

Clearwater Hot Topics Seminar 28th July 2020

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Key Participants:

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Michael Browne	Yarra Valley Water
Fleur Anderson	Whittlesea City Council
Chris Braddock	Victorian Planning Authority (VPA)
Celina Mott	Crystal Group

Ross: I invite you now to come on a journey with me with the speakers we have and with all of our participants here today. None of us have all the answers. I believe that collectively, we can make a contribution and perhaps find some small ways that we and those we work with can do things that don't necessarily solve the challenges of cross sector collaboration, but move us towards being able to deliver better outcomes through the collaborations that were involved in.

I would like to introduce now to you the four speakers that we have here with us in this seminar and the two initiatives that we're going to focus on in terms of exploring these challenges and how we can and are working with them.

So the first initiative is PSP 2.0. This is an initiative let out of Victorian Planning Authority and is a strategic planning reform centred on collaboration and Co-design with a greater emphasis on place based planning. It is driven out of a review of the planning and building approvals process in one of the drivers for this reformers in fact, trying to reduce the time that it takes to undertake precinct planning, you can see on the screen here the intention is to take a 3 ½ year PSP process and to be able to deliver that through about through a two year time frame by being able to bring people together early to identify key issues and to work collectively to resolve those.

(Simone if you can just pop to the next screen for me.)

As I said this reformers is coming out of a review of regulation in Victoria from a political desire to reduce red tape and through the identification of a number of areas across strategic planning through to building approvals where we can improve the efficiency and improve the outcomes.

Today's discussion around PSP structure plan for Wallan Eastern South, which is the area shown in the Red Circle on the screen.

Here in Melbourne's northern growth corridor and we have Chris Braddock who is a water engineer, water and engineering manager at VPA is here and will be on our panel. Chris manages civil engineering and water related aspects of planning projects across Urban-Renewal, greenfield and regional settings for the VPA. Chris also is a participant in the Upper Merri Creek steering Committee, which is the other initiative that we'll talk to. And also Chris has been involved in in some of the integrated water management, form work and also in preparing the planning note for integrated the sorry, the pricing structure planning note for integrated water management, so I'd like to welcome Chris this morning.

We also have Celina Mott, who is a director of Crystal Group. Celina is currently involved in industrial development in Wallan and also the Wallan South Precinct structure plan area where crystal group have major landholding and Selina has a focus on engineering challenges by diversity issues and water within that precinct and the community that is being planned there. Celina's been working in the development industry for over 16 years as a developer of industrial, retail and greenfield sites and has worked on a range of developments across Victoria and Tasmania, working with multiple authorities.

(Thank you Simone.)

The second project, as I mentioned, is the Upper Merri Creek Integrated Water Management Pilot Project. This is a collaborative sub-catchment planning project that has come out of the IWM Forum process and this project has a particular focus on Integrated and collaborative sub-catchment planning with a strong focus on cultural values and also on community engagement, which sits at the heart of this process.

Today we have Fleur Anderson from city of Whittlesea, whose team leader of sustainability policy and programming and Fleur also is a member of the steering committee for the Upper Merri Creek project. Fleur has over local government, having worked initially at the Royal Botanic Gardens in Melbourne as a botanist and then across various roles where she's been working on multi partner projects, before joining and working in local government since 2010.

Fleur believes that good governance, collaboration and open conversations are the key towards to getting great outcomes for community and for the environment.

And finally, we have Michael Browne. Michael is from Yarra Valley Water, he is a Baakandji and Wamba Wamba man and an engineer with more than 15 years' experience in the water industry. Michael has worked initially in Sydney water and now Yarra Valley water on a whole range of planning infrastructure planning projects in growth areas and also construction projects. And Michael is managing integrated water management. Sub-catchment planning at Yarra Valley water and also a steering committee member of the Upper Merri Creek and has worked with the Upper Merri Creek working group, so the screen I've got here is showing the location of the Upper Merri Creek catchment again in this northern growth area of Melbourne. And also I guess the water context for that project which we won't delve into much today but worth just understanding the context of a growing population within this catchment and the water and planning related issues that they bring.

(And Simone if you just popped to the final slide here of this session.)

