernport Regional River Health Strategy	4 4 4	1 3 5	5	3+4+3+ 4+5+5 = 24	B	5B
LA4: Undertake detailed mapping and modelling of salinity hotspots as a basis for completing and implementing the regional Salinity Management Plan	4 4 4	1 3 4	5	5+3+3+ 3+4+4 = 22	C	5C
LA1: Develop a comprehensive profile and understanding of rural land ownership and regional demographics as a basis for determining appropriate land use and management	3 4 3	1 2 3	5	3+2+3+ 3+3+3 = 17	D	5D
LA9: Implement the regional Weed and Rabbit Action Plans	4 4 5	2 2 5	5	5+5+2+ 3+3+5 = 23	B	5B
PA10: In the catchments in the region, develop and begin implementing major projects that fully engage and involve key stakeholders and that attract major new funding	4 5 4	1 3 5	6	4+3+4+ 3+4+5 = 23	B	6B

Figure 36: Results of the interim application of the method prioritisation method for 10 RCS actions



10.3 Preparation for implementation

For each RCS action, an organisation is listed that could reasonably take the lead role in seeing that the action is implemented. Depending on the nature of the action, this may involve directly planning and undertaking the action, or it might involve facilitating and coordinating others to undertake the action in a partnership.

The key partners listed in the tabular description of each action are included as a preliminary guide to some of the organisations that are envisaged to be crucial in the planning and implementation of each action. The list of key partners is not exhaustive.

The initial task of the lead organisation for each action is the preparation of an Action Implementation Brief. An initial description of the expectations for each action has been included in this RCS, but the Action Implementation Briefs will scope this in more detail. The briefs will describe the scale of work required, the steps and timing involved, links to other actions, potential sources of funding and cost sharing requirements, roles of key partners, delivery mechanisms, methodologies and potential project management arrangements.

A consistent format for the Action Implementation Briefs will be developed, and the key details will be incorporated into a central RCS Action Tracking Database, as referred to in Action MA5 in Chapter 9 on monitoring, evaluation and reporting. This database will be a key mechanism for monitoring and reporting on progress in implementation of the RCS.

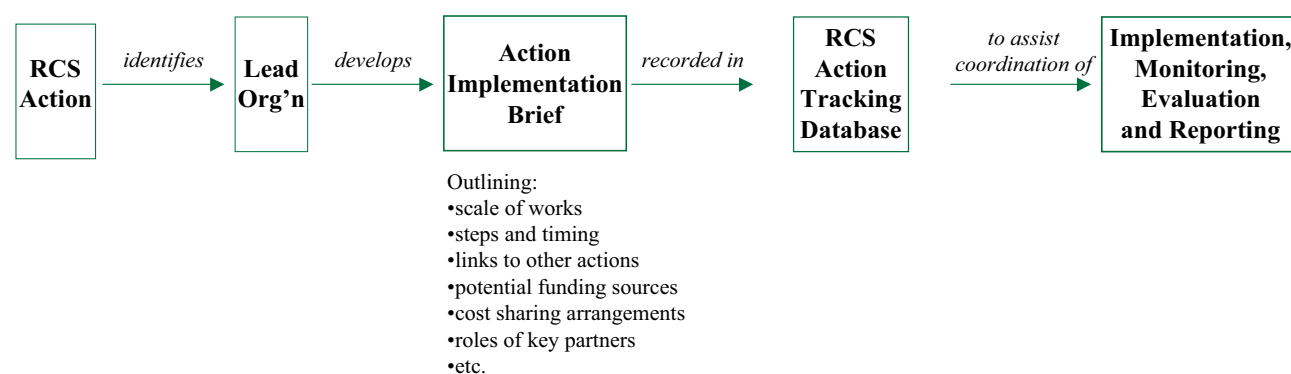


Figure 37: Flowchart of key steps in preparing for RCS implementation

10.4 Funding

It is recognised that the capacity of organisations to meet the RCS targets and implement actions will be dependent on the availability of resources. However, it is envisaged that the RCS will be used by organisations as a sound basis for seeking and securing funding for the delivery of actions.

It is also recognised that there would need to be a substantial increase in investment in the region for all of the RCS actions to be fully implemented. To make best use of the available funds, it is important to generate and coordinate investment from various public and private sector sources. The key sources of funding and other resources to implement the RCS and its actions include the following.

Core business operations of key organisations in the region

Many organisations contribute to catchment management in this region through the annual development and delivery of their own programs. Key organisations include water authorities, local government, government agencies and research institutions.

For example, Melbourne Water is a major operational organisation responsible for the management of bulk water supply, sewerage, waterways, environmental water reserves, regional drainage and floodplains. The organisation has annual business operations worth hundreds of millions of dollars, of which a proportion is directed to planning, research and on-ground works to implement the Regional River Health Strategy and making a major contribution to the health of the region's catchment assets.

