4th water sensitive cities conference

Australian Government
Department of Industry and Science

Business Cooperative Research Centres Programme

Application of the WSC Transition Framework

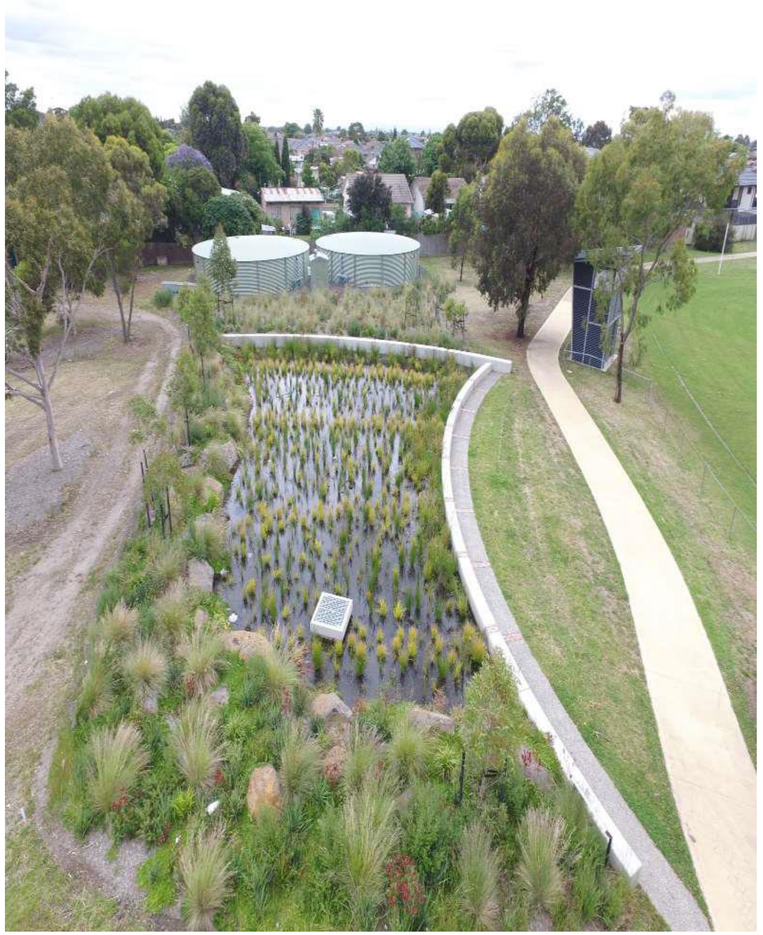
Sara Lloyd
E2Designlab

26-28 March 2019

E2DESIGNLAB

Melbourne Water's Living Rivers funding program

- Established in 2006 Melbourne Water's Living Rivers program aims to improve stormwater management across catchments to reduce waterway pollution and erosion
- It provides funding and support for the 38 Councils in Melbourne Water's service area
- Funding comes from the Waterways & Drainage Charge on water bills
- Grants from Melbourne Water match Council contributions towards improved stormwater management for waterway health