As I mentioned, really strong focus on cultural flows and community engagement and a partnership between a number of local government areas that sit across sub-catchment area. The Victorian Planning Authority, Yarra Valley Water and Melbourne Water as the water authorities and importantly a strong partnership with the Wurundjeri Woi Wurrung around Land Council.

(Thank you Simone)

Before we jump into our panel session, I wanted to share a little bit of the insights that Clearwater and I and Simone have gathered. As we've prepared for this session. So what we know, and perhaps have known for quite some time is that cross sector collaboration is

required to address the challenges that we face the challenges now and the challenges into the future, particularly around urban, regional and urban, regional and rural communities in Victoria, and in fact across Australia and around the world. To address the challenges that we face. In March of this year, the Productivity Commission released a research paper into integrated water management and they note that collaboration between land use planning, local government and the water sector is required. That it's required at a range of scales, and that it's required across policy planning and implementation. We know that collaboration is required. We often also know what is needed for collaboration to be effective. However, it seems based on what I've read and what I've heard having spoken to some of you and to other people within the various industries represented here. Local Government, State Government and government agencies, the private sector, across water planning and sustainability. We know what is needed, however, by and large it seems we don't really know how to do effective cross sector collaboration. And so part of part of what we're focused on here today in this hot topic seminar is to better understand not just what the challenges are, but some of the context of those and through that greater awareness of the challenges. Through Curiosity to explore those challenges and better understand the problem, perhaps collectively will be we'll better able to work with these challenges that we face. Perhaps we might also use our collective wisdom in this group to grasp the threads for effective cross sector collaboration that can help us to create and deliver more sustainable and more level outcomes for the communities that we work for and in fact for the communities that we are part of. So what are the challenges cross sector collaboration? You guys have already identified a number of them through that last activity. I wanted to just quickly share some of the ones that have come up through the stakeholder engagement that we've done as part of this work. And broadly, they fall into three areas.

The first is around policy and regulation. The second challenge is associated with planning and implementation and lastly, and not surprisingly, challenges around funding. Some of the things that are coming up are Seen regulation level misalignment between regulatory obligations and collaborative aspirations, and again I see some of those issues coming up in the word cloud that we contributed to earlier. In relation to planning and implementation, the absence of a shared purpose is one of the challenges that we face. A risk aversion or resistance to relinquishing control and to working in a different way than we have been is another challenge. Inequality in the collaborative process made has more of an issue where there's

an absence of an independent coordinating body or individual. Lack of organisational alignment and that is not just about a lack of alignment between organisations, but sometimes also within organisations, particularly across the different levels of an organisation. Time, of course is one of the ones that have come up. In relation to funding. There are two challenges that seem to come up. The first is 1 around the necessity-often for additional or independent funding in order to deliver collaborative outcomes and related to that, often the need for additional resources. Resources of people, resources of time required to achieve that outcome, and in many cases that additional time and that additional people translates into additional costs associated with collaboration. So with that I would like to now move into a panel session with our speakers.

(And again, thank you, Simone. I invite you to choose speaker view)

To save you looking at spider-eyes for the next half hour or so, and I'm going to begin the pane, by finding my questions, and I'm going to start with Chris. So again, thank you to all of our speakers for joining us this morning. Chris PSP 2.0 is a key part of the VPA's reform of the Precinct Structure Planning process.

Could I get you to briefly describe what that process is and perhaps focus on what are the drivers for cross sector collaboration in PSP 2.0?

Chris: OK thanks Ross. I guess most people understand what Precinct Structure Planning is but just a brief overview. Its background for planning in Melbourne's urban growth boundaries Precinct structure Planning is a requirement before planning scheming amendments can occur to create the new suburbs going forward. So the current process has been around since about 2006 in terms of the precinct structure of planning process. The urban growth boundary was formed just prior to that so it's been around for a while so, I think what's driving this current process is obviously a review of what's been going on. and taking on industry feedback around the time that it takes to do these things and the outcomes are being achieved so, I think if you were looking at what are we trying to achieve there, you know it all of the, all of the documents we've got that describe PSP 2.0 talk about collaboration and co-design. That's what the co-design is all about, you know preparing a vision and a purpose for a place based plan, and that's about collaborating with multiple stakeholders, so you know we found in the past with precinct structure planning that we've got lots of stakeholders that have an interest in the

