
How well progressed are Melbourne Councils embedding IWM into everyday practice?

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Background

1. CONTEXT

- Beginning in late 2017, Melbourne Water sought an evidence based approach for evaluating the impact and effectiveness of stormwater incentives through its Liveable Communities, Liveable Waterways program, and to target future investment that will ultimately generate the greatest waterway benefits
- Strategically guide current and future funding to improve Council's commitment, engagement, and capacity
- Provide Councils with an IWM capacity roadmap focussed on IWM advocacy, investment and practice with focus points for each LGA
- In 2022 partnered with DELWP (on behalf on the IWM forums) to inform their IWM MERI program and progress in IWM across 5 major catchments.

Background

2. IWM Transition Framework

- Adaptation of the IWM Transition Framework for Local Government through research-industry collaboration
- Supports efficient monitoring and reporting and stronger alignment between municipal-scale and catchment-scale IWM planning and implementation.

3. OUTCOMES & Results

- Benchmarking of Councils
- Progress of Councils over time
- Key recommendations across cluster of Councils for actions to embed IWM into mainstream practice
- Identification of organisation-specific opportunities to progress IWM (recommendations)

Evaluation of capacity in IWM

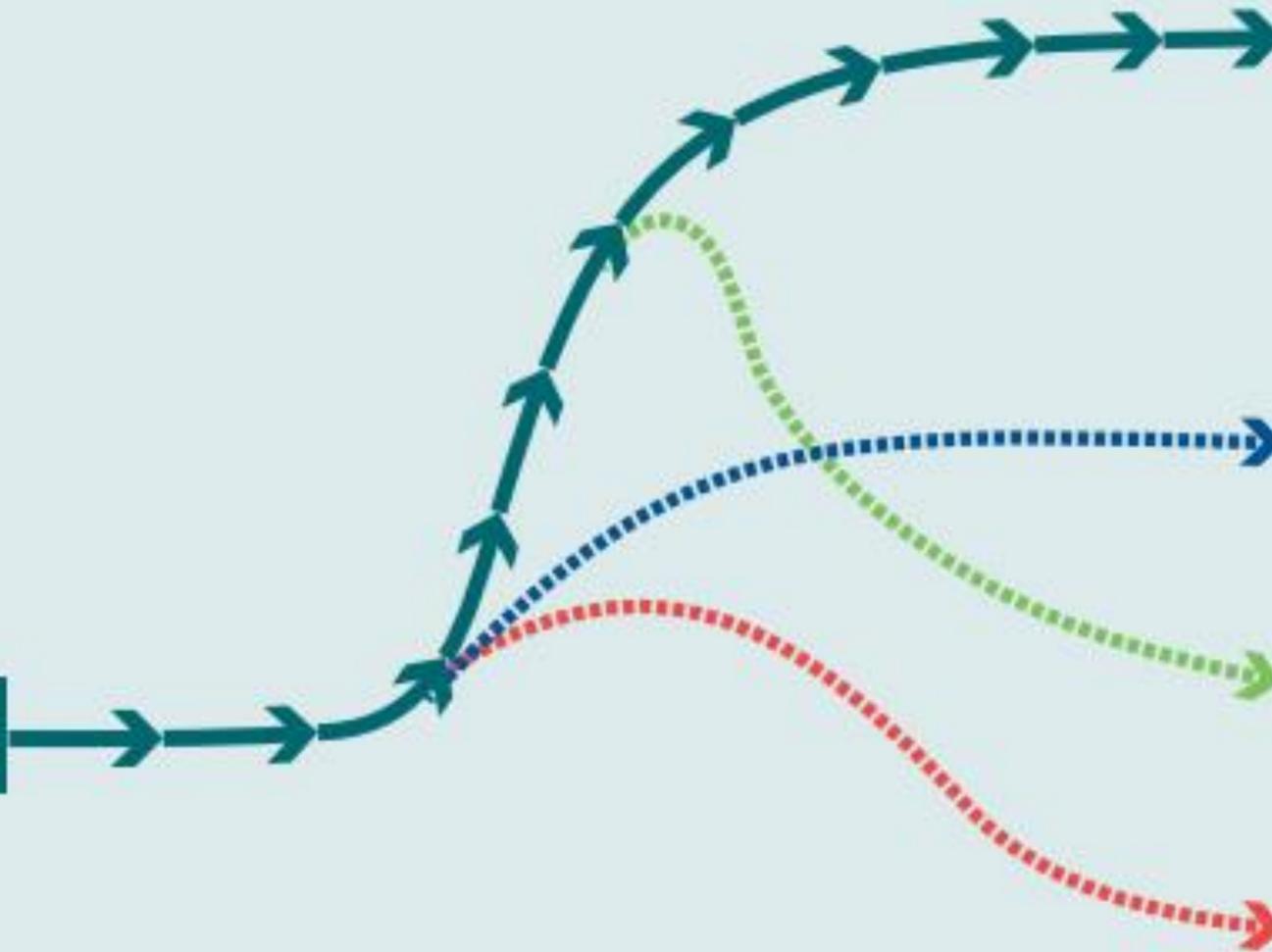
- A means of evaluating the change in **local government IWM capacity** through stormwater incentives
- **Guide and tailor strategic investment** to ensure that funding has the most impact for each Council
- To provide Councils with an **evidence-based assessment** of their current status of embedding IWM into mainstream practice
- Provide a **clear pathway that Councils** can follow that will aim to embed IWM and WSUD into their organisation



