

Northland Urban Renewal Precinct

Draft Engagement Plan to guide preparation of the Structure Plan

19 March 2018

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| Objective Document ID Number | A4436218 |
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| Date/s Issued and/or Communicated | 19 March 2018 |
| Version Number | 3 |

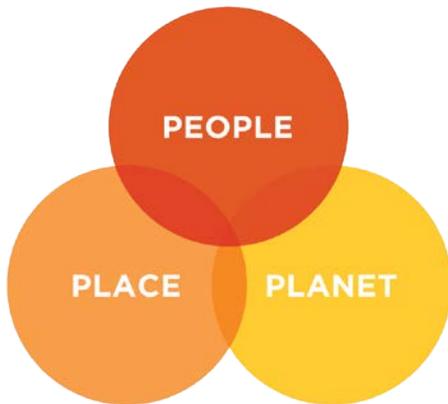
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1 Background

Setting a vision and general principles for a new urban neighbourhood in the Northland Urban Renewal Precinct (NURP) is critical outcome that will assist the City of Darebin to plan for at least an additional 17,000 households (at least 40,000 new residents) in the next 20 years. Of this, it is anticipated that NURP could cater for 20,000 new residents. A best practice approach is ensuring the NURP project has genuine community input and support that will enable Council to influence changes in regard to providing housing and employment towards a sustainable future.



Previous consultation undertaken by Council, has shown that stakeholders want to break with business-as-usual planning practices. Redevelopment of the precinct will be based on the People-Place-Planet multi-framework which is intended to be the starting point of all planning and design discussions. The multi-framework is structured into five outcomes that will be used to guide the transformation of the precinct. The community's response and ideas to the proposed vision and outcomes is open for reinterpretation and input during the phase one engagement process.

The City Design & Strategic Planning Unit has prepared an overarching engagement plan for the NURP as outlined in section 2.1. A catalyst strategic project will be T.W. Blake Park, providing Council with an opportunity to showcase a high standard of shorter term change through public realm and sustainability improvements. This will assist the community to work with Council in reimagining the future possibilities and vision for the precinct.

Council's leadership is integral to ensuring NURP realises its vision which is to become a best practice urban design and sustainable urban renewal neighbourhood for Melbourne's northern region. There is a need to incorporate various communication and engagement methods to encourage active public participation for a complex project such as NURP. The introduction of an alternative type of engagement process guided by the IAP2 public participation spectrum will be a game changer and provide the impetus to bring all stakeholders and the wider community on a journey towards realising a new suburb in the Northland precinct.

1.1 Previous Engagement

The activities below highlight the extensive community and stakeholder engagement activities which have occurred since 2009.

NURP consultation 2008 – mid-2009

Over the period from January 2009 to April 2009 a range of activities were undertaken with internal and external stakeholders to generate awareness of the project. Activities included:

- Intra-Council discussion December 2008
- Three focus groups with internal & external participants facilitated by Council officers. These included:

- Economic Focus Group Meeting - 2 June 2009
- Transport Focus Group Meeting - 3 June 2009
- Community Focus Group Meeting - 12 June 2009
- Questionnaires distributed at Darebin Kite Festival & Northland Shopping Centre pop-up stall.
- Establishment of the NURP Steering Committee in April 2009.

NURP consultation mid-2009 – 2012

These activities proposed were designed to facilitate discussion with landowners and stakeholders to assist with visualising how the precinct may transform over time. Activities included:

- Visioning Workshop October 2009
- Vision Scenarios Paper circulation April 2011
- Business Vision Information Session April 2011
- Community Vision Information Session April 2011
- Creek Improvement Study Consultations
- Vision Economic Feasibility Study Consultations
- Vision Transport Analysis Consultations
- Regular meetings held with the State Government

NURP consultation 2013 – 2017

Eighty-five (85) stakeholders participated in the Enquiry-by-Design Workshops, which accumulated in a draft Concept Plan and expansion of the NURP boundary to the south of Bell Street.

- Enquiry-by-Design Workshop June 2013
- Boundary Expansion Initial Consultations with all landowners and businesses in the newly expanded study area to inform them they were now part of the project and how it would proceed.
- Expanded Vision development discussions occurred with key landowners in the expanded area.
- Proposed boundary expanded in 2015 to include the west side of Albert Street.
- State Government Implementation Committee (2012 – 2013)
 - This committee was convened with support of the Department of Planning and Community Development (DPCD) and involved several meetings with representatives across local and state government departments to advance cross partnerships in delivering outcomes for the project.
- T.W. Blake community consultation in 2015
- Consultation with businesses and landowners within the precinct in 2017 to guide preparation of the draft *NURP Economic and Employment Strategy*.

NURP Steering Committee, April 2009 - ongoing

In addition to broad community engagement, a Steering Committee was established in April 2009 with a Terms of Reference endorsed by Council. The composition of the Committee changed over time to adjust to the needs of the project. The committee is mainly comprised of Banyule and Darebin Councillors, State Government departments and some agencies and industry experts. Currently the Steering Committee meets on a quarterly basis, enabling the Mayor, Councillors and key external stakeholders to be kept informed of the project.

Internal Cross-Council Collaboration, December 2008 - ongoing

Other business units with an interest in NURP have provided valuable input towards the preparation of the foundation projects. This includes Transport and Public Places, Business Development, Creative Culture, Community Experience and Learning, Leisure and Community Facilities, Community Engagement and Demographics, Environment and Community Outcomes, Strategic Asset Management, Infrastructure and Capital Delivery and Enterprise Portfolio Management.

Community Engagement 2018 onwards

Community and stakeholder engagement activities on NURP project paused briefly in 2014 due to announcement of the precinct within the La Trobe National Employment and Innovation Cluster. The Victorian Planning Authority is currently finalising the La Trobe Cluster Framework Plan due for release in mid-2018 that will inform progression of the NURP project.

Community engagement is an essential component to finalise the vision for the precinct and to progress preparation of the Structure Plan and introduction of new planning controls. NURP is a long term and complex project for Council and requires a whole of Council approach to ensure its successful implementation to the benefit of all residents.

2 Project and Engagement Timeline

The following is an overview of the project and engagement timeline for the Northland Urban Renewal Precinct. There are three distinct phases of engagement in the immediate term that will set the course for ongoing engagement with the community, stakeholders and the State Government for the duration of the project. The longer-term timeframe (ie: phases 4 and 5) will be confirmed as the project progresses.