Mutton Reserve Stormwater Harvesting System, Fawkner. Moreland City Council

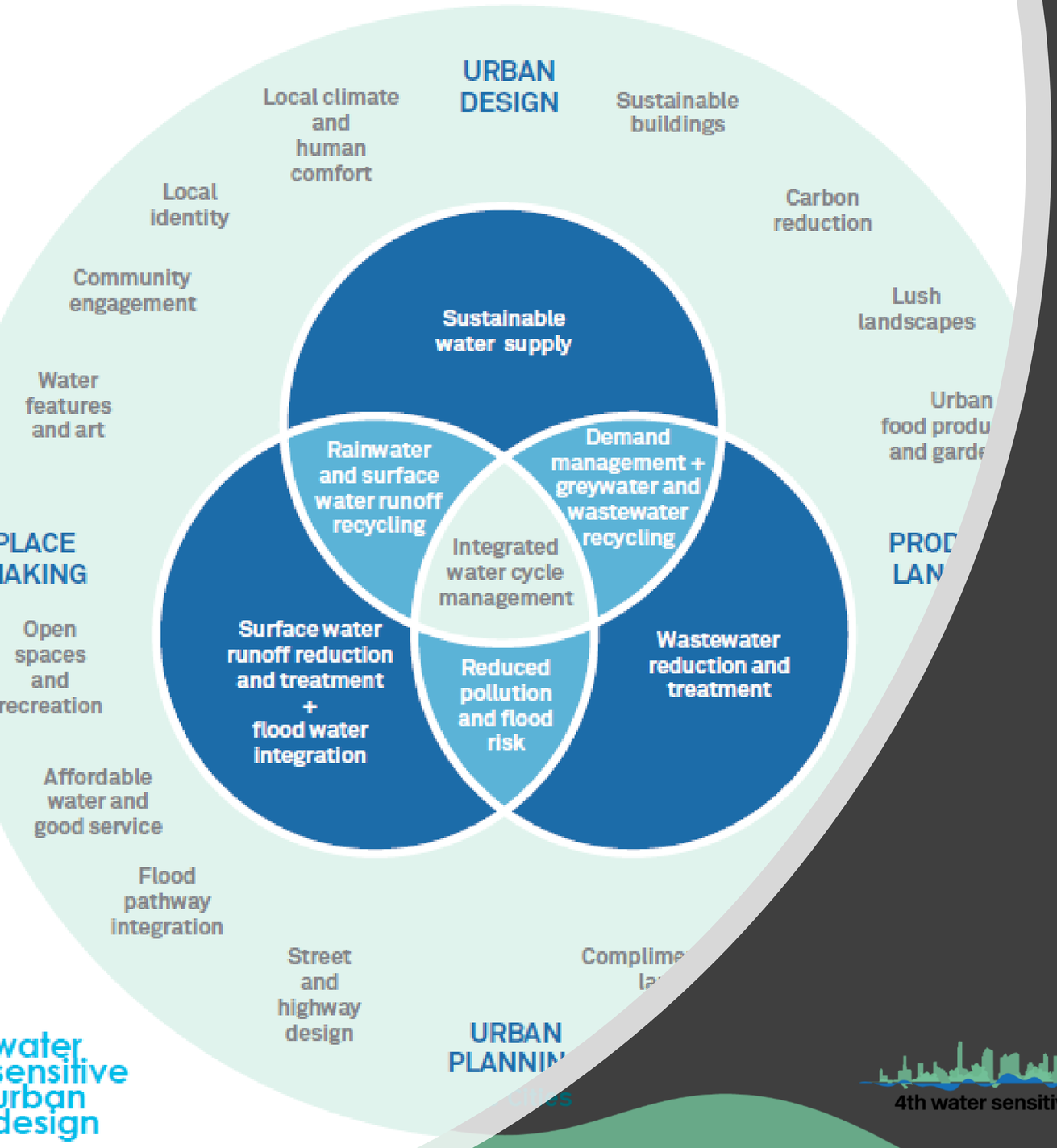
Melbourne Water's Living Rivers funding program

- The Living Rivers program works through a partnership and collaborative approach with local government

- Supported staff positions at Councils, over 200 strategy and policy development, guideline development, and capacity building projects

- Has enabled over 400 construction projects of WSUD assets

Williamstown Cricket Ground Wetland and Stormwater Harvesting System. Hobsons Bay City Council



Stormwater quality focus to protect waterway heath

Healthy waterways, community values and liveability– IWM focus

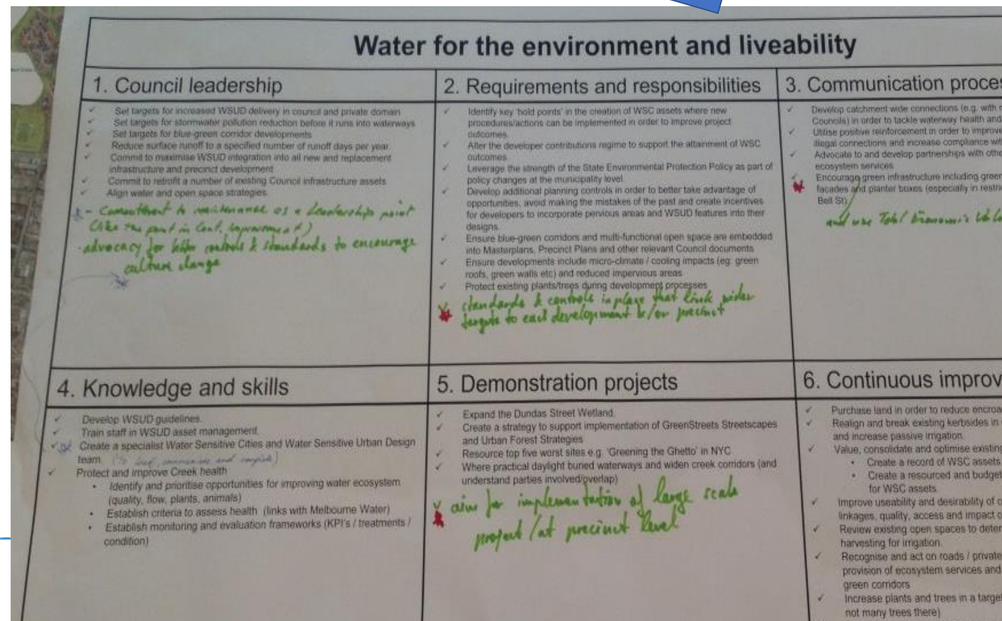
water sensitive urban design

4th water sensitive cities conference

watersensitivecities.org.au

Enabling factors for integrated water management

- Champions
- Platforms for connection
- Knowledge
- Projects and application
- Tools and instruments



In order to get on-ground practice right fundamental enabling factors must support 'new' practice'

Co-design connecting research & industry practitioners

Indicators developed to rate
each enabling factor to ensure consistency
in application and interpretation