outcomes and in the process, and the process has always been about balancing those interests, and so I think what you might say with what's driving the process at the moment probably is quality and time really. We're looking at better outcomes, but we're looking at doing it in a shorter time frame, and so the PSP 2.0 process looks at engaging as early as possible with all the stakeholders. So in the past maybe that hasn't occurred in many cases and it's about avoiding pitfalls that come may have been coming late in the process in the previous way we did things so getting all of those elements out on the table and talking about them and doing it in a collaborative manner. So we're looking at dealing with many stakeholders and we're looking at a leaner process. Maybe a more compact document in the end and better place based outcomes and so the process generally involves initially pitching sessions where we invite key stakeholders and there's lots of them to present to the VPA individually. What they see is a vision and a need for a particular PSP, and any work that they may well have been doing previous to that so that they can inform our process and the VPA engages the consultant to coordinate that and take on board all of those comments. That could be that can happen over a number of days, and those sessions maybe half hour or an hour sessions. Something like that. It could be dozens of different sessions on that. and then following that later on that you know the feedback that's achieved through that process is then stored into summary documents, which the consultant will then present at a co-design workshop and that's where all the stakeholders in the same room at the same time and to go through a more detailed process of saying this is what we heard you say this is what we think you were telling us the challenges are, this is where we might want to go?

What do you think about all of that? And that's with a view to try to provide a clearer direction where we're going and maybe highlight where there's some major gaps and we might need to do some more detail work on it. And in our breakout session earlier with Petra, Petra mentioned the words sharing and listening and I guess that's part of it isn't it? It's about the pitching sessions about, you know, sharing everyone's views and ideas and VPA listening and I think that's the same in the co-design workshop, where you can share that with the whole group and listen to those but of course there's another element, is what do we do with that as we go forward? Does that cover that?

Ross: Thanks Chris, thank you before I jump to the next question. I just forgot to mention feel free to add any comments you've got into the chat. If you've got any questions. If you can just note them down and I'll invite you to share them both in the next group activity that we do and also in the Q&A after this, after this session so hold on to those questions please. Celina, if

I can bring you into this conversation. Crystal group is developing a 560 hectare greenfield residential site in Wallan South PSP area, as well as developing and managing commercial and industrial sites in Wallan.

Can you share with us just to provide a little bit of context to this development area what some of the aspiration's for the master plan residential community up there are? Just need to unmute Celina.

Celina:Sorry, I thought that she'd already unmuted me. Yeah, so we're seeking to deliver a walkable master planned community within the Wallan South PSP. Our goal is to create sort of modern living, community living and we're going to do this by combining innovation with tradition, because Wallan' been there for a very long time, so coming in and throwing out a new suburb just it won't have the same context as it does in completely greenfield areas where there is nothing around, so we want to sort of add onto the existing Township that's already there. Yeah, so we want to create community and connectivity. Amenity, education and recreation and we see significant value in creating a development with an honest and true sense of community rather than one that's Built around lots that generate the highest return or sales. So will include expertly design streetscapes an energy smart homes. And we're also wanting to promote healthy lifestyles. So it won't just be a development in the middle of nowhere. It'll be master planned as a natural extension of Wallan- and provide an established community to be built on and enhanced.

Ross: Thanks Celina, that, what you're describing is very much aligned with the place based approach that PSP 2.0 is seeking to deliver and to focus on. Can you also share with us your perspective as a developer in being involved in the PSP 2.0 process? And how perhaps that differs from what? What has been the case in the past?

