



Australian Government  
Department of Industry and Science

**Business**  
Cooperative Research  
Centres Programme

# Fostering champions to drive change

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Water Sensitive Transitions Network

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# Fostering champions – Perth's Transition Network

1. The power of an informal collective of like minded professionals
2. A broad dialogue about Perth's future urban form:
  1. Planning, policy and governance
  2. Partnerships
  3. Community Collaboration and engagement
  4. Infrastructure and systems
  5. Research
3. Our collective success is underwritten by our voluntary contributions
4. Engagement and growth of our Network



# Sharing our journey



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Table 1. Transition Dynamics Framework

Transition phase	Domains of change				
	Actors	Bridges	Knowledge	Projects	Tools
	Key networks of individuals	(Semi) Formalised organisations, structures, & processes for coordination & alignment	Research, science, & contextualised knowledge	Experiments, demonstrations, & focus projects	Legislative, policy, regulative, & practice tools
1. Issue Emergence	Issue activists	N/A	Issue discovery	High profile scientific studies	N/A
2. Issue Definition	Science leaders	Science-industry	Cause-effect	Laboratory-based & scientific solution prototypes	N/A
3. Shared Understanding & Issue Agreement	Technical solution coalition	Science-industry-policy	Basic technological solutions	Minor scientific field demonstrations	Draft best-practice guidelines
4. Knowledge Dissemination	Informal policy coalition	Science-industry-policy-capacity building	Advanced technological solutions	Major scientific field demonstrations	Best-practice guidelines, targets
5. Policy & Practice Diffusion	Policy & decision coalition	Science-industry-policy-capacity building	Modelling solutions, capacity building	Numerous industry-led field experiments	Legislative amendments, market offsets, national best-practice guidelines, regulatory models
6. Embedding New Practice	Multi-agency coalition	Formalised institution	Next research agenda	Standard practice	Political mandate, coordinating authority, comprehensive regulatory models & tools

# Why are champions important?

**The first Domain of Change are “Actors”**

**Necessary to build a community of practice**

# What is a community of practice?

“a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”

Usually informal and **self-organising**.

There is a mutual desire to work together in **partnership** towards beneficial outcomes, but with **no formal obligations** imposed on individuals or organisations with respect to funding/resourcing



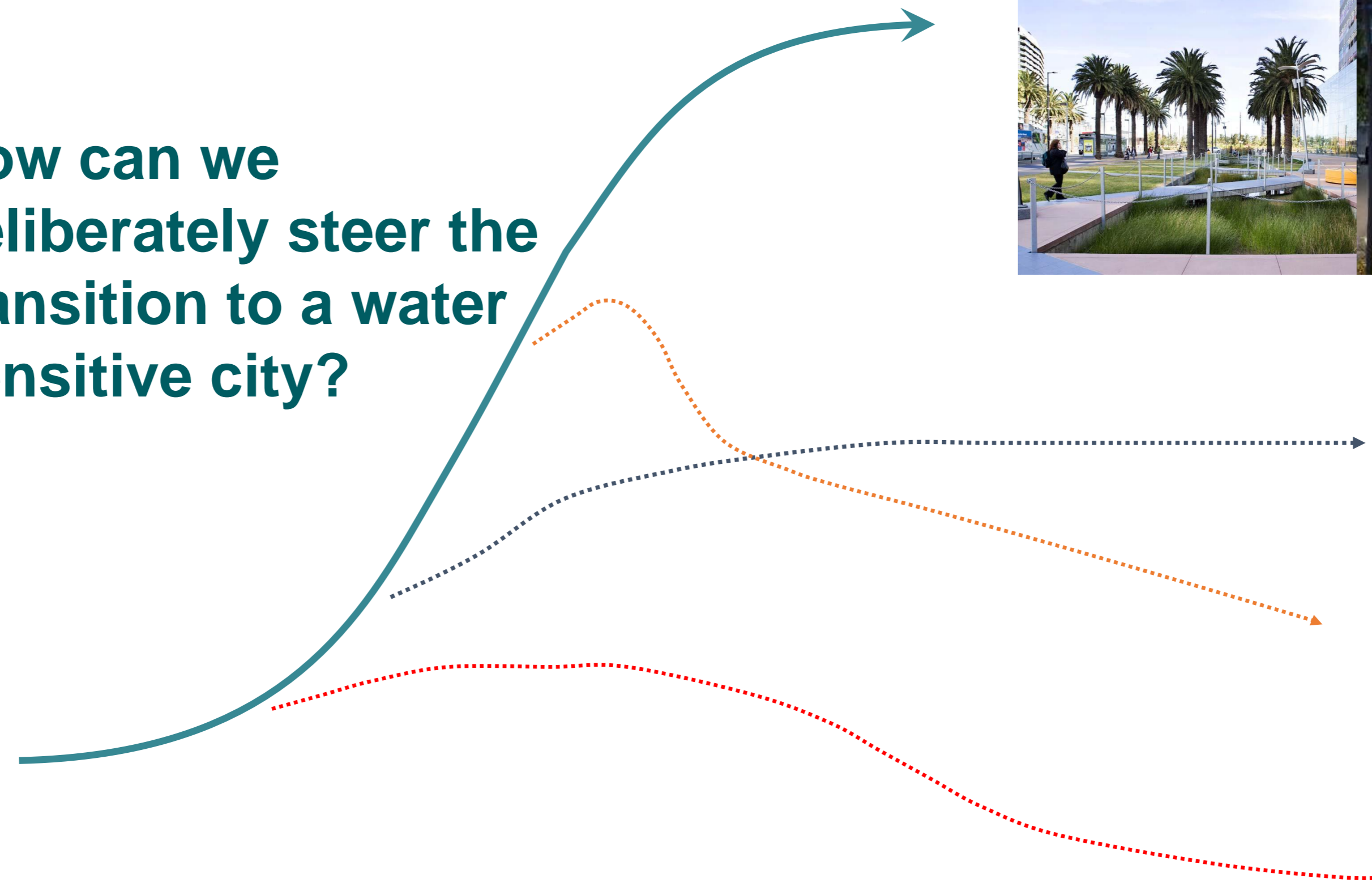
# Why do we need a community of practice?

