Making IWM Standard Practice

Transition Guidance for Water Sector Organisations



Draft

VICTORIA State Government | Energy, Environment and Climate Action

Supported by Integrated Water Management Forums

VICTORIA State Government | Energy, Environment and Climate Action

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We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it.

We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

DEECA is committed to genuinely partnering with Victorian Traditional Owners and Victoria's Aboriginal community to progress their aspirations.



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Executive summary

Victoria is undertaking a deliberate, statewide transition to make Integrated Water Management (IWM) standard practice across the water sector. Through the IWM Forums, water sector partner organisations work together to improve collaboration, decision-making and the delivery of integrated water outcomes. The Forums are one of several mechanisms supporting the transition, however, a key condition is embedding IWM within the systems, processes and culture of partner organisations so that it becomes part of normal business-as-usual practice. In doing so, organisations contribute to, and accelerate, Victoria's broader transition to IWM as standard practice.

IWM depends not only on technical expertise and successful projects, but on the organisational conditions that allow integrated, place-based and multi-benefit outcomes to become routine. Where these conditions are weak, IWM can remain dependent on individual champions, isolated pilots and external funding opportunities. Where they are strong, leadership, governance, investment, collaboration and learning systems reinforce IWM through normal business practice.

The draft Transition Guidance provides partner organisations with a structured but adaptable pathway for strengthening these conditions. It is intended to support the broader IWM Guidance for Victoria, and the strategic outcomes advanced through the IWM Forums by helping organisations embed IWM principles, practices and behaviours within their own strategies, systems, decisions and accountabilities. The Guidance draws on concepts and approaches in the *CRC for Water Sensitive Cities Transitions Dynamics Framework*.

The guidance comprises three connected components:

1. **Assess** current organisational capability and capacity using six transition phases and four capability domains: leadership, strategy and organisational culture; delivery, investment and decision-making; partnerships, community and Traditional Owner engagement; and learning, performance and continuous improvement.
2. **Enhance** capability by identifying priority barriers and opportunities and selecting a manageable set of practical actions suited to the organisation’s maturity, role and operating context.
3. **Improve** by monitoring implementation and organisational change, sharing lessons and periodically reassessing maturity to refresh priorities and sustain progress.

The six transition phases describe a pathway from IWM being an emerging and largely champion-led concept to becoming embedded in organisational strategy, decision-making and business-as-usual practice. Progress is not expected to be linear or uniform. An organisation may demonstrate advanced capability in one domain while remaining at an earlier phase in another. The phases should therefore be used as evidence-based prompts for reflection and improvement, rather than as a simple score or judgement of organisational performance.

The assessment is supported by an Action Menu tool and the Playbook. The Action Menu links each transition phase to achievable near-term actions, relevant Playbook support and longer-term organisational changes. Organisations are encouraged to select and adapt a small number of actions that address their most material barriers or opportunities, rather than treating the menu as a prescribed checklist. The Playbook provides 19 adaptable Plays to help officers and managers work through organisational challenges and put selected actions into practice.

The intended long-term state is Phase 6 across all, or most, capability domains, where IWM is embedded in organisational strategies and decisions, shared accountability is established, collaboration and coordination are actively supported, and continuous learning and improvement are routine. The draft Guidance will be tested with selected partner organisations to assess its clarity, practicality and proportionality before refinement and broader adoption across the Metro IWM Forums.

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1. Purpose

The Transition Guidance provides a systematic and structured approach to embed IWM in partner organisations of the IWM Forums in Victoria. The Guidance provides references to the following supporting materials:

- *A Playbook to Strengthen IWM in your Organisation (*the Playbook*)*
- DEECA's Action Menu excel tool.

Together, these resources can be used to facilitate and support broad organisational cultural change and transition to IWM as a business-wide practice.

This Guidance is part of a larger transition in the way Victoria manages water. Across the state IWM Forums have been established to aid collaboration between Local Governments, Traditional Owners, Water Corporations, Catchment Management Authorities, and State Government to improve resilience by delivering the strategic outcomes shown below.