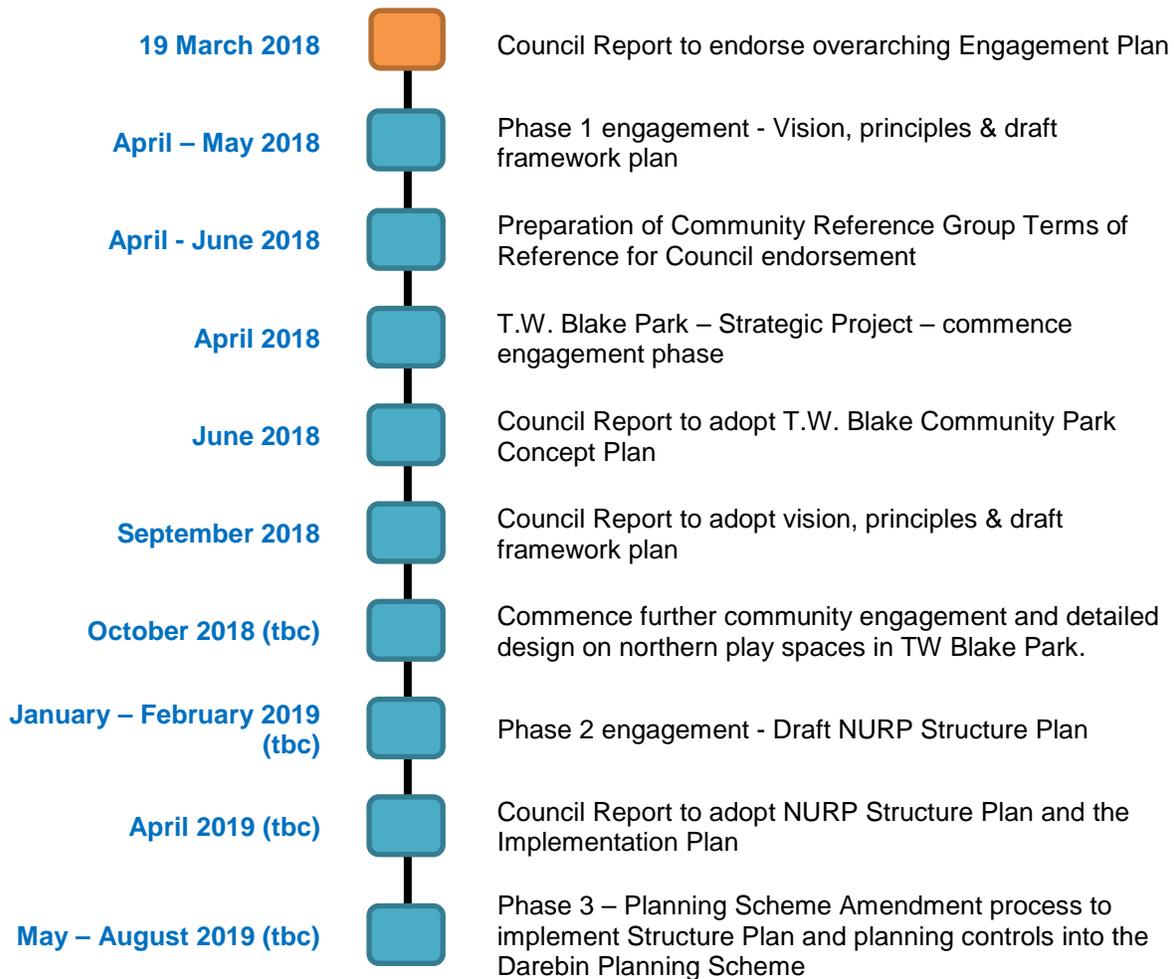
2.1 Project Overview

Community and stakeholder engagement – indicative timeframe

| Phase 1 | Phase 2 | Phase 3 | Phase 4 | Phase 5 |
|---|---|-----------------------------------|--|--|
| Consultation on Vision, Principles and draft Framework Plan | Consultation on draft Structure Plan includes Implementation Plan | Planning Scheme Amendment process | Strategic projects identified in the Implementation plan are delivered | Regular monitoring and review of the Implementation Plan |
| April-May 2018 | Jan-Feb 2019 | May-Aug 2019 | June 2019 onwards | Every 3-5 years |



2.2 Engagement Timeline



2.3 Purpose of Engagement Activities

The project overview provides a snapshot of the engagement process. Further information about the level of engagement on the IAP2 public participation spectrum is provided in more detail in section 7 of the engagement plan.

- The purpose of the phase 1 engagement program is to inform, consult and involve the community to finalise the vision and principles for the Northland Urban Renewal Precinct and seek feedback on key planning elements that will inform the overarching draft framework plan.
- The purpose of engagement on T.W. Blake Community Park Concept Plan, which falls into phase 4 as a strategic project is to seek endorsement on the final concept plan for Council adoption.
- The purpose of phase 2 engagement program is to inform and consult on the draft NURP Structure Plan that will be the basis of a forthcoming amendment to implement the Structure Plan and planning controls into the Darebin Planning Scheme.

- The purpose of phase 3 engagement program will be to inform on the draft Planning Scheme Amendment to introduce the Structure Plan and Implementation Plan into the Darebin Planning Scheme.
- The purpose of phase 4 engagement program will become clear once a communication plan and engagement plan is undertaken for each strategic project.
- The purpose of phase 5 will be to ensure that regular monitoring of the Implementation Plan is undertaken both internally by Council officers and externally by the Community Reference Group. The exact details of how this will occur in practice will become clearer as the project evolves.

Key findings of the engagement activities will be captured within an Engagement Report prepared for each phase of engagement and reported back to Council.

3 Objectives

The City Design and Strategic Planning unit will continue to work with the Equity and Diversity unit and the Community Wellbeing unit to refine these objectives for the groups whom Council traditionally finds hard to reach as identified by the EIWPAT process.

3.1 Phase 1 Engagement Objectives

As outlined in the background information in section 1, there has already been extensive community consultation in formulating the vision, principles and draft framework plan for NURP. The objectives below are high level and will be further refined to identify the priorities of the community, with input sought from internal Council units and the guidance of a communication and engagement specialist.

| Phase 1 | Objective | Outcome |
|---|--|--|
| <p>Vision, Principles & draft Framework Plan</p> <p>Indicative timeframe</p> <p>Start: April 2018</p> <p>Finish: May 2018</p> <p>4 weeks (dates to be confirmed)</p> | <ul style="list-style-type: none"> • To be inclusive and aim to build broader awareness of the NURP project. • To build the community's understanding of the People-Place-Planet framework guiding principles and to gauge their support. • Inform, consult and involve stakeholders and wider community on the key planning issues which include; transport and movement, public realm and open space. | <ul style="list-style-type: none"> • Develop, refine and finalise the vision, principles and draft framework plan for the precinct. |

3.2 T.W. Blake Park Engagement Objectives

The Council Plan 2017-2021 has identified T.W. Blake Park as a catalyst strategic project for NURP that is worth implementing ahead of engagement on the draft Structure Plan. It provides Council with

an opportunity to provide an adequate community service in a socio-economically disadvantaged area and showcase a high standard of shorter term change through public realm and sustainability improvements. This will assist the community to work with Council in reimagining the future possibilities and vision for the precinct.

Council undertook preliminary community consultation with residents in the immediate vicinity of T.W. Blake Park in June 2015. The outcomes of that consultation were captured in a report which informed the preparation of the T.W. Blake Community Park Concept Plan. Some of the recommendations incorporated in the draft Concept Plan were:

- A choice of pathways around the former trotting track and through the park that link the various features and create exercise opportunities.
- A youth precinct that has a multi-use court for basketball and soccer and is adjacent to a skate/BMX park and viewing area.
- Family rest areas scattered throughout the park.

