



**Peter Cullen
Water and
Environment Trust**

20—
21

ANNUAL REPORT



Our Inspiration

Professor Peter Cullen

The late Professor Peter Cullen AO (1943-2008) was a water scientist with a superb capacity to synthesise and communicate complex ideas in a simple, clear way to local communities, policy makers and politicians. Peter made an enormous contribution to the management of water resources in Australia and was instrumental in elevating the need for water reform to a topic of national debate. He was highly influential in Australian government decisions to invest at unprecedented levels in the National Action Plan for Salinity and Water Quality, the National Water Initiative, and the National Plan for Water Security.



About the Trust

The Peter Cullen Water and Environment Trust is a registered Australian Charity with a mission to bridge the gap between science and policy in the water and environment sector. Our mandate is to carry on the legacy of the late Professor Peter Cullen, renowned ecologist and water scientist. Professor Cullen was a powerful advocate for evidence-based decision making around Australia's water resources. The Trust continues that legacy not by advocating, but by providing the opportunity and the space for the conversations that matter.

For over 11 years the Trust has supported community leaders and professionals to build their leadership capabilities so they can more effectively manage Australia's water and natural resources and influence policy to achieve improvements in rural and urban water management in Australia. Primarily we do this through our renowned leadership programs - the Science to Policy Leadership Program and the Women in Water Leadership Program. Our Programs also provide a foundation for a Fellows Network of committed, active and inspiring individuals making a difference to how our natural resources are managed for future generations.

Learn more about the Peter Cullen Water and Environment Trust at petercullentrust.org.au

Our Patron

The Reverend Vicky Cullen

The Trust acknowledges and thanks our Patron, the Reverend Vicky Cullen, for her generous and ongoing support. Vicky has been an outstanding advocate for her late husband's work, a regular speaker and VIP at Trust events and a generous donor over many years. Vicky's donations allow the Trust to provide full scholarships to Indigenous Australian applicants and others on our Science to Policy and Women in Water Programs each year.



Our Mission

To bridge Science, People and the Environment through inspiring and cultivating meaningful conversations and capacity building

Our Purpose

Our Purpose is to carry on the legacy of the late Professor Peter Cullen AO by:

- Strengthening the understanding between science, policy and stakeholders in the management of water and environment
- Supporting researchers and professionals 'who can speak for the rivers' with clarity and credibility
- Promoting informed exchange and debate on important water and environmental management issues
- Building capacity in science and policy for water and environmental management
- Building links between the scientific and political communities in order to promote effective management of our river systems

Our Vision

A world where water and the environment are managed sustainably and equitably.

Our Actions

- Delivering our two flagship leadership programs annually: The Science to Policy and the Women in Water Leadership Program
- Design and delivery of bespoke programs such as the Water Services Association of Australia Young Utility Leaders' Program and the Communicating with Impact and Influence Program
- The Fellow's Program of ongoing leadership and professional development and Fellow's led events such as the Lunch with a Leader Series
- Supporting the National Fellows' Network, including mentoring for Fellows
- Building networks and facilitating discussions locally, regionally and nationally
- Partnering to deliver the annual Peter Cullen Lecture
- Maintain connections and raise awareness of current issues through our quarterly newsletter, *Bridging*.



The Peter Cullen Trust respectfully acknowledges the Aboriginal and Torres Strait Islander people of Australia and recognises their continuing connection to their lands, waters and communities. We pay our respects to the Aboriginal and Torres Strait Islander cultures, and to their leaders past, present and emerging. The Peter Cullen Trust proudly supports the empowerment of Indigenous leaders through our leadership programs, their ongoing personal and professional development, and their influence.



Chairperson's Review

The 2021 Financial Year, my second as Chair, has been challenging for the Peter Cullen Trust, under the cloud of COVID-19 for 12 months, with the uncertainty lockdowns, lock-outs, deferrals and disruptions. My colleagues, the fellow Directors of the Board of the Trust, have been amazing in reviewing scenarios and strategies and guiding the organisation through the maze. The Peter Cullen Trust has proven resilient, the foundations have remained secure, and we have gone forward building a stronger organisation, focused on Peter Cullen's legacy.