**Note: In the Metro IWM Forums, the Traditional Owner outcome has not been called out separately, with Traditional Owners noting that cultural values and Traditional Owner knowledge are an important part of many of these outcomes including healthy waterways and landscapes and community values reflected in place-based planning.*

2. Why embedding an IWM enabling culture matters

The Victorian IWM Program was established to support the long-term goal of embedding IWM as standard practice across Victoria. Through the IWM Forums, organisations have worked together to improve collaboration, decision-making and delivery of integrated water outcomes. While significant progress has been made, the sector remains in transition towards fully embedding IWM.

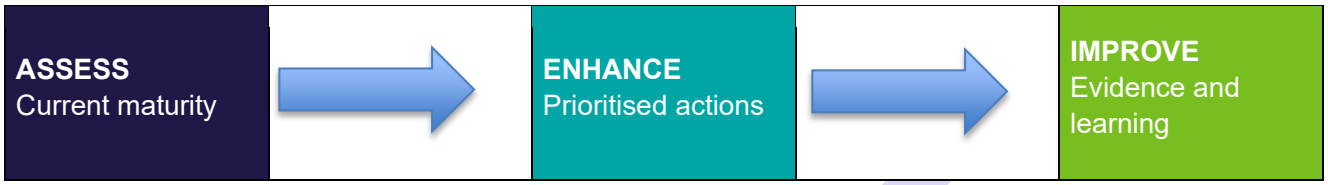
IWM seeks outcomes that extend across organisational boundaries, disciplines and investment categories. Delivering these outcomes consistently requires more than technical expertise. It requires leadership that authorises integrated approaches, governance that makes collaboration routine, investment systems that recognise multiple benefits, partnerships that support shared accountability, and learning systems that translate experience into improved practice.

Where these organisational conditions are weak, IWM can remain dependent on individual champions, isolated pilots, external funding opportunities or separate approval pathways. Where they are strong, staff can identify multi-benefit opportunities through normal business processes, collaborate across functions and organisations, and make decisions that account for public value, resilience, equity and whole-of-system impacts.

Central proposition
A key condition for IWM to become durable is for it to be embedded in the systems, behaviours and accountabilities of partner organisations, not treated as a separate program.

3. Guidance structure and adoption cycle

The guidance operates as a recurring organisational improvement cycle. The initial assessment establishes an overview of current organizational maturity, and facilitates an improvement focus to be selected. Actions are then selected and implemented in response to the assessment and improvement focus area. Monitoring and evaluation provide evidence of progress and inform the next reassessment. This cycle allows organisations to adapt their approach as capability develops and circumstances change.



Periodic reassessment closes the loop and helps organisations maintain momentum, identify uneven progress between capability domains and refresh priorities.

4. Integrated enhancement components

The Transition Guidance brings together three integrated components that support organisations to systematically strengthen their Integrated Water Management capability and capacity. Together, these components provide a continuous improvement pathway that enables organisations to assess their current maturity, identify and implement targeted actions to address barriers and opportunities, and monitor progress over time. This cyclical approach helps embed IWM into organisational strategy, decision-making, partnerships and business-as-usual practice, supporting a transition from champion-led activity to sustained, organisation-wide delivery of integrated outcomes.

Component 1: assess current capability and capacity

Component 1 is an organisational self-assessment to determine current maturity level of your IWM transition. It uses six transition phases to describe how IWM moves from an emerging concept to an embedded way of doing business. The phases provide a common language for discussing maturity, diagnosing constraints and agreeing a realistic next step.

Checklists of characteristics for each phase are listed at **Appendix A** to assist your organisation's self-assessment.

Table 1 Summary of transition phases[1]

Phase	Transition description	What this looks like
1	IWM is emerging and its value is not understood	Activity is champion-led, executive sponsorship is limited, and delivery is generally siloed.
2	IWM is recognised but is not part of organisational strategies	Awareness is increasing, but IWM remains discretionary and integrated projects are occasional.
3	IWM is supported through organisational strategy but has limited practice	Leadership and strategies support IWM, but implementation relies on motivated teams, coordinators and pilots.

