



QUEEN VICTORIA MARKET PEOPLE'S PANEL

How do we safeguard the market's future by providing a thriving business environment for traders and a vibrant and flourishing market with better amenities for customers?

Introductory handbook
September 2018



Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Boon Wurrung and Woiwurrung (Wurundjeri) people of the Kulin Nation and pays respect to their Elders, past and present.

For the Kulin Nation, Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance. Today we are proud to say that Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander peoples.

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Foreword

MESSAGE FROM THE LORD MAYOR OF MELBOURNE

Welcome and thank you for joining the People's Panel and giving your time to take part in this important process. You will play a key role in deliberating on developing and delivering facilities at Queen Victoria Market.

The City of Melbourne knows just how much the people of our city cherish this historic, open-air market. That's why it's important that traders, customers and the community have a greater voice. We also know there are no easy answers. In examining the benefits and trade-offs, we ask you to think about balance and compromise.

The People's Panel will help shape the delivery and location of critical market infrastructure, including customer facilities and car parking. We also need to consider the requirements of traders, which include issues such as storage, delivery areas and waste management.

The People's Panel will not revisit whether or not renewal is needed or occurring. The focus will be on specific recommendations for providing facilities.

All panel members will be provided with technical reports, information and evidence from a range of sources to assist deliberations. Subject matter experts, including relevant authorities such as Worksafe, Victoria Police and heritage bodies, will be invited to provide their technical expertise and advice as requested by the panel.

Like so many Melburnians and visitors, I love our market. Let's secure the future of this special place for another 140 years. Again, my thanks for sharing your time, experience and views as part of this important Queen Victoria Market renewal process. We look forward to reviewing and responding to your recommendations.



Sally Capp
Lord Mayor

Overview

The People's Panel Handbook

This document seeks to support your role as a Queen Victoria Market People's Panel member. It gives an overview of the deliberative process you are about to take part in, and key logistical arrangements and support. The panel will be guided by a Terms of Reference which is outlined on page 10 of this document.

A more detailed Background Reading Kit will be issued in early October. It will give you an overview of the Queen Victoria Market Precinct Renewal (QVMPR) program to date, current operations, challenges and opportunities within the market, and the existing parameters within the site. It is intended that the background document gives you additional context and detail before the workshops start, and may prompt further thoughts and questions that you may wish to explore through the panel deliberation process.

Overview

As a member of the Queen Victoria Market People's Panel you will play a key role in shaping critical market infrastructure. The panel will be deliberating on the delivery and location of facilities to ensure the market has a viable and flourishing future.

The People's Panel will not be revisiting if renewal is needed or happening. Instead the 40-person panel will specifically focus on forming recommendations on how to deliver facilities at the market for the market operator (Queen Victoria Market Pty Ltd), traders and customers, including car parking.

This work is an important element of the QVMPR program, which is predicated on securing the market's place as a traditional open-air market – retaining its heritage, traditions and authenticity by making it financially viable and equipped to support contemporary business requirements into the future.

Renewal program to date

The QVMPR Master Plan was developed following extensive trader and community consultation, and was adopted by Melbourne City Council in July 2015.

A critical aspect of the QVMPR program is improving facilities for the market operator, traders and customers.

Currently, the market is not meeting today's safety standards due to inadequate loading and vehicle segregation, access to power and running water, storage and poor facilities for

managing food waste, recycling and other rubbish. The QVMPR program is seeking to create safer and more efficient deliveries and stall set up times for traders while giving them access to dedicated facilities including toilets and showers, as well as protection from the weather and separating forklifts and trucks from customers and traders.

In addition to market infrastructure for traders, the market's open-air heritage sheds are in a poor state and require significant restoration works.

In March 2018, Heritage Victoria (HV) refused a City of Melbourne permit to dismantle, restore and reconstruct the western section of Sheds A to D and the construction of a three level (plus mezzanine) basement to accommodate customer car parking, trader facilities and operational areas to support the market.

In May 2018, Council noted management's decision to advise HV that it wished to work with HV, traders, customers and other key stakeholders to submit a revised proposal for the provision of market infrastructure. It also agreed that a proposed stakeholder engagement approach and timeline would be brought back to a future Council meeting for endorsement.