A very special thanks to Tom Mollenkopf, who stepped down in February 2021, after four years as Chief Executive Officer. Tom's legacy has positioned the Peter Cullen Trust for long term success through establishing exemplary governance, transitioning the Women in Water Leadership Program into a national program, and managing through 12 months of COVID-19 uncertainty. At the same time, we said farewell to Kate MacMaster, our Programs Director, who also commenced along with Tom in 2017 and departed in 2021. Kate has been the driving force in establishing new programs in partnerships with the Water Services Association of Australia, the Murray Darling Association and Department of Environment, Land, Water and Planning, and new on-line Fellows programs.

The Board greatly appreciates the leadership of Tom and Kate, who together achieved so much.

We were delighted to welcome Darryl Day, who commenced as Chief Executive Officer in February 2021, building on Tom's legacy whilst navigating the way through the COVID-19 disruptions. The Board is very appreciative of the work by both Tom and Darryl in passing the baton, in a seamless transition, at such a challenging time. In January 2021, we were also delighted to welcome Dr Bek Christensen as Programs Director. Again, the transition was seamless, with Bek taking carriage of the Women in Water Leadership Program in March 2021. As a result of COVID-19 disruptions, this was the first Leadership Program since the Science to Policy Leadership Program commenced in September 2019.



Thank you to Leith Bouilly, who as Program Director for the flagship leadership programs designed and has directed each program since 2010, and now leads 10-year reflections. An amazing effort in the leadership journey of over 200 Fellows.

The new 2021-2024 Strategic Plan was approved by the Board in February 2021 provides an exciting focus in the evolution of the Peter Cullen Trust at individual leader, network of leaders and systems levels. The Board is very appreciative, and highly regards, the work of our leadership team, Darryl, Bek and Linda Cumming (Executive Officer), in working together with the Board to guide the Trust in such an uncertain world.

I take this opportunity to thank the Fellows Network which manage the alumni programs and encourage and challenge each other to be better leaders. I would also like to highlight the important contribution of the 150 Friends of the Trust who provide deep wisdom and support for our work.

Finally, I would like to thank my fellow Directors for their unwavering support, dedication, wise counsel and volunteering their valuable time in guiding the Peter Cullen Trust. I would especially like to pay tribute to Kaye Cavanagh who served with such distinction on the Board for six years and continues to play a critical role assisting the work of the Trust.

**The Hon Karlene Maywald
Chairperson**

Chief Executive Officer Report

I am honoured to provide my first report as the Chief Executive Officer of the Peter Cullen Trust after commencing in the role in February 2021. An amazing organisation, committed to continuing Peter Cullen's legacy through authentic leaders of today and tomorrow. We now have over 200 Fellows in the alumni. I feel privileged to have had the opportunity to debate the merits of water policy, water justice and leadership in climate change with Peter Cullen. Debates in which there was no single source of truth, but which were always the opportunity to explore new perspectives and reflect on my own values and leadership.

My thanks to my predecessor, Tom Mollenkopf, who transformed so much of the operations of the Trust and worked constructively with our partners and supporters. A remarkable effort which has placed the Trust in a sound position and allowed us to ride with confidence through the chaos of COVID-19.

After deferrals for both the Women in Water and Science to Policy Leadership Programs, a window of opportunity opened in March 2021 which we jumped at to run Session One of the Women in Water Leadership Program. This was the first Leadership Program delivered since 2019, and the opportunity was enthusiastically embraced by the 16 participants. The program design changed to an on-line format after Session One, which was highly successful with the introduction of new elements.

We were delighted to extend the opportunity for scholarship positions with the amazing support of our scholarship sponsors. In addition, we welcomed the Pinnacle Foundation Trust, in conjunction with Riparian Capital as our partner for the Women in Water Leadership Program. This partnership provides the opportunity to enhance the engagement, learning and participation in the Women in Water program, and alumni.