The objective is to gauge feedback from the community on the proposed improvements outlined in the T.W. Blake Community Park Concept Plan. The feedback gathered will help to further refine the plan for Council’s adoption in June 2018. The community will be encouraged to provide further input into more detailed design of the play spaces and youth precinct in the future.

| Strategic Project | Objective | Outcome |
|--|---|---|
| <p>T.W. Blake Community Park Concept Plan</p> <p>Start: 3 April 2018</p> <p>Finish: 27 April 2018 (approximate dates)</p> <p>4 weeks</p> | <ul style="list-style-type: none"> • Inform and consult with the community to finalise the T.W. Blake Community Park Concept Plan as identified in the Council Plan 2017-2021 & Action Plan 2017/18 in Goal 3.1. | <ul style="list-style-type: none"> • Seek endorsement of the overarching concept plan for T.W. Blake Community Park. |

3.3 Phase 2 Engagement Objectives

Phase 2 engagement objectives build on the findings of the phase 1 engagement process. Below is a high level objective which acts as the headline objective for phase 2. It will be further refined and contextualised to lives of community members with input of the Community Reference Group and a communication and engagement specialist.

| Phase 2 | Objective | Outcome |
|--|--|---|
| <p>Draft NURP Structure Plan</p> <p>Indicative</p> | <ul style="list-style-type: none"> • Consult on the draft NURP Structure Plan which builds on the vision, principles and draft framework plan adopted | <ul style="list-style-type: none"> • Refinement and endorsement of the draft Structure Plan. |

| | | |
|---|---|--|
| timeframe: Start: 28 January 2019 Finish: 25 February 2019 | by Council following phase one engagement activities. | |
|---|---|--|

3.4 Phase 3 Engagement Objectives

The phase 3 engagement objective is to essentially raise awareness of the proposed planning scheme amendment and to invite submissions as part of the process.

| Phase 3 | Objectives | Outcome |
|--|--|--|
| Planning Scheme Amendment process Indicative timeframe: Start: May 2019 Finish: August 2019 | <ul style="list-style-type: none"> To raise awareness of the planning scheme amendment and invite submissions as part of the process. | <ul style="list-style-type: none"> Translate the Structure Plan into enforceable planning controls. |

A communication plan and engagement plan will be prepared for each strategic project at phase 4 and this will guide the engagement objectives, outcomes and the engagement techniques to be applied.

The objective of phase 5 engagement is to assess whether the NURP vision and strategic outcomes are being achieved and to ascertain if the implementation plan requires further refinement

4 Stakeholder Analysis

NURP encompasses a diversity of stakeholder groups affected by the future planning for the area. Each stakeholder group has different interests and abilities to participate and ultimately influence decisions and it is important that the engagement exercise enables all groups to participate.

The table below identifies stakeholders who may be impacted by decisions and those who will influence the outcomes of the engagement process. The level of impact / influence will help to determine the level of stakeholder engagement and communication required.

Messaging and activities for each stakeholder group will be flexible and it will be designed according to the phase of engagement. Additional advice will be sought from the Community Wellbeing unit and the Equity and Diversity unit to ensure the groups whom Council traditionally finds hard to reach are identified by the EIWPAT process.

| Stakeholder Group | Interest / Impact / Influence | Expectations | IAP2 Engagement Level |
|--|---|--|--|
| <p>Wider community and people who use/visit the Northland precinct.</p> | <p>high interest / high impact / medium influence</p> | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be engaged via processes and opportunities that are tailored to meet their needs, to ensure optimal participation • be invited to provide feedback on proposals to ensure their concerns and aspirations are understood and considered • have opportunity to access more detailed information and have their questions answered <p>remain informed of the outcomes of engagement and Council decisions</p> | <p>Inform Consult Involve</p> |
| <p>Adjoining residents owners and occupants of properties directly abutting or close to (i.e. within 800m approx. catchment) properties affected by future use and development within the precinct.</p> | <p>High interest / high impact / medium influence</p> | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be invited to provide feedback on proposals (especially those with directly abutting land) to ensure their concerns and aspirations are understood and considered • have opportunity to access more detailed information and have their questions answered <p>remain informed of the outcomes of engagement and Council decisions</p> | <p>Inform. Consult. Involve.</p> |
| <p>Groups whom Council traditionally finds hard to reach as identified by the EIWPAT & likely to be living in East Reservoir.</p> | <p>High-interest / high impact / medium influence</p> | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be engaged via processes and opportunities that are tailored to meet their needs, to ensure optimal participation • be invited to provide feedback on proposals to ensure their concerns and aspirations are understood and considered • have opportunity to access more detailed information and have their questions answered <p>remain informed of the outcomes of engagement and Council decisions</p> | <p>Inform Consult Involve</p> |

| Stakeholder Group | Interest / Impact / Influence | Expectations | IAP2 Engagement Level |
|--|--|---|---------------------------------|
| <p>Land owners of directly affected land, which could include business owner-operators, investors and developers, government agencies</p> <p>A subset of land owners are those who own sites identified with as catalyst projects, 73 Gower Street.</p> | High interest, impact and influence | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be invited to provide feedback to ensure their concerns and aspirations are understood and considered • have access to Council officers for one-on-one detailed discussions if required • remain informed of the outcomes of engagement and Council decisions | Inform. Consult. Involve. |
| <p>Businesses & Service Providers Business operators (who may also be land owners) and employees.</p> <p>Service providers such as; Northern College of Arts & Technology (NCAT)</p> | High interest, impact and influence | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be invited to provide feedback to ensure their concerns and aspirations are understood and considered • have opportunity to access information and have their questions answered • have access to Council officers for one-on-one detailed discussions if required • remain informed of the outcomes of engagement and Council decisions | Inform. Consult. Involve. |
| <p>State government (non-land owning) Includes Department Environment, Land, Water and Planning, Department of Transport, VicRoads, Melbourne Water, parliamentary representatives</p> | Low-medium interest / high impact / high influence | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about proposals and how it affects them • be invited to provide feedback on proposals as relevant • remain informed of the outcomes of engagement and Council decisions | Inform Consult |
| <p>Local Media</p> | Medium interest, impact and influence | That they will be informed of the proposals and have access to clear information | Inform |
| <p>Local Council Councillors, City Assets and Futures Directorate, other departments</p> | High interest, impact and influence | <p>That they will:</p> <ul style="list-style-type: none"> • be clearly informed about the proposals • be informed about community feedback and the engagement process as it progresses • have sufficient information (in Councillors' | Inform Consult Involve |

| Stakeholder Group | Interest / Impact / Influence | Expectations | IAP2 Engagement Level |
|-------------------|-------------------------------|--|-----------------------|
| | | case) to make an informed decision on adoption of the proposals and to prepare a planning scheme amendment | |

5 Project negotiables and non-negotiables

The project *negotiables* describe the parts of the project that can be influenced by stakeholders and the community. The proposed level of engagement is guided by the IAP2 public participation spectrum and this will provide clarity to stakeholders and the community on how their participation may influence the decision making of Council.

The project *non-negotiables* are elements of the project that cannot be influenced by the community or stakeholders as they may relate to the project scope, planning and approvals process and final project decision.

The project *negotiables* and *non-negotiables* will be clearly articulated through the different engagement phases of NURP to ensure there is a clear understanding of how the process will inform the different phases of NURP, and where engagement is to inform (not seek guidance or input from) the community. Below is an indicative guide for how this process will be applied at the various phases.

