

Healthy Waterways Strategy Renewal Co-Governance Lab Workshop #2

23rd November, 2016
Donkey Wheelhouse

Harvest Report

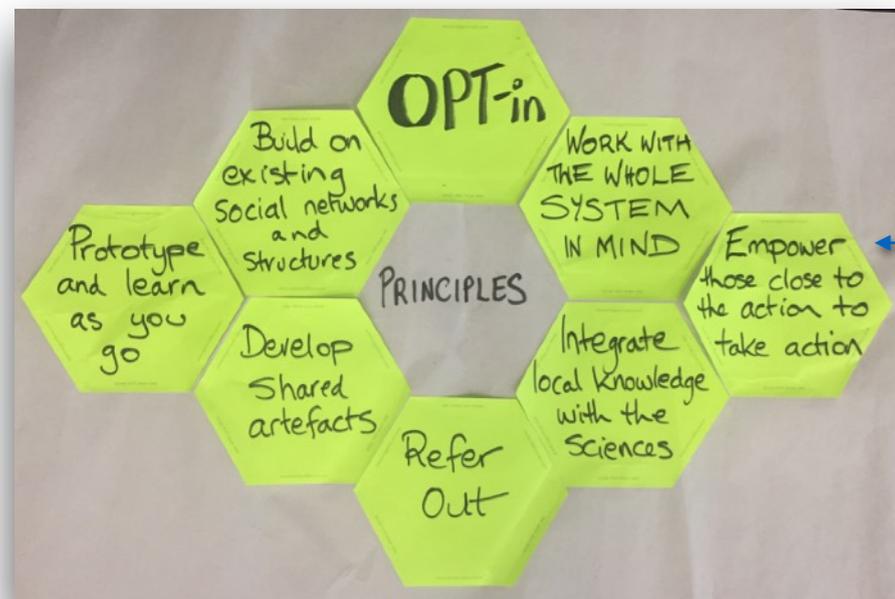
This report provides a visual snapshot of the main outputs from the Workshop. It also briefly describes the group process used by the facilitator.



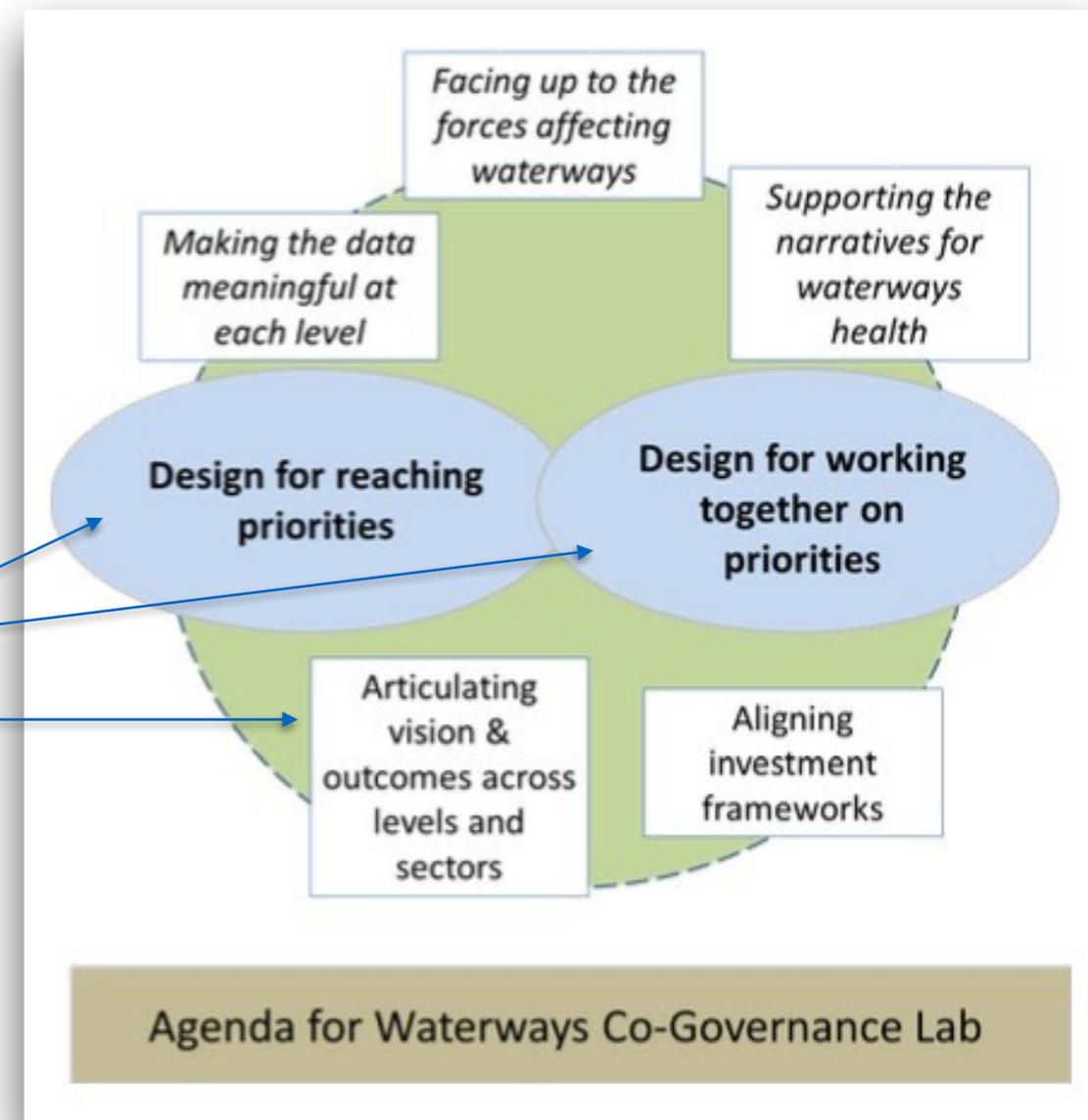
A Design for Renewing the Healthy Waterways Strategy