Two programs that were very successful, despite the disruptions of COVID-19, were the 2021 Young Utility Leaders Program in partnership with the Water Services Association of Australia and the Communicating with Impact and Influence program in partnership with the Department of Environment, Land, Water and Planning.



Both programs were an outstanding success. We are honoured to have the support of our partners in delivering these programs.

A positive initiative during the COVID-19 disruptions was a pivot to on-line events supporting the Fellows leadership journeys and connection across the network. There are lessons from the way we engaged to take forward in the design of future Fellow's activities.

As mentioned by the Chair, a new Strategic Plan (2021-2024) now guides the Peter Cullen Trust. This vision and focus will provide new opportunities to strength the Fellows Network and support the influence of the alumni. We need the passion of Peter Cullen advocating and influencing the political, business and community leadership, and in particular the voices of Indigenous nations in science and policy.

I extend my thanks to our talented and passionate team of Linda Cumming (Executive Officer) and Bek Christensen (Programs Director) in delivering the programs. We are inspired to be working with the Friends and Fellows in addressing equity, cultural and environmental challenges in managing water.

I would like to thank our Chair, Karlene Maywald, and the Board for their support and guidance. Thank you also to our sponsors, donors and partners, especially the Institute of Applied Ecology (University of Canberra) which hosts the Trust.

**Darryl Day
CEO**



Our Work

Transforming Leaders

- The 2020-21 Women in Water Leadership Program
- The 2021-22 Science to Policy Leadership Program
- Bespoke Programs

The Peter Cullen Trust 2020-21 Women in Water Leadership Program

At the end of 2019, 14 candidates were selected to participate in the Peter Cullen Trust 2020 Women in Water Leadership Program. The participants were packed and ready to fly to Canberra on March 15 to begin the Program when the first nationwide COVID-19 lockdown was announced. For the first time since its establishment the Trust had to postpone one of its Programs.

After several attempts to run the Program in 2020, Session One finally took place in Canberra 17-21 May 2021 with a total of 16 participants. It was an overwhelming success. After waiting more than a year to get started, the appetite of the group to connect, engage and learn in a face-to-face setting was palpable. Session Two, due to take place in July, was postponed after the COVID Delta strain sparked lockdowns across NSW, Victoria and the ACT. We remain hopeful it can be run in November 2021.



Nerida Horner
Professional Environmental Engineer, Commonwealth Scientific and Industrial Research Organisation (CSIRO) (QLD)



Gabrielle Yates
Project Officer, Water Policy and Planning, Department of Primary Industries, Parks, Water and Environment (Tasmania)



Michelle Campbell
Local Engagement Officer (Berri), Murray Darling Basin Authority (SA)



Simone Stewart
Principal Water Planner, Department for Environment and Water (SA)



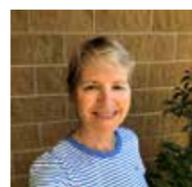
Alanna Wright
Team Leader, Melbourne Water (VIC)



Karla Halliday
Team Leader, Operations Planning, Unity Water (QLD)



Lucy Shoobridge
Unit Leader, Infrastructure Planning, Unity Water (QLD)



Di Mead
Regional Manager, Murray Darling Basin Authority (VIC)



Karen White
Consultant, White Water Consulting (WA)



Ruth McAuld
Acting Sustainability Manager, Yarra Valley Water (VIC)



Tamara Jackson
Project Leader, Australian Centre for International Agricultural Research (ACIAR) (ACT)



Dr Wenyan Wu
Senior Lecturer, Environmental Hydrology & Water Resources University of Melbourne (VIC)



Dr Fiona Dyer
Associate Professor, Institute of Applied Ecology, University of Canberra (ACT)



Jen Longstaff
Regional Environmental Manager, Alcoa (WA) – Jigsaw Farms Scholar



Katie Hammer
Senior Project Manager, ClimateWorks Australia



Celine Roux
Science Leader, Hydraulics Laboratory, Department of Environment and Science (QLD)