The City Design and Strategic Planning unit will continue to work with the Equity and Diversity unit and the Community Wellbeing unit to refine the *negotiables* for the groups whom Council traditionally finds hard to reach as identified by the EIWPAT process.

5.1 Phase 1 – Project negotiables and non-negotiables

| Phase 1 | Negotiable | Non-negotiable |
|--|--|---|
| <p>Vision, Principles and draft Framework Plan</p> <p>Outcome:</p> <p><i>Develop, refine and finalise the vision, principles and draft framework plan for the precinct.</i></p> | <ul style="list-style-type: none"> • The community’s final vision for NURP. • The elements within the five strategic outcomes are open for reinterpretation and input. • How NURP will generally meet the needs of existing businesses, surrounding landowners and visitors to the area. • How the precinct could meet the future needs of people travelling to the precinct. • How the precinct can facilitate sustainable transport options. • How the precinct can provide places to meet people for recreational and informal gathering. | <ul style="list-style-type: none"> • That NURP will be an area of substantial change. • That the multi-framework of People-Planet-Place is the minimal approach. • The following strategic outcomes are to be covered at a minimum. <ul style="list-style-type: none"> ○ Sustainability ○ Active Places ○ Resilient Economy ○ Creativity & Diversity ○ Health & Wellbeing • The preparation of a draft framework plan for NURP. • That the transformation should be public realm led and have a people oriented approach. • General directions of |

| | | |
|--|--|--|
| | | background strategies (ie: to establish a network of open spaces; network of streets for people; reduction in vehicular traffic; and implementation of a water cycle management scheme.) |
|--|--|--|

5.2 T.W. Blake Park – Project negotiables and non-negotiables

| Strategic Project | Negotiable | Non-negotiable |
|---|--|---|
| <p>T.W. Blake Community Park Concept Plan</p> <p><i>Outcome:</i></p> <p>Seek endorsement of the overarching concept plan for T.W. Blake Community Park.</p> | <ul style="list-style-type: none"> • Identification of key elements that would make T.W. Blake Park an attractive place to visit for a variety of users. • Identification of elements within T.W. Blake Park that need to be planned with further community consultation and engagement. | <ul style="list-style-type: none"> • Broad overarching concept plan for T.W. Blake Park becoming a community park providing numerous uses. • That Water Sensitive Urban Design (WSUD) will be implemented and its general location. |

5.3 Phase 2 – Project negotiables and non-negotiables

| Phase 2 | Negotiable | Non-negotiable |
|--|---|--|
| <p>Draft NURP Structure Plan</p> <p><i>Outcome:</i></p> <p>Seek endorsement of the draft NURP Structure Plan</p> | <ul style="list-style-type: none"> • Objectives, directions and actions that rest under the strategic outcomes. • The preferred staging and transformational scenarios. • Indicative location of land use. • Make up of public places and street hierarchy. | <ul style="list-style-type: none"> • The overarching framework plan that was developed through phase 1 of the community engagement process. |

5.4 Phase 3 – Project negotiables and non-negotiables

| Phase 3 | Negotiable | Non-negotiable |
|---|--|---|
| <p>Planning Scheme Amendment process</p> <p><i>Outcome:</i></p> <p>Translate the Structure Plan into enforceable planning controls.</p> | <ul style="list-style-type: none"> • The exact wording and content of planning zones and design code can be potentially influenced. • The community and stakeholders will have an opportunity to make submissions for Council to consider. | <ul style="list-style-type: none"> • The formal planning scheme amendment process. |

| | | |
|--|---|--|
| | <ul style="list-style-type: none"> If Council decides to pursue the amendment, submitters can request to be heard at an independent Panel Hearing. | |
|--|---|--|

Negotiables and *non-negotiables* for phases 4 and 5 will be determined in discussion with the Community Reference Group and internal Council Units at a latter point.

6 City of Darebin Community Profile

The information below is a snapshot of the Darebin community profile in East Preston and East Reservoir that will be informed by further consultation with Council’s Community Wellbeing unit and Community Engagement and Demographics unit to guide the engagement process.

Engagement activities will need to cater to people with a disability, by ensuring that venues are accessible and that engagement tools are clear and easy to understand. The views of the Darebin Disability Advisory Committee will inform this process, as noted in Section 8.3 below.

6.1 Groups whom Council traditionally finds hard to reach

NURP engagement activities need to target and be accessible to those groups whom Council traditionally finds hard to reach. Engagement materials will be available in multiple languages and activities will be undertaken which are inclusive and culturally sensitive. For instance, this could incorporate visits to community centres or seniors groups. Advice will be sought from the community development officers within the Community Wellbeing unit throughout the engagement phases.

Both East Preston and East Reservoir have a high proportion of residents born overseas, at 33 and 34 per cent respectively. A high proportion of residents from other countries are from non-English speaking backgrounds, as shown in the table below. Of residents born overseas, the major countries of birth are Greece, China, Vietnam, Italy and India. Further detail of proposed engagement activities in relation to these groups is included in Section 8.3 – Risks and Issues.

Place of Birth

| Total persons (Usual residence) | East Preston | | East Reservoir | | City of Darebin |
|---|---------------|--------------|----------------|--------------|-----------------|
| | Number | % | Number | % | % |
| Total overseas born | 5,595 | 32.8 | 4,203 | 34.4 | 33.2 |
| Non-English speaking backgrounds | 4,833 | 28.3 | 3,848 | 31.5 | 28.2 |
| Main English speaking countries | 762 | 4.5 | 354 | 2.9 | 5.0 |
| Australia | 9,875 | 57.9 | 6,773 | 55.4 | 59.2 |
| Not stated | 1,582 | 9.3 | 1,252 | 10.2 | 7.5 |
| Total Population | 17,053 | 100.0 | 12,229 | 100.0 | 100.0 |

Source: Profile .id Community Profiles for East Preston and East Reservoir

English Proficiency

| Total persons (Usual residence) | East Preston | | East Reservoir | | City of Darebin |
|---|---------------|--------------|----------------|---------------|-----------------|
| | Number | % | Number | % | % |
| Speaks English only | 9,008 | 51.3 | 6,046 | 48.0 | 56.3 |
| Speaks another language, and English well or very well | 5,534 | 31.5 | 4,236 | 33.6 | 29.6 |
| Speaks another language, and English not well or not at all | 1,538 | 8.8 | 1,130 | 9.0 | 7.3 |
| Not stated | 1,496 | 8.5 | 1,184 | 9.4 | 6.8 |
| Total population | 17,578 | 100.0 | 12,598 | 16,466 | 100.0 |

Source: Profile .id Community Profiles for East Preston and East Reservoir

7 Engagement Delivery

This section describes the engagement activities that will be employed throughout phases 1, 2 and 3, including T.W. Blake Park.

7.1 Location of NURP Engagement Activities

Where possible face to face engagement activities will occur at the East Preston Community Centre, Darebin Health Community Centre, marquee set up in T.W. Blake Park (in relation to phase 4 engagement as a strategic project), pop-up stall in Northland Shopping Centre and the Northland Youth Services Centre.

