mosaicLAB

SUNBURY'S WATER FUTURE

COMMUNITY PANEL

COMMUNITY PANEL PROCESS REPORT

Prepared for Melbourne Water and Western Water

July 2019

LIMITATIONS OF USE

This report has been prepared by MosaicLab on behalf of and for the exclusive use of Melbourne Water and Western Water.

The sole purpose of this report is to provide a report of the methodology and process undertaken for the Sunbury's Water Future Community Panel.

This report has been prepared in accordance with the scope of services set out by Western Water and Melbourne Water. In preparing this report, MosaicLab has relied upon the planning documents developed in relation to the community panel and information provided by the participants via evaluation surveys. Western Water and Melbourne Water can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

MosaicLab is a team of engagement practitioners and facilitators based in Victoria. We work with government agencies, community groups, industry and commercial organisations and support them to have meaningful conversations that lead to action. Our processes bring diverse people together to solve complex problems and make a positive difference to decision-making.

REMIT

Sunbury's population is expected to double in the next 20 years. We need to meet the growing demand for water, manage the increased wastewater and stormwater and minimise environmental impacts.

What water management options are best for the community and the environment?

INTRODUCTION

Over the next 20 years, Sunbury is set to double in size. Western Water (WW) and Melbourne Water (MW) are working together to look at future water solutions for the region as part of the development of a Sunbury Integrated Water Management (IWM) Plan.

As part of the IWM planning process, MW and WW conducted two phases of community engagement. Between October 2018 and March 2019 an initial, 'wider engagement' phase took place. 402 people participated in this phase, which comprised a community survey and a series of nine face-to-face community sessions (including targeted discussions, community workshops and one-on-one conversations). The results of this phase were collated and published in the Sunbury's Water Future Wider Engagement (Phase 1) Report.

During the second phase of engagement (the 'deliberative engagement' phase), the wider engagement report was provided to the Sunbury's Water Future Community Panel for consideration alongside a wide range of other information and inputs.

The panel of 30 people was randomly selected by an independent, third party - *Deliberately Engaging* - and representative of a cross-section of customers from Sunbury and surrounds. The panel met for five full days (9am – 5pm) and an initial introductory session (6pm-9pm) over May and June 2019 and considered the remit. The group weighed up different views and perspectives, weighed up IWM options, and had access to information from multiple sources.

At the conclusion of their final day of deliberations, the panel presented the Sunbury's Water Future Community Panel Report to WW Managing Director, Jeff Rigby and MW General Manager, Integrated Planning, Chris Williams. The report contained:

- criteria for assessing IWM options and ideas based on what's 'best' for the community and environment
- nine recommendations and conditions for the implementation of each recommendation that received 'super majority' support from the panel (i.e. 80% or more of panellists supported these recommendations being in their report)
- three minority reports that were developed in the room by small groups of panellists (ideas that did not receive 'super majority' support).

MW and WW have promised that they will use the panel's recommendations to the greatest extent possible in the development of an IWM plan for Sunbury.

This report outlines the community panel process. It summarises the design and implementation of the deliberative engagement phase, and includes the results of evaluation surveys undertaken to collate feedback from panel members.

PROJECT BACKGROUND

In response to projected population growth, WW and MW are working together to look at future water solutions for the Sunbury region as part of the development of a Sunbury IWM Plan. This project is being jointly undertaken WW & MW, because each organisation manages different aspects of the urban water cycle and both organisations need to work together to ensure planning is well coordinated. As part of this planning process, MW and WW are considering the broader issues of climate change, the environment, and community liveability.

The plan will aim to make the most of all available water resources, including alternative water such as recycled water and stormwater, and minimise impacts on the environment. The plan will consider how to manage different elements of the urban water cycle and reduce the impacts of both climate change and the additional urban areas planned for Sunbury. More information on the Sunbury's Water Future planning process can be found at yoursay.melbournewater.com.au/Sunburys-Water-Future

WHAT IS A COMMUNITY PANEL?

A community panel is a name for a deliberative forum. These processes work on the premise that people can deliver smart, long-term decisions which earn public trust if they are given enough information and time to weigh up the pros and cons and consider the trade-offs associated with an issue.

Deliberation is built around several core principles including that:

- participants are selected randomly and are descriptively representative of the broader community affected by the decision
- participants have access to a range of in-depth information from multiple, diverse sources
- the group's report has a high level of influence over outcomes or decisions.

Expert facilitation is a vital element to foster vibrant deliberative dialogue and a supportive, open environment. Facilitators in a deliberative process work to:

- design a process that is participatory and engaging, enables the group to meet their remit, and builds in key elements such as relationship building, critical thinking, information sharing and group agreement
- encourage active participation from all group members
- ensure no one individual dominates,
- encourage participants to express themselves freely
- protect process integrity, transparency and independence
- keep the group moving through the process at an adequate pace in order to deliver a report during the time allocated.

SUNBURY'S WATER FUTURE COMMUNITY PANEL

OVERVIEW

This deliberative engagement process put 30 everyday customers from across Sunbury and surrounds at the centre of the conversation about Sunbury's water future. The group discussed what was 'best' for the community and the environment and weighed up impacts, trade-offs and consequences around IWM options. Panellists built on their own backgrounds, stories and experiences, discussed other ideas and perspectives, and reflected on the needs and views of the wider community.

The panel was asked to consider the information presented to and requested by them, work with each other to agree on recommendations and write a report that responded to their remit.