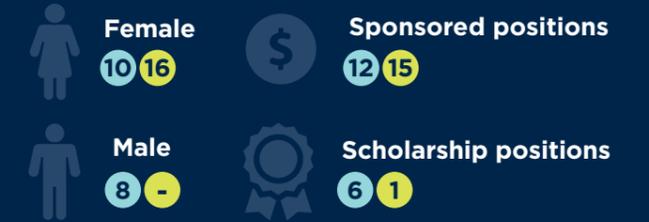
The Peter Cullen Trust 2021-22 Science to Policy Leadership Program

The response to calls for applications for the 2021 Science to Policy Leadership Program was unprecedented. Twenty-three applications were received from across Australia with the Trust focusing on previously underrepresented states of NSW and Queensland and South Australia. In keeping with the Trust's commitment to maintaining optimum numbers for our Programs, 18 of the most impressive candidates were selected. The Trust is excited by the calibre of this cohort who are scheduled to commence the Program in March 2022. We are particularly delighted to welcome three Indigenous participants to the Program.

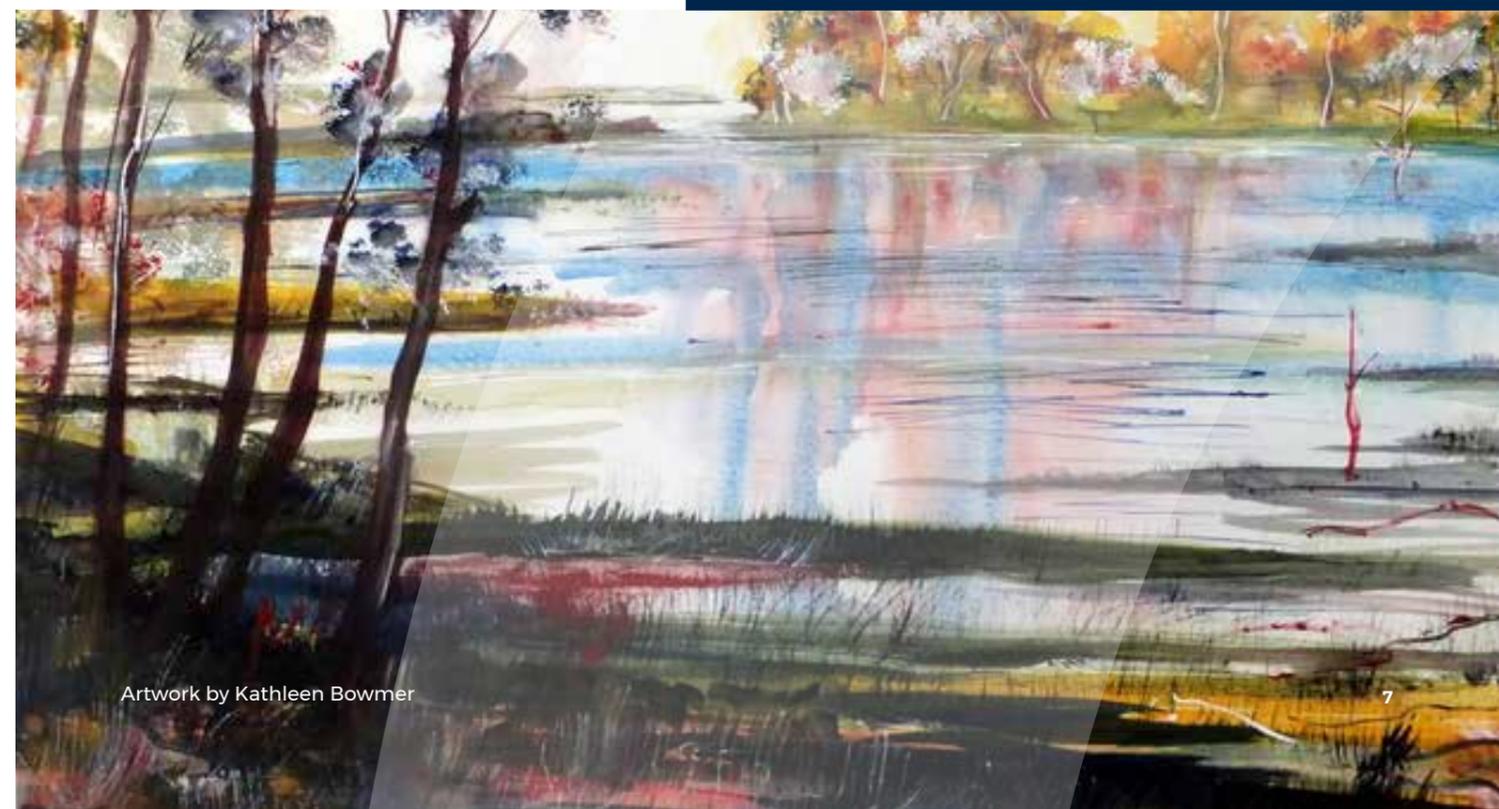
Program participants by state



Program participants by demographic



- 2020/21 Science to Policy Leadership Program
- 2020/21 Women in Water Leadership Program



Artwork by Kathleen Bowmer



Our Bespoke Programs

- WSAA/PCT Young Utility Leadership Program
- Communicating with Impact and Influence Program

The Trust offers bespoke leadership programs designed to address the specific needs of organisations, whether government, corporate or the not-for-profit and community sector. They are applicable to individuals embarking on their leadership journey, through to those at the senior, executive and board levels.