[1] Adapted from Transition Dynamics Framework, WSCA, 2022

Phase	Transition description	What this looks like
4	IWM is adopted through organisational strategy and practice	IWM objectives appear in plans and reporting, integrated outcomes inform projects, and collaboration is becoming routine.
5	IWM is reshaping how the business works	Systems and processes are being redesigned around place-based, multi-benefit and whole-of-system outcomes.
6	IWM is how we do our business	IWM is embedded in strategy and decisions, shared accountability is established, and continuous improvement is routine.

Four capability domains

Each phase contains observable attributes across 4 domains. Organisations use the phase attributes (Appendix A) as a checklist and evidence base, rather than as a simple score. The assessment should identify both strengths to build on and constraints that require action. Different domains may sit at different phases, and the evidence should be recorded so that future reassessments can track genuine change.

Leadership, strategy and organisational culture

How IWM is integrated into core business, governance, accountability and organisational expectations.

Delivery, investment and decision-making

How the organisation plans, resources, assesses and delivers integrated outcomes.

Partnerships, community and Traditional Owner engagement

How the organisation works beyond its boundaries to achieve shared, place-based outcomes.

Learning, performance and continuous improvement

How evidence, knowledge, monitoring and reflection support adaptation and organisational learning.

Component 2: identify, prioritise, implement actions

Component 2 translates assessment findings into a practical improvement program. Actions should respond to the organisation's maturity, operating context and existing priorities. The aim is not to implement every possible action, it is to select a manageable set of interventions that can remove barriers, reinforce existing strengths and move capability toward Phase 6.

Action menu

The accompanying **Action Menu** translates the transition assessment into practical options for improvement. After identifying the phase that best reflects a capability domain, organisations should select a small number of relevant and achievable actions, rather than attempting to complete every action associated with that phase. Actions from adjacent phases may also be appropriate where organisational capability is uneven or where the necessary foundations are already in place. The suggested workflow in identifying and prioritising actions is shown below.

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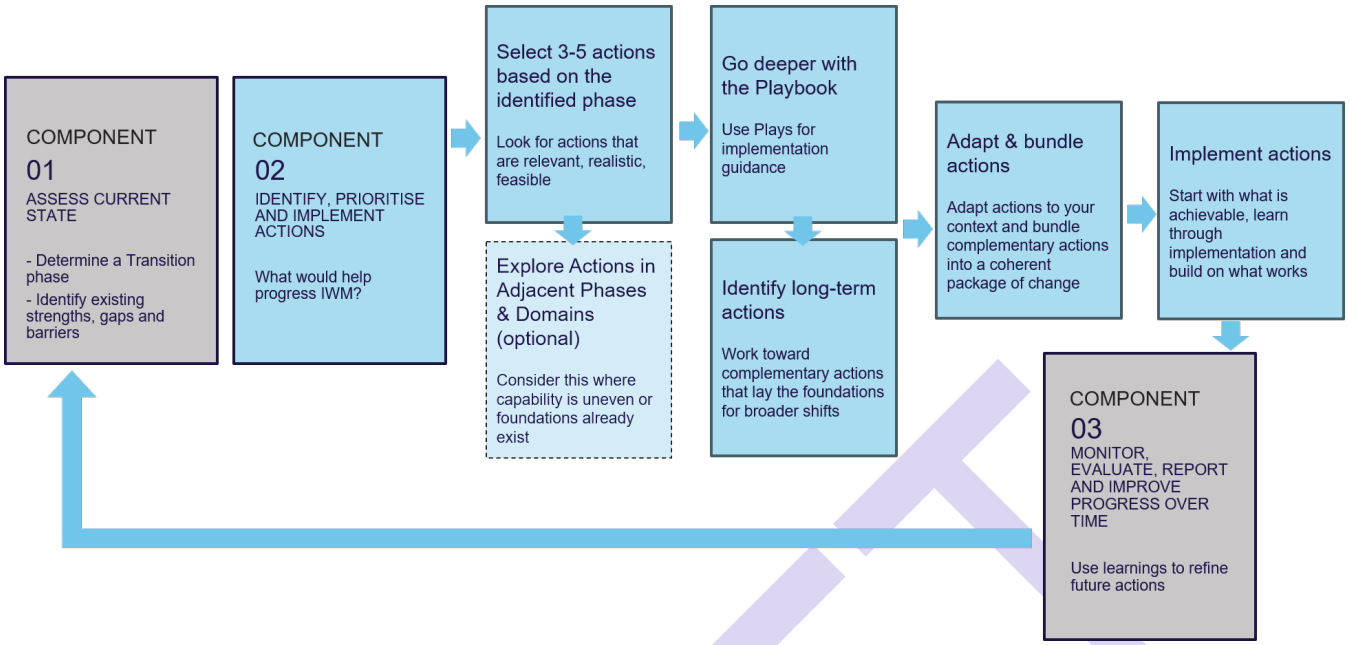


