Fostering champions to drive change
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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
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?

Current System

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

Water Sensitive City
Where are we going? What is a water sensitive city in Perth?

We are all in agreement then.
We needed a collective Vision

Thank you CRCWSC Project A4.2
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
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
Benchmarking performance - Greater Perth pilot 2016

City State

- Water Sensitive City: 5%
- Water Cycle City: 44%
- Waterway City: 79%
- Drained City: 100%
- Sewered City: 100%
- Water Supply City: 100%
<table>
<thead>
<tr>
<th>Transition phase</th>
<th>Champions</th>
<th>Platforms for connecting</th>
<th>Knowledge</th>
<th>Projects and applications</th>
<th>Tools and instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Issue Emergence</td>
<td>Issue activists</td>
<td>N/A</td>
<td>Issue highlighted</td>
<td>Issue examined</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Issue Definition</td>
<td>Individual champions</td>
<td>Sharing concerns and ideas</td>
<td>Causes and impacts examined</td>
<td>Solutions explored</td>
<td>N/A</td>
</tr>
<tr>
<td>3. Shared Understanding &amp; Issue Agreement</td>
<td>Connected champions</td>
<td>Developing a collective voice</td>
<td>Solutions developed</td>
<td>Solutions experimented with</td>
<td>Preliminary practical guidance</td>
</tr>
<tr>
<td>4. Knowledge Dissemination</td>
<td>Aligned and influential champions</td>
<td>Building broad support</td>
<td>Solutions advanced</td>
<td>Significant solution demonstrations</td>
<td>Refined guidance and early policy</td>
</tr>
<tr>
<td>5. Policy &amp; Practice Diffusion</td>
<td>Government agency champions</td>
<td>Expanding the community of practice</td>
<td>Capacity building</td>
<td>Widespread implementation and learning</td>
<td>Early regulation and targets</td>
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<tr>
<td>6. Embedding New Practice</td>
<td>Multi-stakeholder networks</td>
<td>Guiding consistent application</td>
<td>Monitoring and evaluation</td>
<td>Standardisation and refinement</td>
<td>Comprehensive policy and regulation</td>
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</tbody>
</table>

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.

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
“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)

Projects don’t lead to transition – processes do
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
Freedom through informality

Role and responsibilities are not defined - flexibility to respond to new research findings and opportunities for partnerships and demonstrations

High degree of knowledge and commitment – results in trust between participants that actions are in good faith

No need for logos
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
Fostering champions – Perth’s Transition Network
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
Thank you for listening!