The Sunbury's Water Future Community Panel process involved:

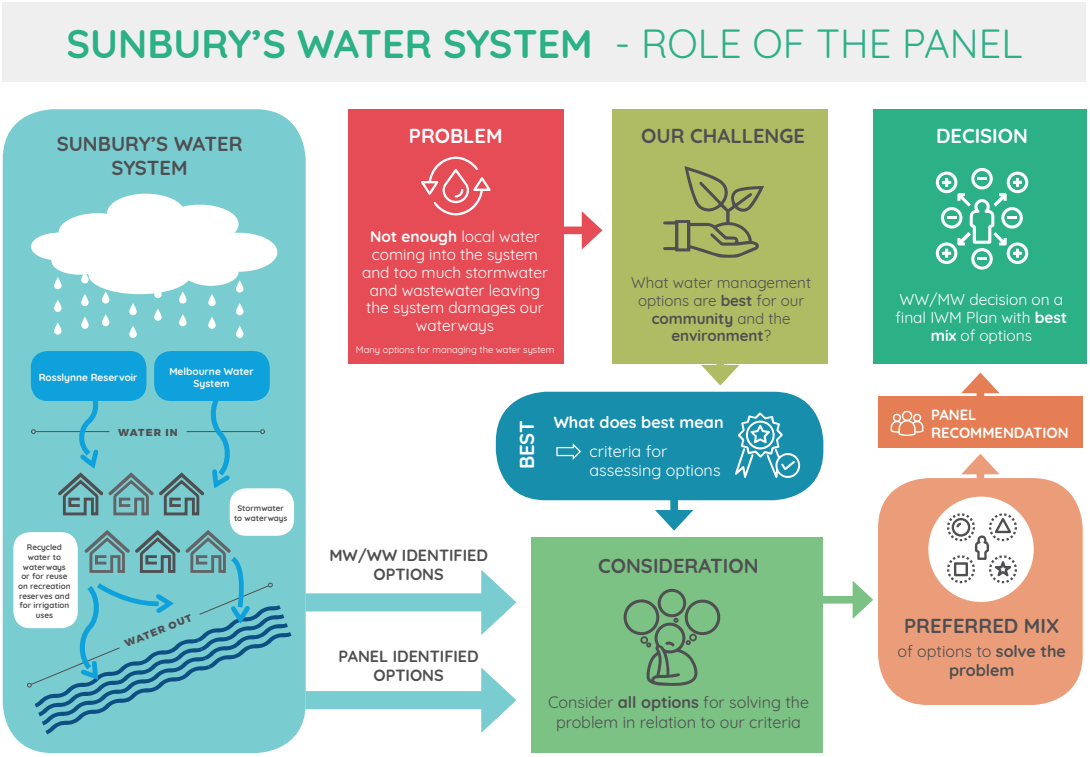
- a cross-section of customers from across Sunbury and surrounds
- a clear question (remit) to focus the deliberations
- access to a broad range of information from a variety of sources relevant to the remit
- three groups of key speakers (see information inputs section)
- time (five full days and one introductory session) for the participants to consider the issues, and weigh up the trade-offs and implications of different options and ideas
- support from facilitators experienced in delivering deliberative processes
- panel identification of pros and cons against and assessment of IWM options previously considered or investigated by WW and MW
- panel consideration of MW & WW's response to the draft recommendations (outlining WW and MW's interpretation of the intent behind each draft recommendation)
- a blank page report - participants wrote and developed their own report in the room
- group agreement, where a super majority (80% or more panel support) was needed for a recommendation to be included in the final report
- a report detailing nine recommendations, presented to MW and WW at the end of the panel's deliberations
- three minority reports outlining recommendations which did not receive super majority support but that some panellists felt were important.

The panellists also had the opportunity to build on their work between sessions via a password-protected, online portal if they wished. The portal gave panellist's the opportunity to:

- ask questions
- engage in discussion and share ideas
- access reading materials and other information in an online library

ROLES

The following diagram depicts the panel's role in the overall IWM planning process.



Several groups were involved in this project, as outlined in the table below.

Panellists	*Randomly selected customers*	To work together to determine criteria for what 'best' meant in relation to the community and the environment and agree on recommendations in response to the remit.
MW and WW	*Hosts*	To support the process, prepare the background paper, provide expertise and knowledge as requested by the panel, observe the process, answer specific questions directed to them, and respond to the panel's final report.
MosaicLab Facilitators	*Independent facilitators*	To provide a supportive and productive space that enabled panellists to deliberate, respond to their remit and make recommendations.
Deliberately Engaging	*Independent recruiters*	To manage the recruitment process (including random selection and stratification) and ensure it was fair and unbiased. To manage panellist attendance where required and provide support to panellists as needed to ensure they could get to panel sessions.
Observers	*Members of the public and representatives of the host organisation*	Observe the panel deliberations, increase transparency of the process and follow the observer 'code of conduct'.

RECRUITMENT

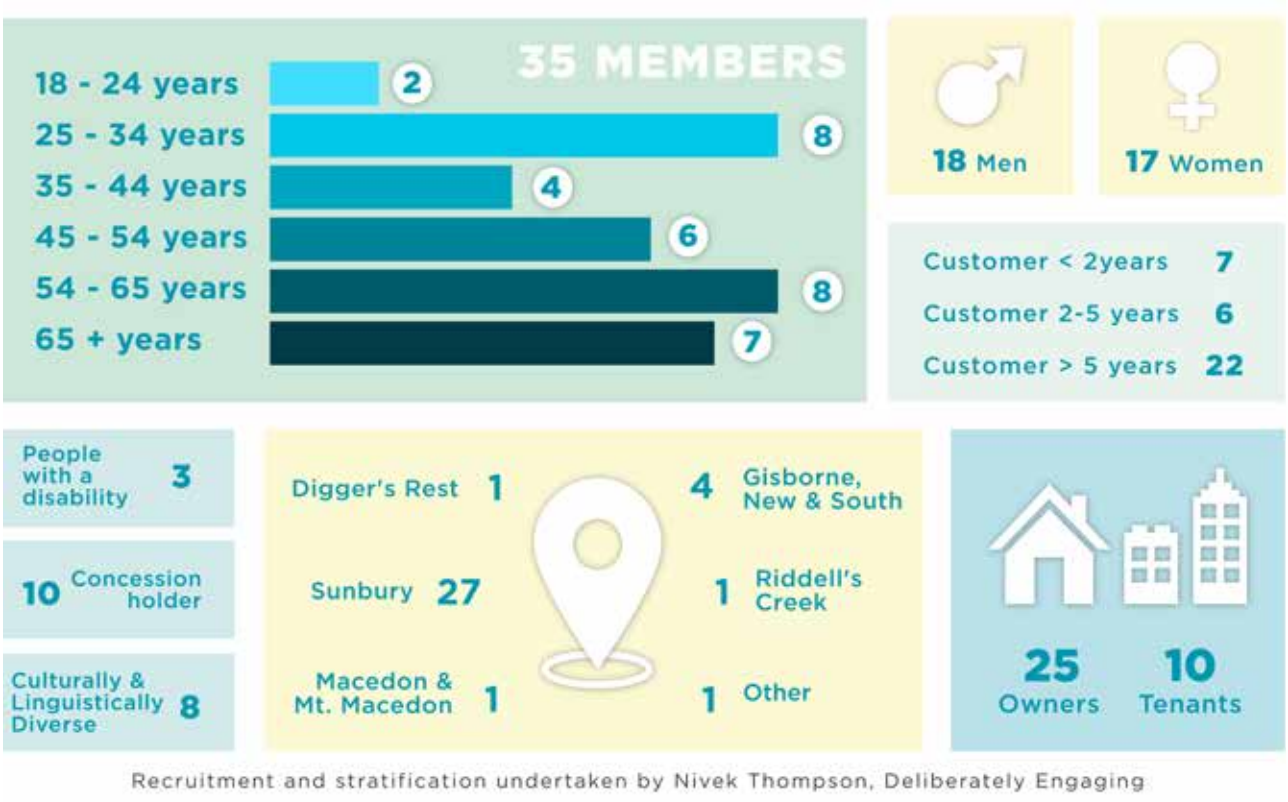
Independent recruitment specialist, *Deliberately Engaging* recruited the panel using a random, stratified selection process.