The proposed design for the renewal of the Healthy Waterways Strategy was presented at the beginning of the workshop. These design elements were identified at the first Co-Governance Lab Launch and the design - see description below.

The main outcomes from the Launch Workshop were:



2 streams
5 issues
8 principles



A design for renewing the Healthy Waterways Strategy

This design is based on participant input at the HWS18 refresh launch and co-design workshop and subsequent discussion with Rob Considine and Karen White, and between the consultants. It sets out the matters that need attention in the development of an effective design for collaboratively renewing and acting in HWS18 and a roadmap of events for getting us there. For the principles behind this design,

What needs attention?

In waterways management, there's readiness¹ for strengthening co-governance. **Co-governance** is what happens when government, industry and community work together for the common good. Drawing on multiple perspectives generates understanding of what is working and not working, and leads to trying out new ways to collaborate. Co-governance is about creative relationships between those with a stake in decisions, at each level of scale.

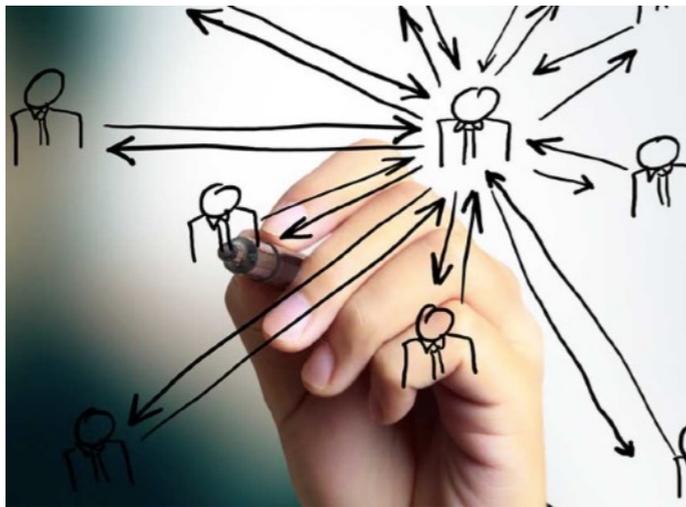
Our Roles as Co-Governance Lab Participants

We each have important roles to play along the Co-Governance Lab journey. This journey is not linear and, like a river, twists and turns and complexity lay ahead.

As Lab team members three important roles were identified at the Launch workshop:

Designer

Contributing your experience and ideas to the design process of the Co-Governance Lab



Communicator

Inviting people into HWS Renewal.
In catchments and across government.
Who will you bring on board?
Which neglected interests will you search out?



Leader

Taking action on strengthening institutional relationships.
What are you going to get moving?

