

WHICH WAY TO WATER SENSITIVE CITIES?

Exploring the processes and pathways to a water sensitive Perth.



Yvette Bettini

PhD Candidate

Centre for Water Sensitive Cities

Supervisors: Professor Rebekah
Brown, Dr Megan Farrelly

Flood
Drought
Climate change



GFC
Change of Government
Population Growth

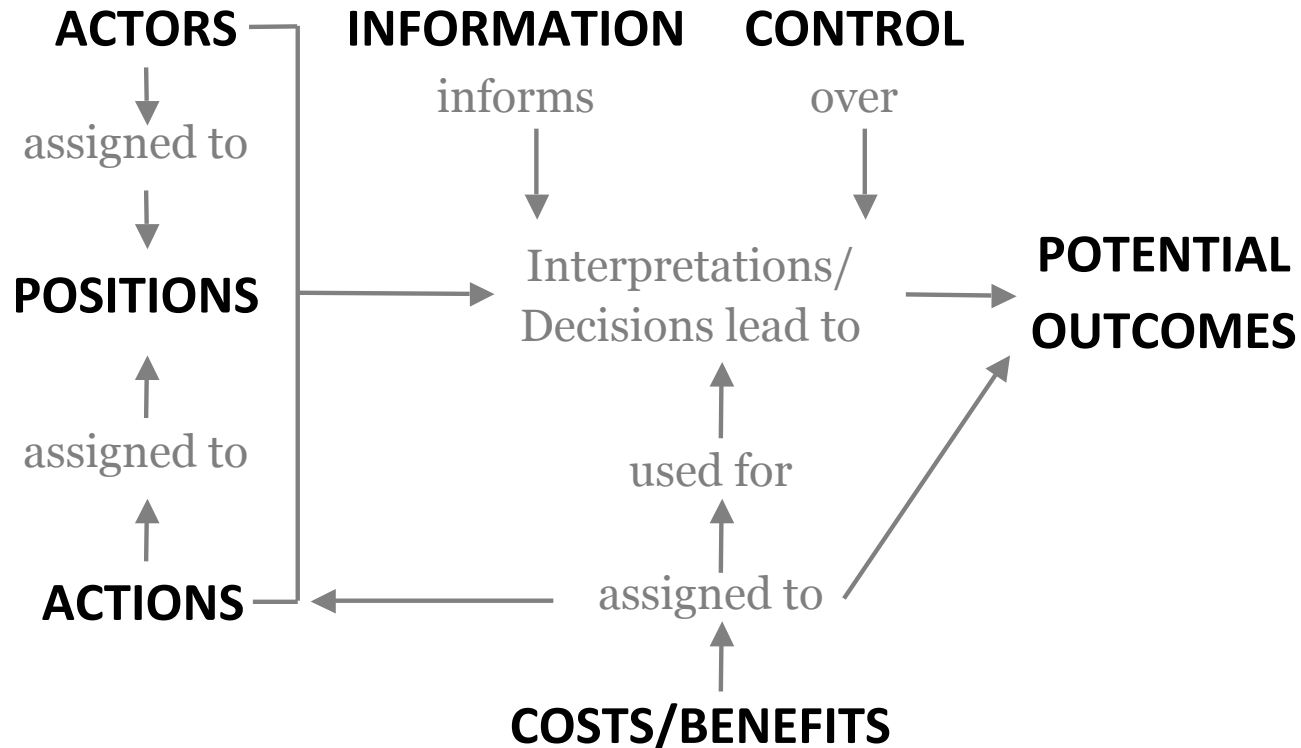


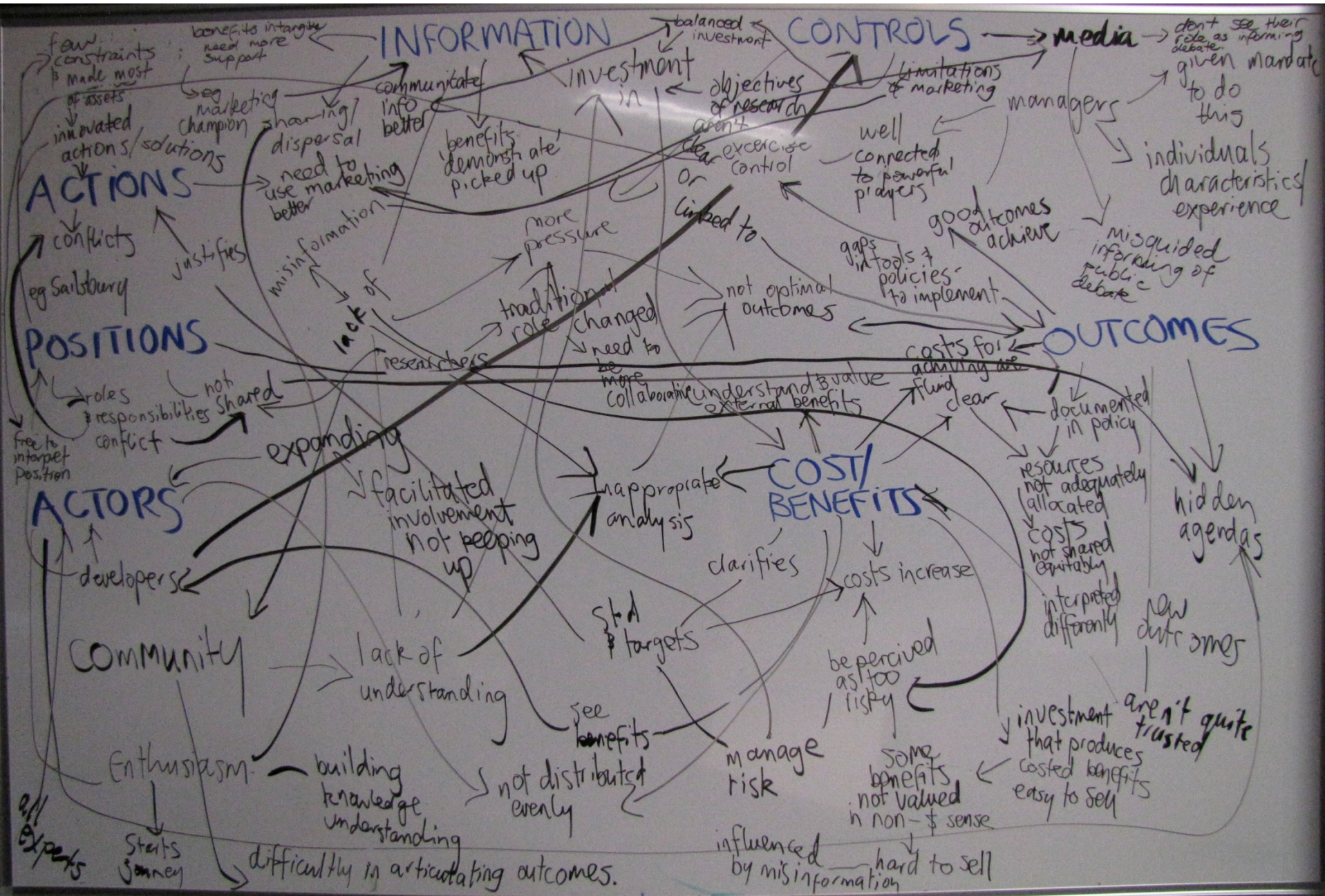
*You say you'll change the constitution
Well, you know
We all want to change your head.
You tell me it's the institution,
Well, you know
You better free your mind instead.*