“The Peter Cullen Trust Program really helped me to understand my leadership potential and leadership strengths and opportunities. Sharing experiences and learnings with fellow future leaders was invaluable. Understanding my values, and decision making and communication preferences will help me to become a team member and leader.”

– WSAA Young Leaders Graduate 2021

WSAA/PCT Young Utility Leadership Program 220/2021

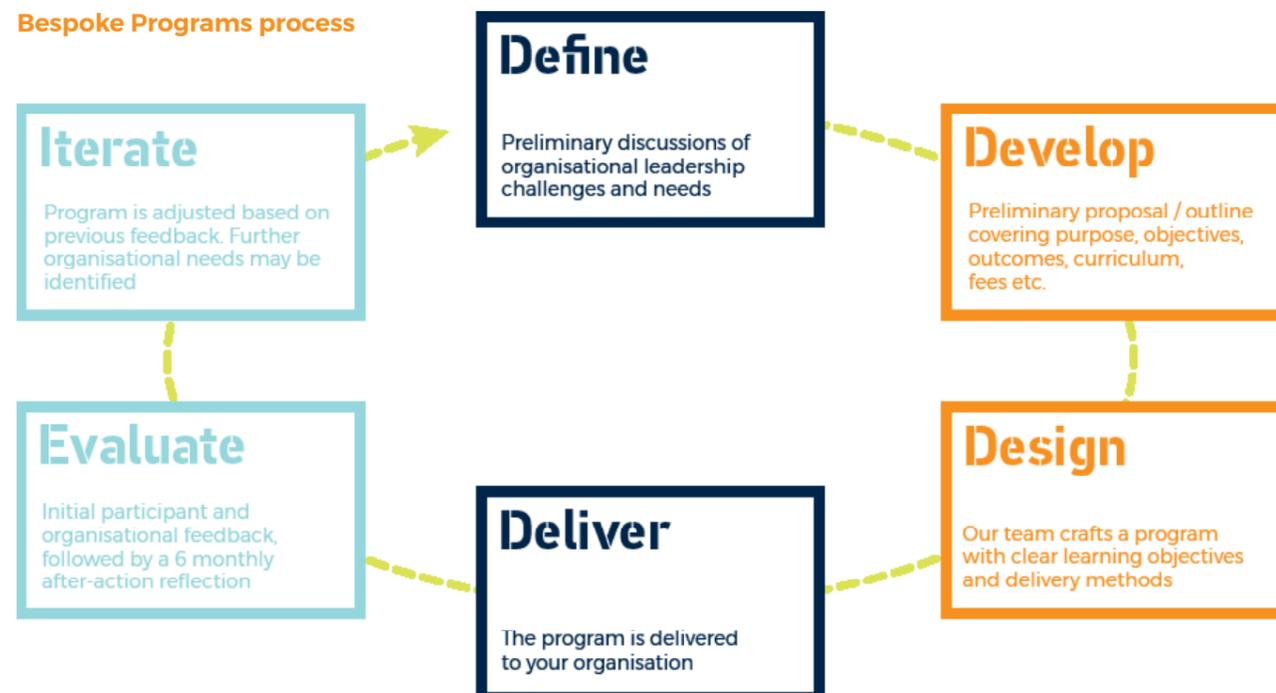
In 2020-21 the Trust partnered for a third time with the Water Services Association of Australia (WSAA) to deliver a bespoke program targeted at young emergent leaders within the water utility sector - the WSAA Young Utility Leaders Program. The 2020-2021 WSAA YULS Program concluded in July after 12 months of leadership development in what can only be described as an extremely challenging year. Commencing in the midst of a global pandemic meant that the initial and very important face to face meeting of participants and facilitator never took place. Despite periods of reprieve in lockdowns, the group only ever met virtually across eight Zoom Workshops.