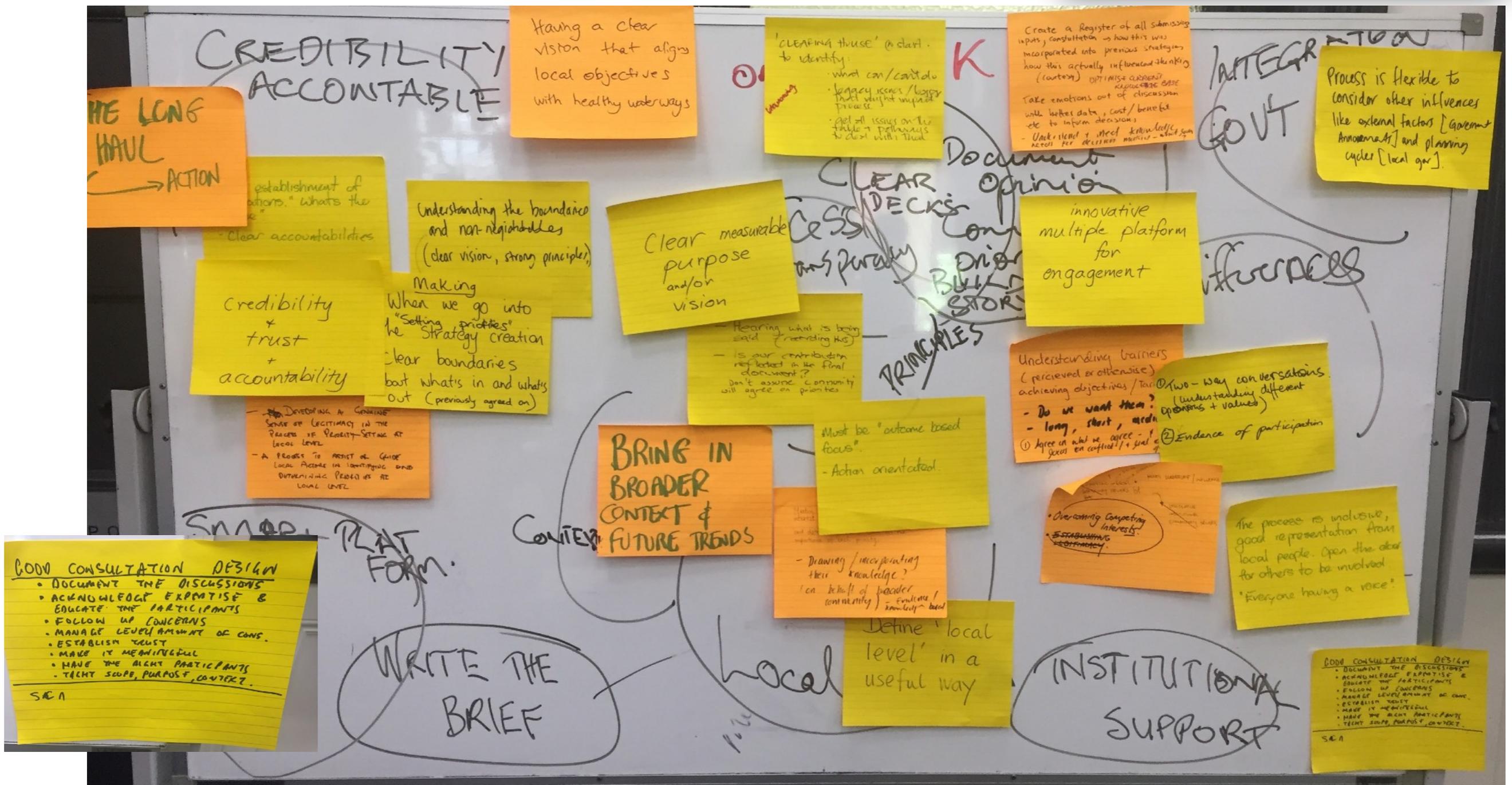
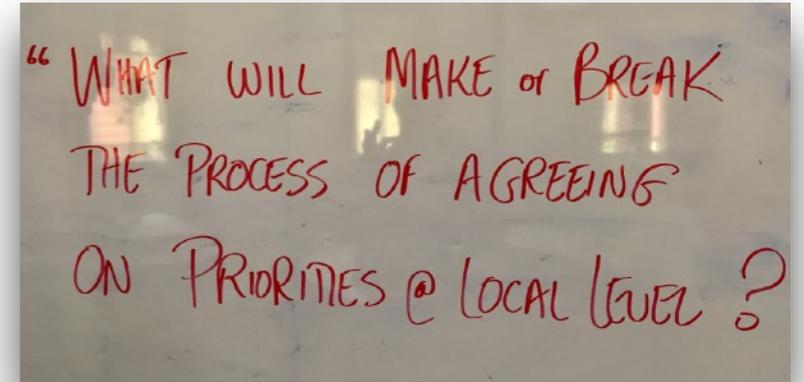


The Essentials

In preparation for design of the pilot of consultation at local level, participants were asked:

“What will make or break the process of agreeing on priorities at local level?”

Lab members also identified (on post it notes - slides 4 to 7) where they had expertise and interest to support how these ‘essential elements’ get put into practice.



GOOD CONSULTATION DESIGN

- DOCUMENT THE DISCUSSIONS
- ACKNOWLEDGE EXPERTISE & EDUCATE THE PARTICIPANTS
- FOLLOW UP CONCERNS
- MANAGE LEVEL AMOUNT OF CONS.
- ESTABLISH TRUST
- MAKE IT MEANINGFUL
- HAVE THE RIGHT PARTICIPANTS
- TIGHT SCOPE, PURPOSE, CONTEXT.