7.2 Engagement Delivery Summary

The Council Plan 2017 – 2021 identifies the need to improve community engagement capabilities to inform Council's decision making. It is apparent that traditional community consultation and engagement methods have a range of limitations which include:

- Some segments of the population dominate the engagement process while others struggle to have their voices heard, or simply do not participate in the engagement opportunities on offer;
- Minimal engagement methods such as; mail to adjacent properties and/or notice in the local paper, are not always effective in gaining optimal engagement and participation by all people;
- Those participating do not often have the opportunity to hear the view and perspectives of others within the community; and
- Those participating may not be aware of the complexity and resulting challenges that the NURP project presents to Council.

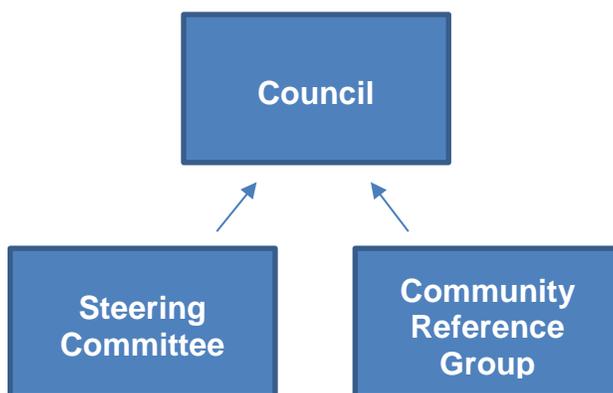
Therefore the onus is on Council to find ways to educate and work collaboratively with the community and respond to these challenges.

Engagement techniques will include a Community Reference Group, Targeted Workshops for groups whom Council traditionally finds hard to reach, meeting with Advisory Committees and introducing a wide range of engagement tools at different phases of engagement to increase the potential outreach and community input. The IAP2 public participation spectrum for each phase of engagement will clearly set the approach being applied and the level of influence in respect of Council decision making, to ensure a human rights-based approach to community engagement is adhered to for the duration of this project.

7.2.1 NURP Community Reference Group

A Community Reference Group (CRG) creates a formalised structure for community involvement. The CRG will be a critical engagement mechanism for Council that will enable representative members of the community to understand the engagement process to date; and the challenges for the project team to resolve in preparation of the draft Structure Plan and the strategic projects moving forward.

The NURP CRG will be established during the Phase 1 engagement process with the purpose of facilitating the views of community stakeholders, groups and the wider public and to make recommendations to Council. Along with the NURP Steering Committee, the CRG will ensure a broad range of views and potential issues are heard to guide the NURP project. The diagram below illustrates that the NURP Steering Committee and CRG seek to perform an advisory role to Council.



The Community Reference Group will:

- Reflect Darebin’s diverse community as guided by the EIWPAT framework.
- Draw on the broad mix of knowledge and skills within our community.
- Undertake meaningful dialogue with all stakeholders.
- Engage with the community to maximise a broad range of views and opinions.
- Utilise feedback from the community to inform Council decision making.

A Terms of Reference for the NURP CRG will be prepared in conjunction with Council officers from across the Equity and Diversity unit and Community Wellbeing Council units for Council endorsement. A human rights-based approach will be applied in all facets of the process, from the advertising of positions onto the CRG to the training of members.

7.2.2 Targeted Workshops

A series of targeted workshops are to be convened and focused on groups whom Council traditionally finds hard to reach, including those that might face barriers in nominating to join the CRG. Advice gained through these workshops would be made available to the CRG, the NURP Steering Committee and Council. Council units from Community Engagement, Equity and Diversity and Community Wellbeing, will assist with linking into existing networks and co-ordinating workshops.

The Business Development Unit will be instrumental in co-ordinating meetings and potential workshops with local business owners and operators. Information gathered will assist the CRG in its deliberations and recommendations to Council.

7.2.3 Advisory Committees

Council officers will visit and seek advice from the relevant Advisory Committees which include (but are not limited to); Darebin Aboriginal Advisory Committee; Darebin Disability Advisory Committee; Darebin Youth Advisory Committee; Darebin Housing Advisory Committee (which is a network of agencies) and the Active and Healthy Ageing Community Advisory Board.

7.2.4 Engagement Tools

A range of engagement tools will be introduced at different phases of engagement to increase the potential outreach and community input. Examples include pop-ups in Northland Shopping Centre; meetings with local businesses; online engagement via Your Say Darebin through surveys; discussion forums; social pin-point (or similar); Darebin Community News and social media via Darebin Facebook and Instagram.

The engagement process will utilise existing Council networks to connect with residents in the community and leverage off any events, activities scheduled in and around the local area. The detailed design and delivery of on-site activities and communication collateral will be developed in collaboration with a communication and engagement specialist for all phases of the engagement process.

The City Design and Strategic Planning unit will continue to work with the Equity and Diversity unit and the Community Wellbeing unit to determine if these engagement methods and sample questions will be useful and appropriate for the least empowered and engaged members of the Darebin community.

7.2.5 EIWPAT Tool

Council's Equity and Inclusion Framework as well as the Equity, Inclusion and Wellbeing Planning Audit Tool (EIWPAT) Tool will be used to ensure the guiding principles are applied and priority groups identified for each engagement phase.

7.3 Phase 1 – Engagement Techniques

Phase 1 engagement plan provides Council with an opportunity to build broader awareness of the NURP project and the community's understanding of the People-Place-Planet framework guiding principles for the precinct.

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|--|---|
| Inform | <ul style="list-style-type: none"> • Council | <ul style="list-style-type: none"> • E-bulletin advising about the upcoming consultation. Include key messages for Councillors. |
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Wider Darebin community. • Adjoining residents • Groups whom Council traditionally finds hard to reach • All stakeholders that were previously consulted with during Enquiry-by-Design process in 2013. • Landowners • Businesses | <ul style="list-style-type: none"> • Onsite drop-in sessions and other engagement activities at a variety of locations in the precinct. These drop-in sessions would be supported by visual communication aids. • Launch of online engagement Your Say Darebin. • Meetings and targeted workshops with groups whom Council traditionally finds hard to reach. • Workshop sessions with groups (ie: Enquiry-by-Design) • Preparation of project communication collateral such as; <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities. ○ Fact Sheets ○ Business Development Newsletter (existing mailing list) ○ Darebin Community News – article ○ Mail out to all households – owners & occupiers and businesses & landowners within a 800m radius of the site • Implementation of social media campaign. • Preparation of a Community Reference Group Terms of Reference for Council endorsement. • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |
| Inform-Consult | <ul style="list-style-type: none"> • State Government | <ul style="list-style-type: none"> • Launch of on-line engagement Your Say Darebin • Preparation of project communication collateral such as: <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities. ○ Fact Sheets • Implementation of social media campaign. • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|---|---|
| Inform | <ul style="list-style-type: none"> Local Media | <ul style="list-style-type: none"> Preparation of project communication collateral. <ul style="list-style-type: none"> Media releases Implementation of social media campaign. |
| Inform-Consult-Involve | <ul style="list-style-type: none"> Council | <ul style="list-style-type: none"> Preparation of a Community Reference Group Terms of Reference for Council endorsement. Engagement findings report describing process, who participated, analysis and recommendations for next phase. |
| | | Sample Questions (to be refined) <ul style="list-style-type: none"> What do you think are the strengths or benefits of living in this area? What do you think are the most important considerations when planning for the future of this area and why? |

7.4 T.W. Blake Park – Engagement Techniques

Strategic projects such as the T.W. Blake Community Park Concept Plan provide Council with an opportunity to showcase a high standard of shorter term change through public realm and sustainability improvements and to assist the community to help decide and reimagine the future possibilities and vision for the precinct.