How can we deliberately steer the transition to a water sensitive city?

## Water Sensitive City



## Current System



# Where are we going? What is a water sensitive city in Perth?

A diagram showing three stylized human figures in blue, orange, and green. Above each figure is a thought bubble of the same color, containing a square, a triangle, and a circle respectively. The figures are standing on a horizontal line.

We are all in agreement then.



# We needed a collective Vision

## Thank you CRCWSC Project A4.2



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# Shaping Perth as a water sensitive city

## CRCWSC Project A4.2 Developing Transition Scenarios

### Series of five workshops in late 2015

### 32 leading professionals from water, planning, design, urban development and environment

- Department of Water
- WA Planning Commission
- Water Corporation
- Department of Parks and Wildlife
- Department of Health
- Department of Housing
- Department of Planning
- Department of Sport & Recreation
- State Government Architect
- LandCorp
- City of Gosnells
- City of Nedlands
- City of Perth
- City of Subiaco
- Shire of Serpentine Jarrahdale

- Perth NRM
- Australian Inst. of Landscape Architects (AILA)
- Urban Development Industry Association (UDIA)
- WA Local Government Association (WALGA)
- Urbaqua / New WATER Ways
- Josh Byrne & Associates
- Calibre Consulting
- Urban Quarter
- GHD