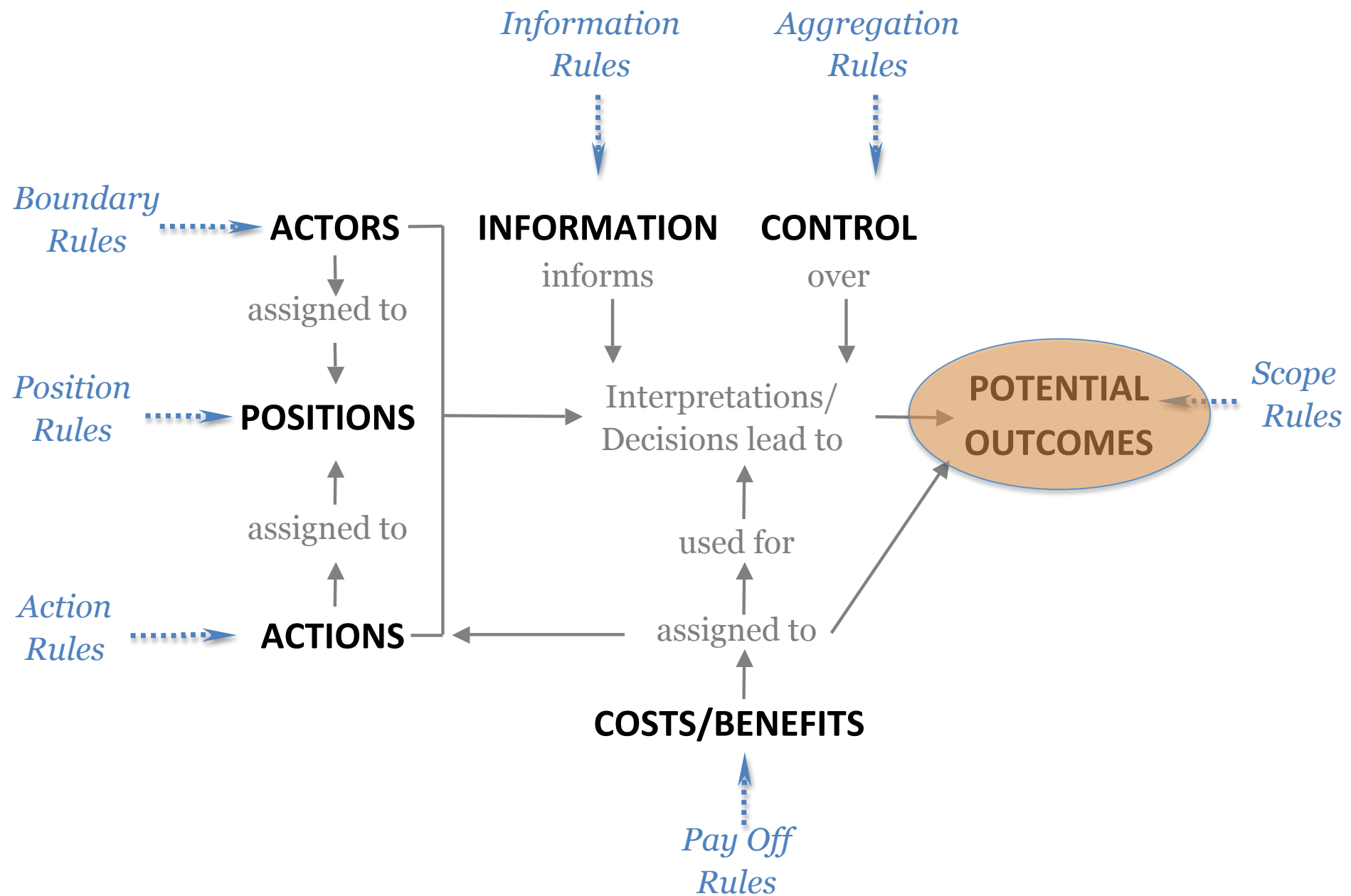


Governance:

Who gets what, where, when and why.