Similarly, the collective of local governments is one of the major investors in and practitioners of catchment management actions in the Port Phillip and Western Port region – the collective financial investment by councils in direct catchment management activities in the region was estimated recently at \$75 million per annum.

While major organisations are very important, the collective works and expenditure of individual landowners, land managers and householders probably significantly surpass their contributions. These people constantly expend funds and other resources on the management of their privately-owned assets, but simultaneously provide public benefits by contributing to the health of the region's catchment assets.

Annual investment decisions will continue to be made by organisations and individuals but there will be opportunities to discuss with them the priorities of the RCS, to raise awareness of regional issues and to influence their planning and expenditure to generate partnerships and enhance coordination and cooperation.

Regional Catchment Investment Plan

Important State and Commonwealth Government funds are directed annually through a Regional Catchment Investment Plan (RCIP) process. This process has evolved in Victoria over recent years to allocate Natural Heritage Trust funds and components of State Government funds in this region, aimed specifically at implementation of the RCS.

However, this process does not yet include some key funding sources and particularly needs to include other sources of State Government funding through its key departments. This would enhance cooperation and coordination between key stakeholders such as State Government agencies and local government, and would increase ownership of the RCS and commitment to its implementation.

While the funding inputs to this process are currently limited to a few key sources, the funding that flows out of the process is allocated to many organisations including agencies, water authorities, local government and community groups.

In recent years, these organisations have developed project bids for the funding. However, when the RCS is accredited, the Regional Catchment Investment Plan process will be streamlined and focussed. The Port Phillip and Western Port Catchment Management Authority will lead the commissioning of specific projects for the Regional Catchment Investment Plan in line with the priority RCS actions.

It is envisaged that the RCS will be used by organisations as a sound basis for seeking and securing funding for the delivery of actions

This will include exploration of structures and partnerships that can:

- Effectively design and deliver priority projects with multiple partners
- Generate collaboration and empowerment of key stakeholders
- Enhance coordination
- Leverage new funds for catchment management
- Enhance integration of works and programs.

Other State and Commonwealth Government initiatives

Other initiatives can at times be appropriate sources of funds for particular RCS actions.

Examples of existing Commonwealth Government initiatives include the National Landcare Program and the Envirofund. Examples of State Government initiatives that will be important in coming years include the Water Trust and the environmental contribution from water pricing as outlined in the recently released Victorian Government Water White Paper “Securing Our Water Future Together”.

Private sector

There are increasing contributions by the private sector to catchment management projects, particularly through investment in major projects. These offer significant opportunities for securing new funds that can be directed to the implementation of priority RCS actions.

Major projects are proving to be attractive to companies, philanthropists and other private investors when they can deliver multiple outcomes, local benefits relevant to the investor, promotional opportunities, commercial returns, educational value and/or opportunities for staff involvement. Existing examples of projects that are securing corporate sponsorship include the Grow West project near Bacchus Marsh and the Hills to Ocean project in the South Gippsland Landcare Network area.

10.5 Coordination and integration

The RCS sets many actions to be implemented. Some are existing actions that need to continue while others are new initiatives.

Individual actions often have multiple linkages and benefits. This means that actions can be grouped in various ways to highlight linkages between:

- types of actions (eg. research actions, monitoring actions, on-ground works, planning actions)
- actions to be coordinated locally for certain geographic areas (eg. Yarra Valley, Western Port catchment, urban area)
- actions to address certain threats and risks (eg. actions related to the management of salinity or nitrogen)
- actions relevant to particular stakeholder groups (eg. local government).

For example, there are a number of objectives, targets and actions relating to monitoring, evaluation and reporting which have been grouped in Chapter 9 of the RCS. While the actions are important to implement individually, each of the monitoring, evaluation and reporting actions should also be planned and undertaken within a regional program aimed at better understanding catchment condition and processes.

The summary table in Section 11.2 groups relevant objectives, targets and actions to highlight some of the other synergies and inter-relationships that exist. An individual objective, target or action can appear in a number of these groups.

For example, there are various objectives, targets and actions related to issues such as the management of nitrogen, the future of agriculture and the role of local government. These groupings are highlighted in the table in Section 11.2. In some cases, especially for a key stakeholder group such as local government, a special tailored schedule of the RCS will be developed once the RCS is accredited and used as the basis for communication and negotiation with the relevant organisations on the implementation of the RCS.

The links highlighted in Section 11.2, and the links within the management of catchment assets discussed through Chapters 5-8, will need to be considered whenever any individual action is being planned or implemented. This will ensure there is cooperation between the organisations responsible for implementing the actions and coordination at a regional scale. In some situations, there will be a need for partnerships, formal arrangements and/or governance structures that can ensure an adequate level of coordination and cooperation is achieved.