Figure 1 Assessment and implementation workflow

Appendix A provides a concise action pathway for each transition phase. The full Action Menu should be used to explore actions by transition phase and capability domain, identify related Playbook guidance, and consider complementary longer-term changes (refer Appendix C).

A Playbook to Strengthen IWM in your Organisation – Playbook

The accompanying ***A guide to Strengthen IWM in your Organisation*** (the Playbook) provides 19 adaptable "Plays" for officers and middle managers. The Plays can be selected according to the transition phase and the organisational challenge. These plays are not a hierarchical checklist of actions that must be implemented, but rather a library of potential activities to undertake based on the identified improvement focus.

Early plays emphasise establishing the driver, diagnosing the starting point, building commitment and using decision-maker language. Middle plays emphasise internal strategy, investable projects, pilots, capability and integration into systems. Later plays emphasise measurement, shared learning, external collaboration and sustaining IWM when conventional approaches dominate.

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Component 3: monitor, evaluate, report and improve

Component 3 makes organisational change visible and supports accountability. Organisations develop measures that reflect their own context, and the capability shifts they are seeking. Results should be evaluated and reported through the relevant IWM monitoring, evaluation, reporting and improvement arrangements, and used to refine future actions. When deciding on measures to monitor improvement, consider including both focused measures that relate to outputs as well as more broad measures that contribute to achieving shared IWM strategic outcomes and/or other specific organisational outcomes.

Measures should combine evidence of implementation with evidence of organisational change. Possible measures identified in the draft guidance includes:

- the number or proportion of major investments and projects in which cross-organisational IWM options are considered;
- the number or proportion of organisational strategic priorities aligned with IWM outcomes; and
- the proportion of staff completing IWM training.

To stimulate thinking for more outcomes-based measures, seek to align it with the Catchment Scale IWM measures and indicators found here, or with existing organisational strategy documents such as council plans, health and well-being and/or climate adaptation plans.

Additional measures may be needed to reflect executive sponsorship, governance changes, collaborative practice, Traditional Owner participation, use of different knowledge systems, shared accountability and the application of lessons. Measures should be useful for decision-making, proportionate to the organisation's role and capable of being revisited consistently.

5. Applying the guidance in an organisation

A practical application process can be organised around five steps. These steps interpret the three guidance components as an implementation sequence for pilot organisations.

1. Establish sponsorship and scope	Confirm a senior executive sponsor, identify the participating functions and agree how the assessment will be governed.
2. Complete the self-assessment	Review the phase attributes across all four capability domains, document evidence and agree the current maturity position.
3. Prioritise improvement actions	Identify the most material barriers and opportunities, select a small number of actions and include at least one achievable quick win.
4. Implement and monitor	Assign ownership, integrate actions into existing work programs where possible, and establish fit-for-purpose measures.
5. Review and reassess	Evaluate progress, share learning, adjust actions and periodically repeat the assessment.

6. Roles and responsibilities

Role	Core responsibility
Chief executive officer or managing director	Authorise and champion the organisational change, nominate a senior executive sponsor and reinforce IWM as a leadership, strategy and culture priority.
Senior executive sponsor	Provide leadership within their areas, authorise implementation and drive supporting arrangements such as monitoring and reporting.
IWM Working Group members and internal champions and practitioners	Provide technical and organisational knowledge, support executives, and champion cross-organisational initiatives and networks.
DEECA and IWM Forum Chairs	Provide support to executives and champions, and supporting resources, offer high-level briefings, and facilitate shared learning and collaborative problem-solving.