Celina: Yeah, sure. I think Chris touched on a few of the points. It definitely is about getting in early. And engaging with all of the stakeholders. That, you know the 2.0 process they really invited us to bring all the skeletons out of the closet at the Stakeholder meeting that we had last year in December and it was great because sometimes you've got an authority that thinks that it needs to be done a particular way and this is a little bit we're going through trying to change the minds of people who've been doing it a particular way forever. I haven't been, steeped in that tradition, because we've been dealing with beverage northwest, but that

things been going through many, many years. So that's how it's different challenges. It hasn't been a traditional 3 1/2 year PSP, but a lot of the agencies are used to that, and getting them to then change and come onto this new 2.0 process. That's been the difficulty. So sometimes I haven't been backward in saying, well, I don't think that your Department is going to pay for that because you don't have a very good track record and then they get offended and you like well, but we're trying to be out in the open here. You've got to tell each other how you are perceived and how you know if you're not going to build a state school for the next 15 years because the government doesn't have money to do it. I don't want that in the first stage of the development because it's just going to sit there as vacant land for 15 years, so it's them understanding where we're coming from and how we're trying to deliver for a community that's already there and needs things along the way so, if the state government isn't going to come to the party, then we're going to talk to private operators and say, Alright, well, we've got a demand already in this town. Here's some land. If you can get going in the next few years, we prefer you on this spot than the state government.

Ross: Sure, so I'm hearing-

Celina: I don't know if I actually answered your question, but I kind of like tried to give you an example of how it is different, because you wouldn't normally have those conversations up front.

Ross: and in fact, in fact what I'm hearing, Celina is this process is requiring, a different way of engaging in, a different way of working and not everyone is comfortable with moving towards that new approach. That vulnerability that's required. In order to really affectively collaborate, is clearly something that's important and something that is present.

Celina: I think also to a lot of the agencies want the data to bring with them to then justify their position instead of, perhaps, and this is something that the VPA probably should look at incorporating before the first workshop that they get everybody together at is come out and actually walk across the land. See how it flows. See how so you don't need the data. If you can feel it and see it, you can actually then understand the vision.

Ross: Awesome, thank you Celina, we and there's a nice introduction to a session that will explore a bit further later on in this seminar about not only what we can do, but what other

people can do for more enhanced cross sector collaboration. If I can move on now, thank you Celina, to the Upper Merri Creek IWM Pilot Project, which has a set is a collaborative and adaptive place based approach to sub-catchment planning with a strong focus on community outcomes and traditional custodian involvement.

Fleur, can I ask you now, we've got three steering committee members for this pilot project with us here today, with Chris also being a member there. Can you share with us who the other key stakeholders are? And given the strong local community view that businesses usually is not appropriate is not OK for this area. What's different about the approach that's being taken for the Upper Merri Creek Project?

Fleur: Thanks Ross, Yes we've got Chris here from, brought up from the VPA and also Michael Browne from Yarra Valley water. The other major stakeholders are Melbourne Water, the Wurundjeri Woi Wurrung land Council, Hume City Council and Mitchell Shire. So as you saw in that map it's very much about that greenfield northern growth corridor area, the sub-catchment of the Upper Merri. So also wanted to pick up on the point that you made about the strong local community voice saying that business as usual was not OK. That was that was heard through extensive consultation and engagement, and I'll come back to that. In terms of what's different about this pilot project to others really relates. I suppose to the uniqueness around the innovations that are in the projects. So one is it's on the Geo spatial scale. It's on the sub-catchment scale. Two there's the desire to have traditional owners as equal and visible partners at the table and a focus on cultural flows and three, there was a focus on the adaptive place based, planning and engagement so - So what made it different? That's an interesting question. Because in some respects the governance or how we went about things. Some of it was largely the same like as in normal ish, you know, committee structures, working group structures, meetings etc. And some of it wasn't. So for example in the in the governance area. You touched upon it before when you were referring to the paper about, you know why do we have such trouble with good ideas? There was this bringing the Wurundjeri and having the Wurundjeris as equal and visible partners. We were very conscious as a group that we wanted. True equality in the steering committee and we didn't want a lead organization creating an unconscious bias to their agenda and that was that was that was verbalised and we spoke about this but at the same time trying to operate in a vacuum of a lead organizer