In August 2018, Council resolved to establish a 40-person People Panel to deliberate on a range of options to address the market's infrastructure, current operational requirements and future business needs and ensure there is adequate car parking.

You are now a key participant in this People's Panel to shape the recommendations to Council on how to move forward on the delivery of market infrastructure.

What previous engagement has taken place to inform the market renewal program?

The People's Panel builds on previous community engagement where feedback from 7500 people helped shape the Queen Victoria Market Precinct Renewal Master Plan.

A summary of community engagement to date will be included in the Background Reading Kit provided to you and past community engagement reports can be found on the City of Melbourne website melbourne.vic.gov.au/qvmrenewal

What is a People's Panel?

A People's Panel enables community members to participate in democratic decision making and planning processes that have a public impact. It is comprised of a diverse and broadly representative group of citizens, selected through an independent process to ensure fair representation of age and gender.

The participants do not need to have an expert understanding of the particular subject matter. The role of the People's Panel is to meet together over multiple days in order to consider and weigh up the identified issues. Participants will be given time, access to information and a clear level of authority to deliberate successfully and help prioritise and learn from the perspective of others.

For the Queen Victoria Market People's Panel, the panel will conclude its deliberations by providing recommendations to Council for decision.

How was the Queen Victoria Market People's Panel selected?

The People's Panel is made up of 40 members. Independent recruitment specialists, *Deliberately Engaging* undertook the selection process, issuing 2,000 invitations to customers at the Queen Victoria Market and 3,000 invitations to residents living within a one kilometre radius of the market. All Queen Victoria Market stallholders and leaseholders (just over 600) received an invitation to nominate.

Once registrations closed, *Deliberately Engaging* undertook a process to ensure gender, age and trader representation was fairly distributed.

The City of Melbourne, Queen Victoria Market Pty Ltd and the independent facilitators of the panel process were not involved in the selection of panel members.

Everyone selected has a connection to the market – as a customer, local resident, trader or stakeholder representative, with the process ensuring the involvement of people with different experiences of the market, from different backgrounds and who will have different approaches to problem solving. A selection of stakeholder groups has also been invited to support the diversity of interests in the market and the city.

The People's Panel is comprised of:

- 7 customers
- 7 residents
- 14 traders
- 12 stakeholders

How will the panel work?

The panel will deliberate over a minimum of four workshops. Participants will be provided with technical reports, information and evidence to assist deliberations. Subject matter experts and relevant authorities such as Worksafe, Victoria Police and Heritage Victoria will be invited to provide their technical expertise, with the panel able to request additional advice.

Before the panel starts deliberations, participants will agree to a set of key principles to guide the provision of market infrastructure. The panel will consider and assess a range of potential options to deliver market infrastructure and car parking within the precinct, in line with these principles.

The process is a facilitated discussion that is designed to allow panel members to work through small pieces of work from reading, listening to presenters, discussing information, coming up with ideas, ranking ideas, writing recommendations, editing and testing agreement. This work happens in both small groups and the whole group.

Independent facilitators will support the panel through the review of the evidence and deliberations to develop the panel's report. You will meet MosaicLab, the independent facilitation team, led by Nicole Hunter, at your first meeting.

Probity Adviser

A probity advisor has been appointed to ensure the integrity of the process, and will be present at each of the workshops. Should you have any feedback on how the process is being conducted, please contact OCM on 1300 882 633.

6 Principles of this Approach



Involves a group of **randomly selected** community members



Answer a **key question/remit**



Provides enough **time and information** to consider the question



Ensures the group **weighs up/deliberates** about trade-offs and consequences of different ways forward



Ensures the government **responds directly** to the panelists about their recommendations and what was done with them



Starts with a **blank page** report and the participants write what they think is **important to say as recommendations**

Your role: People's Panel Terms of Reference

What will the panel do? (Your remit)

The overarching challenge you will focus on is:

We all love and want to protect the authenticity and theatre of the Queen Victoria Market, but current conditions mean it is struggling to meet essential safety and security standards, and it is in physical and financial decline.

How do we safeguard the market's future by providing a thriving business environment for traders and a vibrant and flourishing market with better amenities for customers?

What is in scope?

The People's Panel will not be revisiting if renewal is needed or happening. Instead the panel will specifically focus on forming recommendations on how to deliver facilities at the market for traders and customers, including car parking.