Enabling factors

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support	Solutions advanced	Solutions demonstrated at scale	Early policy, regulation and targets
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation and targets
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Co-design connecting research & industry practitioners

Indicators developed to rate each enabling factor to ensure consistency in application and interpretation

Enabling factors

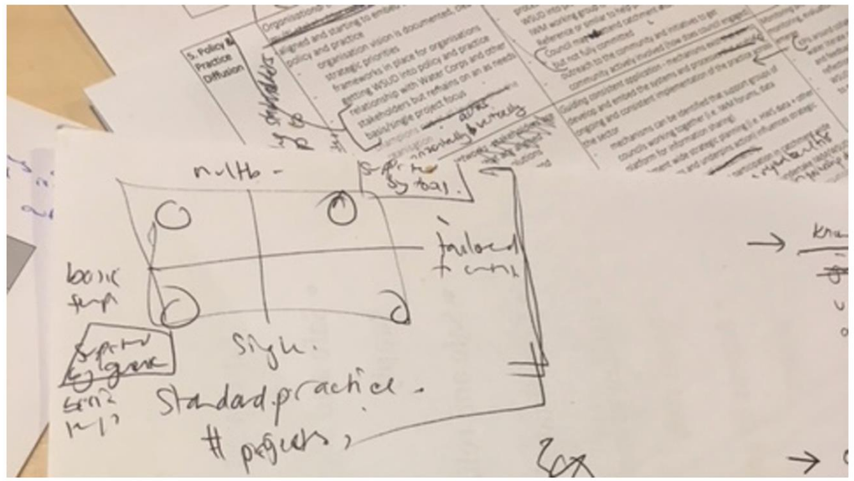
Transition phase

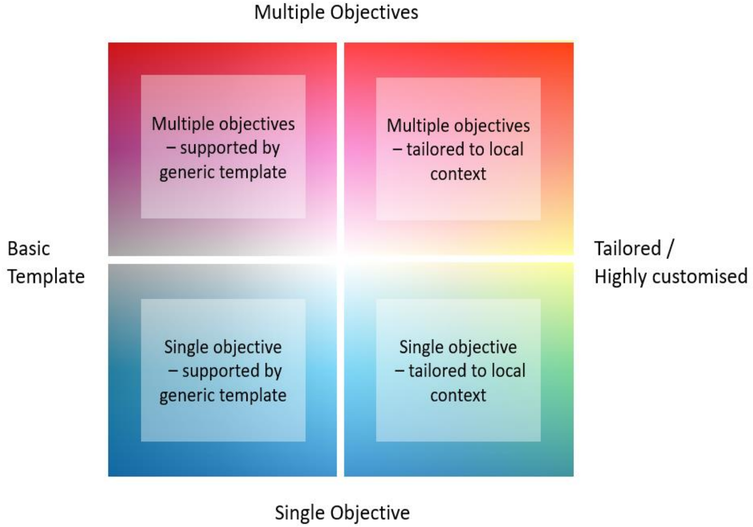
	Champions	Platform for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support	Solutions advanced	Solutions demonstrated at scale	Early policy, regulation and targets
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation and targets
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Transition phase	Champions Key networks of individuals and organisations
Issue Emergence Awareness of waterway health or related issues in local council area	*Issue activists* – Champion (from council, community or stakeholders) raise a water related issue (waterway health, nuisance flooding, urban amenity, etc.) Indicators (dashes) and examples of what you may see (dots): - Waterway health is a topic of concern and being actively discussed by a champion o waterway health been put on the agenda or addressing a related pressing issue would have beneficial outcomes for the waterway
2. Issue Definition Awareness of waterway health or related issues and impact in local council area	*Individual champions* - (from council, community or stakeholders) champion define a water related issue (waterway health, nuisance flooding, urban amenity, etc.) from their own perspective, providing greater clarity about why it's important for the municipality Indicators (dashes) and examples of what you may see (dots): - One or more recognised champion(s) articulate and define a water related issue, its cause and impact, and relationship to waterway health o champion is recognised for their knowledge, passion on a water related issue o issue based problem raised by community, councillor or broader stakeholder leads to a response and draws interest and attention