Practice transition theory



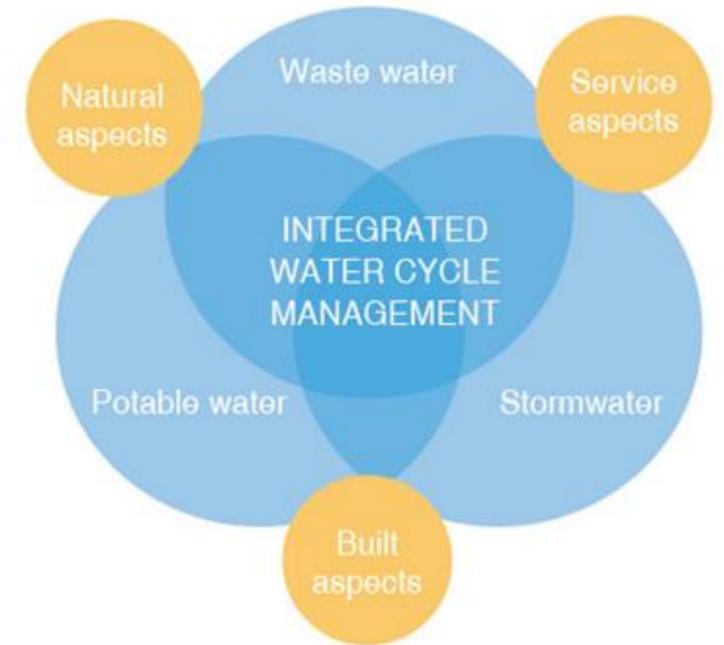
Current system



Path-dependent Lock-in

Backlash

System Breakdown

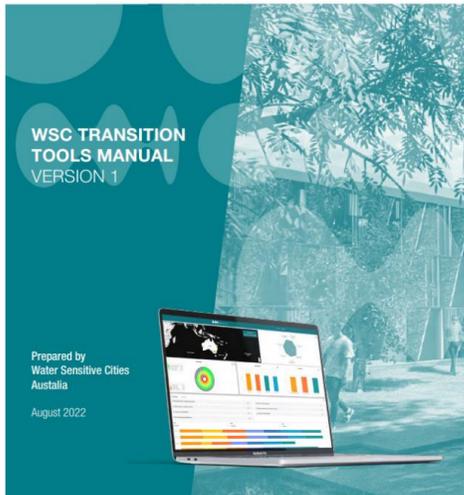


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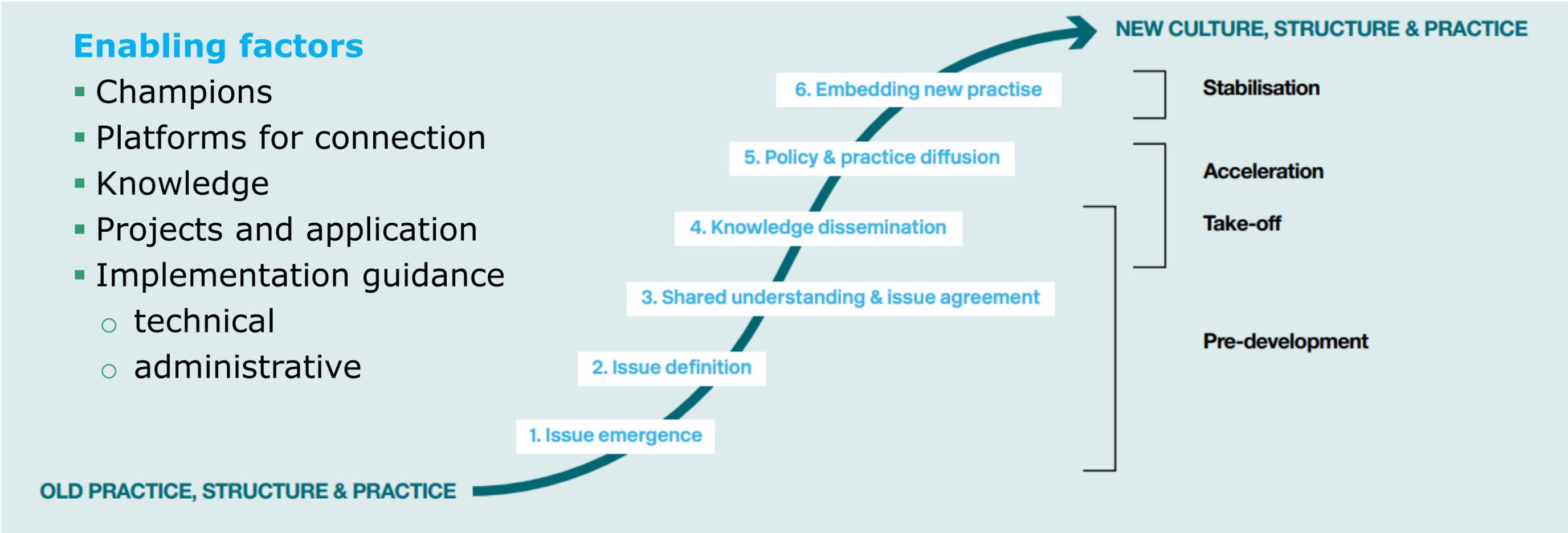
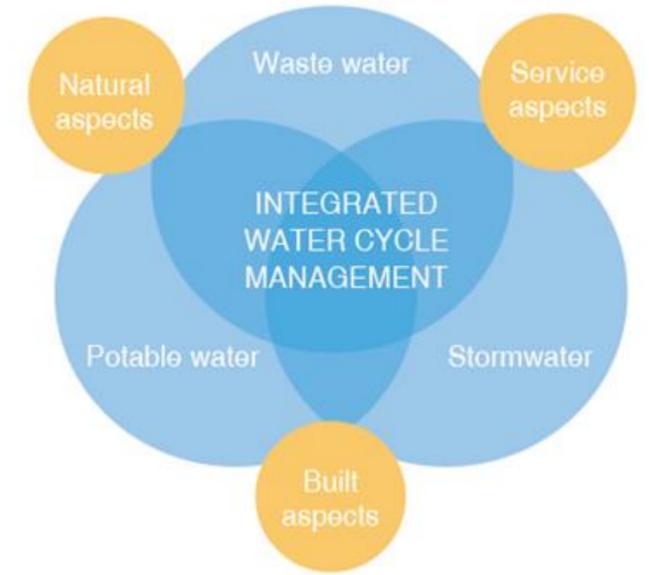
Practice transition theory



Strategic outcomes Outcome

(from IWM forums)

- Safe, secure and affordable supplies in an uncertain future
- Effective and affordable wastewater systems
- Avoided or minimised flood risks
- Healthy and valued waterways and marine environments
- Healthy and valued landscapes
- Community values are reflected in place based planning
- Jobs, economic benefit and innovation



CRC suggested pathway for successful IWM transitions



Figure 1.1 Transition Tools helping and guiding cities towards realising their water sensitive city vision

Module 3

Transition planning

Module 3 develops the pathways that link a future water sensitive city vision with current water system practice as a framework for designing strategic transition action.