10,000 hard copy invitations were posted out to randomly selected customers across the targeted area using WW's customer database. Another 11,000 email invitations were sent to randomly selected customers on WW's database.

Those who received an invitation and registered their interest were placed in a pool. Stratification of the people who registered was undertaken to get a cross-section of customers based on the primary goals of age, gender, location (town), household tenure (owner/tenant) and concession card holders. The recruitment process also aimed to ensure that people with a disability and culturally and linguistically diverse people were represented on the panel.

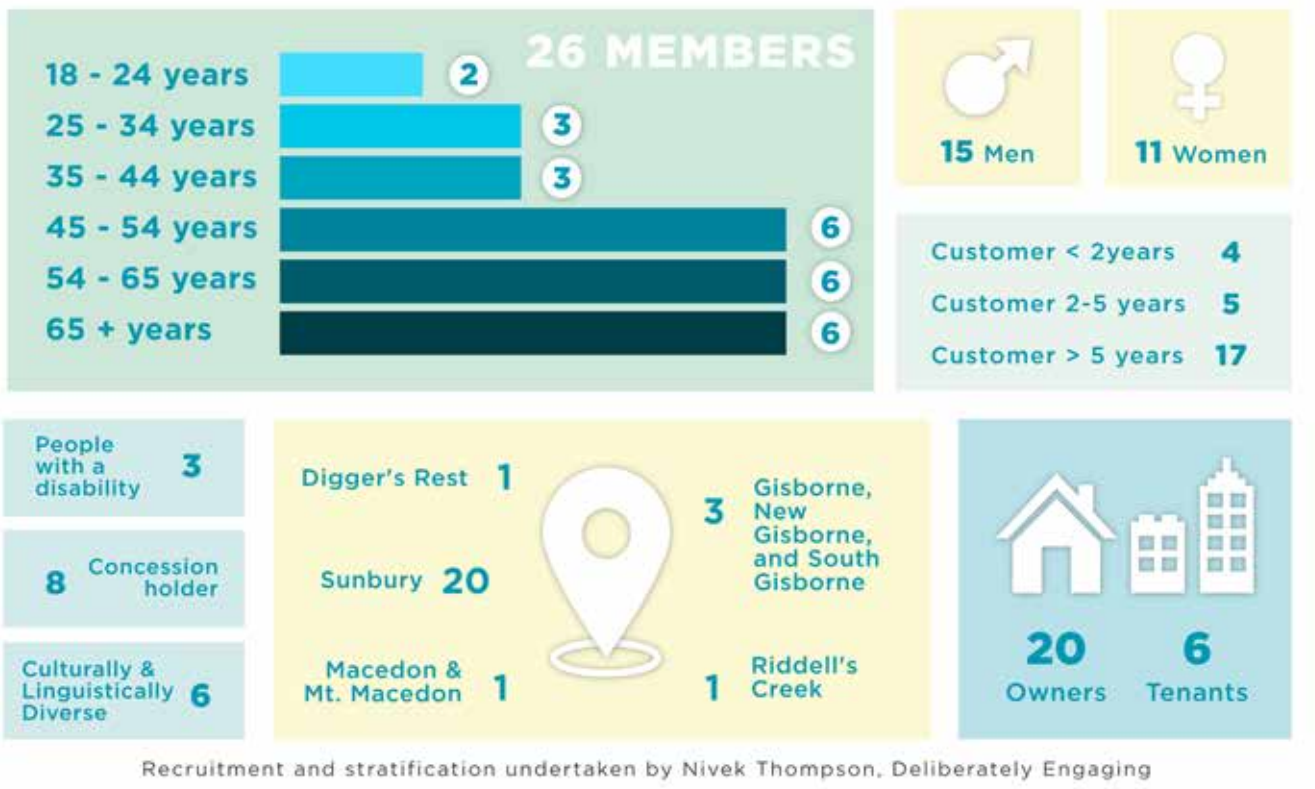
Based on the remit being considered and the geographic breakdown of customers affected by the decision, the goal was to establish a panel that was made up of approximately 80% Sunbury customers and 20% customers from surrounding towns.

Deliberately Engaging aimed to recruit 35 people in order to achieve an overall goal of 30 panellists continuing throughout the entire panel process. This is a normal approach to deliberative panel recruitment as it is common for numbers to reduce during the process for a range of reasons. 35 people confirmed their involvement prior to the Introductory Session, and 33 attended. All primary stratification goals were met initially, except for the 18-24 year old group, which was less represented.



Sunbury's Water Future Community Panel - panellist overview - 11 May 2019

During the process several panellists were forced to withdraw due to a number of issues including illness, work commitments and bereavements. On the final day of deliberations, 26 panellists were in attendance.