Connecting research & industry practitioners

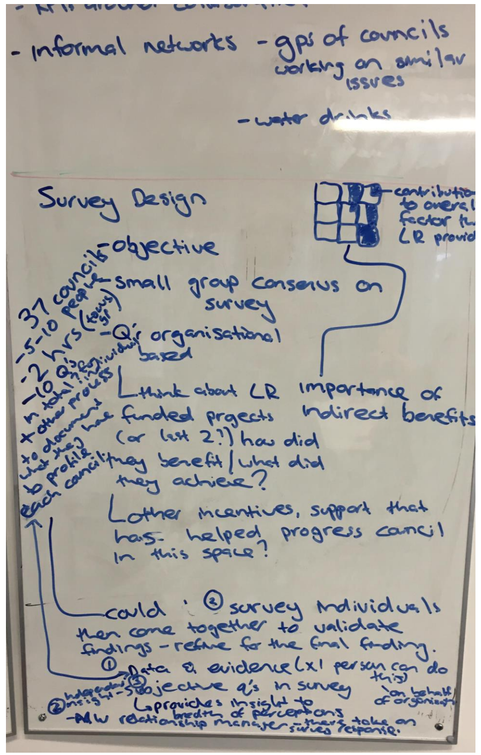
Survey design to gather evidence

Theme	Questions	Matrix cell	Method to assess
	What is standard practice in municipality? - sophistication of solution basic template, single objective, tailored to local context, multiple objectives – supported by generic templates, common tools or integrated modelling platforms 	Project sand application 3, 4, 5 Knowledge and applications 3, 4	Initial contact to respond to (quadrant design question) Validation at focus group
	What influence has living rivers had in leading to: - A) the implementation of trial and demonstration projects - B) the roll out of WSUD projects as standard practice		Initial contact to respond to (open ended question)
	How do these internal champions interact with one another (i.e. mode, quality) e.g. working group, sharing information? Provide examples:	Champions 2,3,4 Platform for connection 2,3,4	Initial contact to respond to (open ended question) Validation at focus group



Connecting research & industry practitioners

Survey design to gather evidence



Phase 1
Key contact
~ 22 Questions

SurveyMonkey

Phase 2
4-8 council representatives
~ 18 Questions

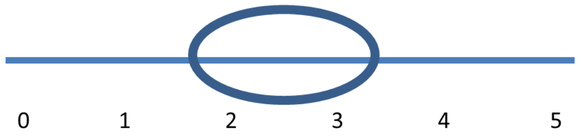
Phase 3
Discussion & validation workshop

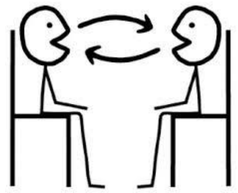
Making sense of the results

Automated graphing of results to discuss with council

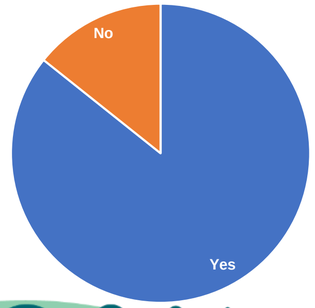
To what extent do organisational monitoring and evaluation processes support transparency, learning and continuous improvement for WSUD/IWM?

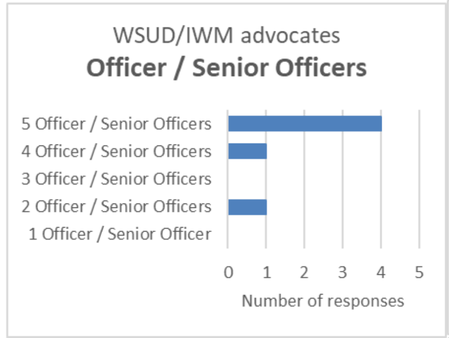
(e.g. opportunities for feedback from community, stakeholders or internally, asset audits, benchmarking for asset management)

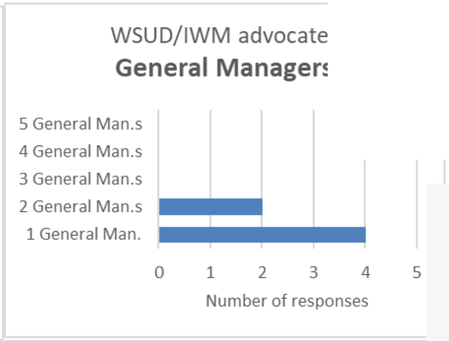


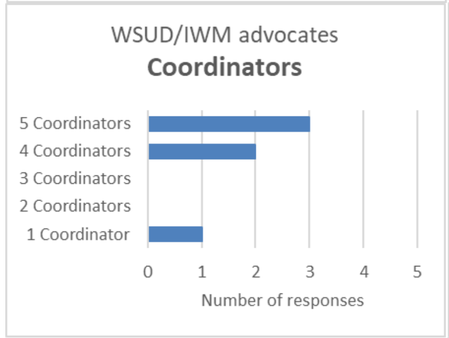


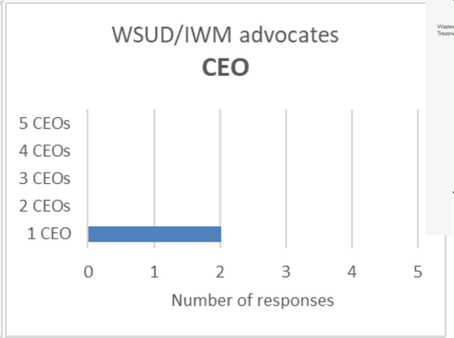
Does your Council collaborate externally?