without a leader organization created its own issues that it felt very large and unwieldy and we sort of lurched and there was a project manager and then there wasn't, and then there was and then there wasn't. We had all these issues with trying to be, you know, a fair and create equities, so we didn't quite nail it. But what but what happened was, and it was sort of like a bit of gold in the in a bit of chaos as it were, is that because the partners, the partners participation, is voluntary? The fact that the project didn't have a driver that had their you know their pedal to the metal as it were you know just sort of going, 'I'm going there!' You know, and this is how I'm going to go there. Actually allowed time to for the Working Group to build the relationships to build trust to build a safe space to have those have a have a bit more honesty coming through about the conversations that we needed to have about similarities and differences of agendas. And I also believe that the in a way that actually enabled the project partners to stay on board. But I think the project partners would have fallen off very quickly as it wasn't their priority. This wasn't their priority project. We were volunteering to be a part of this and we were doing it on top of everything else so. So they still that question about, you know, and I haven't given you an answer, but it's how do you maintain equality without having a lead organization? And how do you call out unconscious bias that might be occurring because of that, so. There's still that pretty- the other thing I wanted to pick up on was around the place space planning.

So we had a best practice, communication and engagement plan. A really extensive communication engagement plan from sort of operating things like high level symposiums for executive and director's to really press the boundaries of what might occur in this area. Press the thinking around you, know low affordable housing costs, models you know just different ideas that are out there that could help us achieve. Different outcomes in this area. We had the community workshops but we had uniqueness in that as well because, before the city of Whittlesea. We really are greenfield in this sub catchment, so how do you engage with the community that doesn't even exist yet like it wasn't so much of a problem for Hume to the West that had the industrial area there or even Mitchell to the North. You know it was their problem. But for us. It was a very big problem like when you did, the stakeholder analysis. You went there's no one. There's no one in this area. There's a few land owners, but there's no, the residents aren't there yet. So we, we needed to try and find different pathways to speak with developers and have either you know, access of you know people that are bought, land that hadn't built yet, or access to the developers and the conversations that they were having with their emerging communities. So once again, I don't think we absolutely

nailed it, but we had a lot of unknowns and we're trying to trying to work our way through them as best as best we could. So you know, if anyone's got any bright ideas about what we could have done better. That would be great to hear about that. Yeah, so I think I think that's probably all I wanted to say. Sorry yeah thank.

Ross: Thanks sounds like a picture of sitting with the discomfort in the unknown. And I think there's probably something in that as we embrace new ways of working. Thank you. Michael, can I come to you now and I'm going to skip over the kind of specific challenges are from a water perspective around this. There's information on the website for those that are particularly interested around that aspect, what I would like to pick up on is that I'm really heartened to see that Wurundjeri were on cultural values and practices have been brought in as an integral part of this pilot project, and I'd love to hear. Your perspective and for you elaborate a little on kind of what some of the drivers and insights of that engagement and participation of being.

Michael: So I guess the look as an aboriginal person, the biggest the one of the most exciting things for me, was then seeing round rewire on cultural Heritage Aboriginal Corporation, bought on as a partner. So from Yarra Valley water perspective it was a relationship that we had been working to develop for a number of years and I guess we would then further supported from the letter of expectation that the water minister put out in 2017 And where that focused on some priority areas, so I guess for me, developing the meaningful partnership with traditional custodians on the Upper Merri Creek sub-catchment planning project, was it allowed us to talk to the Wurundjeri peoples as to how do we then support them in self-determination? What could we as a water industry do to start bringing them to the table more often as opposed to looking at the legislative involvement on a cultural Heritage Management Plan scale, which from a construction background also made me feel that there was. It was too late. So how we then started to define the cultural flows assessment was, and this was not a new concept it had been done as a research project through the national cultural flows research project for the Murray Darling Basin, which involved about 17 different indigenous stations. We will then looking at the Wurundjeri Woi Wurrung as being able to define what that meant for an urban context and I guess that then started to see a change or and evolve from how it was initially defined to where it was just around water entitlements to

then look at water and land entitlements and how they were then legally and beneficially owned and managed of a sufficient and adequate quantity and quality but to improve the spiritual, the cultural, the environmental, the social and the economic conditions which we will then saying this is your country. It is your inherent rock, so I guess that was one of the things that I was in looking at as a really exciting opportunity. For how we can do this project differently.

Ross: Thank you Michael and I understand that it's early days in some respects in terms of that relationship building and in how that direct and meaningful engagement with Wurundjeri Woi Wurrung is influencing that project. Chris, if I can come back to you, given that that you sit across both of these initiatives that we're focusing on today given you're involved also in the Upper Merri Creek project, could you talk to how the IWM process intersects with the PSP process? So how the water planning and the urban planning, development planning come together or not?