7. Pilot testing and refinement

The draft guidance is intended to be tested with a selected group of partner organisations before broader adoption. Pilot testing will examine whether the phase descriptions and checklists are clear, whether the improvement component supports practical action, and whether monitoring arrangements are useful and proportionate.

The proposed pilot approach involves DEECA and IWM Forum Chairs working with participating organisations to confirm willingness, secure an executive sponsor, provide briefings and clarification, and facilitate application of the guidance. Pilot organisations will complete the assessment, identify and implement improvement actions, establish measures and provide feedback on content, usability and application. The guidance will then be refined using pilot feedback before broader adoption across the Metro IWM Forums.

8. Principles for effective use

Some principles to keep in mind while applying this guidance:

Evidence-based: Use documented examples and organisational evidence to support the maturity assessment.

Developmental, not punitive: Use the phases to support honest reflection and improvement, not to highlight organisational deficiencies.

Tailored: Select actions that fit the organisation's role, mandate, context and current maturity.

Cross-functional: Involve the functions that shape strategy, investment, delivery, engagement and learning.

Partnership-oriented: Recognise that IWM outcomes depend on aligned roles and actions across organisations.

Iterative: Treat reassessment, learning and adjustment as core features of the guidance.

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Appendix A: Detailed transition phase assessment tables

The following tables contain the detailed assessment attributes for each of the six organisational transition phases. The transition phases have been adapted from the CRC for Water Sensitive Cities Transition Dynamics Framework and have been tailored to support organisational transition within the Victorian IWM context.

The assessment tables are intended to support evidence-based organisational self-assessment across the four capability domains. The attributes should be used as prompts and a checklist, rather than as a simple scoring mechanism.

Organisations are unlikely to sit within a single transition phase across all capability domains. Different domains may be at different stages of maturity and should therefore be assessed independently.

Phase 1: IWM is emerging and its value is not understood

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ IWM is primarily driven by a small number of individual champions rather than organisational commitment. ☐ There is little or no executive sponsorship for integrated approaches. ☐ Organisational performance measures focus on single-purpose outcomes.
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ Water is primarily understood through services, assets, risks or compliance obligations. ☐ Projects are planned and delivered independently by business units.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ IWM is emerging in conversations and understood as external, often through Forums as access to grant programs, pilot projects or external policy signals. ☐ Community and stakeholder understanding of IWM is low and does not consider the multiple benefits of water programs.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ Ecological and cultural considerations are recognised but treated as barriers or constraints, rather than core values.

Phase 2: IWM is recognised but is not part of organisational strategies

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ Funding mechanisms favour traditional business cases and single-purpose investments. ☐ Awareness of IWM benefits is increasing, but IWM is considered a "nice-to-have" that contributes to organisational costs. ☐ Tensions between existing practices and IWM aspirations become increasingly visible.
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ Integrated projects occur occasionally but are not systematically pursued. ☐ Water is increasingly understood as providing multiple forms of public value, not just services.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ IWM Forums are understood as external coordination platforms, but the organisation is unclear about how to use them to influence outcomes. ☐ Community understanding of IWM is low.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ IWM strategies and priorities are understood, but there is no clear mechanism for translating them into organisational priorities and delivery.

Phase 3: IWM is supported through organisational strategy but has limited practice

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ Executive leaders publicly support integrated outcomes. ☐ Council and wellbeing plans, environmental strategies or planning documents reference IWM principles.

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Capability domain	Assessment checklist
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ Dedicated resources or roles exist to coordinate IWM initiatives. ☐ Pilot projects and demonstration sites are being delivered. ☐ Implementation depends on motivated teams rather than standard organisational processes.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ There is acknowledgement that different organisations play different roles, but those roles and actions need to align to achieve water-system outcomes. ☐ Participation in IWM Forums and working groups becomes more deliberate and strategic. ☐ Community understanding of IWM is limited to local projects delivered.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ Different knowledge systems, including technical, local and First Nations knowledge, are recognised and increasingly treated as legitimate.