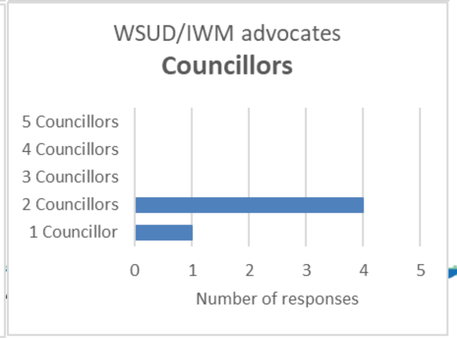


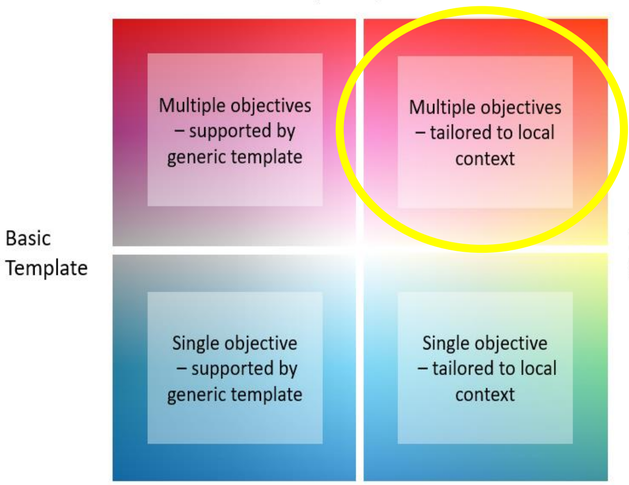




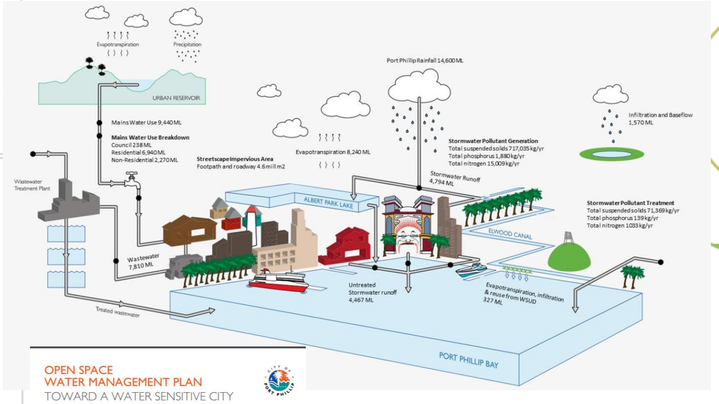


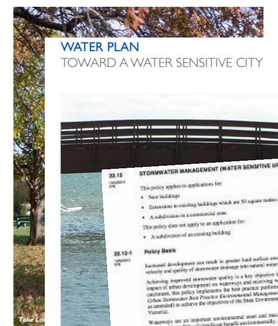


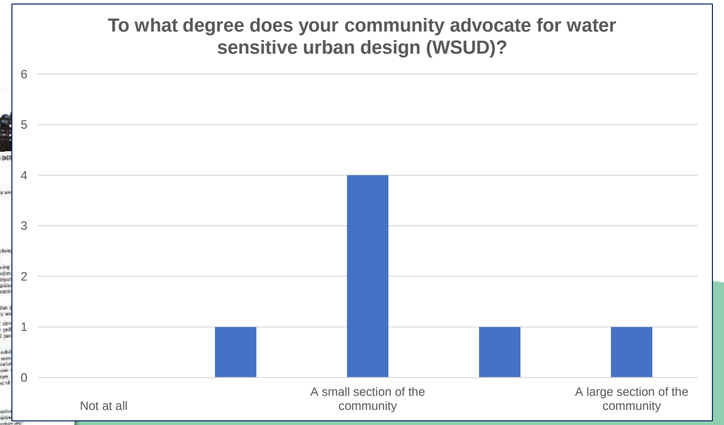


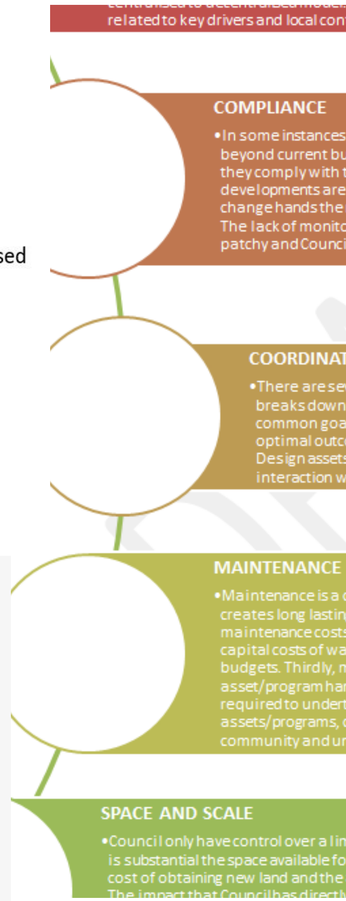


Single Objective









CRC for Water Sensitive Cities

Validation of draft results

- Pull together evidence relevant to each transition factor and phase
- Interpret findings to assign rating, then create key probing question to clarify and confirm ratings