The initial cohort of five concluded with a graduating group of four, with one participant leaving at the end of 2020 due to a change in role. Despite the impediments presented by online delivery, the regular meetings created momentum, connection, and immersion into program content, shared learnings and insights and established a strong leadership mindset. The fourth iteration of the WSAA program commenced in August 2021.

The Trust is now looking to ways to bring graduates of the WSAA YULS Program together into one connected and supported network.



Bespoke Programs process



2020-21 Communicating with Impact and Influence Program

The Trust’s four-part workshop series on Communicating with Impact and Influence is designed to enable people to effectively communicate scientific outcomes to a diverse audience. We have partnered with DELWP to deliver the first pilot of this program, to help scientists and water professionals effectively communicate their work in ways that:

- are targeted to the audience,
- are understandable, and
- create impact by influencing policy outcomes.

The first three workshops in this series were delivered face-to-face by the PCT Programs Director in April-May 2021, and COVID-related travel and gathering restrictions have delayed delivery of the final workshop since then. The final CWII workshop will be scheduled as soon as possible.

Following completion of the program, the Trust will work with DELWP to evaluate success and outcomes. We anticipate that this standalone program will be of interest to many stakeholders across Australia in coming years, and look forward to working with partners in the water and environment sector to build this critical communication capability across our people.





Our Outreach

Inspiring and Cultivating Meaningful Conversations

- Lunch with a Leader Series
- Reconnect, Renew and Reflect
- 10 Year Reunion
- Bridging
- Mentoring

Lunch with a Leader Series

Fellows with established leaders in the sector and, in the spirit of Peter Cullen, to allow fierce conversations about the challenges they face in speaking for the rivers.

The Series offers small gatherings with interesting, friendly and lively discussion led by some of Australia's most informed people in the water and natural resources sector.

In 2020-21 Lunches were held in Perth, Brisbane, Canberra and nationally via Zoom. Lunches are run by 'City Leads' – PCT Fellows who liaise with speakers, develop marketing materials and ensure the smooth running of Lunches in their capital city. City Leads also utilise a sponsorship framework that provides an important fund-raising avenue while deepening networks and raising the profile of the Trust.

The Lunch Series is one of the most popular and important ways that the Trust connects Fellows across the nation, not only with each other but with the latest thinking within the water and environment sector. Run via Zoom during times of lockdown, the Series remains an incredibly successful way for Fellows and Friends to stay in touch and informed especially during times of isolation.