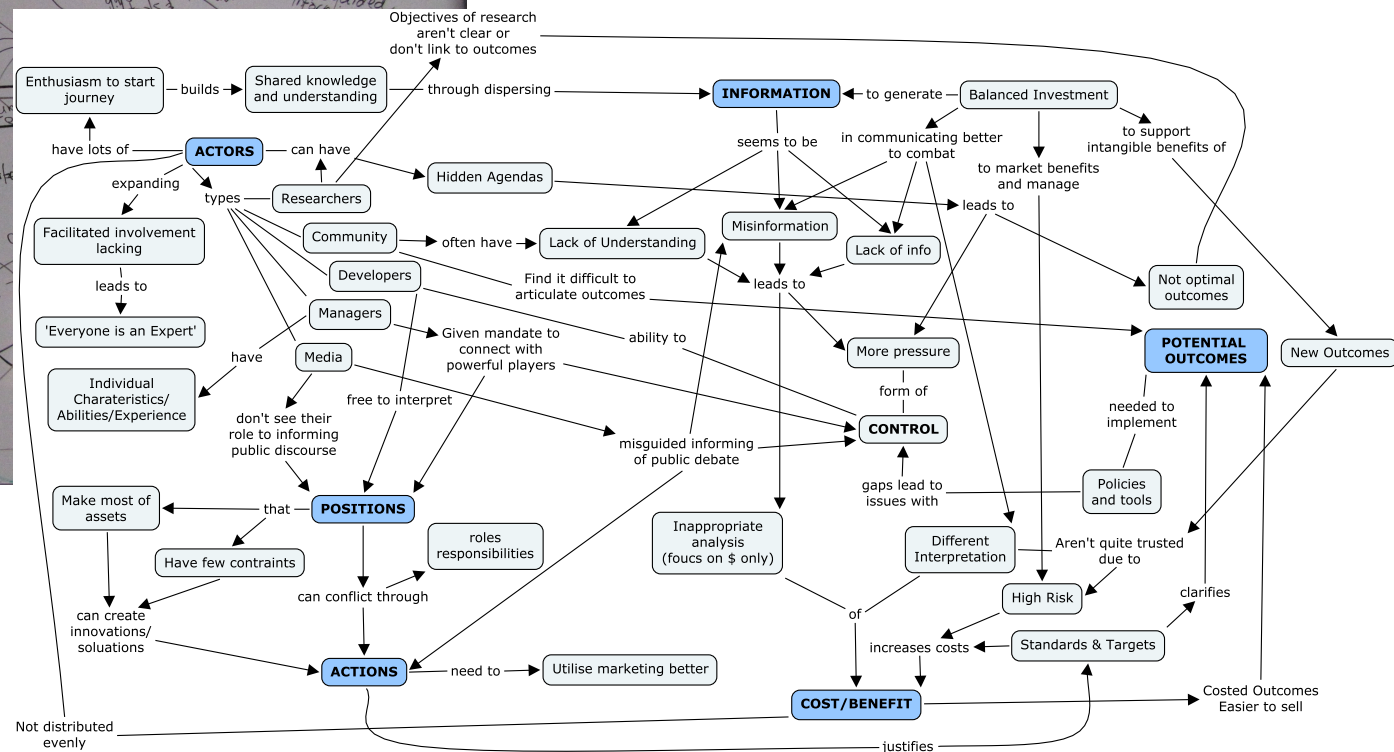
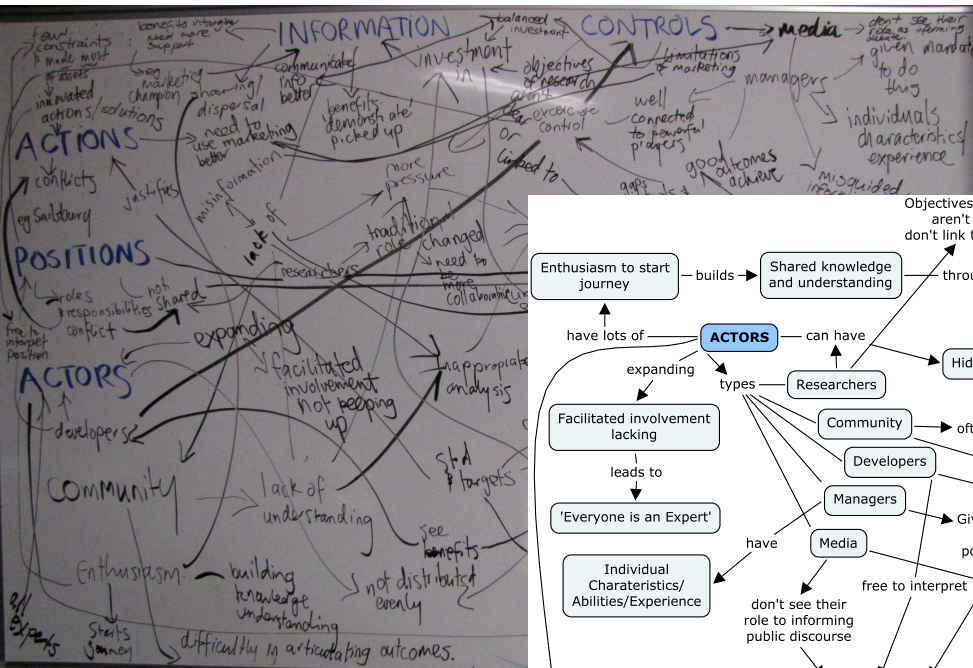