Below is an outline of what is within your influence with this People's Panel process.

Negotiables

- Key principles for assessing market infrastructure options
- Options for delivery of market infrastructure
- Car parking – numbers and location

Non-negotiables

- Any mandatory requirements for Council, such as compliance with relevant legislation
- QVM Pty Ltd defined operational requirements
- The scope of the Munro redevelopment, on Therry and Queen Streets, as per the approved Development Plan and planning permit

These are outside the scope of the People's Panel.

What will happen to your recommendations?

As a panel member you will be involved in a six-week deliberative process.

Once you have formed your recommendations, the Panel's report will be presented to Council for consideration later this year. We are proposing that the People's Panel nominate two panel members to present the outcomes of the process at the Council meeting.

Council will then consider the best way forward with a revised proposal and design, including lodgement to Heritage Victoria and other approval authorities as required in 2019.

The City of Melbourne will inform the People's Panel of the revised design and permit prior to it becoming publicly available. It will also commit to providing a report to the Panel detailing its response to all of its recommendations i.e. – the Panel told us this, so we did this, and which recommendations were accepted or not, and if not, why not.

Prior to any revised design and permit being lodged with Heritage Victoria, the City of Melbourne is proposing to make the plans publicly available for review and comment before final lodgement.

Expectations of Panel Members

Your commitment: workshops and pre-reading

The People's Panel will meet on a minimum of four occasions and you need to be able to commit to all workshops. There will also be some pre-reading and optional site tours offered.

Your task as a member of the People's Panel is to answer the following questions:

- What key principles should guide the assessment of options for delivering market infrastructure?
- What location/s in the precinct will deliver key market infrastructure?
- How do we deliver market infrastructure to make it easier and more viable for traders to run their businesses?
- How do we best deliver improved amenities for customers?
- How much car parking is needed in the market precinct and where should it be located?

To be fully prepared for your task, you will be provided a Background Reading Kit in early October before workshops commence.

As a member of the Queen Victoria Market People's Panel you will be asked to read what you can, listen to presenters, and discuss information on the Panel Days.

If you are experiencing any challenges accessing or reading any of the documentation please contact MosaicLab for assistance.

Draft working agreements

Agreements on how the People's Panel will work together to solve the remit will be defined at the first meeting. There are some standard agreements that are important and we expect these will need to be adhered to in order to achieve the best outcome. These include:

- Listen respectfully to all members to understand the different perspectives.
- Work collaboratively to consider all the evidence and data.
- Be open to new ideas and prepared to find the middle ground for all members. In other words, do not advocate for one pre-conceived idea but build a shared view of key recommendations for consideration.
- Stay on track – ensure that the conversation remains relevant to the remit before the panel.
- Share the air time – be prepared to let others speak, don't dominate. Ask questions to ensure quieter members feel comfortable to contribute.

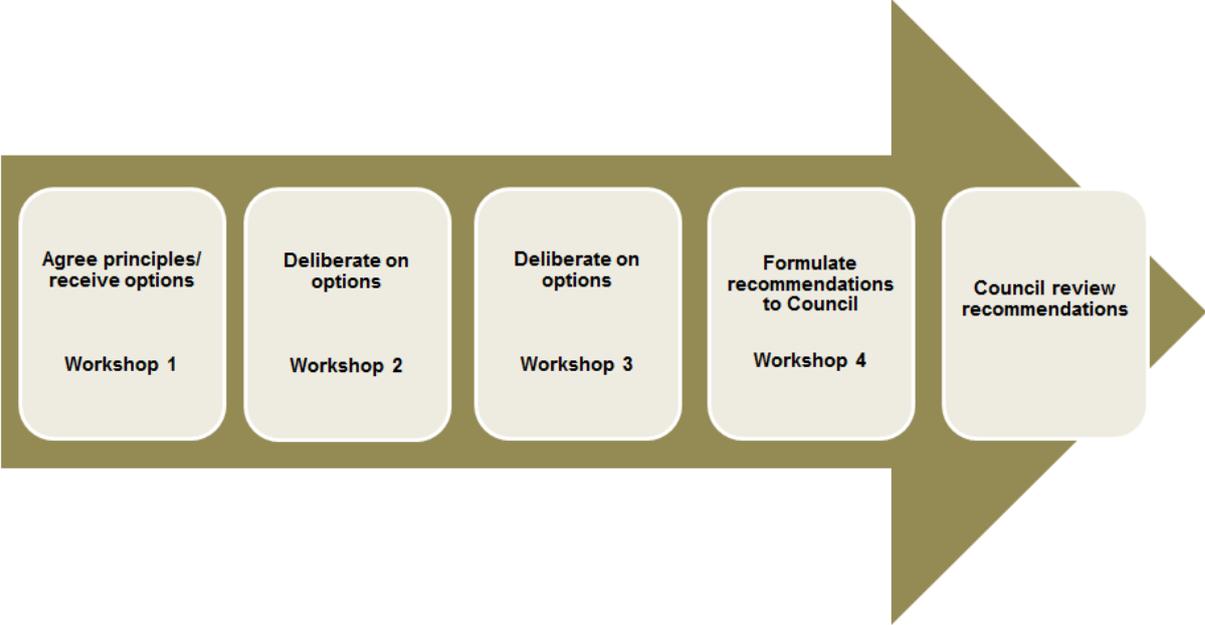
What does success look like?