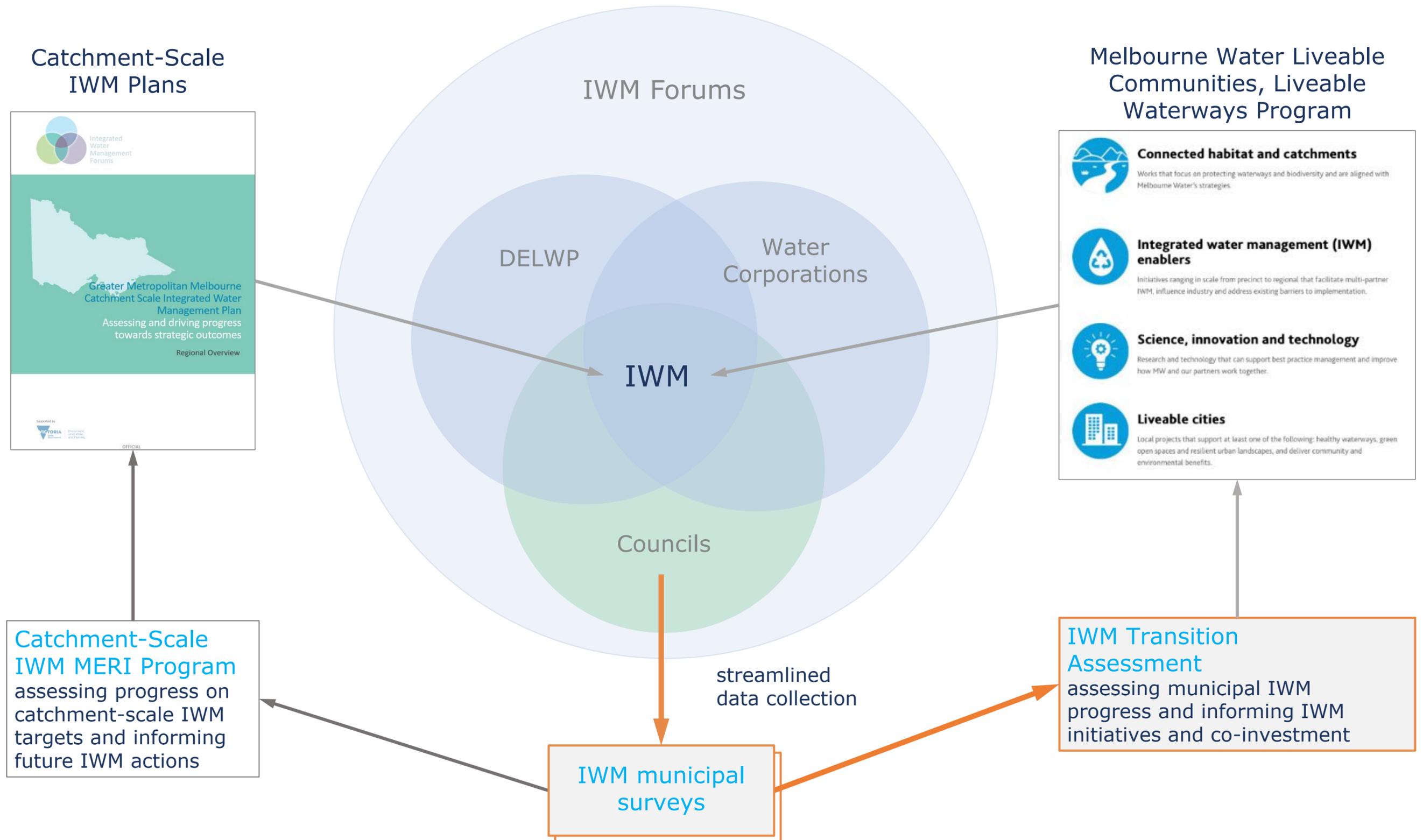
WHAT Analysis of a city's current transition barriers and enablers using the CRCWSC's *Transition Dynamics Framework* to identify priority strategies for advancing the transition to water sensitive practices.

BENEFIT Application of the *Transition Dynamics Framework* emphasises the need to focus on building up the enabling environment for the successful transition to new practice. It helps build the capability of practitioners to implement these enabling strategies while also providing a framework for monitoring transition progress.