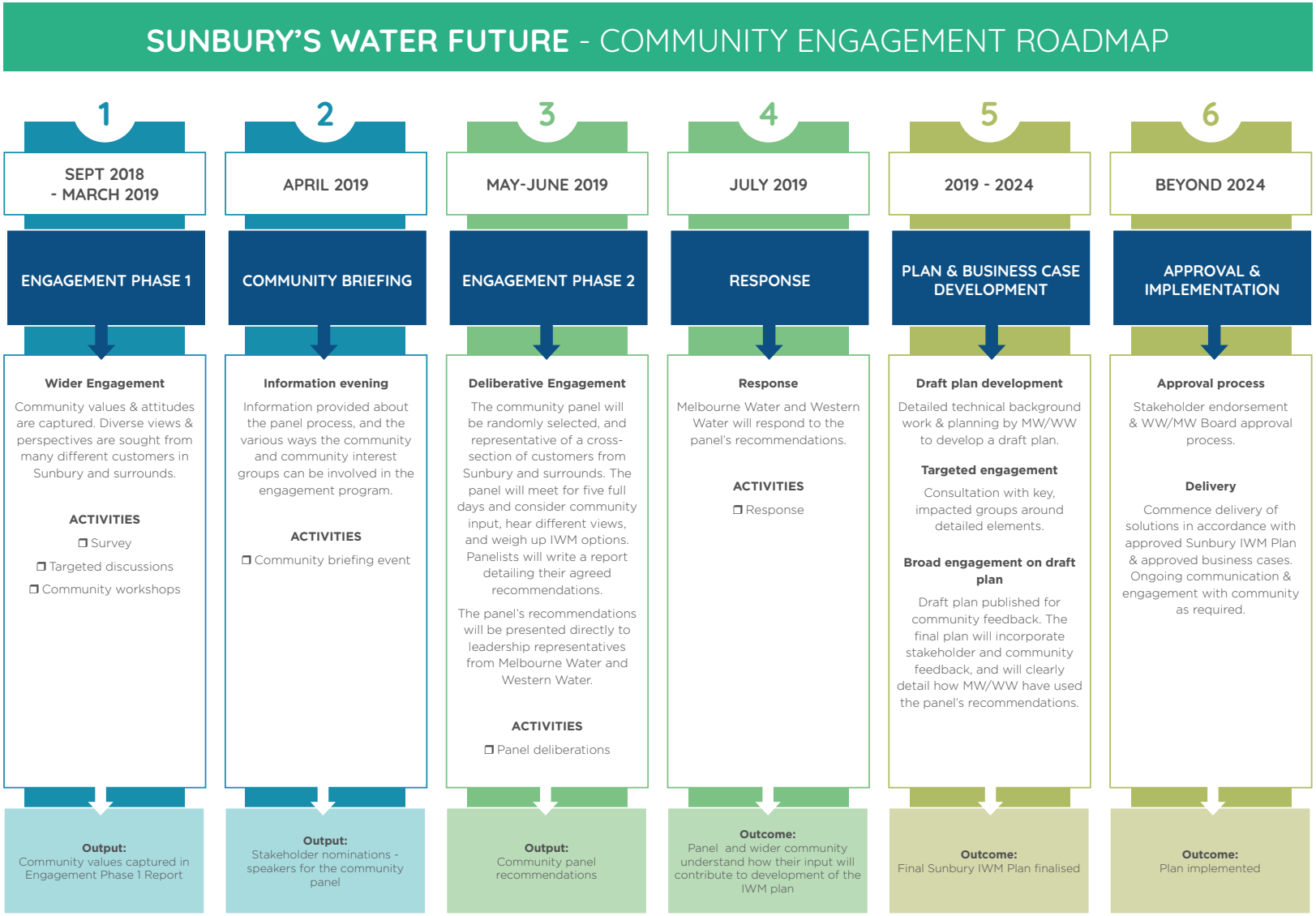
Sunbury's Water Future Community Panel - panellist overview - 29 June 2019

THE PROCESS

PROCESS ROADMAPS

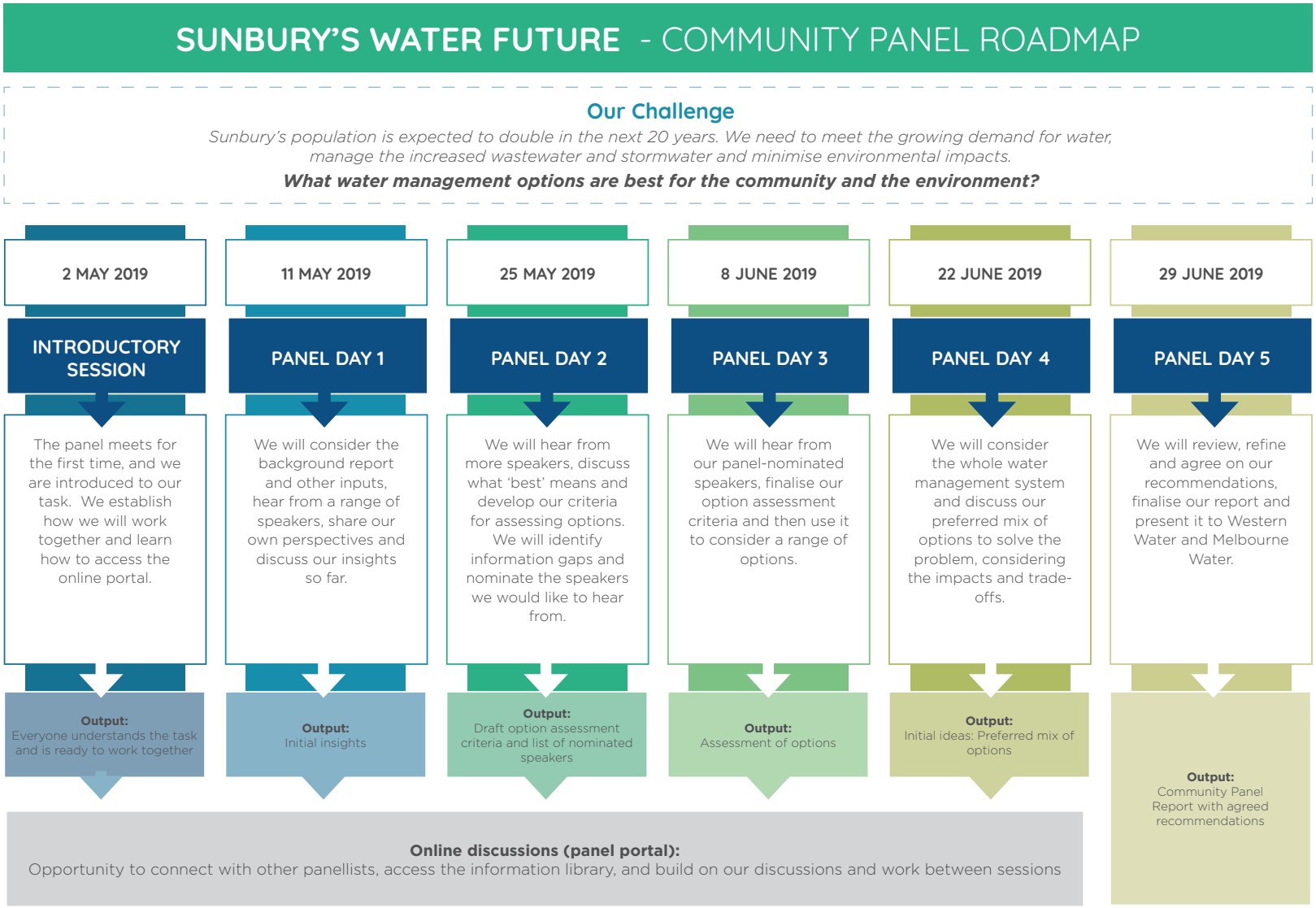
The two roadmaps below provide an overview of the Sunbury's Water Future engagement process.