Michael: That's a really good and a deeper meaning for question Russ, and I've been in this game for a while now and I'm still struggling with some of them. You know what we see clearly is through VPA planning process that we need to see influences from all of the different things, different issues that would look at so we're looking for IWM to influence the outcomes and so where it intersects is previously been more about drainage and Melbourne Water drainage schemes and flooding, but we've struggled with things like alternative watering, and getting down to the lot based than the more area based things that are maybe privately owned rather than publicly owned land and so we tend to obviously engage with Public agencies that are locked. And land developers? Yes, we've done it in person, so hopefully will get better at that going forward PSP 2.0 and because where it intersects is a really interesting sort of space. Is a lot going on in both of those spaces, and as I said before, we trying to balance up in our land use planning a whole range of stakeholder needs and requests and comments and water being one of those. And we often find obviously that were asking a lot of questions through the IWM stakeholders and wanting some clear-cut answers, and we're not getting a lot of that for a lot of reasons, and maybe we could touch on that later perhaps, but that's where it's intersecting is through the PSP 2.0 process were asking the stakeholders about water things. Wanting those answers in a lot of cases. Maybe that detailed planning hasn't occurred, so there's the value of having projects really important projects like the Merri Creek Project and the

Sub-catchment planning that DELWP was doing was that help. Hopefully it will provide VPA and stakeholders with a lot more framework to work within. So I'm not quite sure whether to expand that or not Ross

Ross: Thanks Chris. I'll get you just to hold that now, and perhaps we will come back and unpack that a little more in the Q&A, I am sure there is some interest in that intersection from our participants here. I would like to move on now to a little bit of a rapid fire exploration of the challenges that you guys are facing in these particular initiative. Just to add a little bit of depth to what's being shared in the in the breakout sessions we had just before. So Fleur, if I can return to you and asking your experience on the Upper Merri Creek Project, what's one of the biggest challenges of cross sector collaboration that you've experienced?

Fleur: It's really about the question of, you know you keep being asked how long, how long will this take and we all operate in Michael and I talk about this pipe in the quick win environment. You know, give it to us. We want it, you know, magic it up. You know that sort of environment that we're all in pressured to do. The thing is, we do need time to build the capacity. We often building the capacity of each organization as well as the Collaboration itself, so you know individuals, organisations and the collaborations. So we really just need that time. We need time to be able to be able to do it. Yeah, I suppose that's all I'm going to say about that because you know, we need the individual. We need the organisations vision we need to bring that together in the collaboration and have the shared vision creation. Just takes time.

Ross: Your comment that that we're building capacity as well as the collaborative outcome I think is quite telling. Michael, would you like to add your perspective on one of the key challenges around collaboration on this project?

Michael: I guess I'd be reiterating Fleur's point around time and just in that with allowing ourselves to trust each other and then also then developing the respect and understanding that hey, we don't all know what each other's organisations are facing, but I guess with an and in speaking to the community engaging the community in this process, we also very quickly started to realise that there was different levels of water education or water literacy in the community. So when we were talking to the community about potential stormwater issues that were kind of looking at us and going hang on. We're in drought? Why is stormwater in a greenfield space an issue? And so then, like those questions, kind of made us go yeah, hey, we

absolutely have to take the time to step out of our organizations and bring people on a journey. Whether it's other organisations who don't necessarily understand the barriers that a particular organisation is facing or the community who just don't have the understanding what the water industry is facing.