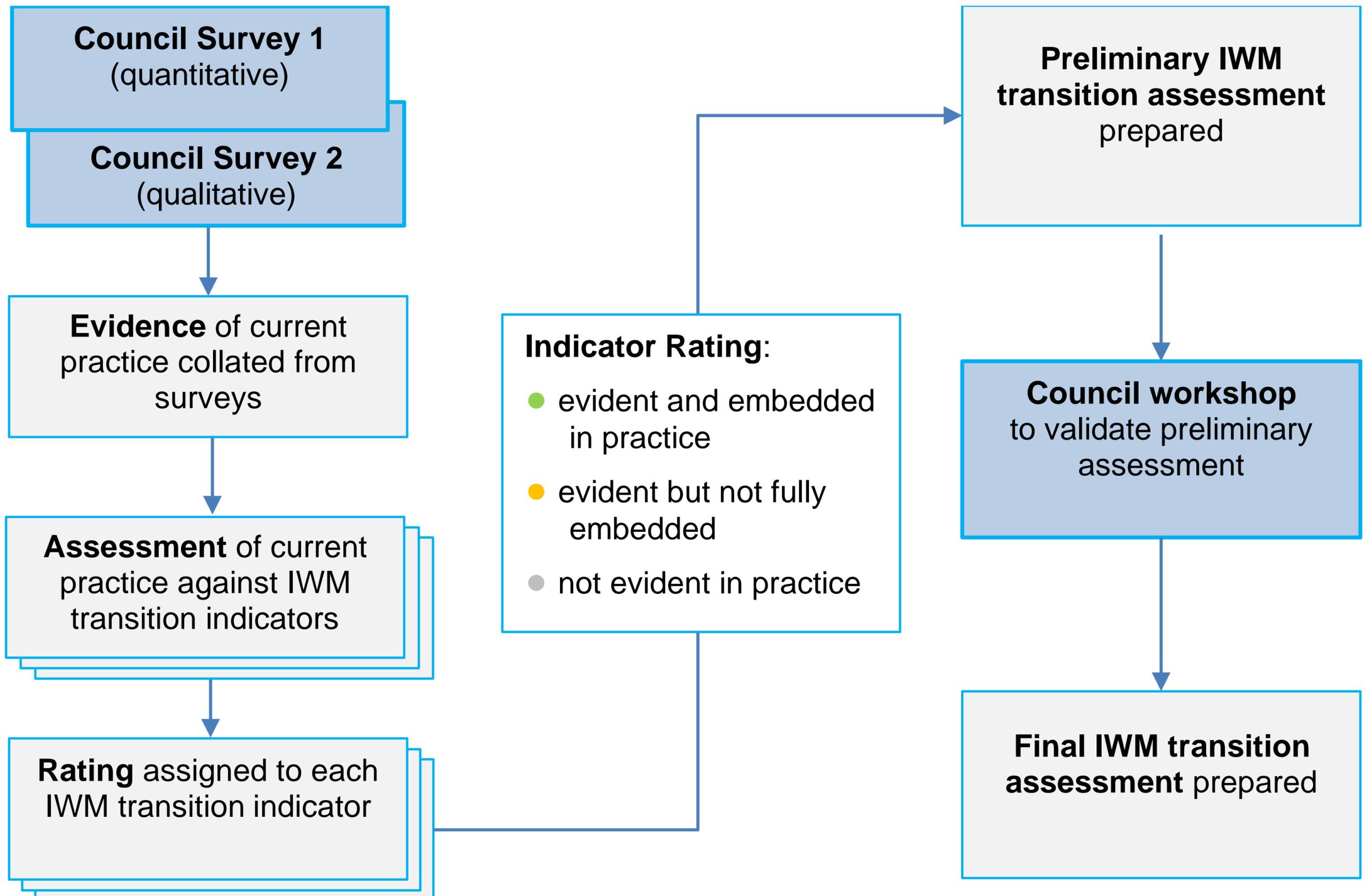
HOW 1x full day workshop. Analysis and report write-up.

PRODUCT Report detailing a *Transition Dynamics Framework* analysis for the range of practice changes that need to occur for the water sensitive city vision to be achieved, along with recommended transition strategies.

Local government IWM data collection

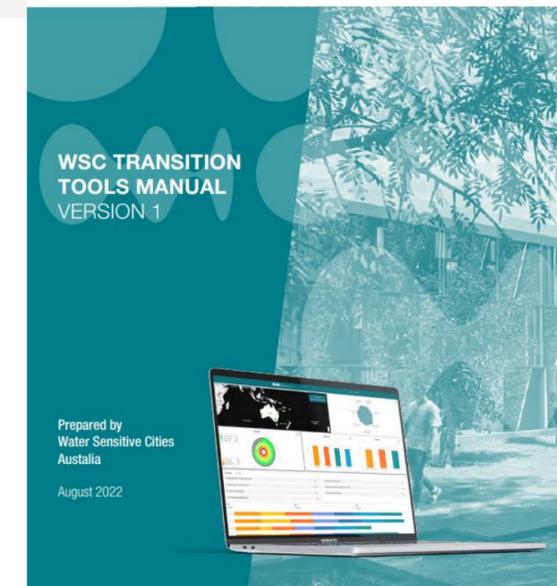
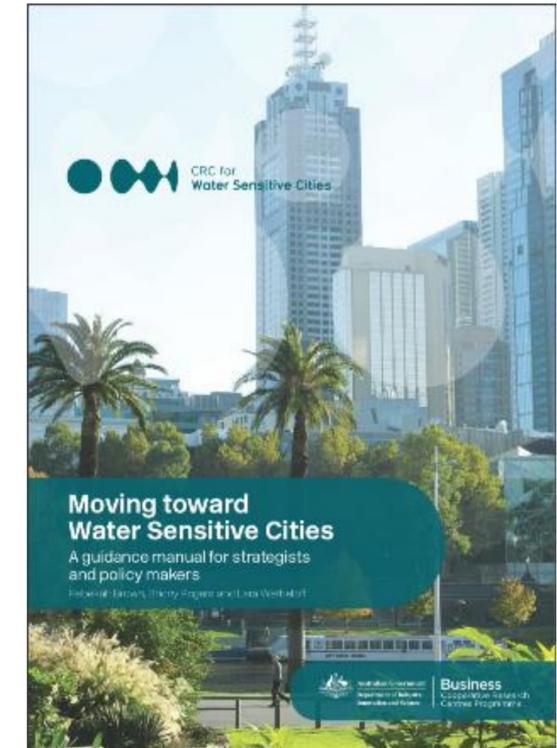


IWM transition assessment | process



IWM transition assessment | framework

		Enabling Factors				
		Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and Instruments
Transition Phase	1. Issue Emergence	Issue activists	—	Issue highlighted	Issue examined	—
	2. Issue Definition	Individual champions	Sharing concerns & ideas	Causes & 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 & targets
	5. Policy & Practice Diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation & targets
	6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring & evaluation	Standardisation & refinement	Comprehensive policy & regulation



IWM transition assessment | indicators

Enabling Factors

Transition Phases

	Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and Instruments
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6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring & evaluation	Stand... & re...	