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Phase 4: IWM is adopted through organisational strategy and practice

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ IWM objectives are reflected in business plans, performance measures and reporting processes. ☐ The multiple values of water are more explicitly recognised, and instrumental objectives such as efficiency and reliability are no longer assumed to override other values and outcomes.
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ Integrated outcomes are routinely considered during project development and investment planning.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ Collaboration between planning, engineering, environment and community functions becomes standard practice. ☐ Partnerships with councils, water corporations and other agencies are actively maintained. ☐ Community understanding of IWM remains limited.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ Technical, local and Traditional Owner knowledge are increasingly valued and consistently reflected in decisions and narratives. ☐ Data, knowledge and insights are more routinely shared internally and with regional partners and are used to reflect on progress and adjust action, not just to report.

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Phase 5: IWM is reshaping how the business works

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ Water is understood internally as a shared socio-ecological system, not just a service domain. ☐ Organisational systems and processes are redesigned around place-based and multi-benefit outcomes. ☐ Strategic planning, service planning and infrastructure planning are closely aligned. ☐ Organisational culture encourages innovation, collaboration and adaptive management.
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ IWM principles and practices are applied beyond individual projects to strategies and programs. ☐ Decision-making increasingly considers cumulative impacts, trade-offs and uncertainty. ☐ Investment decisions consistently consider whole-of-system impacts and opportunities.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ Shared accountability exists across multiple departments and partner organisations. ☐ Success is measured through community, environmental and resilience outcomes, not simply asset performance. ☐ Community understanding of IWM is limited to engaged sectors of the community.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ Success is measured through community, environmental and resilience outcomes, not simply asset performance.

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Phase 6: IWM is how we do our business

Assessment checklist

Capability domain	Assessment checklist
Leadership, strategy and organisational culture	**How does the organisation integrate IWM into its core business, governance and accountability?** ☐ IWM is embedded in organisational strategies and decision-making. ☐ Collaboration and coordination are expected and actively supported. ☐ There is shared accountability throughout the organisation for prioritising and delivering IWM outcomes. ☐ IWM is no longer viewed as a separate program because it has become the default way of operating.
Delivery, investment and decision-making	**How does the organisation deliver outcomes and allocate resources?** ☐ Decisions consistently prioritise long-term public value, resilience and equity. ☐ Leadership, funding, systems and capability programs consistently reinforce integrated approaches. ☐ Staff naturally identify multi-benefit opportunities during business-as-usual activities.
Partnerships, community and Traditional Owner engagement	**How does the organisation work beyond its boundaries to achieve shared outcomes?** ☐ Community understanding of IWM is continuously improved, with communities consulted on IWM outcomes. ☐ Traditional Owners are enabled to participate as rights-holders and partners in shaping place-based decisions.
Learning, performance and continuous improvement	**How does the organisation create systems that support adaptation and organisational learning?** ☐ Continuous learning, monitoring and improvement are embedded in organisational practice.

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Appendix B: Suggested action pathways by transition phase

The suggested action pathways in this appendix provide a starting point following the assessment in Appendix A. For a more comprehensive and filterable set of actions, organisations should refer to the Action Menu (excel tool with link provided in Appendix C).

Phase 1: IWM is emerging and its value is not understood

Suggested actions for this phase

Start with	Playbook support	Work towards
A1: Develop a clear internal statement on why IWM matters.	P1 Establish the driver	L1: Include IWM awareness in induction and development
A2: Brief decision-makers on IWM and its organisational relevance.	P3 Diagnose the starting point	L2: reposition IWM as part of delivering organisational responsibilities
A4: Establish a simple register of relevant plans and initiatives.	P6 Clarify roles and collaboration points	L3: build readiness to engage openly with differences in water-related values.
A5: Start a barrier log.	P8 Understand how IWM solves others' problems.	
A7: Identify IWM participants and nominate organisational contacts		

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Phase 2: IWM is recognised but is not part of organisational strategies

Suggested actions for this phase

Start with	Playbook support	Work towards
A11: Identify upcoming decision and opportunity windows.	P2 Name the practice change	L4: actively maintain collaboration
A12: Support respectful engagement with Traditional Owners and communities.	P4 Build executive commitment	L5: strengthen leadership understanding of internal coordination
Establish or strengthen an internal cross-organisational working group.	P5 Form an internal working group or community of practice	L6: brief executives on the organisational challenges IWM addresses
	P16 Use the language and metrics of the decision-maker	L7: examine how current decisions privilege particular water-related outcomes and values