**Contextual drivers, trends and risks:**  
Rationale for why Perth needs to transition towards a water sensitive city

**Workshop 2: Visioning and horizon scanning – Principles of practice, drivers trends & risks**

**Perth:**

Long-term guiding principles to achieve the desired outcomes

**Vision of Perth as a water sensitive city:**

Aspirational outcomes for 2065



**Workshop 5: Backcasting and operationalising – Focus areas for change and critical short term strategies and actions**

**Strategies and actions:**

**Workshop 4: Back casting – Strategies and actions**

**Socio-institutional challenges:**

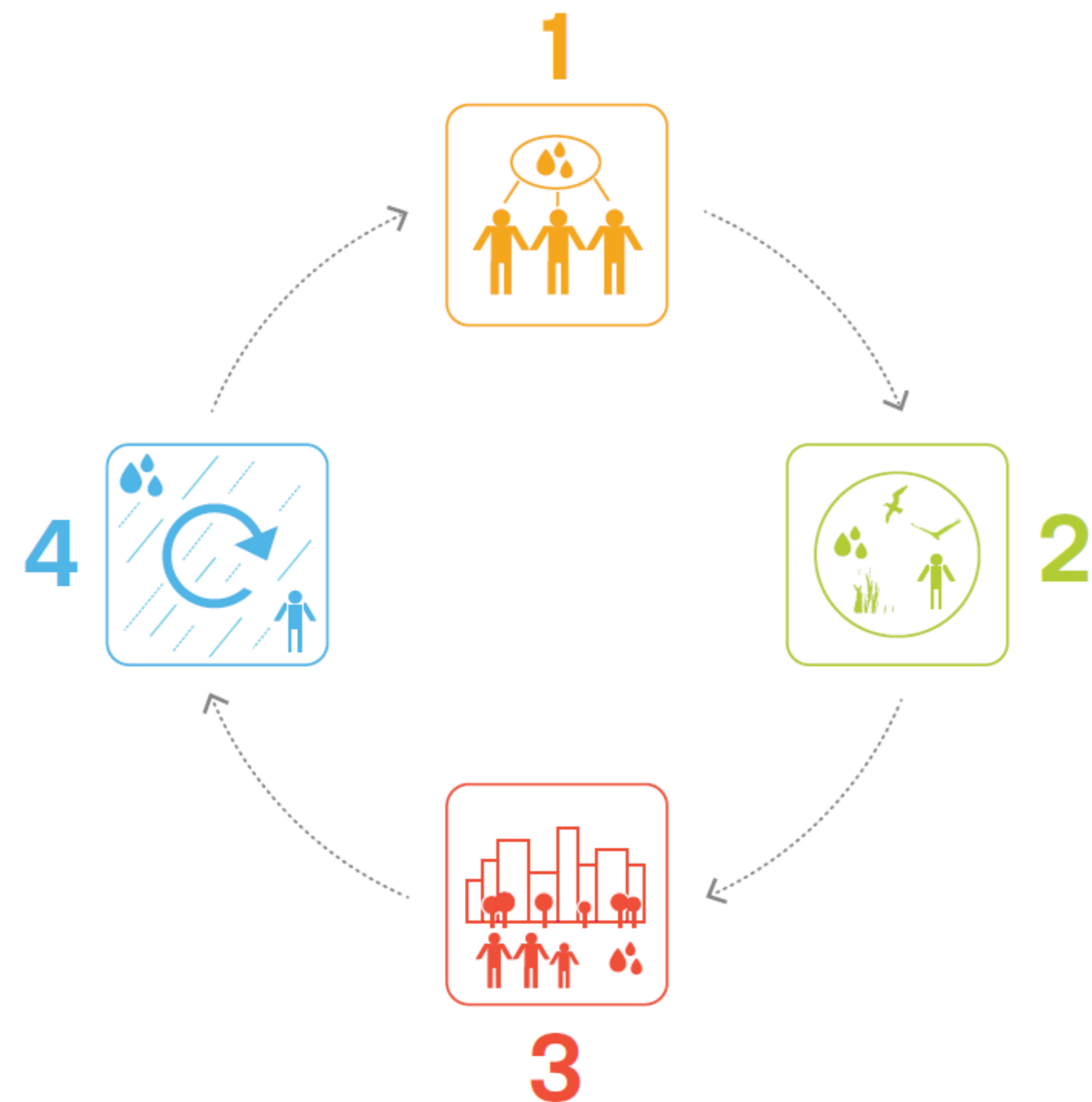
**Workshop 3: Unpacking the challenges**

**Workshop 1: Visioning – Priority water-related outcomes**

**Perth and its water story:**

Analysis of the local historical social, cultural, ecological, geographical context for water in Perth