Description

- ability to apply knowledge to practice
- solutions translated and tailored to local context

Indicators

- building internal knowledge and capabilities to improve practice
- information provided to the community about how they can contribute to best practice across the private domain

IWM transition assessment | output summary

		Enabling Factors				
		Champions	Platforms for connecting	Knowledge	Projects and applications	Tools and Instruments
Transition Phase	1. Issue Emergence	Evident in practice	Not fully embedded	Evident in practice	Evident in practice	Not fully embedded
	2. Issue Definition	Evident in practice	Evident in practice	Evident in practice	Evident in practice	Evident in practice
	3. Shared Understanding & Issue Agreement	Evident in practice	Evident in practice	Evident in practice	Evident in practice	Evident in practice
	4. Knowledge Dissemination	Evident in practice	Not fully embedded	Evident in practice	Evident in practice	Evident in practice
	5. Policy & Practice Diffusion	Evident in practice	Not fully embedded	Not fully embedded	Not fully embedded	Not evident in practice
	6. Embedding New Practice	Not fully embedded	Not fully embedded	Not fully embedded	Not evident in practice	Not evident in practice

	Evident in practice
	Not fully embedded
	Not evident in practice

IWM transition assessment | output summary

IWM Transition Indicator Ratings

Indicator rating scale:

- evident and embedded in practice (green)
- evident but not fully embedded (orange)
- not evident in practice (grey).

The rating of the IWM transition element reflects the lowest rating of the associated indicator(s).

Enabling factor: Champions

Transition Element	Indicator and rating
Issue activists	● Waterway health is a topic of concern and being actively discussed by a champion
Individual champions	● One or more recognised champion(s) articulate and define a water-related issue, its cause and impact, and relationship to waterway health
Connected champions	● Multiple champions across different areas of council all focused on the same issue connecting with champions across the sector
Influential champions	<ul style="list-style-type: none"> ● Champions being strategic in how they seek organisational commitment ● Champions are influencing senior people in council
Organisational champions	<ul style="list-style-type: none"> ● Council is committed to WSUD/IWM which is documented in a water-related vision and aspirations with clear strategic priorities ● Council has internal systems and processes support the mainstreaming of WSUD/IWM ● Council champion(s) lead multi-stakeholder networks in becoming aligned around WSUD/IWM policy and practice
Multi-stakeholder networks	● Council is leading the sector and bringing other stakeholders along

IWM transition assessment | recommendations



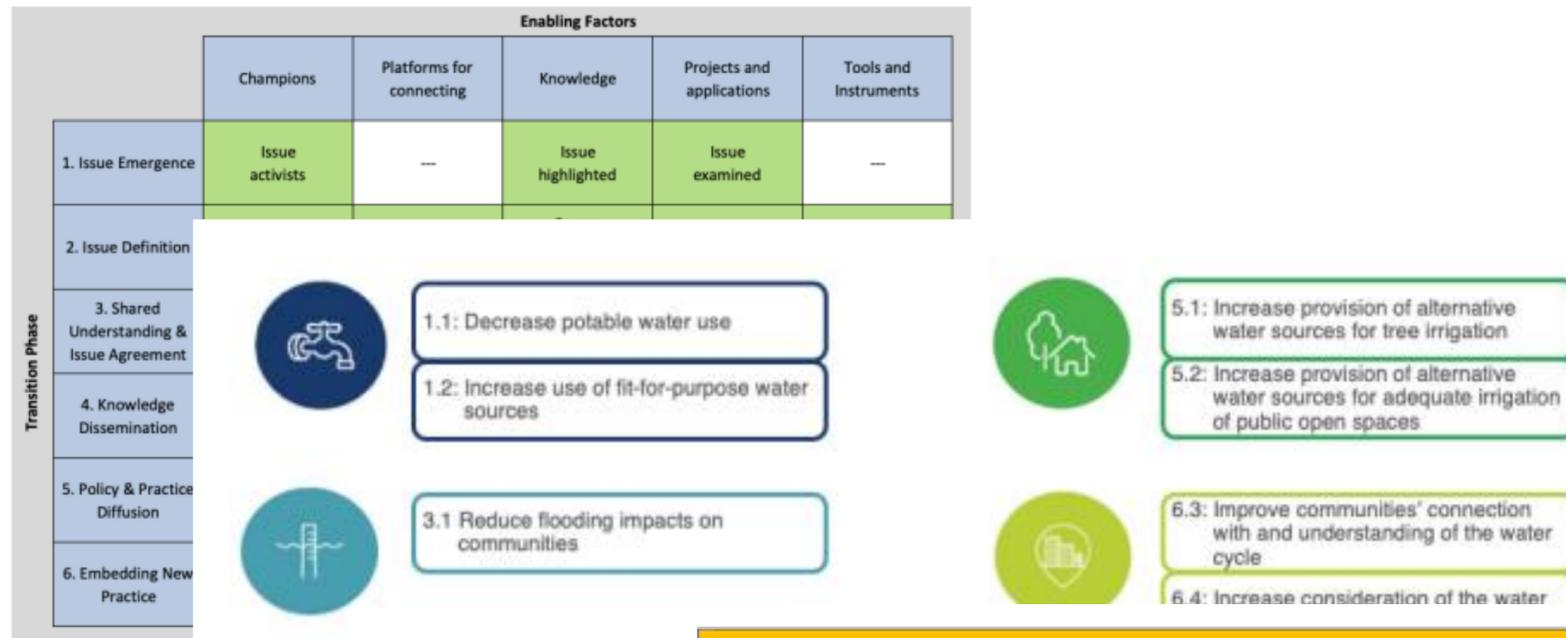
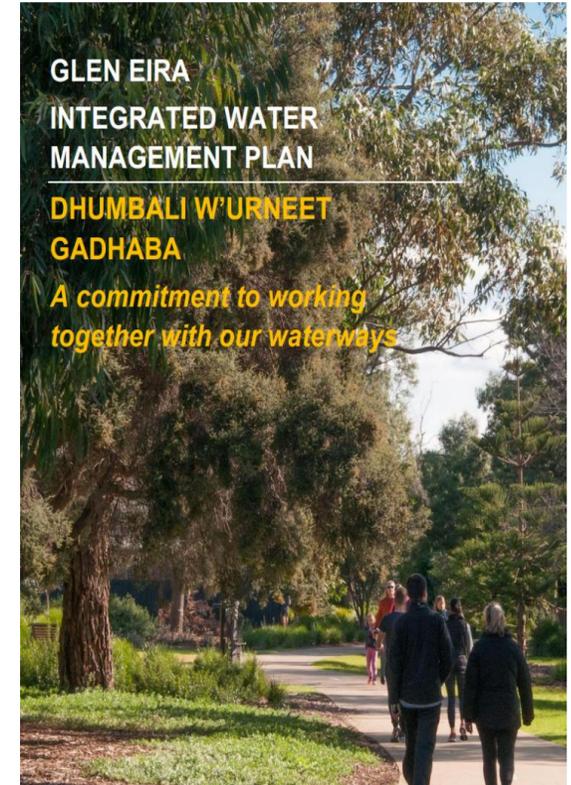
Suggested actions to support Council's transition towards IWM and WSUD as mainstream practice are outlined below. Transition indicators related to each suggested action are identified, together with the indicator rating.