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------|---|--|
| Inform | <ul style="list-style-type: none"> Council | <ul style="list-style-type: none"> E-bulletin advising about the upcoming consultation. Include key messages for Councillors. |

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|---|--|
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Wider Darebin community. • Adjoining residents • Groups whom Council traditionally finds hard to reach • All stakeholders that were previously consulted with in creation of the T.W. Blake concept plan • Landowners • Businesses | <ul style="list-style-type: none"> • Onsite drop-in sessions and other engagement activities at a variety of locations in the precinct, including the Northern College of Arts and Technology (NCAT). These drop-in sessions would be supported by visual communication aids. • Launch of online engagement Your Say Darebin. • Meetings and targeted workshops with groups whom Council traditionally finds hard to reach. • Preparation of project communication collateral such as; <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities. ○ Fact Sheets such as; <ul style="list-style-type: none"> ▪ Concept Plan draft; and ▪ Water Sensitive Urban Design (WSUD) ○ Darebin Community News – article ○ Mail out to all households – owners & occupiers and businesses & landowners within a 800m radius of the site • Implementation of social media campaign. • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |
| Inform-Consult | <ul style="list-style-type: none"> • State Government • Melbourne Water | <ul style="list-style-type: none"> • Launch of online engagement Your Say Darebin. • Preparation of project communication collateral such as: <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities; ○ Fact Sheets <ul style="list-style-type: none"> ▪ Concept Plan draft; and ▪ WSUD • Implementation of social media campaign. • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |
| Inform | <ul style="list-style-type: none"> • Local Media | <ul style="list-style-type: none"> • Preparation of project communication collateral. <ul style="list-style-type: none"> ○ Media releases • Implementation of social media campaign. |
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Council | <ul style="list-style-type: none"> • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------|---------------------|---|
| | | <p>Sample Questions (to be refined)</p> <ul style="list-style-type: none"> • What do you think about the current proposal for T.W. Blake Park as shown in the Concept Plan draft? • Where should spaces be designated that are accessible, feel safe and welcoming and also accommodate different needs for the community? |

7.5 Phase 2 – Engagement Techniques

Phase 2 engagement process provides Council with an opportunity to consult on the draft NURP Structure Plan which builds on the vision, principles and framework plan adopted by Council following phase 1 engagement activities.

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|---|---|
| Inform | <ul style="list-style-type: none"> • Council | <ul style="list-style-type: none"> • E-bulletin advising about the upcoming consultation. Include key messages for Councillors. |
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Community Reference Group | <ul style="list-style-type: none"> • The Community Reference Group (CRG) will play a key role in designing the online engagement activities in conjunction with a communication and engagement specialist. • The CRG will also provide advice on preparation of communication collateral and identifying groups whom Council finds hard to reach. |

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|--|---|
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Wider Darebin community. • Adjoining residents • Groups whom Council traditionally finds hard to reach • Landowners • Businesses | <ul style="list-style-type: none"> • Exact engagement tools will be determined along with internal Council Units and the CRG. These are likely to include: • Onsite drop-in sessions and other engagement activities at a variety of locations in the precinct. These drop-in sessions would be supported by visual communication aids. • Launch of online engagement Your Say Darebin. • Meetings and targeted workshops with groups whom Council traditionally finds hard to reach. • Preparation of project communication collateral such as; <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities. ○ Fact Sheets ○ Business Development Newsletter (existing mailing list) ○ Darebin Community News – article ○ Mail out to all households – owners & occupiers and businesses & landowners within a 800m radius of the site • Implementation of social media campaign. • Engagement findings report describing process, who participated, analysis and recommendations for next phase. |
| Inform-Consult | <ul style="list-style-type: none"> • State Government | <ul style="list-style-type: none"> • To be developed. |
| Inform | <ul style="list-style-type: none"> • Local Media | <ul style="list-style-type: none"> • Preparation of project communication collateral. <ul style="list-style-type: none"> ○ Media releases • Implementation of social media campaign. |
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Council | <ul style="list-style-type: none"> • Engagement findings report describing process, who participated, analysis and recommendations for adoption of the NURP Structure Plan. |
| | | <p data-bbox="769 1394 1187 1425">Sample Questions (to be refined)</p> <ul style="list-style-type: none"> • What are your thoughts or impressions about the draft Structure Plan? • Do you think the proposed draft Structure Plan will help to transform NURP into a people-oriented, sustainable urban neighbourhood? |

7.6 Phase 3 - Engagement Techniques

Phase 3 engagement process provides Council with an opportunity to raise awareness of the planning scheme amendment and to invite submissions as part of the process.

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------------|---|--|
| Inform-Consult-Involve | <ul style="list-style-type: none"> • Council • Wider Darebin community. • Adjoining residents • Groups whom Council traditionally finds hard to reach • Landowners • Businesses | <ul style="list-style-type: none"> • E-bulletin advising about the upcoming consultation. Include key messages for Councillors. • Engagement activities will need to adhere to the formal planning scheme amendment process when the amendment is exhibited. • Exact engagement tools will be determined along with internal Council Units and the CRG. These are likely to include: <ul style="list-style-type: none"> • Onsite drop-in sessions and other engagement activities at a variety of locations in the precinct. These drop-in sessions would be supported by visual communication aids. • Launch of online engagement Your Say Darebin. • Meetings and targeted workshops with groups whom Council traditionally finds hard to reach. • Preparation of project communication collateral such as; <ul style="list-style-type: none"> ○ Summary sheet about previous community engagement activities. ○ Fact Sheets ○ Mail out to all households – owners & occupiers and businesses & landowners within a 800m radius of the site • Implementation of social media campaign. • Outcomes of engagement and recommended responses to submissions will be reported to Council as required by the Planning Scheme Amendment process. |
| Inform-Consult | <ul style="list-style-type: none"> • State Government | <ul style="list-style-type: none"> • Formal notification as required by the Planning Scheme Amendment process. • Links to the Your Say Darebin website will be provided with the letter. |
| Inform | <ul style="list-style-type: none"> • Local Media | <ul style="list-style-type: none"> • Preparation of project communication collateral. <ul style="list-style-type: none"> ○ Media releases • Implementation of social media campaign. |

| Engagement Level | Target Stakeholders | Communication and Engagement Technique/s |
|------------------|---------------------|--|
| | | Sample Questions (to be refined) |
| | | <ul style="list-style-type: none"> Do you think that the proposed planning zones and Design Code will achieve the NURP vision in the long term? Have we missed anything? What could be improved? |

A communication plan and engagement plan will be prepared for each strategic project at phase 4 and this will guide the engagement objectives, outcomes and the engagement techniques to be applied.

The objective of phase 5 engagement is to assess whether the NURP vision and strategic outcomes are being achieved and to ascertain if the implementation plan requires further refinement.