- Roadmap 1 overviews the overall community engagement process.



Roadmap 1 – Overall community engagement process

- Roadmap 2 provides more details on the community panel phase of the process and summarises each step of the panel's journey. This is identified in Roadmap 1 as 'Engagement Phase 2 – Deliberative Engagement'.



Roadmap 2 – Community panel process

DETAILED PROCESS TIMELINE

WIDER ENGAGEMENT PHASE (PHASE 1)

October 2018 – March 2019

402	total participants
283	survey participants
119	face-to-face participants
9	face-to-face community conversations
98	community organisations invited to participate
10,000+	customers reached through promotional activities

RECRUITMENT

March 2019 – April 2019

(managed by Deliberately Engaging)

- Hard copy invitations distributed via post to randomly selected customers in Sunbury and surrounding towns
- EOIs registration period
- 10,000 hard copy invitations and 11,000 email invitations sent to randomly selected customers
- Stratified random sampling undertaken
- 35 panellists selected and engaged

INTRODUCTORY SESSION

2 May 2019 (33 participants)

- Formal welcome from WW and MW
- Learning about how the panel will operate (make decisions)
- Opportunity to a clarify the scope of the panel's task with MW and WW
- Setting agreements about how the panel would work together
- Receiving the background report (technical information)
- Understanding how to access the panel's online platform

ONLINE DISCUSSION (PANEL PORTAL)

3 May – 10 May

Discussion: What stood out from the background materials

DAY 1

11 May 2019 (31 participants)

- Welcome to country
- Welcome from WW Managing Director Jeff Rigby
- Learning about critical thinking and brain biases
- Insights from background and wider engagement reports
- Q&A on core content with key MW & WW speakers
- Conversations with seven curated speakers (subject matter experts organised by WW and MW)

ONLINE DISCUSSION (PANEL PORTAL)

12 May – 24 May

Discussion: What 'best' means for the community and environment

DAY 2

25 May (27 participants)

- Q&A with five community-nominated speakers
- Development of draft 'best' criteria
- Discussions around pros and cons of IWM options
- Information gaps, data requests and identification of panel-nominated speakers

ONLINE DISCUSSION (PANEL PORTAL)

26 May – 7 June

Discussion: Ideas for enhancement - draft best criteria

...continued overleaf

DAY 3

8 June (24 participants)

- Conversations with eight panel-nominated speakers
- Review and refinement of draft 'best' criteria
- Assessment of individual IWM options
- Identification of other ideas to solve the problem

ONLINE DISCUSSION (PANEL PORTAL)

9 June – 21 June

Discussion: Additional ideas to solve the problem.

DAY 4

22 June (26 participants)

- Finalisation of 'best' criteria (group agreement)
- Considering a systems approach and systematic solutions
- Development of draft recommendations
- Review of draft recommendations – panellists indicated their level of comfort with each draft idea and provided ideas for improvement
- Identification of missing recommendations and combinations

ONLINE DISCUSSION (PANEL PORTAL)

23 June – 28 June

Discussion: How to improve the draft recommendations

DAY 5

29 June (26 participants)

- Panel consideration of MW & WW's response to the draft recommendations (response outlined MW & WW's interpretation of the panel's intent behind each draft recommendation and highlighted any areas of confusion)
- Refinement of draft recommendations
- Final review: panellists decided whether they could 'live with' recommendations being in their report. Recommendations that received 80% or more support were included in the final report
- Three minority reports prepared on recommendations that got less than 80% support (each minority report prepared by a small group of at least three panellists)
- Presentation of final panel report to the Jeff Rigby, WW Managing Director and Chris Williams, MW General Manager, Integrated Planning.
- Panel members, the facilitators and WW and MW representatives expressed their final reflections and words of thanks

INFORMATION INPUTS

The panel consider a wide variety of information inputs from a variety of different sources. A summary of some of these key inputs have been listed in the table below.