Suggested Action	Related Indicators	Transition Phase / Enabling Factor																																																
<p>1. Continue to develop and formalise cross-organisational collaboration on public realm IWM and WSUD initiatives. Ensure sustainability (including sustainable water management practices) is embedded in Council's proposed project planning and delivery framework.</p>	<ul style="list-style-type: none"> ● Council has internal systems and processes to support the mainstreaming of WSUD/IWM ● Building support amongst senior managers for systems and processes to establish improved internal collaboration and consistent practice 	<table border="1"> <thead> <tr> <th colspan="6">Enabling Factors</th> </tr> <tr> <th></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></td> <td>Issue highlighted</td> <td>Issue examined</td> <td></td> </tr> <tr> <td>2. Issue Definition</td> <td>Individual champions</td> <td>Sharing concerns & ideas</td> <td>Causes & impacts examined</td> <td>Solutions explored</td> <td>Basic information</td> </tr> <tr> <td>3. Shared Understanding & 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>Influential champions</td> <td>Building broad support</td> <td>Solutions advanced</td> <td>Solutions demonstrated at scale</td> <td>Early policy, regulation & targets</td> </tr> <tr> <td>5. Policy & Practice Diffusion</td> <td>Organisational champions</td> <td>Expanding the community of practice</td> <td>Capacity building</td> <td>Widespread implementation and learning</td> <td>Effective policy, regulation & targets</td> </tr> <tr> <td>6. Embedding New Practice</td> <td>Multi-stakeholder networks</td> <td>Guiding consistent application</td> <td>Monitoring & evaluation</td> <td>Standardisation & refinement</td> <td>Comprehensive policy & regulation</td> </tr> </tbody> </table>	Enabling Factors							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 & ideas	Causes & 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 & targets	5. Policy & Practice Diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation & targets	6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring & evaluation	Standardisation & refinement	Comprehensive policy & regulation
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<p>2. Build a learning culture, supported by systematic monitoring and evaluation, to enhance the outcomes and impacts of IWM / WSUD initiatives. Ensure monitoring and evaluation of objectives and targets (for the public and private realm) is embedded in Council's new IWM strategy, and is supported through its implementation.</p>	<ul style="list-style-type: none"> ● Council has internal systems and processes to support the mainstreaming of WSUD/IWM ● Reflection, evaluation and active feedback loops building knowledge for continued improvement across systems 	<table border="1"> <thead> <tr> <th colspan="6">Enabling Factors</th> </tr> <tr> <th></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></td> <td>Issue highlighted</td> <td>Issue examined</td> <td></td> </tr> <tr> <td>2. Issue Definition</td> <td>Individual champions</td> <td>Sharing concerns & ideas</td> <td>Causes & impacts examined</td> <td>Solutions explored</td> <td>Basic information</td> </tr> <tr> <td>3. Shared Understanding & 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>Influential champions</td> <td>Building broad support</td> <td>Solutions advanced</td> <td>Solutions demonstrated at scale</td> <td>Early policy, regulation & targets</td> </tr> <tr> <td>5. Policy & Practice Diffusion</td> <td>Organisational champions</td> <td>Expanding the community of practice</td> <td>Capacity building</td> <td>Widespread implementation and learning</td> <td>Effective policy, regulation & targets</td> </tr> <tr> <td>6. Embedding New Practice</td> <td>Multi-stakeholder networks</td> <td>Guiding consistent application</td> <td>Monitoring & evaluation</td> <td>Standardisation & refinement</td> <td>Comprehensive policy & regulation</td> </tr> </tbody> </table>	Enabling Factors							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 & ideas	Causes & 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 & targets	5. Policy & Practice Diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation & targets	6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring & evaluation	Standardisation & refinement	Comprehensive policy & regulation
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<p>3. Provide greater WSUD information and guidance on Council's website to support improved water management in the private realm. Build capacity to enable increase compliance with Victorian Planning Provisions relating to IWM (including VPP Clause 56.04-7 and VPP Amendment C154) for urban development on private land.</p>	<ul style="list-style-type: none"> ● Building experience of implementation to apply design solutions in the private realm ● State policy for IWM are understood and applied accordingly 	<table border="1"> <thead> <tr> <th colspan="6">Enabling Factors</th> </tr> <tr> <th></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></td> <td>Issue highlighted</td> <td>Issue examined</td> <td></td> </tr> <tr> <td>2. Issue Definition</td> <td>Individual champions</td> <td>Sharing concerns & ideas</td> <td>Causes & impacts examined</td> <td>Solutions explored</td> <td>Basic information</td> </tr> <tr> <td>3. Shared Understanding & 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>Influential champions</td> <td>Building broad support</td> <td>Solutions advanced</td> <td>Solutions demonstrated at scale</td> <td>Early policy, regulation & targets</td> </tr> <tr> <td>5. Policy & Practice Diffusion</td> <td>Organisational champions</td> <td>Expanding the community of practice</td> <td>Capacity building</td> <td>Widespread implementation and learning</td> <td>Effective policy, regulation & targets</td> </tr> <tr> <td>6. Embedding New Practice</td> <td>Multi-stakeholder networks</td> <td>Guiding consistent application</td> <td>Monitoring & evaluation</td> <td>Standardisation & refinement</td> <td>Comprehensive policy & regulation</td> </tr> </tbody> </table>	Enabling Factors							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 & ideas	Causes & 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 & targets	5. Policy & Practice Diffusion	Organisational champions	Expanding the community of practice	Capacity building	Widespread implementation and learning	Effective policy, regulation & targets	6. Embedding New Practice	Multi-stakeholder networks	Guiding consistent application	Monitoring & evaluation	Standardisation & refinement	Comprehensive policy & regulation
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Applying IWM Assessment outputs