Ross: Excellent thank you, thank you Michael. So the precinct structure planning context is obviously quite a different one to the integrated water management sub-catchment planning contents. Chris, can you speak briefly to whether the collaboration challenges because of that different context are also different. Yes, collaboration is a challenge, isn't it? Now in the were talking about the IWM sub-catchment planning. Also talking about a detailed planning process. The VPA it takes in terms of land use planning. So some of the challenges are obviously similar. You've got multiple stakeholders so mentioned before you've got different time frames that you know. As Fleur said, you know, quick wind situation is something that the government is looking for in the VPA is charged to try and try and secure, so in a situation like that, the challenges are really hard aren't they? Because you know the fully said you know. I don't remember each time and change management probably needs time and we're in a reform sort of agenda at the moment, and we've got very complex issues that take a fair bit of time to get to the end. So the beyond the planning, there's the implementation and the capacity building is fluid Fleur mentioned as well, so. That's a challenging aspect of that collaboration in that you know the VPA has a time frame where they want to complete a PSP 2.0 process and that's essentially sort of something Celina mentioned before the previous time frame was something like 3 and a half years if all went well and sometimes it doesn't, so the government is looking to do that in about 2 years, roughly speaking. And to do it all in a much better, comprehensive way add to that the COVID-19 situation at the moment and the government's response to that is used to look at fast tracking of projects to aid in the economic stimulus. Post COVID-19. So wanted to get some planning put away and finalized so that the implementation occur. So in that sort of situation where you're doing with collaborating, collaborating with multiple stakeholders with complex water issues and really important projects happening at the moment that haven't been finished yet. The VPA are asking some black and white questions and looking black and white answers. They're looking for, not necessarily an easy thing to do. And so that's the key challenge for me is the we know that our stakeholders need time to do this work and to get really good quality responses. That work needs to have been developed to a certain level over a period of time and the VPA timeframes don't marry up with that. You

know, we want it now. And organisations are saying well, we need to do all this work, so there's a bit of a mismatch around the timing.

Ross: There is indeed, Chris and I don't envy you being in the middle of that. Celina can, can I come back to you now and I'd like to also ask your perspective on challenges of cross sector collaboration from your involvement in the Wallan South project. And if I could get you to wrap into your answer, your thoughts on what might move us forward in terms of addressing or working with or overcoming some of the key challenges as you see it.

Celina: I think there's two parts to this, and so I'll build on what Fleur's sort of brought up but first just say that from our perspective, some of the things that most difficult at the time wasting, and it seems like time wasting because we're not getting answers and in order to move forward and shore up, you know exact designs like from our we have a technical designer that does our urban water management and looks at you know how we can work that within the land and the topography and all that sort of stuff but he needs a few basics like how much water can go under the Hume Freeway and no one can tell him at the moment because nobody wants to give that answer because that's in the Upper Merri Creek. And so whilst like Fleur has her time pressures and you know she can't just magic up the answers, sometimes I think we need a bit more of a whatever the key messages or whatever it is that if the planning was done, what is that going to knockout and not allow Fleur do in the Upper Merri Creek? So if they could come back with answers to that then we could make sure that we're not planning for something that can't happened like the fine details or how things actually work individually inside these PSP' can be worked out at the time when you go to council and then get your permit and all of that sort of stuff, so there's probably lots of nitty gritty things that Fleur and her team need to come up with as to what they want people further up the catchment to be doing. But those don't need to be in the actual areas where we're saying OK, we're having a block of residential here, so that's going to be this particular colour we've got a waterway through the middle here you know, so that doesn't affect that. But if there is something that does affect it, then they need to kind of tell us that now rather than waiting until she's got her plan completely finished if that makes sense.

Ross: This complex challenge of time is multifaceted. In fact, isn't it and I'm just going to draw attention to the Malcolm Eadie's comment in the chat, which talks very directly to this agility requires openness flexibility and working more comfortably in the Grey Zone of planning

regulations in order to drive innovation and delivering better place based outcomes. And so what are taken from all of this is time is a challenge. And perhaps what are the things that need the time to be given and what are the things that we can have some clarity around now in order for a process to be able to move forward? Perhaps there's something in there for us to explore and unpack, and-

Celina: sorry I just had a second one which was around decision-making so often authorities and agencies will defer to one another for advice, before being able to contribute their opinion regarding you know the range of issues that are being discussed, and so sometimes this can lead to early commencement of discussion and tabling of issues, but more often it's going to require the primary strategic authority to make a decision where 100% alignment can't be achieved and I believe that this lack of decision-making early on, allowing numerous parties to believe that their contributions have merit is unhelpful. Because sometimes they might be giving something that you can take a little bit away from, but you can't completely satisfy that. So and then it just creates this whole situation where no one's making a decision and therefore nothing's moving forward.

Ross: Indeed, thank you, thank you, Celina.