There are several key objectives for the engagement that will help measure success. Our core success outcomes for the engagement include:

- Project challenges and opportunities are clearly articulated to the People's Panel, stakeholders and the broader community to reduce the level of confusion around the need for market infrastructure as part of the QVMPR program.
- Broad and diverse participation from community and stakeholders in the engagement which enables informed and considered feedback to be provided.
- Participants feel supported and heard throughout the process.
- The process is viewed as independent, transparent and without bias or undue influence from City of Melbourne or Queen Victoria Market Pty Ltd.
- Community and stakeholders develop a sense of ownership of the project.
- Participants weighed up the complexities, issues and opportunities involved in this decision and considered the trade-offs for the options deliberated.

Process map

Below is an outline of the People’s Panel process:



Roles and responsibilities

Lord Mayor and Councillors of the City of Melbourne	To provide the authority for the Queen Victoria Market People’s Panel and respond to the panel. To decide the next steps for City of Melbourne in response to the recommendations of the Panel.
People’s Panel members	To agree the key principles for assessing market infrastructure options. Consider the options, benefits and trade-offs for delivery of market infrastructure. Provide a recommendation on one or more options, assessed against key principles, to Councillors.
City of Melbourne	To provide the panel with the known parameters and needs within the site. Outline a range of principles and options to deliver the key market infrastructure needs, as a starting point for the People’s Panel deliberations. Provide access to technical expertise, reports, information and evidence to assist the Panel’s deliberations.
Queen Victoria Market Pty Ltd	To provide the key operational requirements and infrastructure needs of the market and data to support this.
Deliberately Engaging	To ensure the recruitment is unbiased and provide support to the panel as requested.
MosaicLab	To provide a safe and productive space to enable panel members to deliberate and make recommendations.
OCM	To act as probity advisors to ensure the independence of the recruitment, facilitation and reporting process and adherence to terms of reference for the panel.

Role of facilitators

Expert facilitation is a vital element to foster vibrant deliberative dialogue in a People’s Panel. MosaicLab facilitators will work to create a safe and open environment for panel participants to express themselves freely and to avoid domination of the group by any one individual. The facilitators will ensure the panel keeps moving through the deliberations at an adequate pace in order to deliver recommendations during the time allocated.

Your facilitators

MosaicLab is a Victorian based team of facilitators dedicated to bringing diverse groups of people together to solve the complex problems of today. The team assist government agencies, community members, industry and the commercial sector find ways of speaking and working together that have meaning and can make a positive difference to decision-making and action.

Three MosaicLab team members working with the People's Panel:



Nicole Hunter



Keith Greaves



Kate Henderson

Additional support facilitators may be in the room throughout the workshops.

Other people involved

The following people from the City of Melbourne and Queen Victoria Market Pty Ltd will also attend the panel meetings to support the panel as required.

City of Melbourne



Ben Rimmer

Chief Executive Officer



Rob Adams

Director of City Design and Projects



Joanne Wandel

Program Director QVMPR



Amy Lees

Program Manager Engagement and Partnerships QVMPR



Mark Allan

Program Manager Planning and Design QVMPR

Council are the final decision makers, not participants in this process however it is expected that the Lord Mayor and some Councillors may attend at some stage and speak with panel members as appropriate.