S&A

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S&A

The Essentials

The pictures below display the output from the smaller group conversations.

Post it Notes were also added (not shown here) where specific people/orgs have expertise and interest to support how these 'essential elements' get put into practice. This data will feed into future processes and communications.

Establish credibility & accountabilities of the planning process within institutional space

Make the process transparent to participants

ESTABLISH CREDIBILITY & ACCOUNTABILITIES OF THE PLANNING PROCESS WITHIN INSTITUTIONAL SPACE

Commitment, + implementation
 High level participation within partner organisations
 (CEO)

DEVELOP A VISION THAT CAN ENABLE THIS

SCOPE & BOUNDARIES ARE EXPLICIT

- Delivers on promised processes, without excuse.
- Flexibility + rigidity with targets established in strategy.
 (on how) (on goal)

Claim, assert and exercise authority with respect to all impacts on healthy waterways.

THE LONG HAUL
 ACTION

Manage establishment of expectations. "What's the promise"
 - Clear accountabilities

Credibility + trust + accountability

Understanding the boundaries and non-negotiables (clear vision, strong principles)

Making "Setting priorities" the "Strategy creation" Clear boundaries about what's in and what's out (previously agreed on)

Developing a genuine sense of legitimacy in the process of priority setting at local level
 - A process to assist or guide local actors in identifying and determining priorities at local level

MAKE THE PROCESS TRANSPARENT TO PARTICIPANTS

Contribution → Action

Use Facebook because local groups have recently learnt to use it effectively, especially sharing and groups. This is for overall recruiting/participation.

Clear principles/guidelines of engagement to give participants confidence in process. (Credibility)

No matter how local, recommendations agreed must live in the system indefinitely and be reported against so participants gain confidence in the legitimacy and integrity of the process.

Having a clear vision that aligns local objectives with healthy waterways

Process

- Hearing what is being said (recording this)
- Is our contribution reflected in the final document? Don't assume community will agree on priorities

Clear measurable purpose and/or vision

Must be "outcome based focus".
 - Action orientated.

Integration Across Government

INTEGRATION ACROSS GOVERNMENT

→ make connections across gov^{ts} as we go.

Link government around waterway system around priorities for each part of each catchment

Provide support to different agencies of gov^t to work out how they can bring together resources, expertise, + authority in support of priorities + followup commitment

Strengthen advocacy for waterways, by linking advocates across catchments to track opp^s + barriers in public + political opinion

Process is flexible to consider other influences like external factors [Government Announcements] and planning cycles [local gov].

Bring in broader context & future trends

BRING IN BROADER CONTEXT & FUTURE TRENDS

UNDERSTAND THE CONTEXT & UNDERLYING SCIENCE & LOCAL KNOWLEDGE

Noting the scale/priorities of the issues interest groups within the bigger picture and determining how to scale out the importance of each priority.

- Drawing/incorporating their knowledge? (on behalf of broader community) - Evidence / knowledge base

Purpose: Develop how to draw in relevant knowledge into the design process. - that combines expert and local knowledge.

Outcomes: Information and knowledge is made accessible, relevant in scale & context. throughout design process (e.g. from catchment to reach, expert to passionate individual), eg

② Builds agency / adoption + contribution to culture, knowledge creation.

① knowledge broker

③ knowledge portal & sharing of information opportunities

④ Common/agreed collection, recording & synthesis methods - for citizen science + formal decisions

⑤ Information/design/knowledge systems/model

⑥ Forums that bring together science & community.

Connecting this work to previous work & documenting opinions progressively

Bring relevant difference to the table

CONNECTING THIS WORK TO PREVIOUS WORK & DOCUMENT OPINIONS PROGRESSIVELY

→ Show the journey of HWS & all other relevant strategies/policies from across the interest sector & groups.

→ Create knowledge bank where from, where we are & where we're going

INNOVATIVE PLATFORM

What questions have already been asked? What do we already know? What have we already heard?

innovative multiple platform for engagement

'CLEARING HOUSE' @ start to identify:

- what can/can't do
- legacy issues / longer term weight impact process
- get all issues on the table + pathways to deal with them

Asking the same questions to the same groups!

Play back previous input → snapshot across previous input → what else?

Common ground vs conflict points?

Setting the scene

RRHS & HWS (& other related strategies/processes etc.)

- ↳ Broad vs local?
- ↳ How to capture this?

Acknowledge gaps → celebrate success

Targeted snapshot/context

International context

OPTIMISE CURRENT KNOWLEDGE BASE

Take emotions out of discussion with better data, cost/benefit etc to inform decisions

- Understand & meet knowledge needs for decision making - what's the goal?

BRING RELEVANT DIFFERENCE TO THE TABLE

→ clear process → **DECISIONS**

Understanding barriers (perceived or otherwise) to achieving objectives/targets

- Do we want them?
- long, short, medium

① Agree on what we agree - & focus on conflict / & deal with

② Two-way conversations (understanding different opinions + values)

③ Evidence of participation

The process is inclusive, good representation from local people. Open the door for others to be involved.

"Everyone having a voice"

Overcoming Competing Interests

Establishing Economy

The Vision

Individual Lab members drafted their own Vision statement for the next HWS —> taking into account the *changed context* and the broad *waterways goals* listed by Karen.

Geoff facilitated a process (aka '35') which involved 5 rounds of paired review and voting. Each vision statement ended up with a score and the top 10 statement are listed below.

Top 10 Vision Statements

24 - Healthy waterways valued by the community

23 - Waterways for life

22 - Healthy waterways highly valued

21.5 - Healthy waterways that are valued by the community and provide resilience to future shocks

21 - Healthy waterways are the heart and soul of our community

21 - Healthy waterways healthy people

21 - Healthy water for life

20.5 - Healthy waterways that enhance life and liveability for fauna, flora and the community

Remaining Vision Statements

Healthy waterways healthy people

Healthy water for life

Healthy waterways that enhance life and liveability for fauna, flora and the community

Development of healthy waterways that are integrated with the environment, community and enhance liveability

Communities value waterway health that enhances the liveability of our landscape

Healthy and valued waterways are integrated with and encourage healthy activity and ecosystem revival

Healthy and valued waterways managed sustainably to balance environmental, economic and social values

Waterways and catchments are managed in a holistic manner to foster healthy environment, social and economic outcomes

Our waterways are healthy, valued by the community and represent the cultural values of our broader landscape

Waterways that provide value to local communities

Waterways that support a balanced, diverse array of values appreciated by our community

Melbourne's waterways are the most healthiest and valued in Australia

Enhance liveability through healthy waterways

Healthy and valued waterways and catchments that enhance life and liveability and contribute to future sustainability

Healthy waterways managed to enhance social, economic, environmental and cultural values for current and future generations

Healthy, resilient and liveable waterways and wetlands valued by our community

Healthy waterways that are managed for long-term ecological and cultural sustainability

Healthy waterways for enhanced life and liveability

Healthy and valued waterways provide diverse and thriving environments for communities to enjoy and are managed sustainably to balance environmental, cultural, economic and social values

Healthy and valued waterways enhancing communities and liveability

Healthy waterways are integral to health and liveability of the community

To govern waterways (catchments) on a trajectory that builds social, biophysical and cultural viability (vitality)

Healthy and resilient ecosystems (structure and function) that people can enjoy

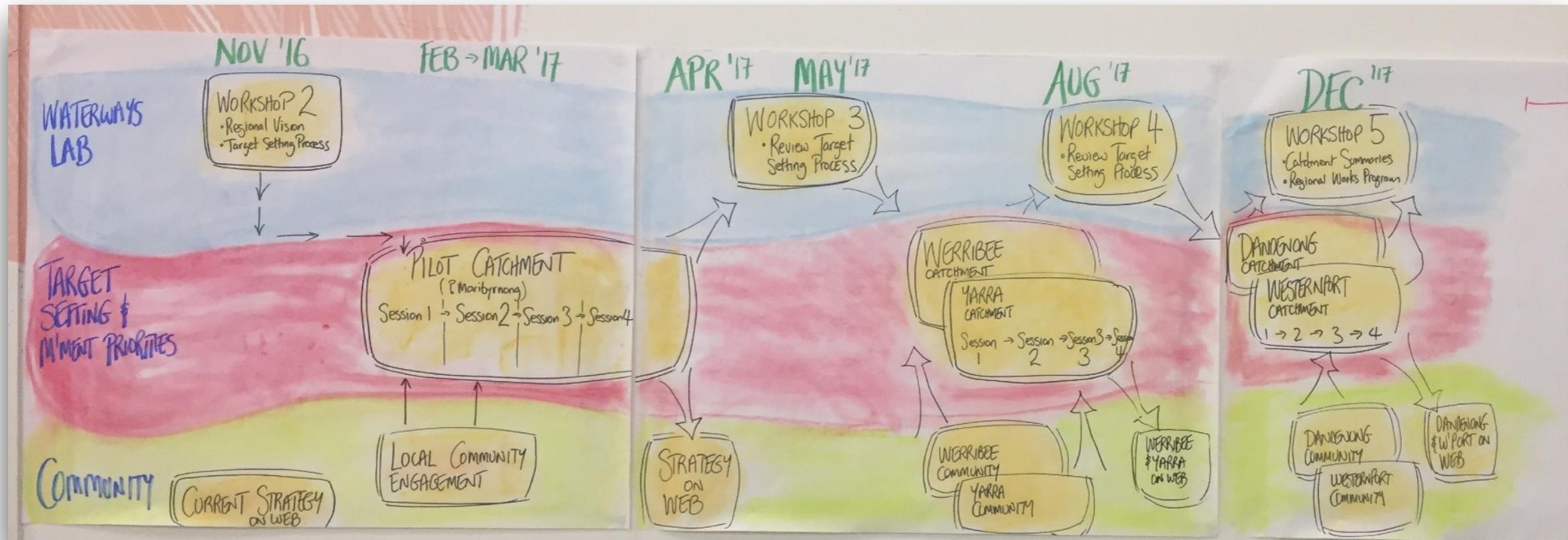
Set achievable environmental and social objectives engaging local communities and interest groups