KEY INPUT	DESCRIPTION
Background report	Prepared by MW and WW to outline core information in relation to the dilemma being discussed and the community panel's remit. The document aimed to overview the problem and associated challenges MW and WW have been grappling with, summarise work and research undertaken to date, and clarify what key questions need to be answered.
Wider engagement report	Results of the wider engagement phase (first phase of engagement)
Youth perspectives – video	Interviews with young people from Sunbury and surrounds during the wider engagement phase about their thoughts on Sunbury's water future.
Q&As with WW & MW representatives	MW and WW project representatives spoke to the panel about the issue being considered as a whole group at several points in the process. This provided the panel with an opportunity to ask them questions about: • the remit (at the Introductory Session) • the core issues being considered and the information in the background report (on Day 1) • the options in the background report (on Day 2). The panel could also request that a MW or WW representative answer a question during face-to-face sessions if they chose.
Curated speakers	Seven subject matter experts were organised by MW and WW to cover different sides to the issue. The speakers participated in a series of small group conversations with panellists on Day 1, allowing them to ask questions and discuss issues and opportunities. Speakers were: • **Paul Cassidy**, Victorian Planning Authority *Topic: Urban growth* • **Nigel Corby**, WW *Topic: Water Supply Security* • **Simon Catzikiris**, MW *Topic: Environmental flows in waterways* • **Dr Dan Deere**, Water Futures *Topic: Water sources, quality & uses* • **Blair Trewin**, Bureau of Meteorology *Topic: Climate* • **Warren Price**, WW *Topic: Wastewater/recycled water)* • **Professor Tim Fletcher**, Melbourne University *Topic: (Stormwater/waterways)*

KEY INPUT	DESCRIPTION
Community-nominated speakers	During the wider engagement phase (engagement phase 1), community members and organisations who attended an information session were given the opportunity to nominate speakers for the panel. MW and WW sought to organise speakers that matched the top six people (or categories of speaker) nominated and cover the requested/nominated list as closely as possible. The speakers that attended on Day 2 and participated in a Q&A speaker panel were: • **Mark Facciolo**, Manager Grid Oversight, DELWP *(covering a nomination for Rowena Morrow – to speak about water supply security)* • **Maxwell Campbell**, President, Field Naturalist Club of Victoria *(specifically nominated by the community members)* • **Bruce Lindsay**, Lawyer, Environmental Justice Australia *(specifically nominated by the community members)* • **Geoff Connellan**, Principal at G & Connellan Consultants (expert on water for sustainable green space) *(covering a nomination for a horticulturist to speak to the panel)* • **Dr Yung En Chee**, Quantitative Applied Ecologist, Waterway Ecosystem Research Group, University of Melbourne *(covering a nomination for an environmental scientist/researcher to speak to the panel)* The community members at the information session also suggested that someone speak about energy sustainability. Three potential speakers were contacted, unfortunately none were available to attend.
Panel nominated speakers	At the conclusion of Day 2, panellists identified information gaps and determined which of these gaps could be filled by speakers. Ten nominations were put forward for either specific speakers or a category of speaker. These nominations were: • IWM researcher or academic • Western Water Chief Financial Officer • Hydrogeologist (suggestion – Associate Professor Matthew Currell, RMIT) • Hume City Council - Head of planning • Developer • Independent Water Treatment expert and microbiologist (suggestion – Dr Dan Deere, Water Futures) • Professor Tim Fletcher, Melbourne University • Josh Bull MP • DHHS – Water program policy representative • Minister in charge of water supply and/or government representative in charge of funding *... continued overleaf*

KEY INPUT	DESCRIPTION
Panel nominated speakers ...continued	MW and WW sought to organise speakers that matched these nominations (or categories of speaker). The following speakers were confirmed and attended on Day 3 of deliberations: • **Dr Casey Furlong** IWM Consultant, GHD and Senior Industry Fellow, RMIT University • **Vicki Pinder** Acting Chief Financial Officer, Western Water • **Alex Walton** Senior Project Manager, Sunbury's Water Future (Western Water and Melbourne Water) • **Matthew Hudson** Manager Hydrogeology, Water Plans and Policies, Southern Rural Water • **Patrick Mora** Coordinator Statutory Planning, Growth Areas, Hume City Council • **Luke May** Development Manager, Villawood Properties • **Dr Dan Deere** Water Futures • **Prof Tim Fletcher** Melbourne University Dr Dan Deere and Professor Tim Fletcher (who had spoken to the panel previously on Day 1) participated in a Q&A with the whole panel (in response to the panel's request). Dr Deere (who was covering several topics) and the other speakers then participated in a series of small group conversations, which allowed panellists to ask questions and discuss issues and opportunities in small groups.
Panel data requests	At the conclusion of Day 2, panellists also identified which information gaps could be covered by written information or data. MW and WW worked to respond to these requests and provided the data in writing on for Day 3 of deliberations.
Responses to panel questions online	Up until the end of Day 3 of deliberations, the panel was invited to ask questions on their online portal about the topic and core content.
Fact checks	The panel was invited to post 'fact check' requests in the room at any time. MW and WW responded to all these questions and requests.
Other library resources	The panel was provided with a wide range of resources which was provided both in their online portal and in hard copy in the room (several copies available). This included but was not limited to relevant plans, reports and reports.

COMMUNITY PANEL REPORT

Community Panel
PANEL REPORT
OUR CHALLENGE

The Sunbury's Water Future Community Panel Report was finalised on the 29 June 2019 and presented to Jeff Rigby, Managing Director, WW and Chris Williams, General Manager, Integrated Planning, MW. The report was emailed to all participants at the conclusion of the day.

This report was written by the community panel in the room and was not edited by MW or WW in any way.

The panel's report can be viewed here.

PARTICIPANT FEEDBACK

Panel participants were invited to complete a survey developed by WW and MW at three points in the process:

1. Pre-deliberation survey completed at the beginning of Day 1 (26 responses received)
2. Mid-deliberation survey completed on Day 3 (25 responses received)
3. Post-deliberation survey completed at the conclusion of Day 5 (23 responses received).

WW and MW collated the responses, and this data has been summarised in the sections below.