# Perth's WSC Vision (2015)

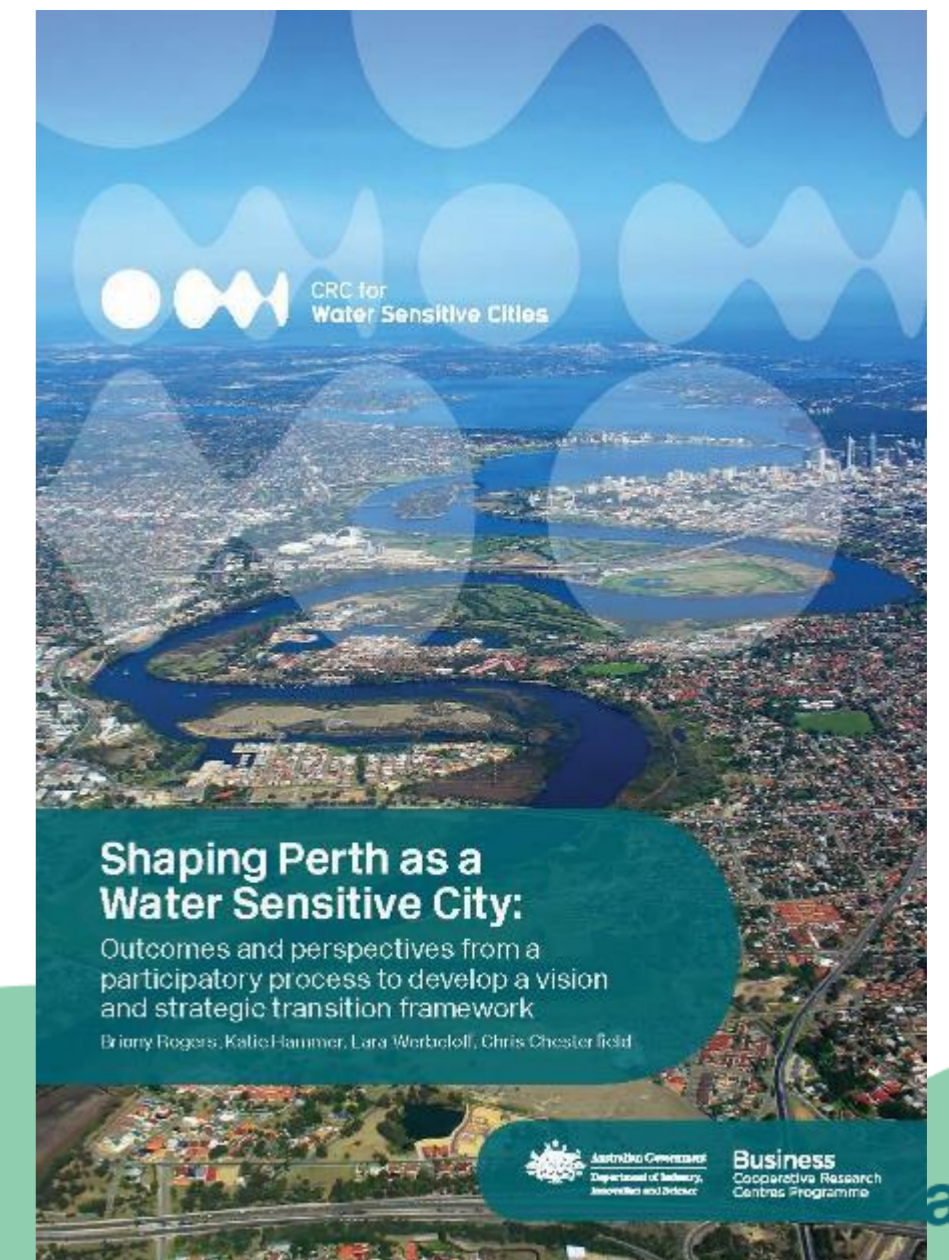


1. Fostering stewardship of the system

2. Protecting and enhancing the wellbeing of people and the environment

3. Integrating and engaging with the built and natural landscape

4. Sustaining the long-term use of Perth's resources



What do we need to do to achieve our  
Vision?

Where were we starting from?  
What enabling strategies should we focus  
on?