Waterways that meet the diverse needs of the community through preservation of environmental values

Waterways are protected from degradation and improved where possible

The Timeline ... the Journey Ahead

Toward the end of the workshop, this timeline was presented showing a meta-design for an initial pilot catchment (Maribyrnong) to commence in early 2017. The pilot will feed lessons into a third Co-Governance Lab workshop, where the design for engagement of subsequent catchments will respond and change. Broader community engagement (beyond the reach of the Target Setting sessions) will also feed into the process.



The Lab will connect local & institutional levels of waterways management by reaching out in two directions:

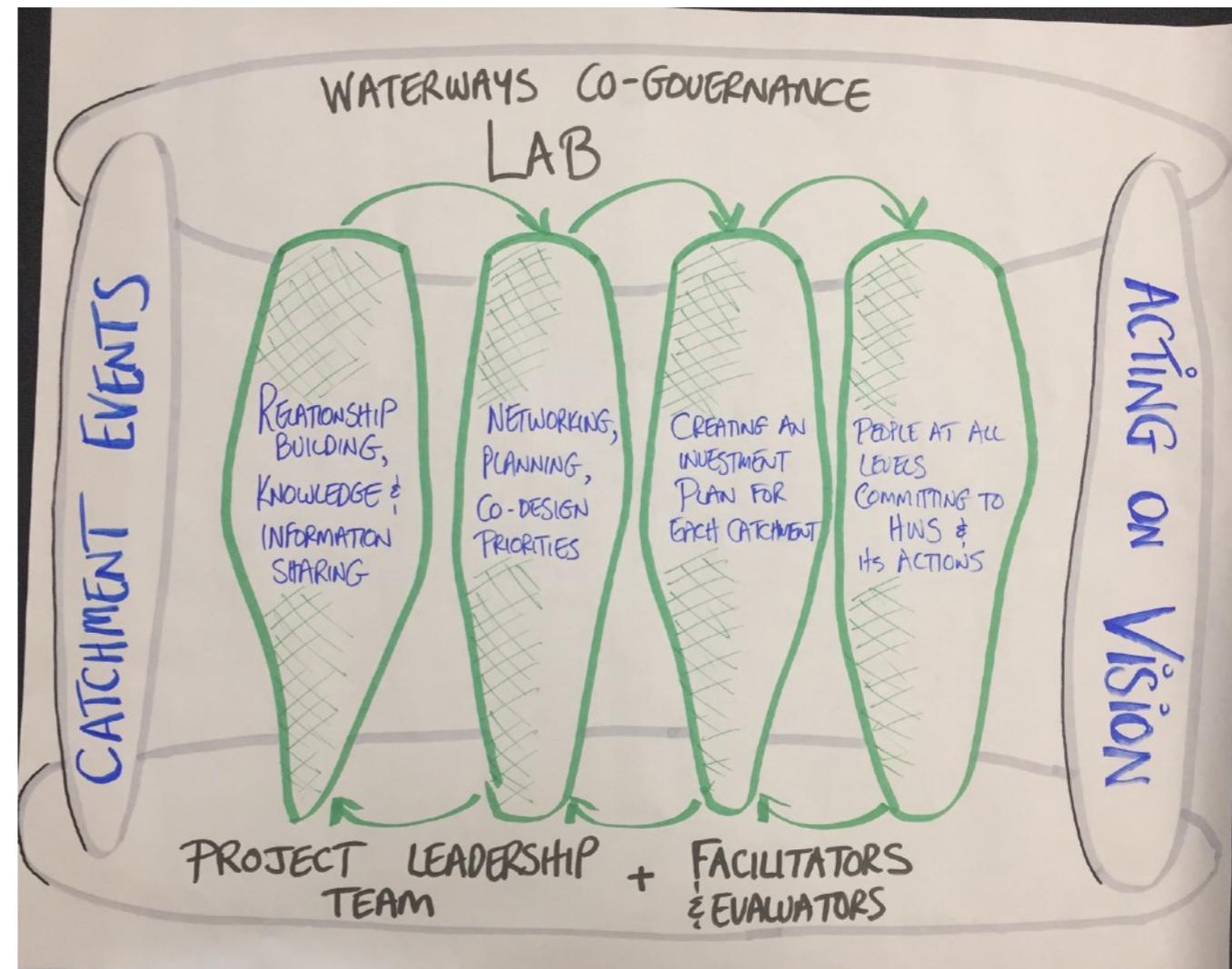
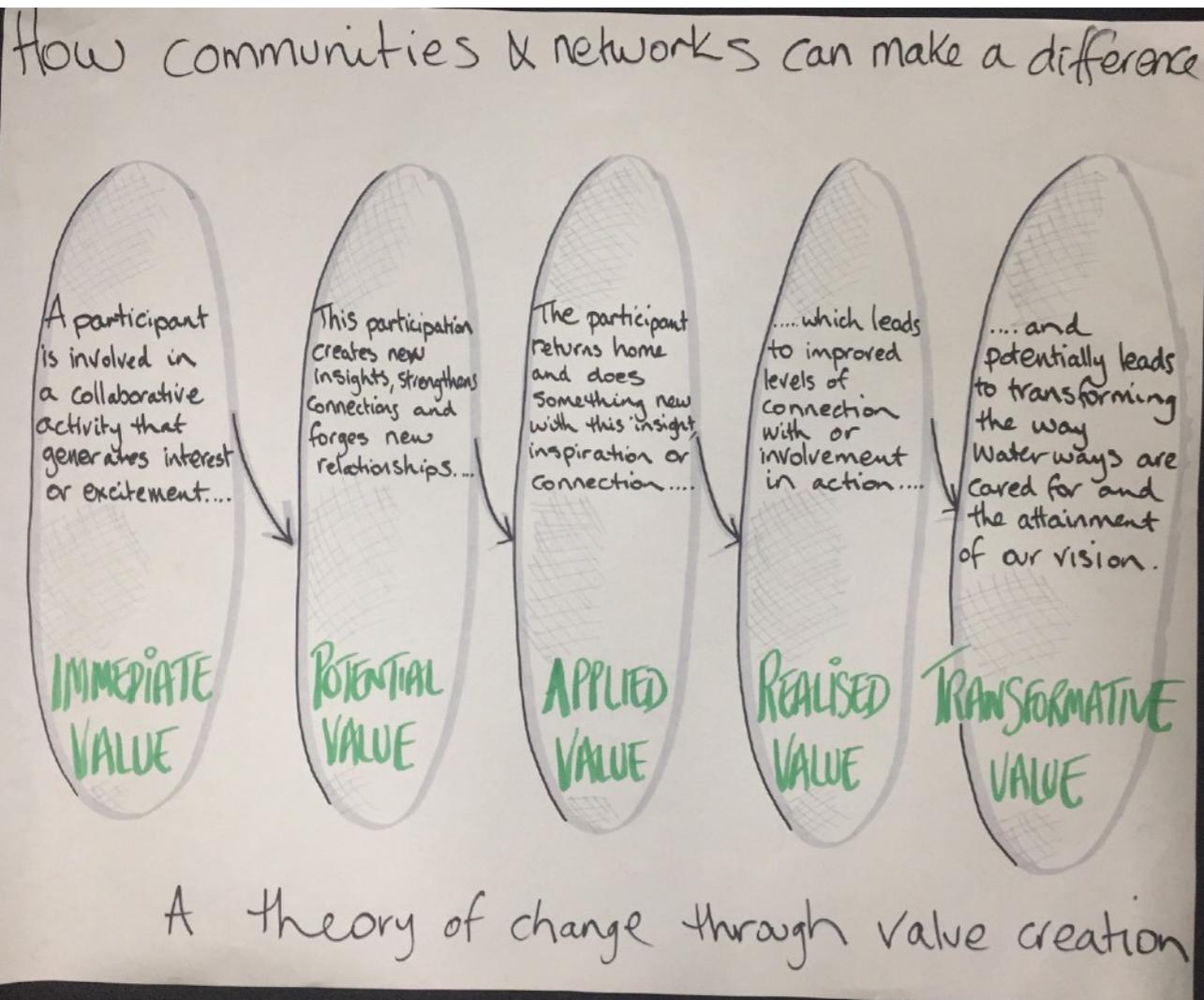
- **To the local level.** Understanding and commitment at the local level needs to fuel priority setting, from Management Unit level through to the 15 Waterways Systems across 5 catchments. Connecting to the loosely linked network of community and government relationships that form at local level will engage the people most likely to participate in planning, who can also invite in other community members and groups.
- **To the institutional level.** In the past, relationships at institutional level have not been given as much attention as relationships at local level, and implementation by players outside Melbourne Water has suffered. The Lab will connect community perception of drivers and constraints on integrated action with perceptions in the institutional level. This will inform where and how to shift institutional arrangements for policy, investment, integration of data and expertise and learning during implementation.