8 Parameters and Limitations

8.1 Parameters and Limitations Overview

| Type of limitation/parameter | |
|------------------------------|--|
| Consultation period | <ul style="list-style-type: none"> Refer to Project Overview 2.1.1 and Project Timeline 2.1.2. |
| Staff capacity and skills | <ul style="list-style-type: none"> City Design and Strategic Planning Unit staff available to prepare communication materials, mail-out, attend drop-in sessions and respond to enquiries Business Development unit staff available to assist with business needs during the engagement phases. Public Places unit staff will available to assist with attendance at drop-in sessions for T.W. Blake Park. Communications unit staff available to assist with messaging, approval of communication collateral and media enquiries Community Wellbeing unit, Equity and Diversity unit staff available to assist with identifying and contacting stakeholder groups; setting up of meetings; to assist with specific messaging needs if required; attending group meetings and providing overall support with engagement activities. |

| | |
|--|---|
| Budget | <ul style="list-style-type: none"> • Costs associated with engagement activities for Phase 1 and T.W. Blake Park strategic project are factored into the current project budget for 2017/18 financial year. • Budget will need to be allocated for phase 2 including a communication and engagement specialist. • Budget will need to be set aside for Phase 3. |
| Government meeting dates information may be required by | <ul style="list-style-type: none"> • Councillor Briefing on 28 May 2018 – T.W. Blake Park – strategic project outcome. • Councillor Briefing on 6 August 2018 – Phase 1 outcome. |
| Key organisational milestones (indicative dates) | <ul style="list-style-type: none"> • Council meeting to consider and adopt the T.W. Blake Community Concept Plan scheduled for 12 June 2018. • Council meeting to consider and adopt the 'Vision, Principles and draft Framework Plan' scheduled for 24 September 2018. (to be confirmed) • Other Council Meeting dates are yet to be confirmed. (2019 Council reporting year) |
| Advertising/Notices dates | <ul style="list-style-type: none"> • Darebin Community News April edition to include an article – due February 2018. • Mail out to advertise T.W. Blake engagement activities will occur in March 2018. • Notice in the Preston Leader. • Similar approach will follow the other phases of engagement. |
| Dates of face to face activities | <ul style="list-style-type: none"> • T.W. Blake Park – four drop-in sessions are scheduled at Northland Shopping Centre and/or NCAT. Details to be confirmed. • Marquee in T.W. Blake Park (exact date to be confirmed). • More information will be provided to residents at the drop-in session in T.W. Blake Park. |

8.2 Key Messages

Key messages have been prepared for the overall engagement process, which can be applied at both phases one and two. These messages will be refined and adjusted to include plain English (that will assist with translation into LOTE).

Overarching messages:

- *Darebin Council is committed to a safe, inclusive, healthy and sustainable community for all.*
- *Darebin Council is committed to engaging our community to find solutions to future challenges and to improve the way we do things. (Council Plan Goal 5).*
- *Darebin Council is inviting the community to work together with us to provide feedback on, and develop the vision, principles and framework plan for NURP.*

- *Future collaboration with the community will be sought to build the understanding of the People-Place-Planet framework guiding principles.*
- *Darebin is planning for significant population growth and a shift in the nature of businesses from large industrial sites to smaller scale businesses and offices across NURP.*
- *Darebin is aiming to transform NURP into an active urban neighbourhood, bursting of creativity and more employment diversity.*
- *NURP engagement process presents an exciting opportunity to work with us to reshape the future redevelopment of this precinct. Come along and have your say!*
- *NURP is part of the La Trobe National Employment and Innovation Cluster which has great potential to attract new jobs that will enhance the liveability of the precinct.*
- *NURP will increase business opportunities, encourage economic growth, strengthen and build resilience into the local economy.*

T.W. Blake Park messages:

- *T.W. Blake Park is Council owned and the most significant asset in NURP for access to public spaces for residents and workers, both now and into the future.*
- *Council is calling on the community to provide feedback on the proposed improvements outlined in the T.W. Blake Community Park Concept Plan.*
- *The T.W. Blake Community Park Concept Plan provides an opportunity to create an inclusive, safe and attractive environment for everyone who uses the space, whether they live or work nearby or are visiting the area.*
- *The feedback gathered from the community will help to refine the option Council chooses for the T.W. Blake Community Park Concept Plan.*

8.3 Risks and Issues

The following table outlined anticipated issues and how these should be responded to. The response column serves as a useful basis for key messages to be used in communication channels.

The City Design and Strategic Planning unit will continue to work with Equity and Diversity and the Community Wellbeing Council units, to review the risks and issues for the groups whom Council traditionally finds hard to reach as identified by the EIWPAT process.

8.4 Phase 1 – Risks and Issues

| Phase 1 Engagement – Vision, Principles and draft Framework Plan | |
|--|---|
| Issue or risk | Consultation and mitigation response |
| Process related issues | |
| <p>Stakeholders may become confused about what is being consulted on given the significant lapse of time. For instance, we need to review content on ‘Your Say Darebin’ webpage to ensure that it reflects Council’s current approach to engagement.</p> <p>Stakeholders may become confused about the different documents and processes involved in the strategic planning process. For example; “Framework Plan”, “Vision”, “Principles”, “Structure Plan” and Planning Scheme Amendment process”.</p> | <p>Clear messaging during the phase 1 engagement activities to ensure the community understands the purpose of engagement and where to from here (roadmap for their involvement and the broader process).</p> <p>Explain why community consultation has been delayed. A key reason is that Plan Melbourne 2017-2050 identified NURP as part of the La Trobe Employment and Innovation Cluster and as a result the project needs to work within the State Government timelines.</p> <p>Explain how previous community engagement has informed the vision, principles and draft framework plan. Prepare a summary sheet and/or flowchart which sets out this information.</p> <p>Identify what will happen next – i.e. preparation of a draft Structure Plan and background studies that will be put on exhibition in early 2019.</p> <p>Ensure there is a glossary of key terms in any document that is to be published. Moreover ensure that plain English is utilised to clearly explain the different planning terminology.</p> <p>Acknowledge that the new Council Plan has raised the bar for community engagement – in particular it positions the community as “<i>our greatest asset for solving future challenges</i>”.</p> |
| <p>There is an issue that some businesses and landowners within the precinct may or may not support the vision for NURP.</p> | <p>Targeted messaging to businesses and landowners who need to be convinced of the vision. Relationship management is the key to mitigating lack of support for the overall vision of the precinct. Quite reasonably this might be because NURP long term vision doesn’t align with the vision for their business which may be currently thriving within the precinct. This may also require education about all the factors Council must consider, in addition to business / land ownership.</p> <p>Targeted messaging is also required for business and landowners who are interested and want to find out more. This targeted group might be able to align their strategic business interests if they knew more about the long term vision for the precinct. ie: finding out how the two visions could align and what’s in it for them.</p> |