Queen Victoria Market Pty Ltd



Stan Liacos

Chief Executive Officer



Mark Bullen

General Manager
Operations



Spiros Foscolos

General Manager
Market Trading and Events

Members of both organisation’s communications and engagement teams may also be present to provide support and assistance.

Observers

We’re very much committed to an open and transparent People’s Panel process; however, we have made the decision not to have external observers in the room when the People’s Panel meets.

The Panel will have a lot to work through in a relatively short space of time, and given the nature of the content they will be deliberating on, it has been determined that having observers is not conducive to the process. It’s important that we support participants through this process and enable them to focus on the task at hand.

The City of Melbourne believes it can be transparent about the process in other ways and will use other measures to ensure the community understand the process and appreciate the time and effort put in by panel members. For example, after each workshop, we will publicly share an update on the process, and we have also appointed a probity advisor to oversee and ensure the integrity of the process.

Media and social media guidelines

We expect traditional media and social media interest in the Queen Victoria Market People's Panel process and suggest that the group self-nominate a 'media representative' to speak to media on behalf of the panel. Please be mindful that you will be speaking on-behalf of the group and not your personal opinion on the panel. Your comments should focus on the process and not pre-empt or forecast any future decisions of the panel.

If you choose to represent the group you are not obligated to speak to the media if you feel uncomfortable talking about the panel process. MosaicLab can support you with any media interviews or opportunities that may arise.

The City of Melbourne will be documenting and sharing the panel's progress with the broader community via social media channels using #qvmpeople and news posts on a dedicated QVMPR program page on Participate Melbourne.

We know that many of you are probably avid social media users. You can post about your experiences on the panel however please be respectful of the process and your fellow panel members and only speak from your perspective, not for the group, and **do not pre-empt or forecast any future decisions of the panel.**

We encourage you to speak with MosaicLab if you are approached by a journalist for a media interview, they can arrange for the panel's self-nominated media representative to speak with the journalist

Please flag any questions or concerns around this with your facilitators during the sessions so they can be addressed.

Filming and photography

The City of Melbourne will be documenting and sharing the People's Panel process with the broader community. Please complete, sign and return the video and photo permission form when registering for day one of the panel. If you do not wish to be filmed or photographed, please let one of your facilitators know on the day.