Enabling factor: Champions
Transition phase 3

Transition phase	Champions Key networks of individuals and organisations	Synthesis
3. Shared Understanding & Issue Agreement Collective understanding of possible solutions supported through informal processes, basic knowledge and pilot projects	*Connected champions* Champions connect with each other to propose ideas for specific solutions and initiate solution development that address the issue Indicators (black dots) and examples of what you may see (open dots): • Multiple champions across different areas of council all focused on the same issue connecting with champions across the sector o champions have made some progress on the ground (i.e. local WSUD examples) o champions are building confidence of role and potential influence within their own council drawing on external support	*Indicator:* Multiple champions across different areas of council all focused on the same issue connecting with champions across the sector. Finding: Multiple champions interact across the organisation and interact with other sector champions through training, information/knowledge sharing and project delivery. *Evidence:* • Champions interact with one another via scheduled catch-ups, working group meetings on areas of delivery and mor ad hoc peer to peer interactions. • Champions interact with others in the organisation through training activities, project support, knowledge sharing ar mentoring around WSUD/IWM project delivery.

Transitioning towards embedding IWM into everyday practice

Pilot with three councils to refine process and test

Enabling factors

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support	Solutions advanced	Solutions demonstrated at scale	Early policy, regulation and targets
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation and targets
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Enabling factors

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support	Solutions advanced	Solutions demonstrated at scale	Early policy, regulation and targets
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation and targets
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Legend:

Green: indicator descriptions are evident in practice.

Yellow: some aspects of the indicator descriptions are evident but not yet fully embed in practice and may be at risk of going backwards.

Grey: indicator descriptions are not evident in practice.

Enabling factors

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support	Solutions advanced	Solutions demonstrated at scale	Early policy, regulation and targets
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation and targets
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application	Monitoring and evaluation	Standardisation and refinement	Comprehensive policy and regulation

Reporting results back to council

Enabling factor: Platforms for connecting

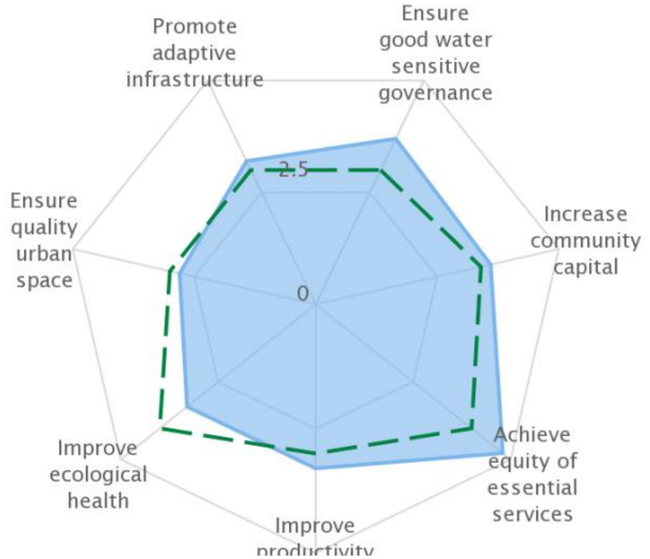
- *Indicator:* Building broader support across the community for outcomes associated with WSUD/IWM.
- *Indicator:* Processes and procedures are in place that connect people and organisations.
- *Indicator*: Meaningful and active participation in catchment-wide based actions to achieve regional outcomes.

Enabling factor: Knowledge

- *Indicator:* Reflection, evaluation and active feedback loops building knowledge for continued improvement across systems.

Enabling factor: Projects and applications

- *Indicator:* Funding mechanisms provide flexibility in how WSUD practices are applied.
- *Indicator:* All development actively incorporates WSUD and assets are effectively implemented and maintained.



Enabling factors

Transition phase	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and instruments
1. Issue emergence	Issue activists		Issue highlighted	Issue examined	
2. Issue definition	Individual champions	Sharing concerns and ideas	Causes and impacts examined	Solutions explored	Basic information
3. Shared understanding & issue agreement	Connected champions	Developing a collective voice	Solutions developed	Solutions experimented with	Preliminary practical guidance
4. Knowledge dissemination	Influential champions	Building broad support			
5. Policy and practice diffusion	Organisational champions	Expanding the community of practice			
6. Embedding new practice	Multi-stakeholder networks	Guiding consistent application			

Legend:

Green: indicator descriptions are evident in practice.

Yellow: some aspects of the indicator descriptions are evident but not yet fully embed in practice and may be at risk of going backwards.

Grey: indicator descriptions are not evident in practice.