City of Glen Eira

Providing an evidence-based framework for focussed council investment in IWM

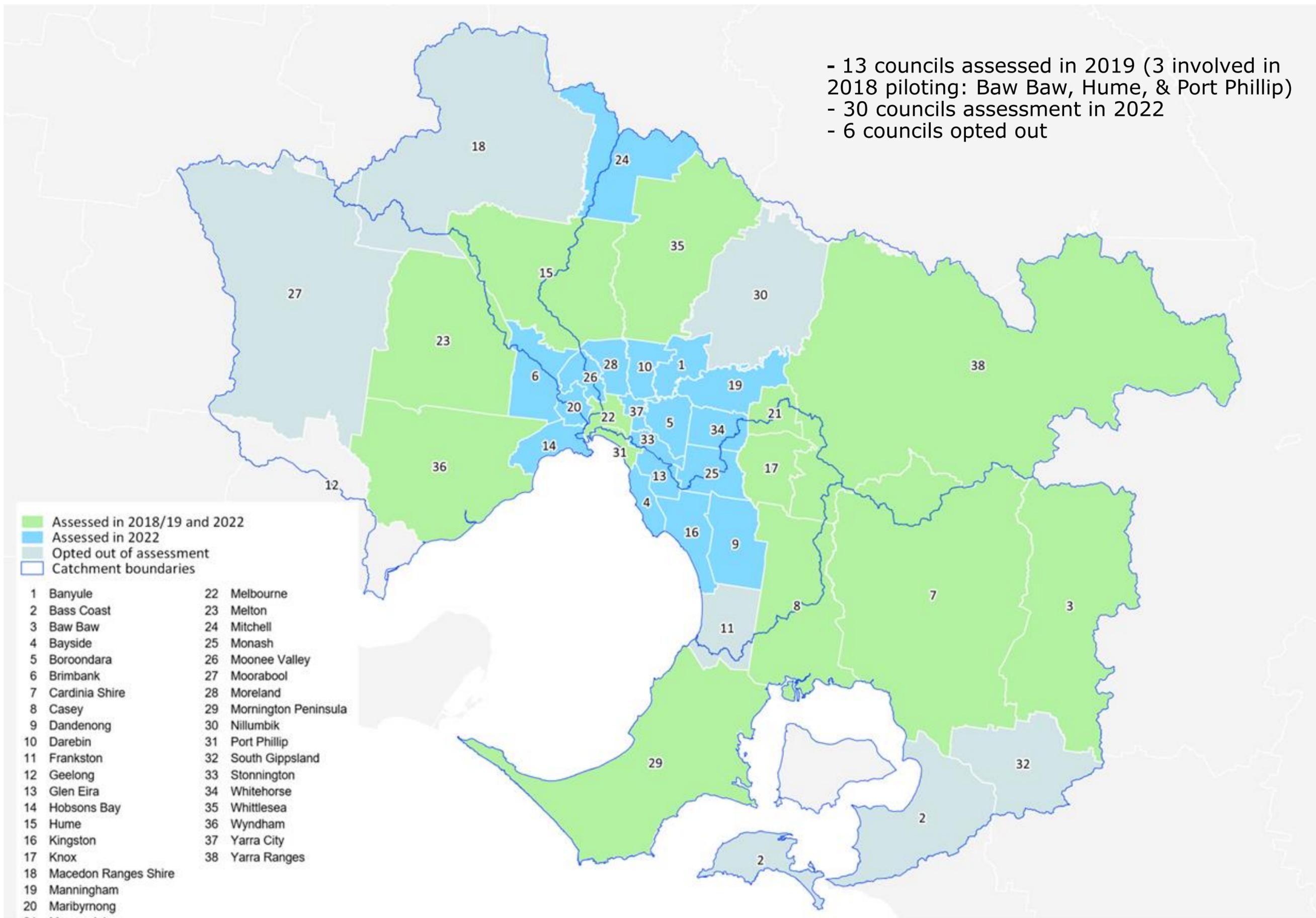


Objective 3: Strengthen cross-organisational capability and collaboration on community wellbeing, cultural regeneration, climate adaptation, urban greening and water management

Action	Status	Lead	Measures	Cost	Funding	2022-23	2023-24	2024-25	2025-26
Initiative 3.1: Build well developed capacity with Council to deliver integrated water management strategies									
3.1.1 Establish processes for cross-organisational governance of urban greening and water management to provide strategic and technical input into the capital works planning process and asset management framework	Enhance	Climate and Sustainability	Process established and implemented	Officer time	Operations	●	●		
3.1.2 Develop locally and culturally relevant IWM training and capacity building series for Council officers with roles in planning, asset management, project management implementation, assessment and reporting	Start	Climate and Sustainability	Number of Council officers trained	L	Operations	●	●	●	
Initiative 3.2: Embed IWM into Council planning and delivery frameworks									
3.2.1 Identify and leverage synergies between water management objectives and planning, urban greening and community health, strategies, plans and initiatives through the Integrated Report Framework and Asset Plan process	Ongoing	Climate and Sustainability	Council strategies and plans incorporate IWM / WSUD objectives, (including structure plans and asset management plans)	Officer time	Operations	●	●		

Council involvement in IWM transition assessment

- 13 councils assessed in 2019 (3 involved in 2018 piloting: Baw Baw, Hume, & Port Phillip)
- 30 councils assessment in 2022
- 6 councils opted out