Rules-in-use

- Tacit, professional, experiential, corporate knowledge
- Norms
- Understandings (cognitive frames)
- Highly context specific
- Can't always be taught, but can be learned

What are the rules-in-use?

How can we use them?



Institutional Attributes

- Professional Practice
- Identity and Mission
- Beliefs and Cognitive frames
- Governance setting
- Policy Direction
- Inter-organisational relations
- Discourse (public and professional)
- Space for innovation and learning
- Strategic support

Institutional Dynamics

- Maintaining
 - Policing, deterring, mythologising, routinising
- Creating
 - Advocating, constructing identity, changing associations, mimicry, educating
- Disrupting
 - Disconnecting rewards/sanctions, dissociating moral foundations, underpinning core assumptions

Institutional Dynamics in Perth

	Maintaining	Creating	Disrupting
<i>Professional Practices</i>	✓	⊘	⊘
<i>Identity and Mission</i>	✓	⊘	⊘
<i>Beliefs and Cognitive Frames</i>	✓	≈	⊘
<i>Governance Setting</i>	✓	⊘	⊘
<i>Inter-organisational relations</i>	✓	≈	⊘
<i>Public Discourse</i>	✓	≈	≈
<i>Space for Innovation and learning</i>	⊘	⊘	⊘
<i>Strategic Support</i>	✓	≈	⊘

Beliefs and Cognitive Frames

- Creating

- Dissonance between framing of the problem and professional knowledge and experience
- At individual level, not coalescing to gain momentum (to disrupt)

- Disrupting

- Ad hoc demonstration projects, not quite 'demonstrating'

'...they do some really good stuff and yet unless it's business as usual, you don't really hear about it.'

Inter-organisational relations

- Creating
 - Work to integrate land-use planning and water services
- Disrupting
 - Drainage governance arrangements

Now they've formed the so-called C21. they're the ones that are driving the broader questions, so things like urban water drainage, and water quality.

Discourse

- Creating
 - Informal discussions questioning and changing normative associations, defining new solutions and approaches
 - Not captured and informing wider debate

'Informal 'coffee chats' to discuss issues, ideas, ways forward collaboratively...'

Strategic support

- Creative
 - Managerial support in small pockets
 - Significant disincentives for ‘doing things differently’

‘No-one will make the first step... no-one’s going to go over the trench because they’re going to, the machine guns are going to mow you down.’

‘Being supported by my manager to try a new approach, to allow for innovation.’