Thank you CRCWSC WSC Index Benchmarking and IRP1



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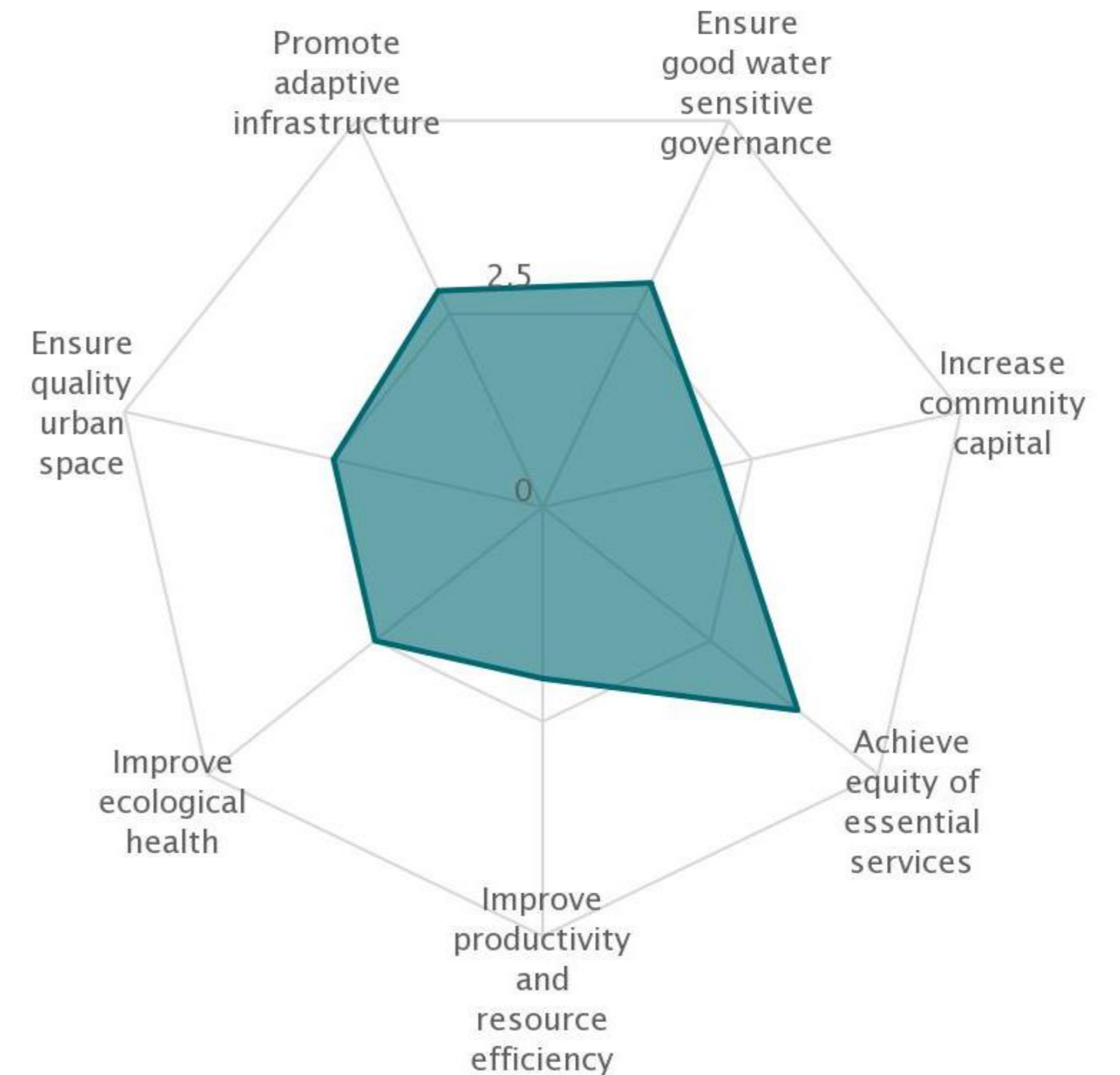
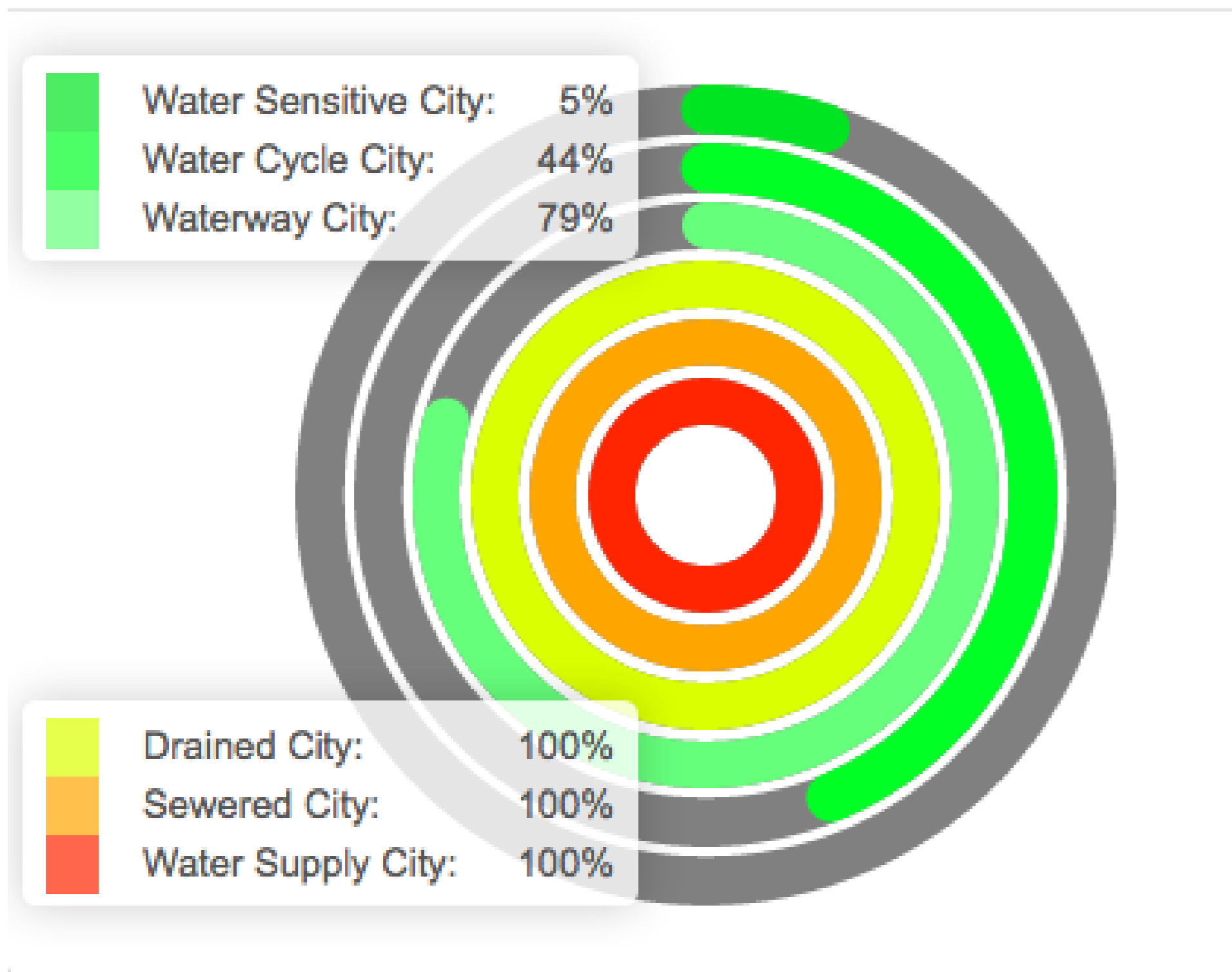