E2DESIGNLAB



Melbourne Water
Enhancing Life and Liveability

2022 IWM progress status of councils

7 councils with similar results

		Enabling Factors				
		Champions	Partnership working	Knowledge	Programs and applications	Tools and resources
Transition Phase	1. Local Engagement	Local actions		Local highlights	Local activities	
	2. Local Collaboration	Individual champions	Working across the local authority	Local & regional networks	Networks established	Local resources
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	4. Knowledge Development	Individual champions	Building shared expertise	Local networks	Networks established in place	Early policy integration & uptake
	5. Policy & Program Definition	Organisational champions	Supporting the development of projects	Capacity building	Understand requirements and funding	Effective policy integration & uptake
	6. Embedding the Practice	Local champions identified	Building sustainable applications	Workshops & activities	Programs in place	Comprehensive policy & regulation

6 councils with similar results

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Early embedding of IWM

Well-progressed

4 councils with similar results

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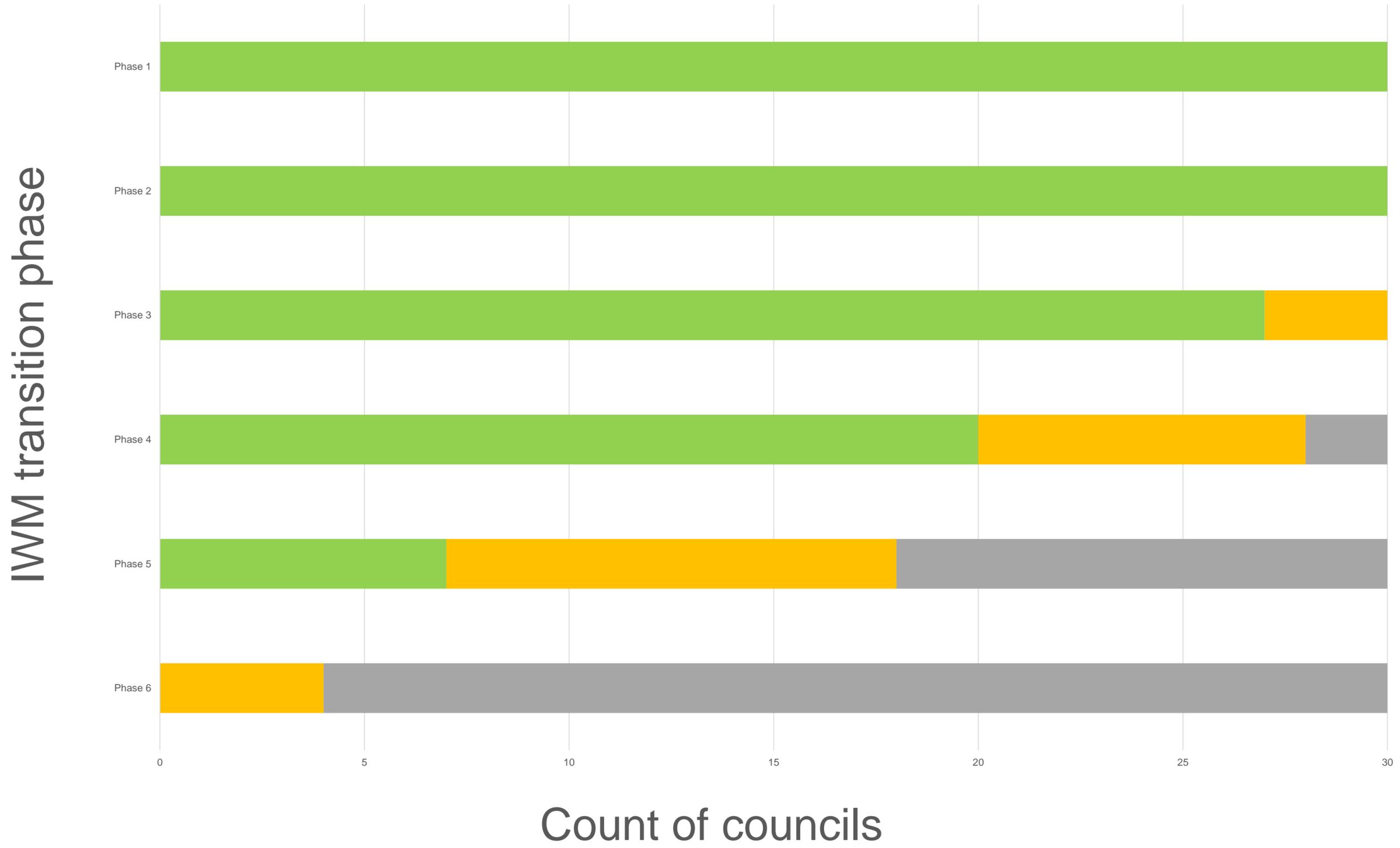
8 councils with similar results

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5 councils with similar results

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Deeper dive : Highest transition phase of Projects and Applications evident and embedded in council practice



Change in IWM transition: 2018/19 to 2022



Summary of key actions to support councils IWM transition

Recommended action	Count of councils
Formalise an IWM working group with cross council unit area representation	12
Develop local WSUD materials and guidance materials to support improved practice (targeting developers)	7
Undertake a WSUD masterplan to underpin investment and capital works program	7
Strengthen community IWM awareness and knowledge by providing information on council's website	4
Develop or update council's IWM plan to guide strategic action and investment	3
Undertake WSUD audits, monitoring and evaluation to inform budgets and improve practice	2
Establish a stormwater in-lieu scheme to provide flexibility in how stormwater policy requirements are achieved	2
Implement a WSUD/IWM pilot project to demonstrate benefits and help overcome barriers to widespread implementation	2
Fund an ongoing IWM officer position to facilitate internal collaboration, share knowledge and drive action	2
Build a learning culture across council and widely promote WSUD/IWM capacity building activities	2
Create systems and processes to drive and support IWM projects across Council	2



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Enhancing Life and Liveability