Institutional Dynamics in Adeladie

	Maintaining	Creating	Disrupting
<i>Professional Practices</i>	✓	✓	✓
<i>Identity and Mission</i>	⊘	✓	⊘
<i>Beliefs and Cognitive Frames</i>	⊘	✓	✓
<i>Governance Setting</i>	≈	✓	✓
<i>Policy Direction</i>	✓	✓	⊘
<i>Inter-organisational relations</i>	⊘	✓	✓
<i>Public Discourse</i>	⊘	✓	✓
<i>Space for Innovation and learning</i>	⊘	✓	≈
<i>Strategic Support</i>	≈	✓	≈

The Rise of Stormwater

'We were starting to think... if we got high salinity flows in the River Murray what does that mean to us?'

- **New information and feedbacks**

Shared understandings, new problem frame

'Recycle it and use it and green up our parks'

- **Multiple values for water**

Healthy coasts & wetlands, green spaces.

'People were rightly asking questions about business as usual, and just rolling out more and more mains water from reservoirs is not necessarily the right way to go and what are you going to do about it.'

- **Incentives for action**

Community pressure, industry leader, political costs, higher water costs

- **Space to play**

Reinterpret role, explore new territory, capture new knowledge, collaborate on new rules.

'The important thing...is to work with your regulator...talk to them about what your intent is so there're no surprises when you go for actual approval.'



The Uptake of Stormwater harvesting

‘Every time there is a lot of rain in Adelaide and people see water going down drains and down creeks and out to sea they say why aren’t we collecting all this water?’

‘There were some quite vocal people... talking up the benefits of stormwater harvesting...you could help with water security, you could help with heat island effect, you could stop pollutants going out to sea.’

- Shared understandings

Narratives for communication

- Collaboration within industry

Shared agendas and pooling resources.

- Consistent messaging to decision-makers

Developed political support

- ‘Soft’ reform first

Recognises and builds on collaborative culture

‘...champions that were out and about and seeing things happening and more and more people getting on board.’

‘The plan gave a direction and in that was some cross-agency work that had to go on and that is going on.’



Institutional Change Ingredients?

there's been a fair bit of interest, politically and publically about stormwater management and the change of thinking about it being a resource'

1. Cognitive

2. Normative

'a lot of this is also around the changing of the values'

'The main governance arrangement is, we're working through at present is the fact that stormwater is not being widely understood...about the ownership of it, access to it and that sort of thing.'

3. Regulative



'Informal' Ingredients for Adaptive Governance?

- **Build shared understandings**
Problem frames and positive narratives.
- **Create safe places to play**
No sanctions for failure, but make sure learnings are captured and shared.
- **Informal networks need to...**
Exchange information & expertise, understand motivations & constraints, strengths & weaknesses, influence & power, and build trust
- **to utilise 'Windows of Opportunity'**
Need shared agendas, connected strategies, consistent messaging and positive narratives.
- **Community engagement is critical**
So values and messages come from the people who matter to key decision-makers, i.e. the voters.



Potential Capacities in Perth

- **Generate Discourse**
 - Need open discussions and debates, shared understandings
- **Develop Policy Direction**
 - Sector needs guidance on where it is heading – What do we think a WS Perth looks like?
- **Building on inter-org relationships**
 - Build on the trust and goodwill already created in new joint initiatives
- **Generate Strategic Support/Create space for innovation and learning**
 - Showcase successes, be explicit about risks and how to manage/share them to lessen the ‘fear of failure’ mentality
- **Use demonstration projects**
 - Need to consider governance implications as well as technical performance, monitor better and communicate findings

‘And people don’t quite know how to challenge it and work their way through with you know, new sort of opportunities.’

Possible missing capacities in Perth

- System Feedback Mechanisms
 - Information and sharing of information to provide feedback on performance and inform new approaches
- Incentives/disincentives for actors
 - Needed to encourage innovation, the emergence of champions and help remove 'maintaining' influences
- Inter-org connections
 - Some formal connections need to be established to help break down silos
- Forums for open professional discourse
 - To generate shared understandings and problem frames, and new rules-in-use for working together

'All it takes is a few networked champions operating in different areas selling the same message in the right ways to get things moving.'

Thank you!

yvette.bettini@monash.edu



Government of **Western Australia**
Department of **Water**



centre for water sensitive cities



MONASH University