Phase 3: IWM is supported through organisational strategy but has limited practice

Suggested actions for this phase

Start with	Playbook support	Work towards
A13: Examine the relationship between organisational mandates and partner outcomes	P7 Develop an internal IWM strategy	L9 Embed IWM responsibilities and decision-making authority into organisational governance structures and delegations.
A14: Agree priority areas for organisational IWM effort	P10 Make projects investable and deliverable	L10 Update organisational strategies and plans to explicitly make commitments to IWM and increase alignment with shared outcomes.
A15: Update project and investment templates	P11 Use existing projects to implement IWM	L11 Begin aligning internal language, priorities and success measures with shared water system outcomes.
A16: Share demonstration projects and learning.	P13 Establish pilot projects	L12 Embed outcome-based testing into governance, assurance and investment processes.
A17: Further mature the internal IWM working group.	P15 Build internal capability	

Phase 4: IWM is adopted through organisational strategy and practice

Suggested actions for this phase

Start with	Playbook support	Work towards
A19: Create routine internal knowledge-sharing routes	P9 Build IWM into decision-making and systems	Prioritise L17–L24, particularly internal integration guidance, stronger feedback loops, learning-oriented evaluation, mechanisms that retain learning, partner trust and shared regional indicators.
A20: Establish practices supporting reflection and peer learning	P12 Capture and share lessons	
A21: Document and circulate lessons from place-based initiatives.	P17 Be a collaborator externally	
A22: Support participation in cross-sector collaborative networks	P19 Describe, measure and track IWM	
A23: Recognise relationships and trust as dimensions of organisational success.		

Phase 5: IWM is reshaping how the business works

Suggested actions for this phase

Start with	Playbook support	Work towards
A24: Apply an IWM lens to major decisions	P9 Build IWM into decision-making and systems	Prioritise L25–L29, covering alignment of budgets with shared outcomes, resilient investment, regional outcome reporting, collective stewardship, and integration of IWM expectations into governance and accountability
A25: Adjust funding or approval processes to support integration	P17 Be a collaborator externally	
A26: Recognise and reward collaborative behaviour	P18 Keep IWM in the game	
A27: Periodically review partnership health	P19 Describe, measure and track IWM	
A28: Use place-based evidence in policy discussions		

Phase 6: IWM is how we do our business

Suggested actions for this phase

Start with	Playbook support	Work towards
A30: Share leadership and learning with other organisations	P12 Capture and share lessons	A29 provides an overarching sustained-state ambition: institutionalising adaptive governance and intergenerational stewardship by preserving future options, resilience and adaptive practice
A31: Celebrate successes demonstrating system-level impact	P15 Build internal capability	
A32–A33: Sustain investment in regional coordination, capability, partnerships and learning	P17 Be a collaborator externally	
A34: Maintain relationships, trust and collaboration protocols.	P18 Keep IWM in the game	
A36–A38: Maintain commitments through renewal cycles and regularly review contribution to shared regional outcomes.	P19 Describe, measure and track IWM	

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Appendix C: Reference documents

A Playbook to Strengthen IWM in your Organisation:

The Playbook can be found at: [Link will be inserted when published]

Action Menu:

The Action Menu is a tool that can be used alongside assessment results to identify an appropriate mix of actions across capability domains and transition phases, which can then be prioritised and agreed by the organisation.

The Action Menu is in an excel format to allow practitioners to filter by capability domain and transition phase. The Action Menu can be found at [Link will be inserted when published]

Clearwater Webinar links:

IWM 101: Foundations & Inspiration

An introduction to the core principles of IWM, Victoria's IWM journey and emerging future opportunities for practice.

Cross-sectoral Collaboration

Practical insights into building effective partnerships and navigating and effectively delivering complex, multi-stakeholder IWM projects.

Leadership & Influence

Practical tools and approaches for building support and influencing for IWM outcomes, including when you don't have formal authority.

Embedding IWM in your organisation Part A

Insights from practitioners on building collaborative culture, capability and organisational support for IWM.

Embedding IWM in your organisation Part B

Insights from practitioners on building collaboration, capability and organisational support for IWM as standard practice.

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