Former Chief Scientist for WA, Lyn Beazley, speaking at the PCT Perth Leaders Lunch

In 2020-21 a total of 12 Lunches were held across Australia featuring:

- Cathy Wilkinson, CEO of EPA Victoria
- Cullen Gunn, CEO Kilter Rural
- Kaj Lofgren, CEO and Founder, The School of Life
- Dr. David Collard, Aboriginal Engagement, David Collard and Associates
- Sue Murphy, Former CEO, Water Corporation WA
- Mike Rowe, Director General, Department of Environmental Regulation (DWER)
- Rob Gel, Coastal Geomorphologist
- Dr David Wachenfeld, Chief Scientist, Great Barrier Reef Marine Park Authority
- The Hon. Mary Delahunty, former politician and journalist
- Lyn Beazley, former Chief Scientist for Western Australia
- Tony Slatyer, Water Policy and Governance Consultant
- Prof Karen Hussey, Deputy Director-General, Environmental Policy and Programs, Department of Environment and Science

Reconnect, Reflect Renew (RRR)

When candidates are accepted onto a Peter Cullen Trust Leadership Program they also commit to a one day Reconnect, Reflect Renew (RRR) workshop 6-12 months after the Program. The workshops serve several purposes:

FOR PARTICIPANTS

1. To reconnect with each other
2. To reflect on their key learnings
3. To renew leadership aspirations and determine how they may be supported via the Fellows Network.

FOR THE PCT:

4. To determine the short-term impacts of the Program
5. To gather feedback on ways to contribute to future leadership development of Fellows via the Fellows Network
6. To gather stories of change that will contribute to the overall PCT monitoring and evaluation strategy result areas.

In a 'normal year' the Trust would host two of these events, for the Women in Water and Science to Policy Fellows of the previous year. As COVID prevented the Trust from running a full Program in 2020, only one RRR was held – for the 2019 Science to Policy Fellows. This workshop had been scheduled to coincide with week of PCT events aligned to the Science to Policy Graduation in November. As that Program was postponed, the RRR was held online. The workshop provided an important opportunity for the 2019 Fellows to reflect upon key learnings and insights, development and change since their graduation from the Program. This opportunity to connect again in a short timeframe is a unique and important element of Peter Cullen Trust programs.





Reflections on the Coorong – 10 year Reunion

“The time to stop and reflect, it is the only time in my year I stop and work out what I am trying to achieve”. 2010 Fellow on the 2020 Reunion

In November 2020, Fellows who graduated from the very first Science to Policy Leadership Program in 2010 reconnected as Fellows, reflected upon their leadership journey and recharged with stories of how they had changed and developed in the intervening years. The reunion was to be held ‘By a River Somewhere’ but due to COVID it was held online. It was run by Leith Bouilly, respected director, businesswoman and leadership consultant who has delivered every Peter Cullen Trust Leadership Program since 2010. Stories and memories of their leadership journeys were shared as the group discussed the greatest challenges they had faced as leaders over the previous decade. The Trust plans to run a 10 Year Reunion for every cohort – hopefully by a river from now on. This first reunion underscored the enduring strength of the connection between participants and the direct relevance of their PCT experience to their personal growth and professional careers.

Bridging

On a quarterly basis the Trust publishes its newsletter Bridging. The newsletter aims to connect our Fellows and Friends and provide a platform to share updates and information regarding the latest contributions to leadership within the water and environment sector. Four editions of Bridging were published in 2020-21.

Mentoring

The Trust seeks to connect Fellows with Friends as part of our mentoring Program. Fellows register their interest to become a mentee and the Trust draws from its extensive list of Friends to find an appropriate mentor. These relationships often continue for many years and provide an invaluable opportunity for coaching, support, discussion and connection. In 2020-21 new mentoring relationships were facilitated by the Peter Cullen Trust.

Our Fellows



“Your cohort as a network is an incredibly fantastic resource, Fellows are all in senior management and really influential roles, so if I wanted to re-engage, I know it would be simple thing to do.” – PCT Fellow

The Peter Cullen Trust Fellows are graduates of our leadership programs and form a national network that provides mutual support, ongoing professional development and mentoring. There are now over 200 Fellows who contribute through being ambassadors for the Trust and organising activities, events and providing intellectual content and input. A National Fellows Committee provides initiatives and guides Fellows’ activities, professional development and strategic input to the Trust.