Water Sensitive Cities Benchmarking and Assessment

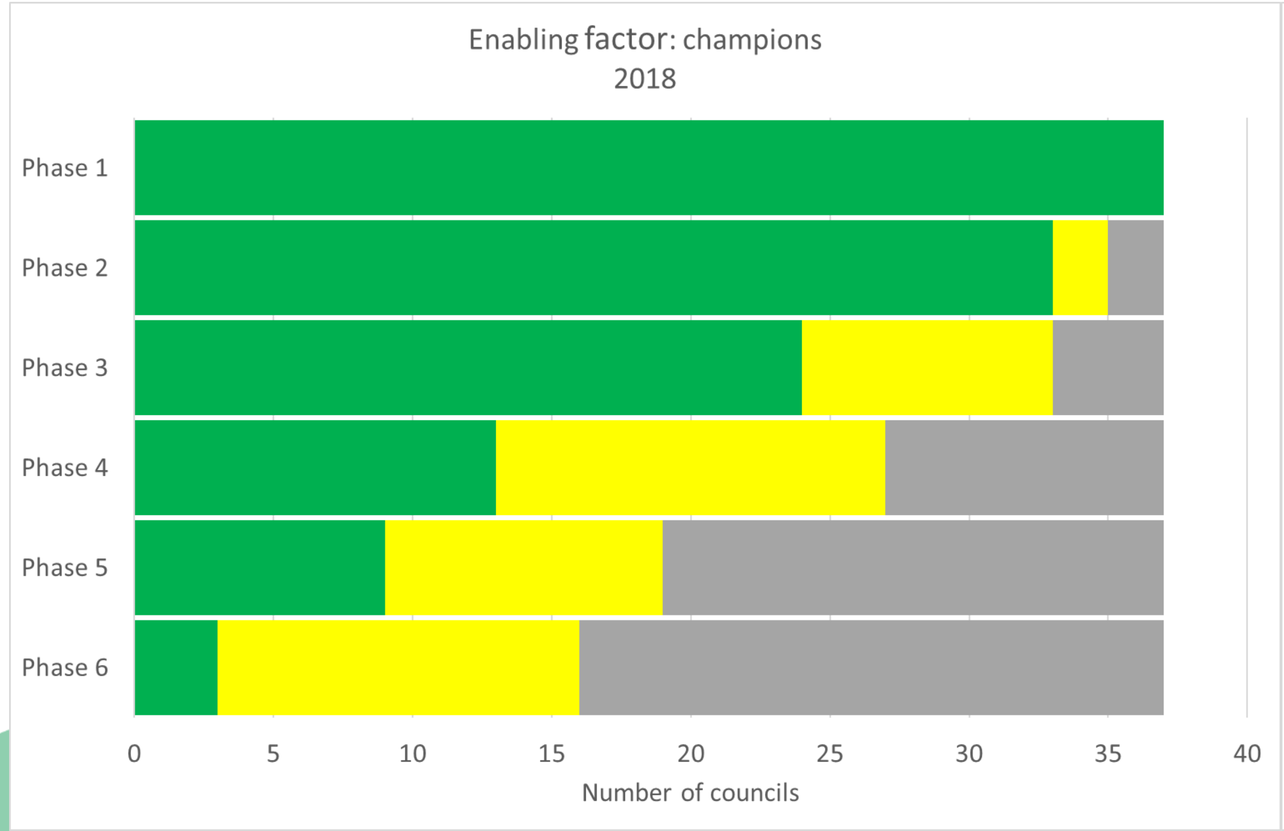
Port Phillip City Council Area

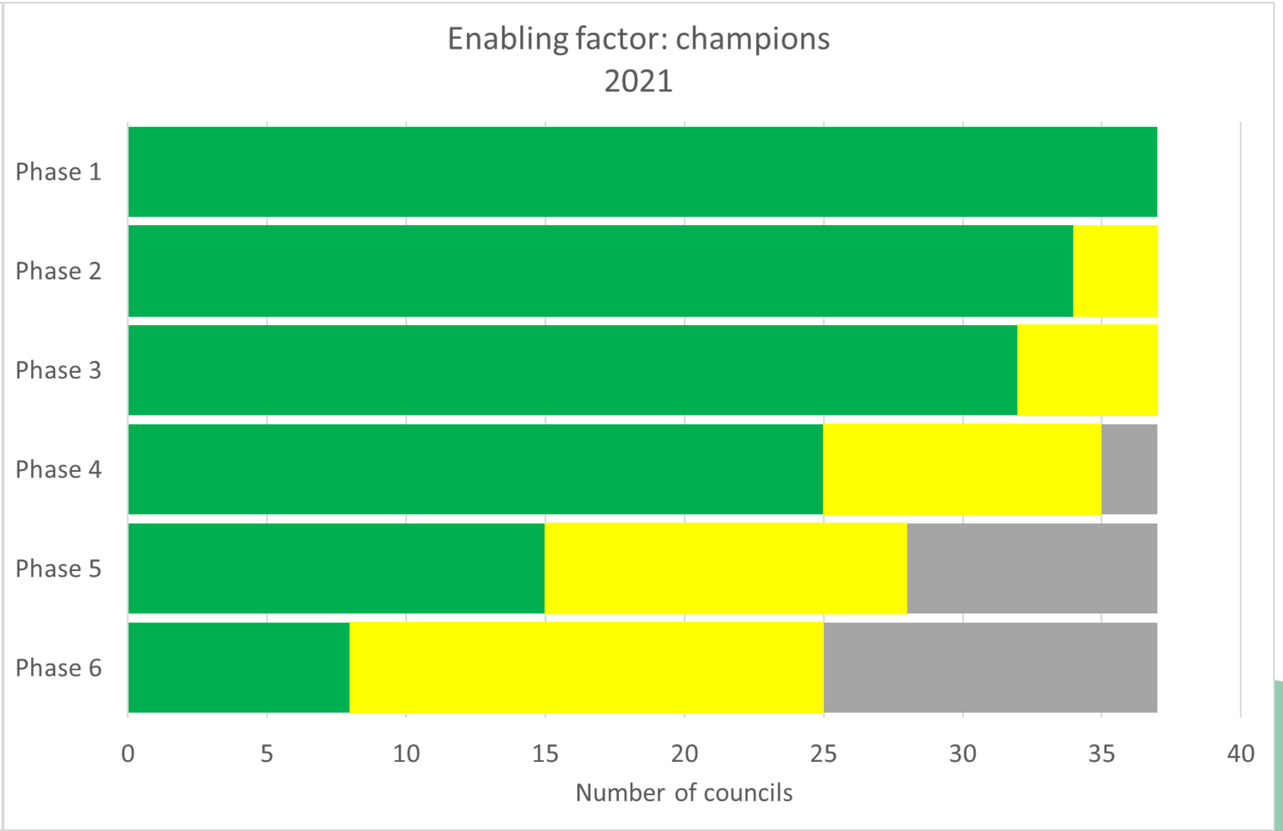
CRC for Water Sensitive Cities

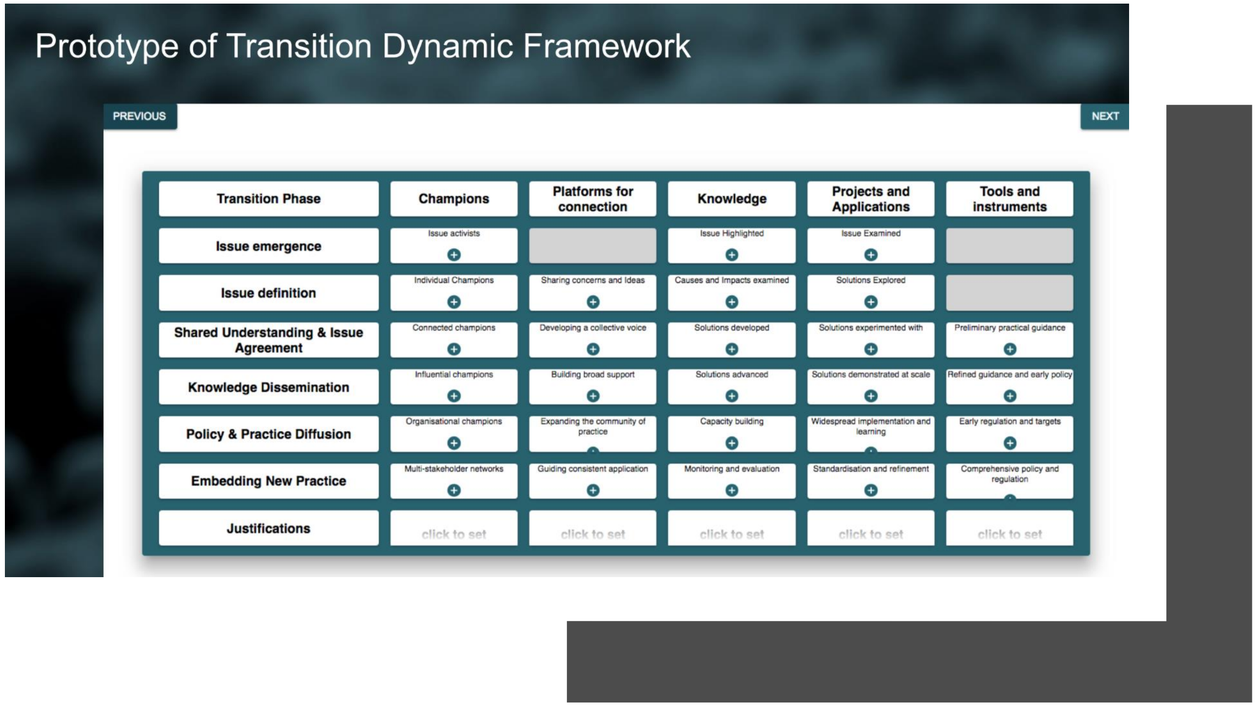
4th water sens

How the information collected will be used

- strategically guide future Living Rivers funding
- report internally on strategic outcomes of program delivery
- assist in the evaluation of the Living Rivers Program





Next steps

- Potential to use the online version and roll out to another 10 metro councils
- Timing to use online tools? alpha vs beta versions?