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# Benchmarking performance - Greater Perth pilot 2016

## City State



# Identifying enabling strategies via transition dynamics framework assessment 2017

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue Emergence	Issue activists	N/A	Issue highlighted	Issue examined	N/A
2. Issue Definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	N/A
3. Shared Understanding & Issue Agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge Dissemination	Aligned and influential champions	Building broad support	Solutions advanced	Significant solution demonstrations	Refined guidance and early policy
5. Policy & Practice Diffusion	Government agency champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Early regulation and targets
6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Notes: Green boxes indicate the enabling factor is fully present and regression into the previous phase is unlikely. Yellow boxes indicate some presence, however they are vulnerable to regressing to the previous phase. Red boxes indicate a complete absence of the enabling factor, and that progression is unlikely.

# Vision and Transition Strategy for WS Greater Perth (2018)

Four high-level strategies to progress Perth's water sensitive city transition:

1. Develop a broad community mandate for pursuing the vision for a water sensitive Perth
2. Embed Perth's water sensitive vision in organisational policies, plans and strategies
3. Increase knowledge about potential solutions for aspects of Perth's water sensitive city vision that are less progressed
4. Implement large-scale demonstrations and develop practical guidance for a broad range of water sensitive solutions

How were we going to deliver it?

The need for collaboration & co-delivery



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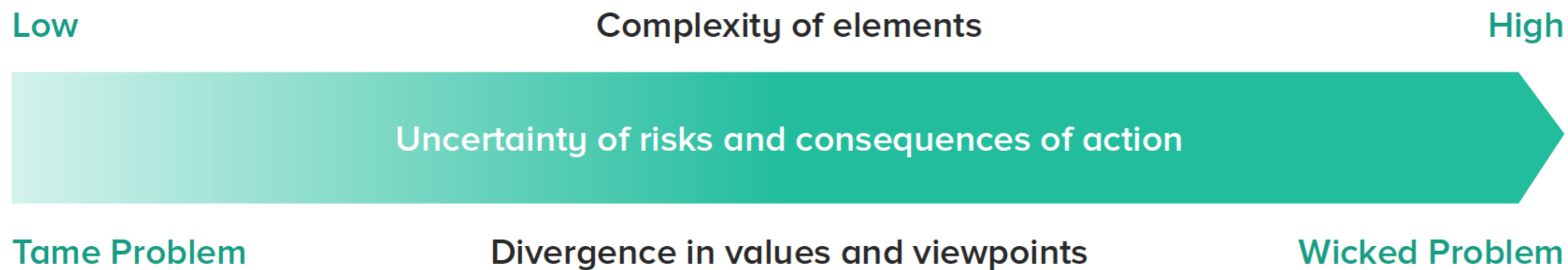
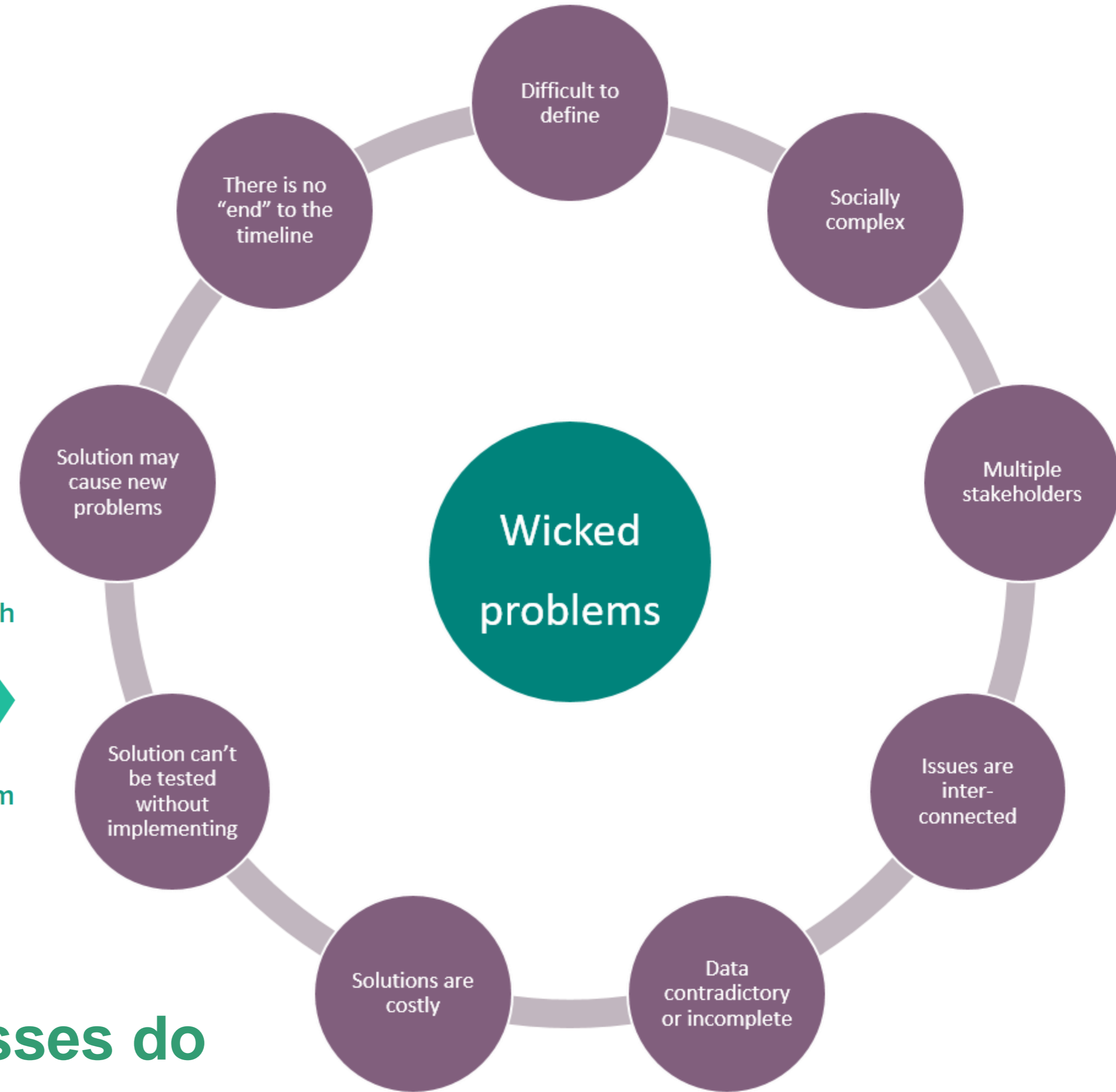
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“**Wicked problems** involve complex interconnected systems linked by social processes, with little certainty as to where problems begin and end, leading to difficulty in knowing where and how constructive interventions should be made and where the problem boundaries lie.”

(Rittel and Webber, 1973)



Adapted from: Head (2008)

**Projects don't lead to transition – processes do**



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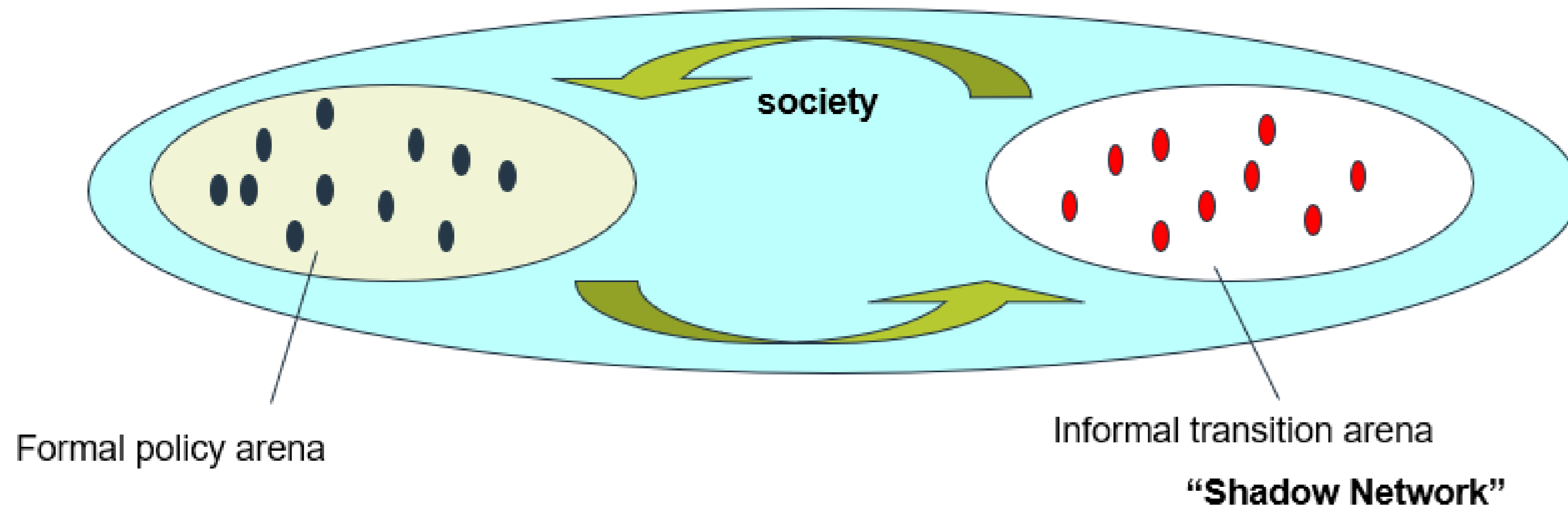
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# Beyond the CRCWSC to the WSTN