Our Friends

The eminent scientists and influential thinkers who gathered at the Boathouse by the Lake in 2008 to decide how best to carry on the legacy of their friend and colleague Peter Cullen formed the foundational Friends of the Peter Cullen Trust. Our Friends now number 163 and in 2020-21 we welcomed:

JENNIFER MACKAY

Environmental and Natural resources law and governance specialist, winner of Australian Water Association Premier’s medal for water research 2020

MIKE ROWE

Former Director-General Department of Water and Environmental Regulation WA, now Director-General at the Department of Communities WA

RICHARD MCLOUGHLIN

Chief Executive Officer at North Queensland Water Infrastructure Authority

Friends of the Trust are inspiring Australian thinkers from the water and environment sectors. Friends are highly regarded and have significantly contributed to Australia through their careers or personal lives, many having been awarded national honours. Friends offer the Trust and expertise and time, often via mentoring and contributions to the Fellow’s professional and leadership skills development. Becoming a Friend of the Trust is by invitation only. A full list of Friends can be found on the Trust’s website at petercullentrust.org.au/our-friends/.





Testimonials

"It's been transformational; you can't go back to how you were".

"You are completely immersed, it enables you to break down barriers and this is about working through the process together. I've got more out of this two weeks than anything I've ever done, ever".

"I have done a few leadership programs but this was different. Understanding my entire personality, to look at my own behaviour, the team work is really validating".

"The program was consolidating and reaffirming, it was challenging and fun".

"Prior to this I led my life with fear and anxiety. Now I am cured of that".

"There were opportunities to experience, to learn by doing, to gain a deeper understanding. Going in, I lacked confidence, coming out, it's completely changed".

"This is a lifelong evolution of leadership. We don't have to be perfect. We learn. We try. We adapt".

"I'd heard the program was transformational and that's not a word I really use, but it's the best word I have to describe this experience".

It was an opportunity to connect, to make the most of those connections, and to work out who I am to be and how to make a difference".

"It's been an enormous curve, to understand yourself, your assumptions and judgements, and how I can adapt my behaviour to others. The lived experience makes it a stand out for me".

It has been so valuable to have diverse voices. In a safe space you can ask the difficult questions and be asked - irrigators, CMA's, farmers, aboriginal people - it's rare and great".

Our Board and Management

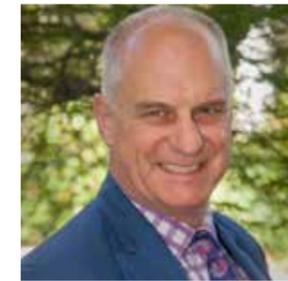
The Peter Cullen Trust is managed by a skills-based Board that includes positions designated for Fellows. The Board meets at least four times each year. Full biographies of our Board Directors and staff can be found on the Peter Cullen Trust website petercullentrust.org.au/our-people/



Board Chair,
The Hon. Karlene
Maywald (SA)



Deputy Chair,
Suzy Nethercott-Watson
CSM (NSW)



Andrew Campbell (ACT)



Katherine Daniell (ACT)



Susie Williams (WA)



Chris Arnott (VIC)



Mark Wootton (VIC)



CEO, Darryl Day



Programs Director,
Dr Bek Christensen

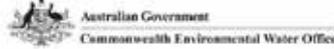
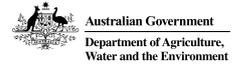


Executive Officer,
Linda Cumming



Our Sponsors, Partners and Supporters

Sponsorship and Support of the Peter Cullen Trust in 2020-21 was generously provided by:



Scholarships for the Peter Cullen Trust Programs in 2020-21 were generously funded by:



Vicky Cullen



Professor John Langford



The Leaders Lunch Series was generously support by:

