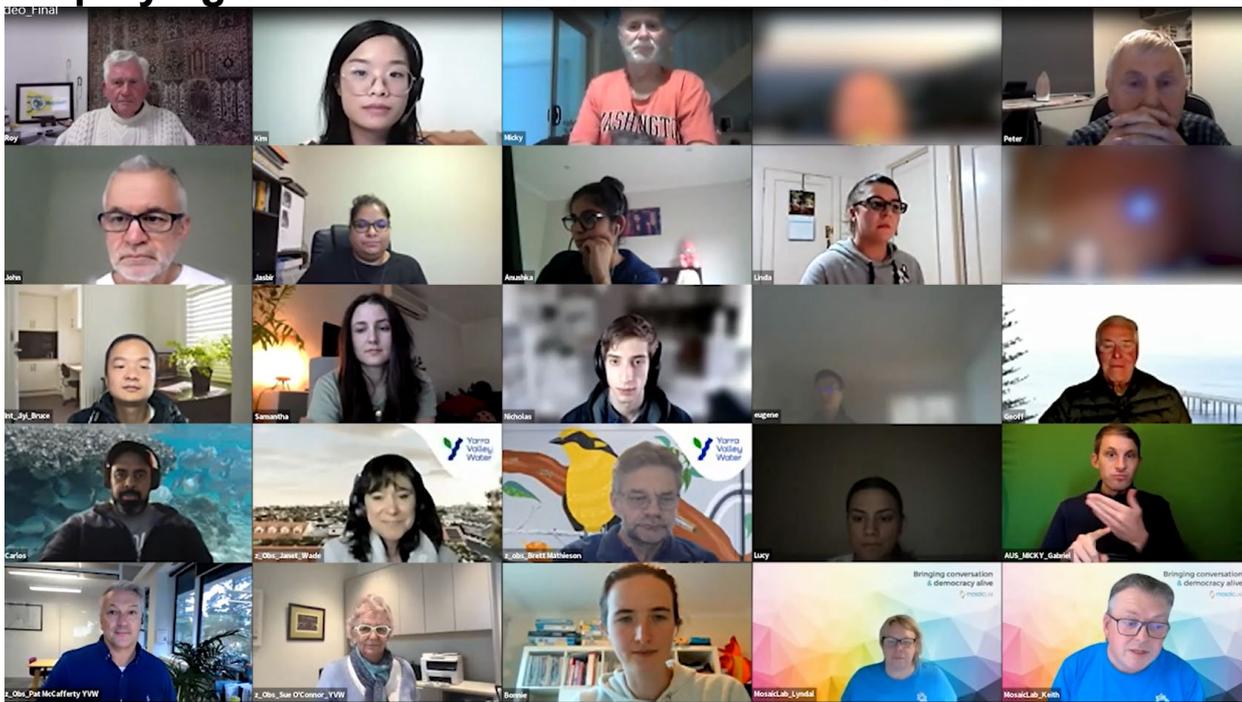


Amplifying unheard voices to deliver what all customers value



Highlights at a glance (max 500 words)

State what is unique or innovative

We took an innovative and community-centric approach to our 2023-28 price submission and delivered an example of best-practice engagement.

We're the largest of Melbourne's three water corporations. Our service area covers 4,000 square kilometres and our network consists of more than 21,000 kilometres of water and sewer mains.

Having delivered a successful deliberation for our 2018-23 price submission, we wanted to go further with the deliberative approach for our 2023-2028 submission. We:

- Codesigned the engagement with external critical friends.
- Ran multiple deliberation processes:
 - Six mini panels, 60 people, that went beyond traditionally-engaged voices to define problems.
 - A combined panel of 28 people representing each mini panel to agree on problems and a remit to support a jury.
 - A jury of 40 people to work with the 12 problems and remit, and make recommendations for our 2023-28 price submission.
- Independently and randomly selected participants who represented our customer base, including proactively recruited voices we don't usually hear from.
- Delivered an inclusive and accessible program so everyone could participate equally.
- Worked with local Elders and Aboriginal Community members to form a working group.

The highest levels of influence were:

- Empower – six mini panels.
- Collaborate – the jury.

Three key outcomes showing impact of engagement:

1) Engaging with customers will influence our price submission. The Board will meet jury representatives on 6 May to review their 12 recommendations. We've scheduled a 'close the loop' session with the jury for 19 May where our Managing Director and Board Chair will respond to the jury's recommendations.

2) High participation in the mini panels of voices we don't usually hear from; culturally and linguistically diverse people (CALD), blind and low vision, youth aged 16 to 25, deaf and hard of hearing, live on the fringes of our service area and a cross-section of our customer base.

3) Local Elders and Aboriginal Community members designed their own role alongside the jury and discussed their interests in water management. Multiple processes included an Elders conversation circle, feedback and response to the jury's initial ideas and jurors discussing draft recommendations with the Aboriginal Community Working Group. One jury recommendation focused on Caring for Country, demonstrating the impact of knowledge shared.

Three key engagement takeaways:

1) Providing a high level of influence on a complex topic requires significant time and information. Providing the right balance of information so that the jury is informed and not led is important. Giving jurors the opportunity to identify information gaps and sources they trust was crucial in building trust.

2) For engagement to be truly independent and reflect the community, it's crucial to hand the reins to others to design it, deliberate on it, decide the challenge and work to solve it.

3) To be truly accessible and inclusive requires much knowledge and support – Auslan and other language interpreters; live captioners, loaned laptops, internet access, Zoom help sessions, translated and screen reader materials; and designing and facilitating engagement that supports all participants.

Key search words:

Public, utilities, deliberative engagement, citizens' jury, empower, codesign, collaborate, mini panel.

1.0 Objectives

Maximum 700 words for this section

Identify organisation, sector and geographical location

Yarra Valley Water, water utility in Melbourne.

Outline the engagement objectives, purpose and scope – what decisions needed to be made?

Objectives:

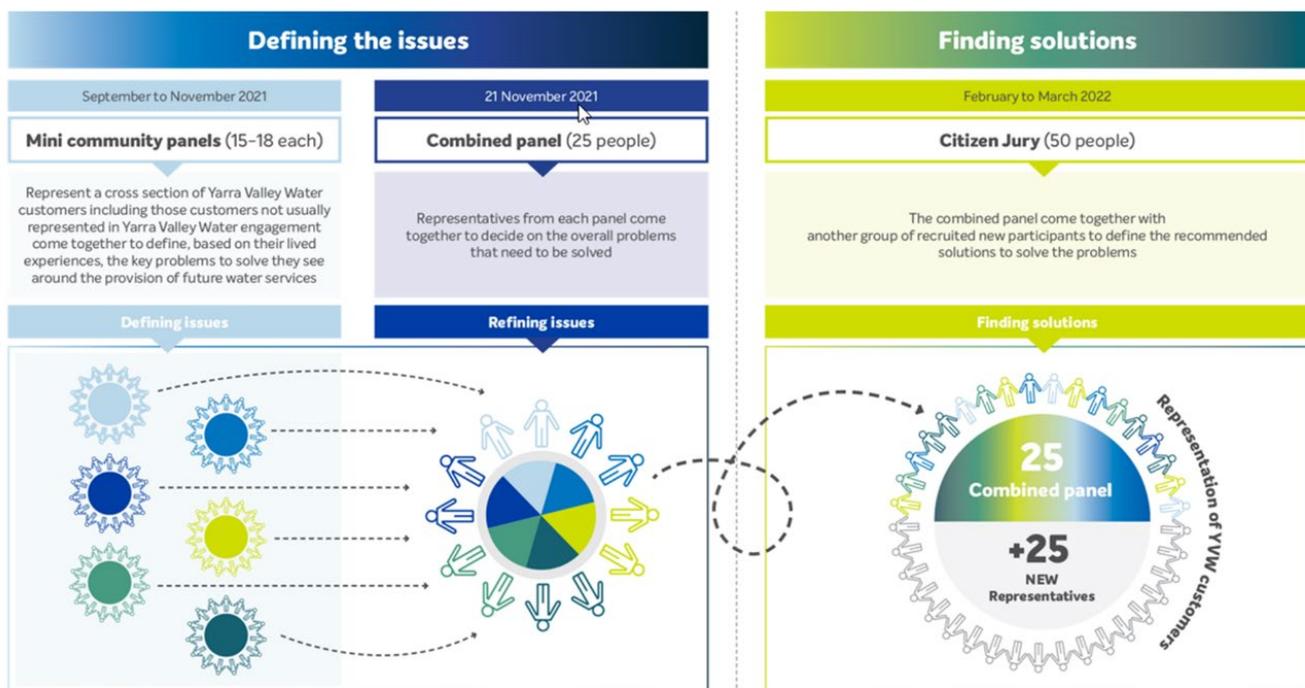
- Design and deliver a genuine codesigned process with customers and stakeholders at the centre.
- Clearly define and understand current and future customer and community priorities and preferences.
- Customer and community participants know more about our opportunities and challenges.
- Develop a viable, clear and compelling price submission that supports our customers' and community's interests.
- Develop a shared partnership with the community.
- Challenge our assumptions and learn from the process.
- Participants feel valued, respected and that they have an equal voice.
- Diverse and representative participants are involved in each step of the process.
- Key community groups feel like they're partners in the process, having built an enduring relationship with us.

Purpose: The mini panels determined the jury's remit:

'How can water and the environment be protected and respected for and by present and future generations?'

The remit was future-focussed, broad and expanded everyone's thinking, including ours.

Scope: Engagement was delivered across eight months and included 'issue definition' and 'solution identification' phases:



Describe what role the public had in the decision-making process - including an outline of the affected stakeholders, stakeholder sentiment (engaged, disengaged, distressed, outrage), whether they provided input in designing how they would be involved and likely level of influence

Customers, community and their representatives were instrumental in the decision-making process:

- We worked with MosaicLab, customer and community representatives, stakeholders, regulators, environment champions, community and social leaders, consumer advocates and business partners/advisors to design the engagement program.
- Diverse customers formed mini panels and were empowered to define the core challenge (remit) and issues in 2023-28.
- We actively sought a range of voices and perspectives throughout the engagement:
 - Wider engagement – traditionally engaged and responsive customer base.
 - Mini panels – traditionally disengaged and sometimes distressed or outraged:
 - CALD communities – seldom participate in wider or deliberative engagement and often without language interpreters.
 - Low vision and blind – often not considered or provided accessible information but facilitators supported them to design processes that worked for them.
 - Deaf and hard of hearing – often not considered in discussion-based engagement but worked with facilitators and support resources to maximise participation.
 - Youth (16-25 years) – will inherit today’s decisions and six panellists continued through to the jury.
 - Dandenong Ranges fringes – this cohort traditionally felt neglected and frustrated with the level of service we provide.
 - General customer base – a descriptive example of the mini public of our customers.
- The Aboriginal Community Working Group determined their own level of involvement and influence with the jury. They spoke highly of the way we engaged and established a relationship with them.
- The jury made 12 recommendations and one minority report.

To ensure the price submission reflected what customers value, engagement was designed with high levels of influence:

- Empower – we agreed to explore the issues that were important to mini panels.
- Collaborate – we partnered with our public throughout the process including defining the problem, developing alternatives and identifying solutions.

Explain the reasons for the use of the particular participation process – including whether there were any legislative requirements to engage (as applicable)

Engagement that informs our price submission must meet the stringent requirements of the Victorian water industry’s economic regulator, the Essential Services Commission (ESC). The ESC’s role is to promote the long-term interests of consumers including assessing and approving tariffs and maximum prices for services.

The ESC’s approach to price setting – Performance, Risk, Engagement, Management and Outcomes – includes financial, reputational and procedural incentives to create better alignment between a water utility’s interests and the customers they serve.

The Engagement (E) element incentivises businesses to engage earlier, deeper and broader to maximise their engagement triangle¹.

¹ Refer to Essential Services Commission 2016, 2018 Water Price Review, Guidance paper, November – pages 29-32, <https://www.esc.vic.gov.au/sites/default/files/documents/2018-Water-Price-Review-Guidance-Paper.pdf>

Outline supporting communications/materials developed

To support, inform and equip participants	To recruit, seek feedback and update customers and stakeholders
Guest speaker presentations (internal and external)	Social media: <ul style="list-style-type: none"> • To recruit for mini panels and stakeholder workshops • To inform customers and seek input at key milestones
Accessibly presented and formatted material for participants, interpreters and captioners	Flyers with customer bills
Jury information pack (online microsite) – facts and figures about us and the key challenges we face	Social Pinpoint
Jury handbook – information to support the jury through the process	Email updates to customer and stakeholder subscribers
	Emails sent by partners such as the Victorian Chamber of Commerce and Industry (VECCI) and Communities' Council on Ethnic Issues (CCOEI) to recruit participants
	11,000+ randomly selected customers received a special invitation to participate in the mini panels and jury

2.0 Methodology

Maximum 1000 words for this section

Plan engagement

Outline project governance model and engagement program (including input from participants as applicable)

Our governance model features:

- Board approval and attestation of the submission including engagement.
- A bespoke price submission Executive Steering Committee.
- Weekly Executive Steering Committee meetings.
- Connecting with our external Community Advisory Group for input and feedback.

The engagement program:



Describe engagement methods and delivery, sequencing and anticipated participation levels/targets (and display as applicable)

Wider engagement (2A)

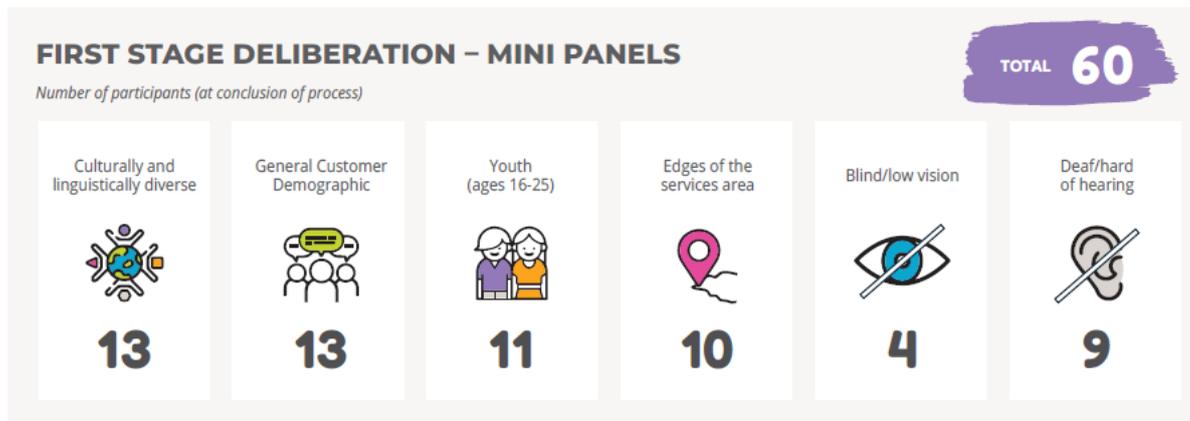
Throughout September, stakeholder and targeted community groups participated in five workshops to:

- Inform the engagement approach.
- Identify issues and considerations for defining the problems to solve in our price submission.

A report of participants' feedback from all workshops was created and shared.

Deeper engagement - mini panels (2B & 2C)

Six mini panels comprised a particular cohort of people. Panellists were tasked with identifying problems we need to solve in the future. Each panel drew on their lived experience to identify problems most important to them. This came together into one report on the combined panel day, where representatives from each panel consolidated their ideas.



Wider engagement (4A)

We held six workshops to report back to key stakeholders on the mini panels' problem definition process and to reflect on what the jury needs to consider when finding solutions.

The resultant stakeholder workshop report was background reading for the jury.

Price submission jury (4B)

40 diverse people from our service region formed a jury. They came together to gain knowledge about water, how we operate, future costs and planning, and to find solutions to the changes needed in our price submission.

The jury wrote 12 recommendations and one minority report. To get to this point, the jury:

- Heard from speakers including ones they nominated – nine staff and 11 from other organisations.
- Participated in an Elders Circle with Aunty Daphne and Aunty Janet, and in the Aboriginal Community Working Group.
- Made decisions on levels of comfort and suggested improvements at two stages before finalising.
- Rewrote and re-voted to see where they had supermajorities and what required further work.
- Completed a report reflecting their own words.
- Deliberated for 1,520 hours combined over four full days and two half days.

Outline the enabling factors/conditions and how participation was supported to ensure inclusion

We:

- Used a specialist recruiter, Sortition Foundation, for representative and targeted recruitment.
- Partnered with Expression Australia and Vision Australia to recruit customers who are deaf and hard of hearing, and blind and low vision.
- Partnered with The LOTE Agency to recruit CALD customers whose first language isn't English.
- Partnered with VECCI and CCOEI to recruit their members into stakeholder workshops.
- Established an Aboriginal Community Working Group to provide their perspective on the issues the jury should consider in addressing the challenge, and to give feedback on the jury's draft recommendations.

We also organised IT equipment, Auslan interpreters, live captioners and language interpreters. We provided accessible documentation before, during and after sessions, including some documentation in different languages and briefed presenters on the access needs before they attended. Working with Zoom, we had processes for every session so that the deaf and hard of hearing and low vision and blind participants could participate.

Describe data collection tools

MosaicLab facilitated engagement	Wider engagement
GroupMap	Social Pinpoint
Google Docs	Social media comments
Pre- and post-session surveys (Survey Monkey)	Customer bills
Vox pops from participants (Zoom)	

Outline resources such as budget, timeframe, internal delivery and contracted support

- Timeframe: eight months delivery
- Budget: engagement design and facilitation
- Internal delivery: price submission team
- Contracted support:
 - Facilitation: MosaicLab
 - Recruitment: Sortition Foundation
 - Design and production: Studio Binocular, OMD, U-Bahn Design, Round 3, The LOTE Agency
 - Language translation and interpreters: The LOTE Agency
 - Auslan interpreters: Auslan Connections
 - Live captioners: Auslan Connections
 - Zoom inclusion and accessibility review: Expression Australia

Alignment with IAP2 Core Values for the practice of public participation

IAP2 Core Values	Example of how this was considered in the design of your project methodology
<p>1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process</p>	<ul style="list-style-type: none"> • Deep engagement with customers who are directly impacted by the price submission – mini panels and jury. • Proactively sought diverse voices to define the problem, set the jury’s remit, and solve the problem – not the usual approach to a deliberative process. • Recruited the jury to represent a descriptive mini public. • Stakeholders had two opportunities to join workshops and feed into the mini panels and jury.
<p>2. Public participation includes the promise that the public’s contribution will influence the decision</p>	<ul style="list-style-type: none"> • Engagement was designed to meet the empower and collaborate influence levels. • Decision makers clearly articulated and promised these influence levels, sharing them with all workshop, mini panel and jury participants.
<p>3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers</p>	<ul style="list-style-type: none"> • Codesign with decision makers, key stakeholders and community representatives to establish objectives, scope, influence levels and identify communities of interest. • Our Board and staff were present and available to support the mini panels and jury’s information needs, providing feedback on the jury’s draft recommendations. • A ‘closing the loop’ event on 19 May with the jury will provide final feedback on how we’ll implement their recommendations.
<p>4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision</p>	<ul style="list-style-type: none"> • Designed an eight-month process providing multiple opportunities for those most affected. • Recruited customers for a descriptively representative panel plus five mini panels representing unheard voices – key to ensuring those affected by the decision were involved in the decision. • Formed an Aboriginal Community Working Group following discussions with local Elders so the jury considered their rights, interests and values.
<p>5. Public participation seeks input from participants in designing how they participate</p>	<ul style="list-style-type: none"> • Partnered with MosaicLab to run three workshops inviting critical friends and staff to design the approach. • Mini panels designed the overall challenge and problems for the jury to work with and find solutions for. • Partnered with Vision Australia, Expression Australia, Auslan and other language interpreters to design the best participant experience.

	<ul style="list-style-type: none"> Formed an Aboriginal Community Working Group to self-determine the role they would play alongside the overall process.
6. Public participation provides participants with the information they need to participate in a meaningful way	<ul style="list-style-type: none"> Provided information in multiple formats to support different communication styles. MosaicLab's critical thinking model consistently reinforced the need to assess information on logic, depth, relevance, breadth, accuracy and clarity. The jury heard from our Aboriginal Community Working Group and expert speakers.
7. Public participation communicates to participants how their input affected the decision	<ul style="list-style-type: none"> We closed the loop with mini panel participants to advise the key challenge and problem themes they set was the task before the jury. The jury finished on 2 April and four jurors will present their recommendations to our Board on 6 May. The Board will then respond to the jury on 19 May at a 'closing the loop' event noting the recommendations they've accepted, what hasn't been accepted and why, and the next steps. We'll make the jury's recommendations and our response publicly available when the price submission is complete and with the ESC.

"My promise to the jury is that we would genuinely listen to what they have to say. This is a very serious and important process for us. We're committed to doing it in a very engaging and transparent way, and a respectful way; and I promise that whatever outcomes they propose to us will be taken on board and considered very seriously by the entire Board and executive team as we make our submission to the regulator, and that their voice will be front and centre of our submission."
Pat McCafferty, Managing Director

"What you've done with your recommendations is really important to us as a Board and as an executive, and to the communities that you form a part of, and you are the voice of. It really makes a difference, as it did with the last pricing submission, and it will here. From our side, the Board will consider these recommendations for our price submission which is due in September. We will consider and respond to every single recommendation, what we're going to do with that recommendation and if we can't accept that recommendation, we will explain to you why."
Sue O'Connor, Board Chair

Engagement at a glance

11,000+ customers randomly invited to participate
 Five stakeholder workshops – 51 participants
 153 combined hours spent codesigning engagement
 Six mini panels of representative and unheard voices – 60 participants
 11 participants between 16 and 25
 10 participants from the edge of our service area
 13 culturally and linguistically diverse participants
 Nine deaf and hard of hearing participants
 Four blind and low vision participants
 Mini community panels spent 110 hours defining the key challenge and problem areas
 Auslan interpreters swapping every 15 minutes
 Mandarin, Vietnamese, Hindi, Farsi and Persian interpreters
 1,250,000+ flyers sent with bills inviting feedback from customers

Live captioners from Auslan Connections
40 jury members
One Elders Circle with Aunty Daphne and Aunty Janet
Two sessions with the Aboriginal Community Working Group over four hours
1,500+ combined jury hours identifying solutions



Jury members and facilitators at the end of day 2



Mini panel of deaf and hard of hearing participants hand their report to Yarra Valley Water staff



Mini panel of Dandenong Ranges customers in action

3.0 Manage engagement

Maximum 500 words for this section

Outline the specific challenges (risks and constraints, engagement history if relevant) and describe how you responded to the challenges. Describe if modifications were required to overcome unintended outcomes

Key challenge	Our response
COVID-19 pandemic and restrictions	We pivoted to run everything on Zoom. This required supplying technical material to assist participation, offering tech support sessions and providing materials before sessions.
Accessibility and inclusion	Our understanding has grown exponentially as we learnt to fully support participants: <ul style="list-style-type: none"> • Organising laptops and internet access. • Organising Auslan interpreters and live captioners for our deaf and hard of hearing community. • Swapping Auslan interpreters every 15 minutes and pinning them on Zoom so our deaf and hard of hearing customers could always see them. • Organising interpreters in other languages. • Providing screen reader compatible materials to blind and low vision customers. • Finetuning sessions and checking in with participants constantly.
Zoom fatigue	Scheduling frequent breaks to minimise screen fatigue and burnout from all-day engagement sessions.
Angry or upset participants	We actively sought out people who may have been marginalised in some way from our service provision (particularly in the mini panels). We deliberately tapped into conversations we knew would be uncomfortable, but willingly stepped into this space to understand their needs. We believe the genuine intention to listen and understand helped us build better connections with these customers.
A complex process that brings participants in from the start	For many participants, being asked 'what is the problem?' is as foreign to them as it is to us. Bringing participants along that journey required constant reminders of the overall process and repeating the promise we made to them. This meant participants needed sufficient time, ongoing, to truly understand and appreciate their level of influence.

Describe the approach to data collection, management, analysis and generating the findings

Data collection was critical to ensure each step and subsequent piece of data was honoured and effectively built upon. Methods are summarised below:

Wider engagement input (two stages):

- GroupMap (online tool) captured all input from the wider engagement processes.
- Input was then downloaded and analysed thematically and by participant cohorts, into a single engagement report for each phase.
- We sought customer feedback for six months via [Social Pinpoint](#) surveys and ideas walls – what's important to you, what's missing for you, start doing, keep doing and stop doing – and analysed and fed results into the mini panels to consider.

Deliberative stage #1 (six mini panels)

- Each panel's initial thinking was captured using GroupMap with problem themes translated into one Google Doc.

Deliberative stage #2 (combined mini panel)

- Representatives from all six mini panels came together and consolidated their thinking via Google Docs.
- It's important to note that all the data from stages #1 and #2 was captured by participants and written into their final report to go to deliberative stage #3.

Deliberative stage #3 (citizens' jury)

- Jurors wrote their own final recommendations report in Google Docs.

At no point was data left behind or discarded. Participants were reminded at each stage of the previous inputs including background material we shared.

Vox pop videos of participants were captured throughout the process to help tell the story and unpack the process for those who couldn't participate.

Analysis of stakeholder input from the first wider engagement phase:

The 10 themes that appeared most frequently across all responses are (in order of frequency):

THEME	DESCRIPTION
Customer and community engagement, behaviour change and information sharing	<ul style="list-style-type: none"> • Promoting behaviour change around personal water use and conservation • Raising community awareness of water scarcity • Engaging with traditionally overlooked communities, including traditional owners and culturally and linguistically diverse communities.
Non-traditional and recycled water	<ul style="list-style-type: none"> • Improving quality and reducing stigma around recycled water for potable and non-potable purposes • Using desalinated water • Looking at ways to harvest more non-traditional water, including stormwater
Integrated Water Management	<ul style="list-style-type: none"> • Bringing together stakeholders from all areas of the water cycle • Collaboration between public and private sector to ensure cohesive water management • Working with environmental groups and traditional owners
Effective, integrated and efficient investment, planning and asset management	<ul style="list-style-type: none"> • Having an integrated approach to planning (e.g. across sectors, industries and government bodies) • Maintaining and replacing infrastructure as appropriate • Planning needs to be evidence based (e.g. based on current and projected population growth and infrastructure needs)
Better governance and regulation	<ul style="list-style-type: none"> • Regulations around quality of water supply • Increased funding and resources for water projects/departments • Alignment of water authority standards • Involvement in planning processes
Pricing and willingness to pay	<ul style="list-style-type: none"> • Emphasising separate avenues of payment for commercial vs. residential water customers • Water bill management • Tailoring water affordability to individual circumstances, including the impacts of Covid and housing affordability
Water conservation and incentives	<ul style="list-style-type: none"> • Incentivise personal water collection for potable and non-potable uses • Maximise water usage efficiency • Utilisation of Smart Metering technologies
Water security	<ul style="list-style-type: none"> • Having sufficient water to meet demand – not running out of water • Protecting water supply catchments • Having a reliable supply of water
Supporting vulnerable customers and affordability	<ul style="list-style-type: none"> • Ensuring water is affordable • Acknowledging some customers have difficulty paying for services and their needs must be considered • Help customers understand how to save water to reduce their water bills • Providing vulnerable customers with access to programs to assist them financially
Meeting diverse water needs	<ul style="list-style-type: none"> • Ensuring all members of society are considered in decision-making processes • Increased discretion in regulating water use across different industries • Incorporating the diversity of water needs in Yarra Valley Water's water strategy, including water for the environment, farming purposes and industrial use

4.0 Outcomes, impact and insights

Maximum 700 words for this section

Reflection and evaluation of engagement

Comment on appropriateness and effectiveness of the engagement program including reach, outputs, outcomes, impact and actual spectrum level or influence

With 11,000+ people invited to participate in the process, 23,000+ unique visits to our Social Pinpoint website, 442 survey responses and 138 comments on Social Pinpoint, this engagement delivered significant reach and effectiveness and signalled a massive change for the way we engage with our customers.

Throughout the process the promise was at empower for the remit and problem areas, and collaborate for solutions to these problems. It's very rare for an organisation to hand over the reins to the community to define the question that needs to be solved for the price submission into the next five years.

The table below shows the reach of our engagement activities:

Engagement activity	# participants	Type of participants	Outputs
First round stakeholder workshops	84	Representing 74 organisations and four key cohorts: industry, consumer advocates, community and environment stakeholders, developers and planners	10 themed problem areas
First stage deliberation (six mini panels)	60	Youth, edges of service area, deaf and hard of hearing, blind and low vision, CALD	12 themed problem areas
Second stage deliberation (combined representatives from stage 1)	18	Representatives of the above groups	12 problem areas defined and one remit
Second round stakeholder workshops	51	Industry and partners, consumer advocates, community and environment, developers and planners, Aboriginal Community	Ideas for solutions against the 12 problem themes
Third stage deliberation (citizens' jury)	50	18 representatives from the combined second stage deliberation plus an additional 32 randomly-selected participants from our general customer base	12 core recommendations to answer the remit

Outline the evaluation of the engagement undertaken, insights or lessons learned

We:

- Asked participants at every session what to stop, start and continue.
- Conducted pre- and post-session surveys with mini panels and the jury asking what worked well and what we shouldn't do again.
- Recorded vox pops throughout the engagement to document participants' insights and reflections.
- Asked Expression Australia to observe an early mini panel for deaf and hard of hearing participants to identify opportunities for improvement. In response to feedback from Auslan interpreters, we organised a live captioner to assist participants.

Outline the reporting processes to decision-makers, key stakeholders and participants, identify how feedback shaped decisions made

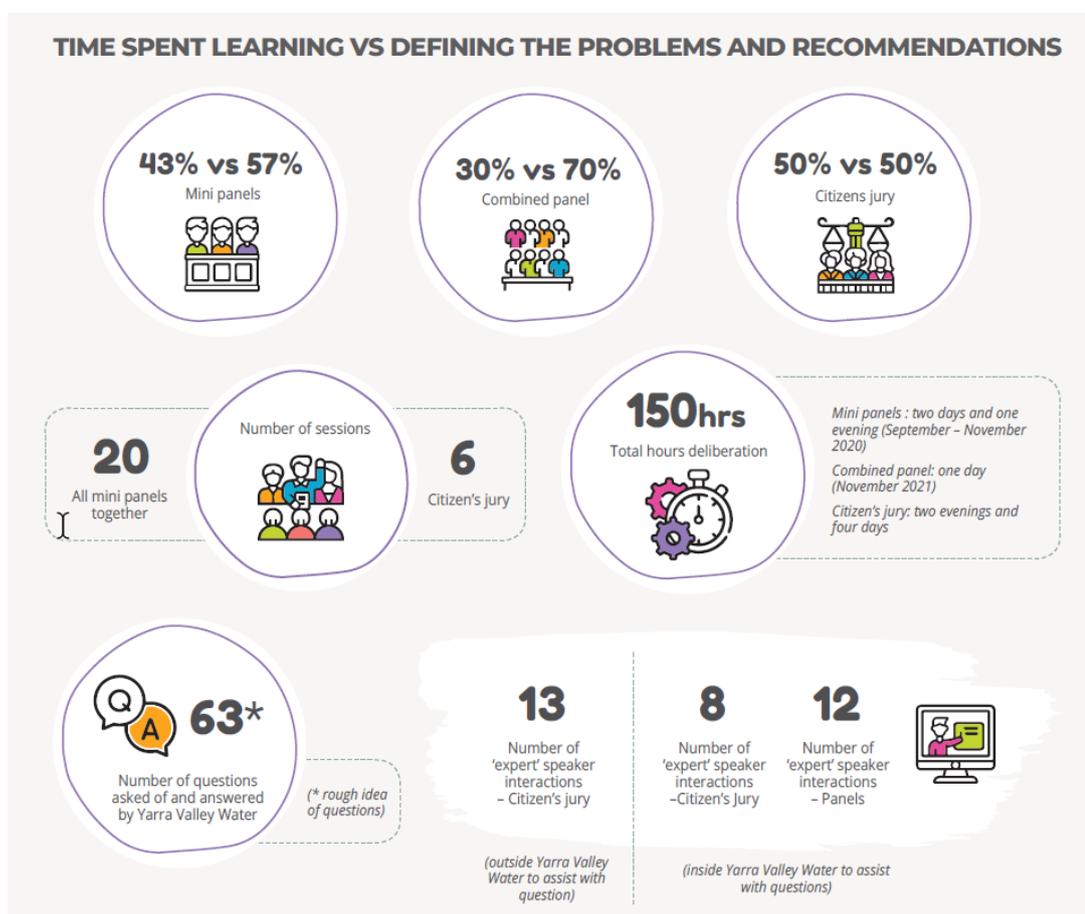
Our engagement was designed to give participants opportunities to check in with stakeholders:

- In their role deciding our key challenge, mini panels heard about issues and challenges from an Indigenous perspective from our Aboriginal Community Working Group.
- Jury representatives presented to the Aboriginal Community Working Group to get feedback on their draft recommendations. These jurors subsequently presented back to the wider jury about that conversation.
- Some jury members will present their recommendations to our Board on 6 May.

We weaved into the engagement process feedback from our broader customer base – in response to 1.2 million bill flyers asking for input – so participants were aware of other customers’ views.

Provide evidence about levels of participant, stakeholder and organisation satisfaction.

The diagram below highlights the type of participation undertaken by the mini panels and the jury.



The jury and mini panels’ satisfaction levels were tested at the end of each session with a stop, start and continue process, allowing the facilitators to adapt and work with participants in the moment, rather than at completion of the process.

MosaicLab undertakes a pre- and post-deliberation survey that’s been developed with years of active research. The results demonstrate the change in trust, confidence, influence and participation in civic duties. The results for the mini panels and jury are below:

PARTICIPANT EXPERIENCE AND CHANGE OVER THE LIFE OF THE MINI PANEL STAGES



INVOLVEMENT IN CIVIC AFFAIRS

26 PERCENTAGE POINTS INCREASE



PRE 64% to POST 90%



41% GROWTH

In the number of participants who said they would be *'involved'* or *'highly involved'* in civic affairs.

At the beginning of the process, 64% of the group either were **not involved** in civic activities in the past, or had had **very little involvement**. By the end of the process, 90% said they thought they would be **involved** or **highly involved** in government/authority decisions that affected them in future - a **difference of 26%**.

CONFIDENCE IN INFLUENCE OVER DECISION MAKING/IMPLEMENTATION OF RECOMMENDATIONS

20 PERCENTAGE POINTS INCREASE



PRE 58% to POST 78%



34% GROWTH

In the number of participants who said they felt *'confident'* or *'very confident'* that their recommendations would influence decision making.

58% of pre-deliberation survey respondents said they had previously been **'confident'** or **'very confident'** that community input would influence the host organisation's decisions. 78% of post-deliberation respondents said they were **'confident'** or **'very confident'** that their recommendations would be implemented - a **difference of 20 percentage points**.

TRUST AND ACCOUNTABILITY OF YARRA VALLEY WATER

30 PERCENTAGE POINTS INCREASE



PRE 58% to POST 88%



52% GROWTH

In the number of participants who said they believe the auspicing organisation is *'fairly'* or *'very'* **trustworthy and accountable**.

Overall, panellists who responded to the survey began with a somewhat high level of trust in Yarra Valley Water, with 58% of panellists believing they are either **'trustworthy and accountable'** or **'very trustworthy and accountable'**. Trust in Yarra Valley Water increased to 88% by the conclusion of the process - a **difference of 30 percentage points**.

PROCESS AUTHENTICITY AND COLLABORATION

49 PERCENTAGE POINTS INCREASE



PRE 24% to POST 73%



204% GROWTH

In the number of participants who said they believed the process was *'somewhat'* or *'very'* **collaborative, genuine and worthwhile**.

24% of pre-deliberation survey respondents said that Yarra Valley Water was **somewhat or very collaborative, genuine or worthwhile** with past engagement. At the conclusion of the process 73% of respondents agreed that Yarra Valley Water were **'somewhat' or 'very collaborative, genuine and worthwhile'** in the post-deliberation survey, an **increase of 49 percentage points**.

KNOWLEDGE OF WATER

25 PERCENTAGE POINTS INCREASE



PRE 66% to POST 91%

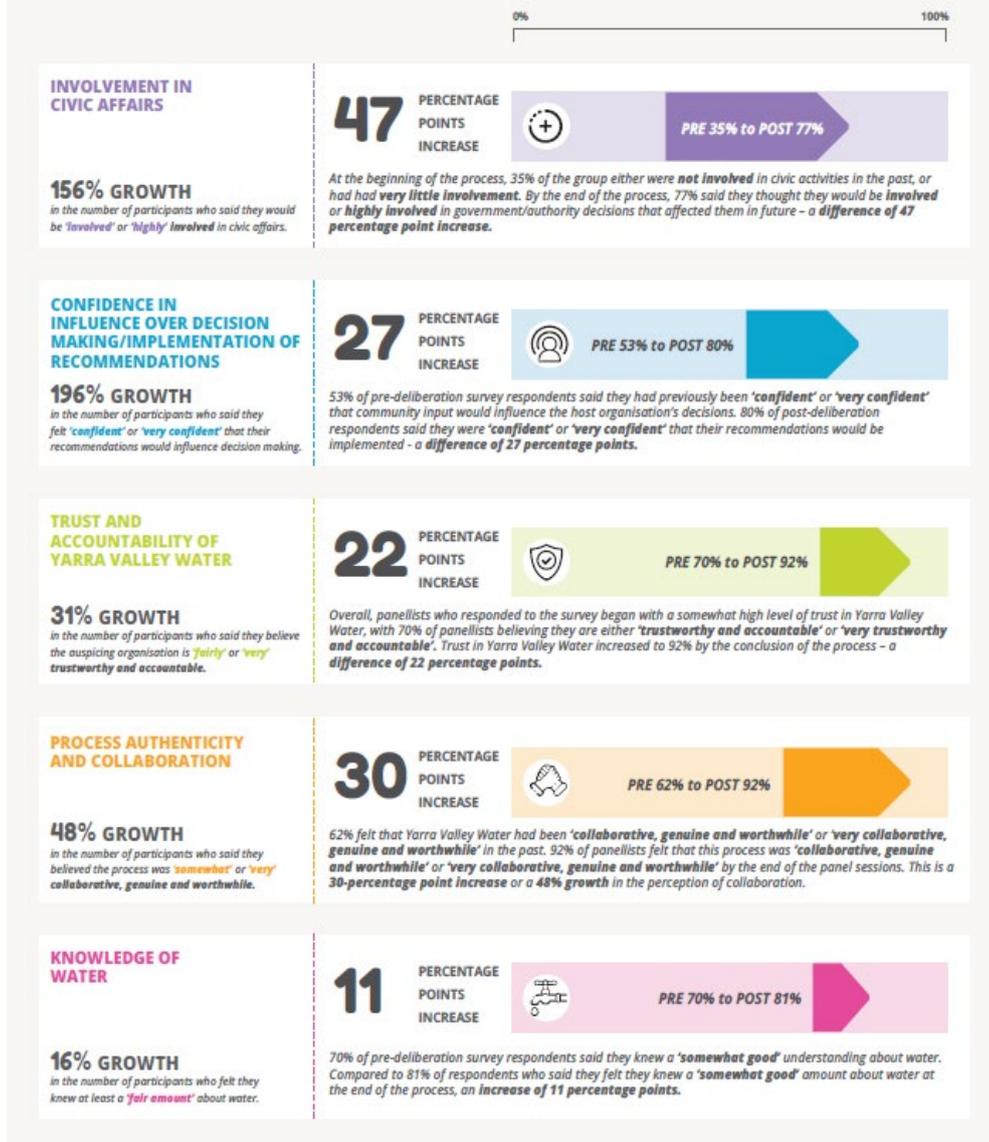


38% GROWTH

In the number of participants who felt they knew at least a **'fair amount'** about water.

66% of pre-deliberation survey respondents said they knew a **'somewhat good'** understanding about water. Compared to 91% of respondents who said they felt they knew a **'somewhat good'** amount about water at the end of the process, an **increase of 25 percentage points**.

PARTICIPANT EXPERIENCE AND CHANGE OVER THE LIFE OF THE CITIZEN'S JURY STAGES



Outline how this project advances knowledge or practice ...

Our engagement has raised the standard of accessible and inclusive engagement in the water industry. It's also raised the bar internally about how we communicate and provide services consistent with the principles of universal design.

We're working more closely with Expression Australia and Vision Australia through our Community Inclusion division, to improve accessibility and inclusion for our customers across our organisation generally.

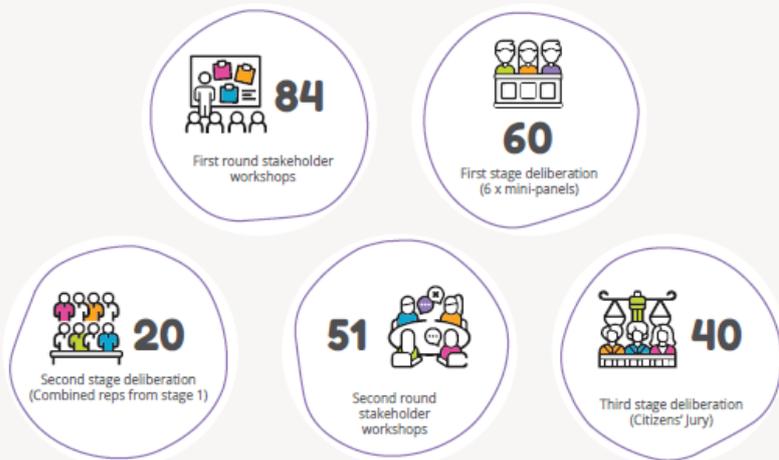
But beyond these practical elements, this is our first deliberative process that's embedded a genuine codesign process for both defining a problem *and* finding solutions. With a best-practice codesign approach at its heart, we've demonstrated to the water sector (and indeed the engagement community) how to stretch the boundaries of deliberative process to truly place communities at the centre of decision making.

We intend to assemble this knowledge about inclusion, accessibility and codesign into a package of materials to share with the engagement sector once the price submission is complete.

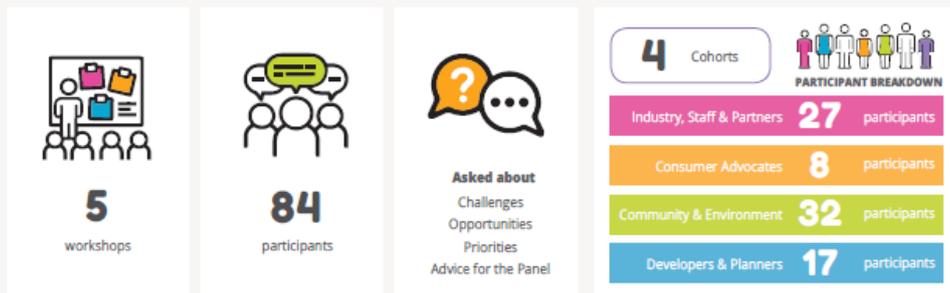
FAST FACTS

about the engagement and deliberation of Yarra Valley Water's Price Submission

THE PROCESS



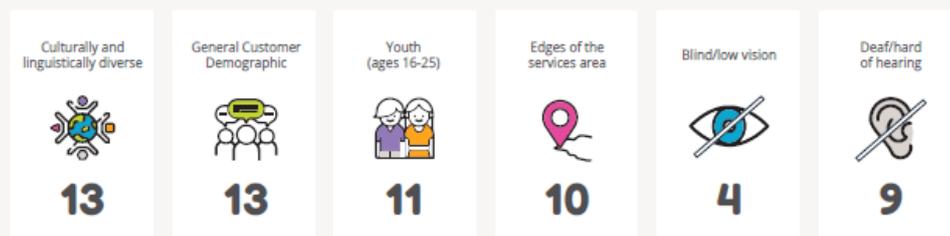
FIRST ROUND STAKEHOLDER WORKSHOPS



FIRST STAGE DELIBERATION – MINI PANELS

Number of participants (at conclusion of process)

TOTAL 60



FAST FACTS

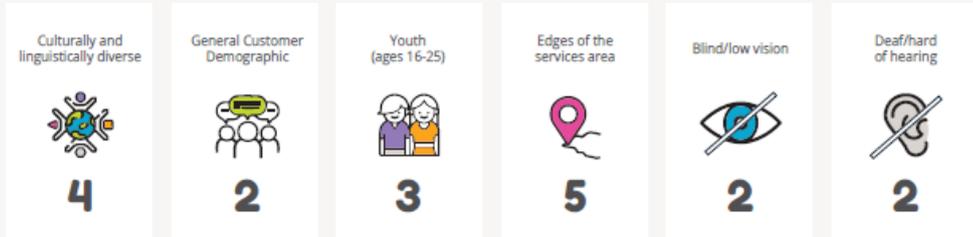
about the engagement and deliberation of Yarra Valley Water's Price Submission

THE PROCESS ...continued

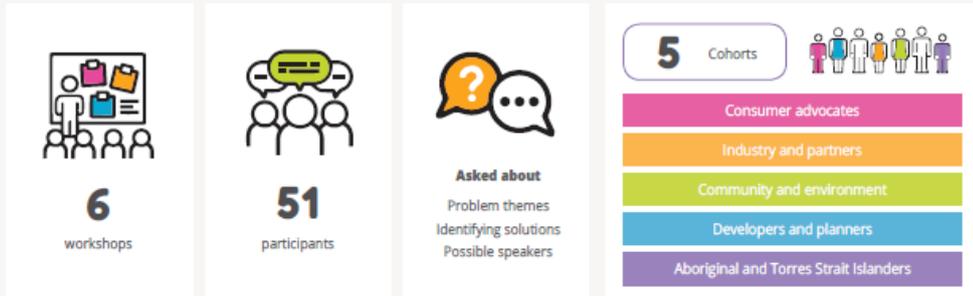
SECOND STAGE DELIBERATION – COMBINED MINI PANELS

Number of participants at combined panel day

TOTAL **18**



SECOND ROUND STAKEHOLDER WORKSHOPS



FINAL STAGE DELIBERATION – CITIZEN'S JURY



FAST FACTS

about the engagement and deliberation of Yarra Valley Water's Price Submission

THE PROCESS ...continued

TIME SPENT LEARNING VS DEFINING THE PROBLEMS AND RECOMMENDATIONS

43% vs 57%

Mini panels



30% vs 70%

Combined panel



50% vs 50%

Citizens jury



20

All mini panels together

Number of sessions



6

Citizen's jury

150hrs

Total hours deliberation



Mini panels : two days and one evening (September - November 2020)

Combined panel: one day (November 2021)

Citizen's jury: two evenings and four days



63*

Number of questions asked of and answered by Yarra Valley Water

(* rough idea of questions)

13

Number of 'expert' speaker interactions - Citizen's jury

(outside Yarra Valley Water to assist with question)

8

Number of 'expert' speaker interactions - Citizen's jury

(inside Yarra Valley Water to assist with questions)

12

Number of 'expert' speaker interactions - Panels



THE OUTPUT - ALL STAGES

ENGAGEMENT ACTIVITY OUTPUTS

First round stakeholder workshops → **10** themed problem areas

First stage deliberation (6 x mini-panels) → **12** themed problem areas

Second stage deliberation (Combined reps from stage 1) → **12** problem areas defined and **1** remit

Second round stakeholder workshops → Ideas for solutions against the **12** problem themes

Third stage deliberation (Citizens' Jury) → **12** core recommendations to answer the remit

FAST FACTS

about the engagement and deliberation of Yarra Valley Water's Price Submission

PARTICIPANT EXPERIENCE AND CHANGE OVER THE LIFE OF THE MINI PANEL STAGES



INVOLVEMENT IN CIVIC AFFAIRS

26

PERCENTAGE POINTS INCREASE



PRE 64% to POST 90%

41% GROWTH

in the number of participants who said they would be 'involved' or 'highly involved' in civic affairs.