COMPARITIVE FINDINGS

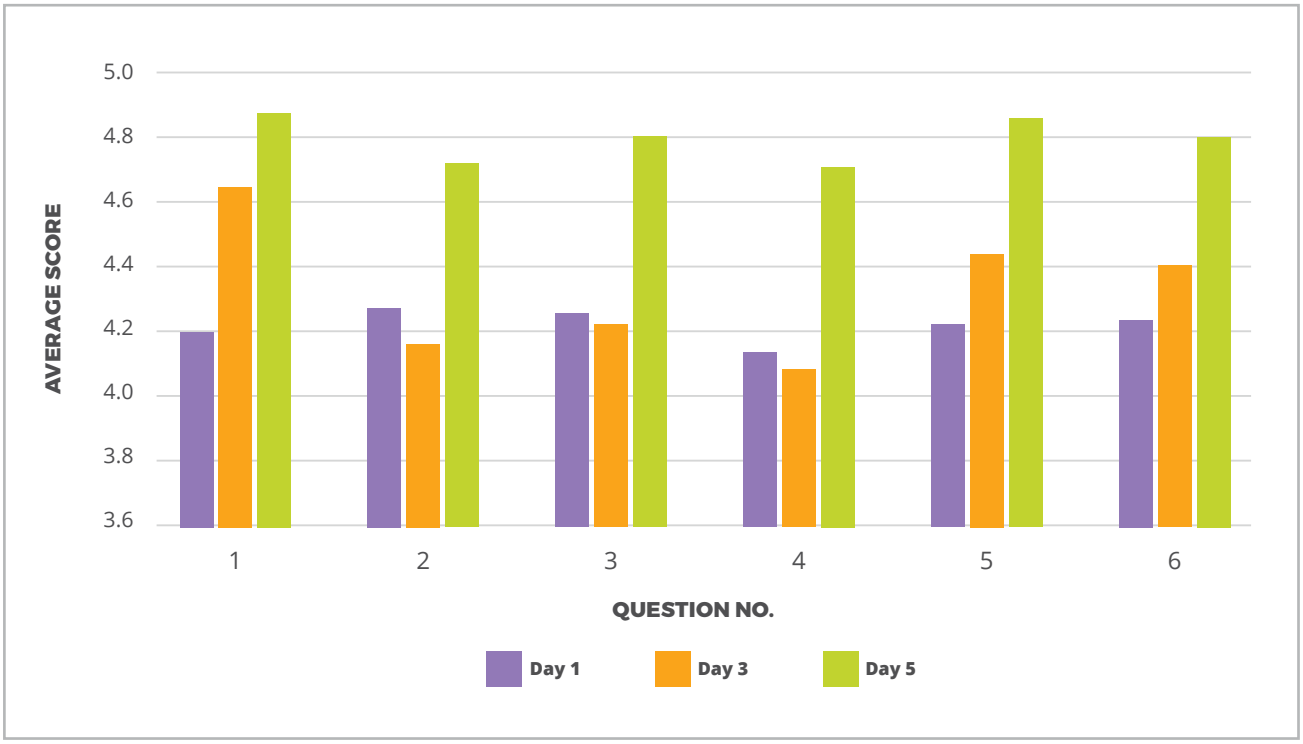
Panellists were asked the same six questions at each point in the process. They were asked to respond to the first question by indicating their level of satisfaction (where 1=unsatisfied and 5=highly satisfied), and respond to the remaining five questions by indicating their level of agreement, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Those who participated in the survey reported an increase in satisfaction, trust and confidence across all measures between Day 1 and Day 5 of the process (see table below). There was a slight drop in average scores for satisfaction, trust and confidence in response to questions 2 and 3 on Day 3, however, overall, by the end of the process these average scores had increased.

QUESTIONS	**Day 1** Average score *n=26*	**Day 3** Average score *n=25*	**Day 5** Average score *n=23*
1. Overall, how satisfied are you with the engagement to date during this project?	4.2	4.6	4.9
2. I trust that Melbourne Water and Western Water are genuinely interested in involving the community	4.3	4.2	4.7
3. I am confident that information provided to me is honest and transparent	4.3	4.2	4.8
4. I am confident that Melbourne Water and Western Water are open to my feedback and input	4.1	4.1	4.7
5. I am clear on what the project is about and what the project involves	4.2	4.4	4.8
6. I feel involved in the process and understand how my input could influence the outcomes	4.2	4.4	4.8

These results have also been represented visually in the following graph:

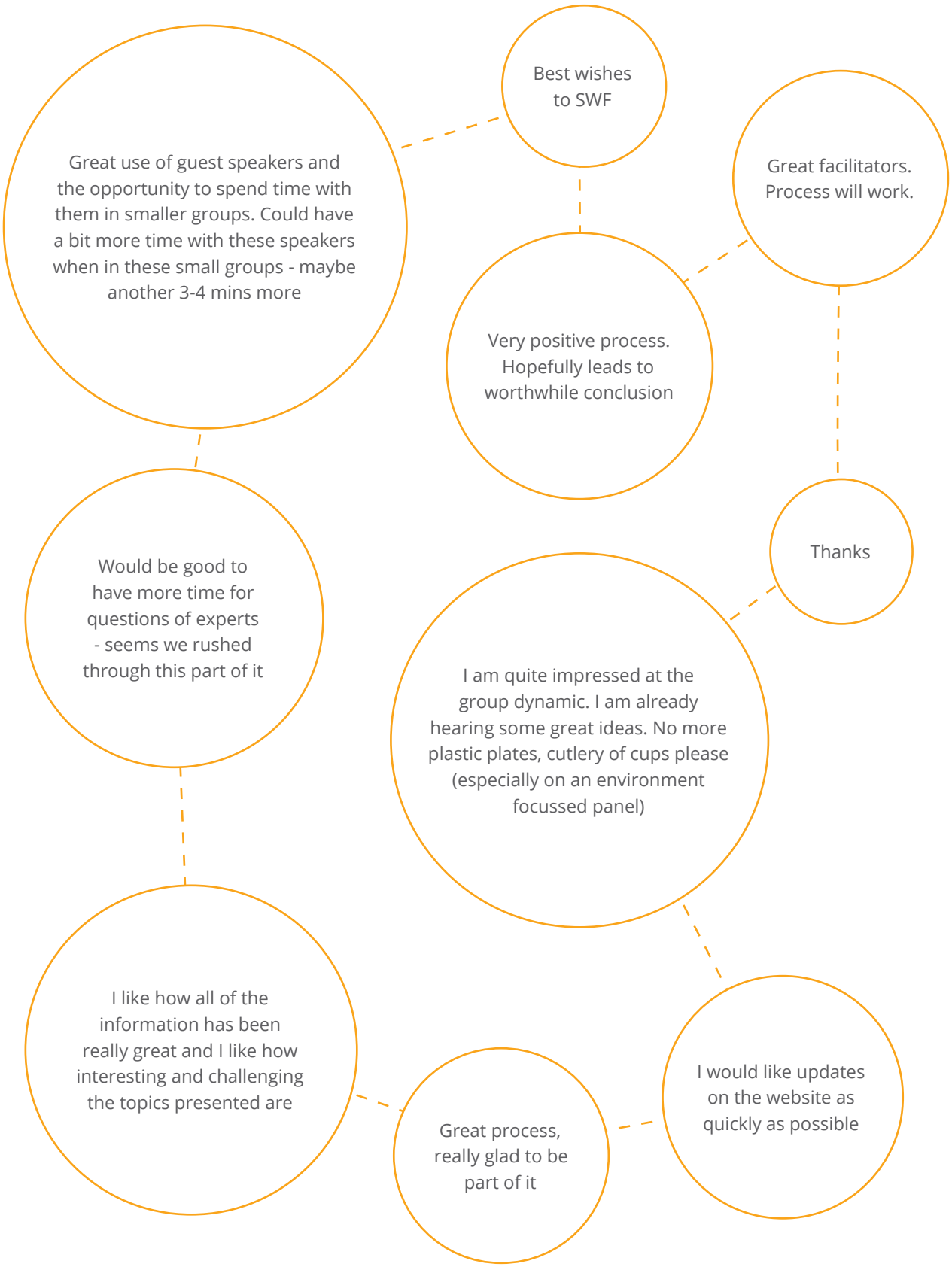


FEEDBACK AND COMMENTS

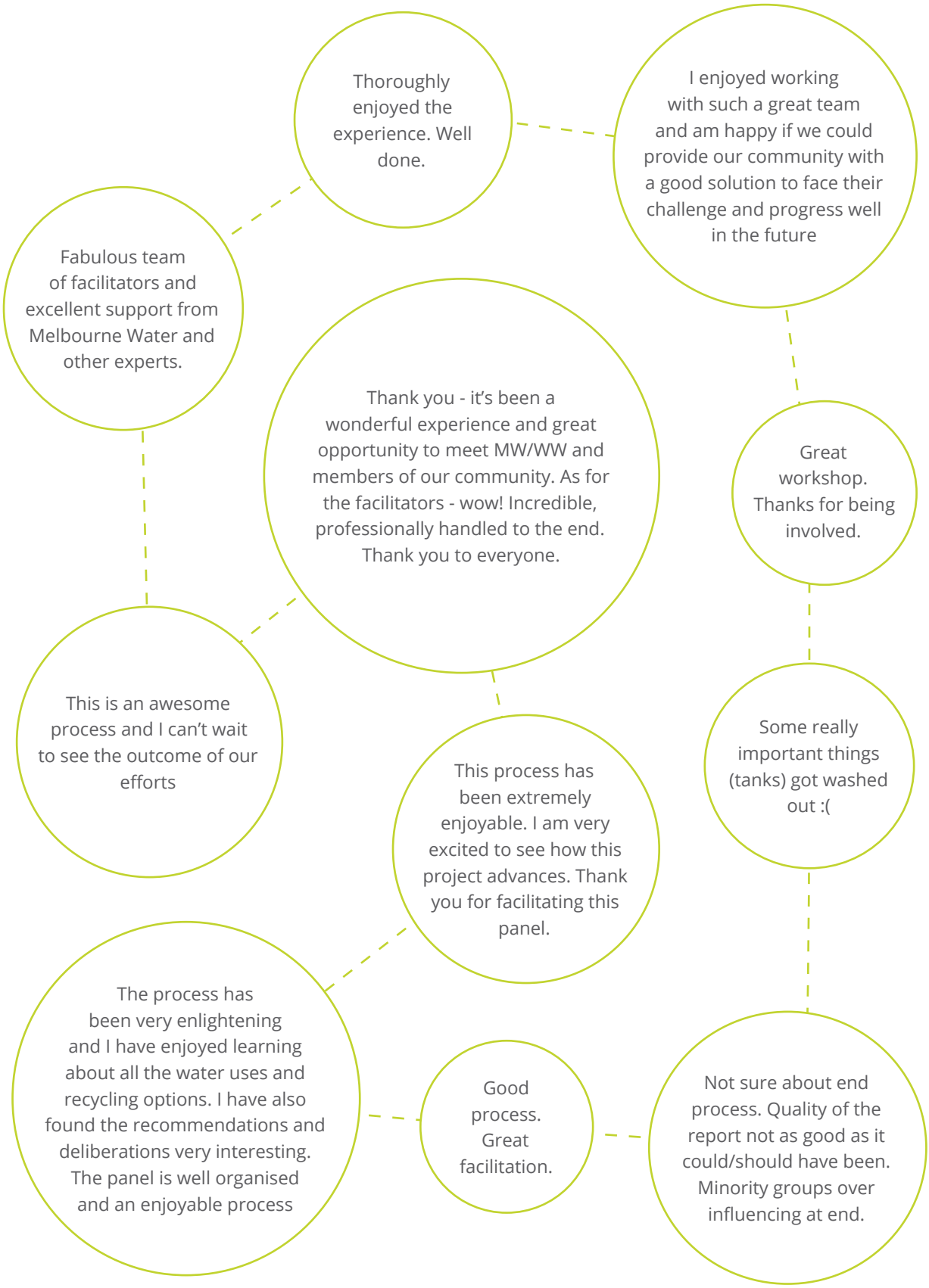
Panellists were invited to provide feedback and comments via the survey at all three points in the process. The feedback received has been listed (unedited) below.

PANELLIST FEEDBACK – DAY 1

PANELLIST FEEDBACK – DAY 3



PANELLIST FEEDBACK – DAY 5



NEXT STEPS

The panel's report has been published unedited and in full on the WW and MW websites. MW and MW have also committed to consider and use the panel's recommendations to the greatest extent possible in the development of Sunbury's Integrated Water Management plan. MW and WW will respond to the panel's report, outlining how they will use each recommendation. Where a recommendation cannot be implemented, MW and WW will provide reasons why.

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