People's Panel information

Dates and times

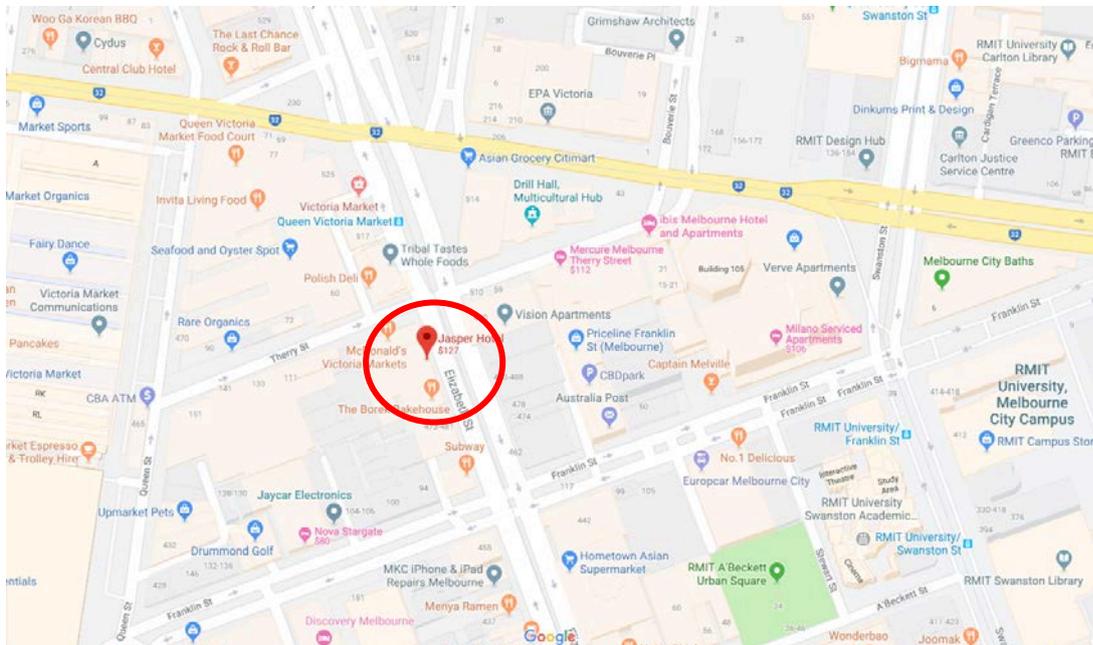
Compulsory panel dates

Workshops

Day 1 - Wednesday 10 October 2018	5.30pm – 8.30pm
Day 2 - Saturday 13 October 2018	9.00am – 3.00pm
Day 3 - Saturday 27 October 2018	9.00am – 3.00pm
Day 4 - Wednesday 7 November 2018	5.30pm – 8.30pm

Venue for workshops

All panel days will be held at the **Jasper Hotel** – 489 Elizabeth Street, Melbourne



Optional site tour

Saturday 13 October 2018

8.00am – 9.00am (before workshop)

A site tour is optional and conducted at the Queen Victoria Market. This provides panel members with an opportunity to visit the site and get a sense and feel for the current situation. The site tour will commence from outside the front entrance of the Meat Hall, at the corner of Elizabeth and Victoria Streets and will go for around one hour.

Transport

Jasper Hotel is located at 489 Elizabeth Street, Melbourne - between Therry Street and Franklin Street, next to McDonalds.

Public transport

Closest tram stop

Stop 7 Queen Victoria Market/ Elizabeth Street

Several trams reach the city from various north and north western suburbs including routes 19, 57, 59 that travel along Elizabeth Street stopping near the Jasper Hotel.

Trams on Elizabeth Street connect with most other services from Melbourne's outer suburbs. Other tram routes within 200 metres of Jasper Hotel are Swanston Street 1, 3, 5, 6, 8, 16, 22, 64, 67, 72.

Latrobe Street 24, 30, 34. Route 3/3a towards East Malvern (to Melbourne University)
Walking distance: approximately 200 metres.

Closest Train station

Melbourne Central Station

Catch any service into the city centre via the City Loop. Depart at Melbourne Central Station and take the Elizabeth Street exit to the corner of Latrobe and Elizabeth Streets. Walk 200 metres north along Elizabeth Street to Jasper Hotel, located on the left-hand side over Franklin Street just before Therry Street. Walking distance: approximately 500 metres.

Parking

Jasper Hotel does not have on-site parking, however discounted parking is available less than a 5-minute walk away from the hotel. CBD Park is located at 58 Franklin Street and is a multi-story under-cover car park open 24 hours, seven days a week.

Vouchers are available from the Jasper Hotel Reception Desk, which will apply a 25 per cent discount to your parking rates.

Disabled parking

Disabled parking is available at 506 Elizabeth Street (just up the road from the Jasper Hotel). For more information please contact the Jasper Hotel on 03 8327 2777.

Food

Meals will be provided. For the evening sessions, dinner will be provided. For the full day sessions, meals will include morning tea, lunch and afternoon tea. Any dietary requirements will be coordinated as your participation is confirmed by the Deliberately Engaging team.

Expenses

A payment of \$100 per workshop will be offered to cover any expenses associated with your participation. A payment form will be distributed when you register with us. Payment will be made to you after the final panel day.

Website

An online deliberation space will be provided throughout the panel process. The site will include access to all key documents such as the Background Reading Kit and other relevant documents. The website can be found at: <http://participate.melbourne.vic.gov.au/qvm-peoples-panel>

Login details and instructions will be emailed to you shortly.

The online deliberation space will include:

- A document library with relevant supporting information including the handbook and Background Reading Kit
- Threaded discussion forums for key focus areas before and during the panel days
- Other references as needed; and
- The ability to request additional information from the City of Melbourne.

The facilitators will be moderating this site and can assist you along the way. Any technical issues can be emailed to qvmrenewal@melbourne.vic.gov.au or contact MosaicLab.

Contact details

If you have any questions or concerns prior to or during the panel process, we encourage you to speak with your independent facilitators who can support you. Additional support facilitators will also attend panel meetings.

You can call Nicole directly on 0417 110 861 or you can email any member of the team via info@mosaiclab.com.au