How do collaboration & learning generate benefits for people & organisations?

“Enabling learning in any project is a strategic imperative”
Etienne Wenger

Model 1 A theory of change through value creation says people experience value or benefits, both individually and organisationally, from collaborating with others in networks or communities of practice (Wenger, Trayner & Laat, 2011). Benefits along the way can be sharing and learning from each other’s experiences, co-designing new ways of working together, problem solving and helping each other with challenges. The ultimate benefit is achieving the purpose or outcome the collaborators set out to achieve – in this case a renewed HWS with increased diversity of input and ownership that leads to improvements in how waterways are managed.

Model 2 is the adaptation for application in the renewal of the HWS. Applying this model will help us link specific activities with desired outcomes. The Waterways Co-governance Lab and the Project Leadership Team with support from the Facilitation & Evaluation Team will co-design, monitor and evaluate catchment activities to learn from and improve the strategy renewal along the way. Our intention is to gather data from participant reflections, interviews, workshop outputs and observations to generate a flow of value-creation stories that illustrate the benefits, individual and organisational, being experienced throughout the process and leading to a renewed and improved HWS.



Next Steps

At the end of the workshop a number of 'next steps' were identified by the project team. These included:

- Provide Co-Governance Lab attendees with a summary of the workshop outcomes and feedback
- Develop communication material for Co-Governance Lab members to share and invite others into the Waterways Labs
- Work with the Co-Governance Lab participants who expressed an interest in helping to design the Maribyrnong pilot catchment forums
- Develop digital platform to support the co-design process

Process Evaluation Results (so far)

From the Sensing Sheet (completed at the workshop), the project team has converted the feedback into KPI like measures for reporting to the Project Leadership Team to track the effectiveness of the co-design process.

These tables are a draft and designed to show instructive of the types of information we should be tracking.

Value	KPI	Result			Meaning
Immediate	Diversity and numbers of participants	Organisation	Workshop 1 (launch)	Workshop 2 (lab)	The number of participants was maintained at both labs by attracting new attendees to replace attendees that dropped out. Diversity increased in the second workshop. Action: Prior to third workshop, focus on improving both numbers and diversity of participants.
		Melbourne Water	14	11	
		Retail Water	6	6	
		Government Agency	7	5	
		Local government	2	5	
		Community group	6	8	
		Industry group	0	2	
		CMA	1	0	
		Traditional Owner	1	0	
		University	0	1	
		Facilitator	3	3	
		Total	40	41	
	Retention rate	% Survey respondents who attended both Workshop 1 and 2	34%		Retention rate is low and it would be desirable to be at least 50%

Value	KPI	Result		Meaning
Immediate	Feedback from participants	What did you enjoy about Workshop 2 (lab)?	% respondents	The new learning approach through creative co-design process is highly valued.
		Collaboration	50%	
		New learning approach	70%	
	Referrals from participants to new participants	Do you feel informed to be able to share the HWS renewal process with your colleagues?	% respondents	The co-design process has enabled participants to 'put the word out'
		Yes	60%	
		No	7%	
Potential	Initiatives started by participants	Is your approach to waterways management changing?	% respondents	Although early in the process, around a quarter of survey respondents noted that they were changing their approach. Most were anyway (ie not because of this process).
		Yes	24%	
		No	21%	

Selected Quotes from the Sensing Feedback ...

What did you enjoy?

“Interactive sessions, increase energy which can get the creative juices flowing. Meeting new people. The overall approach being taken is inclusive and comprehensive.”

“Level of involvement and passion from people in the room - the energy and the vibe.”

“The problem space is increasingly central to my voluntary activities. Learning that the project will use Marybinong catchment as pilot.”

“Facilitators clear instructions and their understanding of the responses/input from workshop participants. Meeting and knowing how many other stakeholders are in waterways management.”

What difference could this make?

A more integrated approach - thinking about more stakeholders

Continue to co-operate with stakeholders but also looking more at the outcomes

This will prove access to more people, and build champions across the community to help implement the strategy

New Insights?

“Value of broad base of people for consultation. Got me thinking about waterways in my region”

“The project compliments a current commitment to develop a regional waterways network and forum with members of the Water keepers Alliance (Yarra River keeper, Werribee River keeper, Port Phillip Baykeeper)”

How might you act on new insights?

In developing new environmental management plan for PPB - ensuring connection to the right people to do the right thing

Look for outcomes that are beneficial for PV and MW and assist with delivering

Set a goal of speaking to 100 community based groups throughout the strategy development.
(create a register)

Other Comments

“Very interesting workshop and great to see several local community representatives in the room this time.”

“Very much an insider focus - how do we capture the outsiders?”