- **Ongoing commitment** amongst stakeholders to continue to meet beyond the formal CRCWSC-led processes
- A willingness of champions to **advocate** for water sensitivity within and external to their organisations and mainstream water sensitive practices in policy and programs
- Members are seeking **opportunities** to progress water sensitive practices ahead of the release of a formalised strategy or implementation plan
- A willingness to **share** experiences, both positive and negative, in progressing towards water sensitivity
- The start of an evidence based transition strategy and implementation plan



# WSTN as a 'shadow network'



- **Collaborating to deliver agreed goals**
- **Trust built on face-to-face exchange**
- **Regional identity**
- **Stability of membership**
- **Independent**
- **Informal**



# Organisations in the WSTN



**Department of Water and Environmental Regulation**

**Department of Planning, Lands and Heritage**

**Department of Biodiversity, Conservation and Attractions**

**Department of Health**

**Department of Communities (Housing)**

**Department of Local Government, Sport and Cultural  
Industries**

**Water Corporation**

**LandCorp**

**WA Local Government Association**

**City of Nedlands**

**City of Perth**

**City of Subiaco**

**City of Mandurah**

**Perth NRM**

**UDIA**

**Urbaqua**

**Josh Byrne and Associates**

**Calibre Consulting**

**GHD**

# Charter of the Water Sensitive Transition Network

## Behaviours

- act as water sensitive city **champions** and **advocate** for a water sensitive cities approach within our professional networks and within our organisations;
- **represent** our respective organisations as we provide **advice** and **support** as appropriate on the water sensitive cities approach **within and external** to the group
- provide eyes and ears into the Perth community on **opportunities to advance** a water sensitive cities approach
- **share information** on successes and “not so good” outcomes
- promote **coordinated, common messages** (both verbally and written) around water sensitive cities



## Attributes

We are a **leadership** group of **champions** in the urban water sector.

- Individually and collectively we have the ability (be it knowledge, networks, authority, legitimacy) to **influence decision-making** in relation to urban water management to progress a water sensitive Perth
- We are supported by our respective organisations’ **mandates**, and can **represent our agencies**, to contribute towards a water sensitive Perth
- We strive to work **individually and collectively** towards our common aim of a water sensitive Perth
- We will focus on **strategic** activities to progress Perth’s transition to a water sensitive city.
- We will provide a forum for new information and projects to be **shared**.
- We will be somewhat **informal and flexible** in nature, whereby attendance at meetings will be determined by need/relevance to the individual.
- Our **role will evolve over time**, and will be mindful of the second tranche of the CRC for Water Sensitive Cities.



# Delivering outcomes

- 22 strategies in **Vision and Transition Strategy**
- 31 actions in the **Implementation Plan** (soon to be released)
- Formation of four **sub-groups** to enhance opportunities for collaboration and delivery
  - Community engagement and communications
  - Policy and governance
  - Technical capacity and partnerships
  - Research
- support new ideas, seek opportunities, work constructively through challenges, share lessons and influence others





# The importance of the Chair

- Provides leadership through **facilitation and negotiation** rather than a 'top-down', traditional leadership approach
- Engagement with all stakeholders to strengthen the networks, reinforce **relationships** and develop partnerships
- Well **connected and respected** in the water planning and or land development sectors, and in government
- Understanding of **technical aspects** of water sensitive urban design / integrated water management
- Understanding of both urban water **policy** and the land use planning **processes** in WA
- **Commit** to chairing meetings





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# Where to next?

**Release Part B**

**Share wins – Aboriginal stories project**

**Develop sharing portal**

**Review T3 prospectus**

**Maintaining the passion....how?**

**Working with the community?**

**“a river cuts through a rock, not because of its power but because of its persistence”**



**Alone we can do so little;  
together we can do so much**

— [Helen Keller](#)



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Thank you for listening!



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