At the beginning of the process, 64% of the group either were **not involved** in civic activities in the past, or had had **very little involvement**. By the end of the process, 90% said they thought they would be **involved** or **highly involved** in government/authority decisions that affected them in future - a **difference of 26%**.

CONFIDENCE IN INFLUENCE OVER DECISION MAKING/IMPLEMENTATION OF RECOMMENDATIONS

20

PERCENTAGE POINTS INCREASE



PRE 58% to POST 78%

34% GROWTH

in the number of participants who said they felt 'confident' or 'very confident' that their recommendations would influence decision making.

58% of pre-deliberation survey respondents said they had previously been 'confident' or 'very confident' that community input would influence the host organisation's decisions. 78% of post-deliberation respondents said they were 'confident' or 'very confident' that their recommendations would be implemented - a **difference of 20 percentage points**.

TRUST AND ACCOUNTABILITY OF YARRA VALLEY WATER

30

PERCENTAGE POINTS INCREASE



PRE 58% to POST 88%

52% GROWTH

in the number of participants who said they believe the auspicing organisation is 'fairly' or 'very trustworthy and accountable'.

Overall, panellists who responded to the survey began with a somewhat high level of trust in Yarra Valley Water, with 58% of panellists believing they are either 'trustworthy and accountable' or 'very trustworthy and accountable'. Trust in Yarra Valley Water increased to 88% by the conclusion of the process - a **difference of 30 percentage points**.

PROCESS AUTHENTICITY AND COLLABORATION

49

PERCENTAGE POINTS INCREASE



PRE 24% to POST 73%

204% GROWTH

in the number of participants who said they believed the process was 'somewhat' or 'very collaborative, genuine and worthwhile'.

24% of pre-deliberation survey respondents said that Yarra Valley Water was **somewhat or very collaborative, genuine or worthwhile** with past engagement. At the conclusion of the process 73% of respondents agreed that Yarra Valley Water were 'somewhat' or 'very collaborative, genuine and worthwhile' in the post-deliberation survey, an increase of **49 percentage points**.

KNOWLEDGE OF WATER

25

PERCENTAGE POINTS INCREASE



PRE 66% to POST 91%

38% GROWTH

in the number of participants who felt they knew at least a 'fair amount' about water.

66% of pre-deliberation survey respondents said they knew a 'somewhat good' understanding about water. Compared to 91% of respondents who said they felt they knew a 'somewhat good' amount about water at the end of the process, an increase of **25 percentage points**.

PARTICIPANT EXPERIENCE AND CHANGE OVER THE LIFE OF THE CITIZEN'S JURY STAGES

0% 100%

INVOLVEMENT IN CIVIC AFFAIRS

156% GROWTH

in the number of participants who said they would be 'involved' or 'highly involved' in civic affairs.

47 PERCENTAGE POINTS INCREASE



PRE 35% to POST 77%

At the beginning of the process, 35% of the group either were **not involved** in civic activities in the past, or had had **very little involvement**. By the end of the process, 77% said they thought they would be **involved** or **highly involved** in government/authority decisions that affected them in future - a **difference of 47 percentage point increase**.

CONFIDENCE IN INFLUENCE OVER DECISION MAKING/IMPLEMENTATION OF RECOMMENDATIONS

196% GROWTH

in the number of participants who said they felt 'confident' or 'very confident' that their recommendations would influence decision making.

27 PERCENTAGE POINTS INCREASE



PRE 53% to POST 80%

53% of pre-deliberation survey respondents said they had previously been 'confident' or 'very confident' that community input would influence the host organisation's decisions. 80% of post-deliberation respondents said they were 'confident' or 'very confident' that their recommendations would be implemented - a **difference of 27 percentage points**.

TRUST AND ACCOUNTABILITY OF YARRA VALLEY WATER

31% GROWTH

in the number of participants who said they believe the auspicing organisation is 'fairly' or 'very' trustworthy and accountable.

22 PERCENTAGE POINTS INCREASE



PRE 70% to POST 92%

Overall, panellists who responded to the survey began with a somewhat high level of trust in Yarra Valley Water, with 70% of panellists believing they are either 'trustworthy and accountable' or 'very trustworthy and accountable'. Trust in Yarra Valley Water increased to 92% by the conclusion of the process - a **difference of 22 percentage points**.

PROCESS AUTHENTICITY AND COLLABORATION

48% GROWTH

in the number of participants who said they believed the process was 'somewhat' or 'very' collaborative, genuine and worthwhile.

30 PERCENTAGE POINTS INCREASE



PRE 62% to POST 92%

62% felt that Yarra Valley Water had been 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' in the past. 92% of panellists felt that this process was 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' by the end of the panel sessions. This is a **30-percentage point increase** or a **48% growth** in the perception of collaboration.

KNOWLEDGE OF WATER

16% GROWTH

in the number of participants who felt they knew at least a 'fair amount' about water.

11 PERCENTAGE POINTS INCREASE



PRE 70% to POST 81%

70% of pre-deliberation survey respondents said they knew a 'somewhat good' understanding about water. Compared to 81% of respondents who said they felt they knew a 'somewhat good' amount about water at the end of the process, an **increase of 11 percentage points**.

Acknowledgements and to find out more

We would like to thank Yarra Valley Water and MosaicLab for agreeing to share this case study and insights to advance engagement practice. This case study was authored/co-authored by Cara Machell (Yarra Valley Water), and Lyndal Mackintosh and Nicole Hunter (MosaicLab).

At the time of publishing, Cara Machell and Lyndal Mackintosh were employed by Yarra Valley Water and MosaicLab in the positions of Communication Specialist and Senior Facilitator respectively. Cara has expertise in communications, and Lyndal has experience in engagement and facilitation and expertise in deliberative processes. Cara and Lyndal were engaged by IAP2A to support practitioners to share their engagement story as a case study.

For more information about this project see:

- <https://yvw.mysocialpinpoint.com.au/thevalueofwater>

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