| | |
|---|---|
| <p>The consultation must be clear about the proposed planning changes and in particular how landowners and businesses within the precinct may be affected.</p> | <p>Clear messaging will consider the needs of stakeholders in terms of language use and the focus of the content.</p> <p>Engagement techniques: (as listed in Part 7. Above)</p> <ul style="list-style-type: none"> • Eg: address in Fact Sheets |
| <p>The consultation must be sufficiently accessible to all people who live in the community including CALD communities and those with low levels of literacy or self-advocacy. For example, there is a significant amount of non-English speaking people in the East Reservoir area and others who do not traditionally engage with consultation processes.</p> | <p>Advice will be sought from the Equity and Diversity unit to ensure that a human rights based approach to community engagement is followed and it accords with the Equity and Inclusion Framework and EIWPAT.</p> <p>Clarification of who are the priority groups will occur with the Equity and Diversity unit; other Council units as well as Council's advisory committees. Those advisory committees identified thus far are:</p> <ul style="list-style-type: none"> ○ Darebin Aboriginal Advisory Committee ○ Darebin Disability Advisory Committee ○ Darebin Youth Advisory Committee <p>Ensure that all communication materials is tailored for accessibility. For example, letters and any other communication materials include the 'speak your language' motif and contact number for assistance. Council's inclusive communication charter will be the guiding document, to ensure people with communication needs based for instance on their age, literacy level or disability are able to access the material. (Guidance about the exact languages for translation will be sought from the Community Wellbeing unit).</p> <p>Provide information to staff fielding enquiries for referral of customers to a Council Language Aide or other relevant officer with connections to the community.</p> |

Advocacy task

- As a separate task, an advocacy plan needs to be prepared that focuses on what we want to achieve and identify who we need to engage with from State and Federal Members of Parliament.
- Ideally the advocacy plan would be enacted prior to phase 1 engagement activities and provide feedback to the key political stakeholders (post engagement) to ensure they're aware of the community & stakeholder feedback prior to Council endorsing the vision, principles and draft framework plan for NURP.
- The purpose is seek political buy-in on the vision and gain support for delivery of key infrastructure works in the precinct that will assist Darebin to absorb the forecast population growth over the next 20 years.
- Preparing an advocacy plan will mitigate the risks of an ad hoc approach to advocacy as outlined below.

| Risk and issues |
|---|
| <p>Risk of not preparing an advocacy plan include:</p> <ul style="list-style-type: none"> • No co-ordination across Council about prioritisation of advocacy issues. • Lack of a clear evidence base (ie: failure to allocate sufficient time to prepare a compelling case to Government). • Lack of strong evidence base leads to insufficient buy-in from Council and Government. • No strategic basis for when, how etc. to advocate for particular advocacy issues. |

8.5 T.W. Blake Park – Risks and Issues

| T.W. Blake Community Park Concept Plan – Strategic Project | |
|---|---|
| Issue or risk | Consultation and mitigation response |
| Process related issues | |
| <p>Stakeholders may become confused about what is being consulted on given previous consultation on the T.W. Blake Community Park Concept Plan.</p> | <p>Clear messaging to ensure the community is clear about the purpose of engagement and where it fits in the bigger picture.</p> <p>Explain how previous community engagement has informed the T.W. Blake Community Park Concept Plan. Prepare a summary sheet and/or flowchart which sets out this information.</p> <p>Explain the purpose of the water sensitive urban design (WSUD) which is to improve water quality flowing into Darebin Creek. The man-made wetland and meandering channel will help to reduce the localised flooding on Murray Road before it is re-directed back into the storm water system.</p> <p>Identify what will happen next – i.e. further community consultation will occur on different elements of the concept plan in the future such as; youth precinct and play spaces.</p> <p>Acknowledge that the new Council Plan has raised the bar for community engagement – in particular it positions the community as “<i>our greatest asset for solving future challenges</i>”.</p> |
| <p>Existing user groups who have a vested interest in the redevelopment of the Park such as; sporting clubs, dog walkers and so forth.</p> | <p>Clear messaging will be required that responds to user groups specific fears about any of the proposed changes by explaining how redevelopment of the Park can still meet the specific future needs.</p> |

| | |
|--|---|
| <p>The consultation must be sufficiently accessible to all people who live in the community including CALD communities and those with low levels of literacy or self-advocacy. For example, there is a significant amount of non-English speaking people in the East Reservoir area and others who do not traditionally engage with consultation processes.</p> | <p>Advice will be sought from the Equity and Diversity unit to ensure that a human rights based approach to community engagement is followed and it accords with the Equity and Inclusion Framework and EIWPAT.</p> <p>Clarification of who are the priority groups will occur with the Equity and Diversity Unit; other Council units as well as Council's advisory committees. Those advisory committees identified thus far are:</p> <ul style="list-style-type: none"> ○ Darebin Aboriginal Advisory Committee ○ Darebin Disability Advisory Committee ○ Darebin Youth Advisory Committee <p>Ensure that all communication materials is tailored for accessibility. For example, letters and any other communication materials include the 'speak your language' motif and contact number for assistance. Council's inclusive communication charter will be the guiding document, to ensure people with communication needs based for instance on their age, literacy level or disability are able to access the material. (Guidance about the exact languages for translation will be sought from the Community Wellbeing Unit).</p> <p>Provide information to staff fielding enquiries for referral of customers to a Council Language Aide or other relevant officer with connections to the community.</p> |
| <p>The consultation must be clear about the proposed planning changes and in particular how landowners and businesses within the precinct may be affected.</p> | <p>Clear messaging will consider the needs of stakeholders in terms of language use and the focus of the content.</p> <p>Engagement techniques: (as listed in Part 7. Above)</p> <ul style="list-style-type: none"> ● Eg: address in Fact Sheets |
| <p>Advocacy</p> | |
| <ul style="list-style-type: none"> ● Package T.W. Blake Community Park Concept Plan into advocacy plan with phase one engagement. | |
| <p>Risk and issues</p> | |
| <p><u>Risk of not preparing an advocacy plan include:</u></p> <ul style="list-style-type: none"> ● No co-ordination across Council about prioritisation of advocacy issues. ● Lack of a clear evidence base (ie: failure to allocate sufficient time to prepare a compelling case to Government). ● Lack of strong evidence base leads to insufficient buy-in from Council and Government. ● No strategic basis for when, how etc. to advocate for particular advocacy issues. | |

8.6 Phase 2 – Risks and Issues

| Phase 2 Engagement – Draft NURP Structure Plan | |
|---|---|
| Issue or risk | Consultation and mitigation response |
| Process related issues | |
| <p>Lack of awareness about the NURP project from those groups in the community whom Council traditionally finds hard to reach.</p> | <p>The Community Reference Group will play a key role in suggesting and designing activities in conjunction with a communication and engagement specialist. This approach should mitigate any negative feedback from the community or stakeholders.</p> <p>Clear messaging during phase 2 engagement activities to ensure the community is clear about the purpose of the engagement and where to from here (road map for their involvement as Council progresses to phase 3 planning scheme amendment process.)</p> <p>Acknowledge that the new Council Plan has raised the bar for community engagement – in particular it positions the community as “<i>our greatest asset for solving future challenges</i>”.</p> |
| <p>The consultation must be sufficiently accessible to all people who live in the community including CALD communities and those with low levels of literacy or self-advocacy. For example, there is a significant amount of non-English speaking people in the East Reservoir area and others who do not traditionally engage with consultation processes.</p> | <p>Advice will be sought from the Equity and Diversity unit to ensure that a human rights based approach to community engagement is followed and it accords with the Equity and Inclusion Framework and EIWPAT.</p> <p>Clarification of who are the priority groups will occur with the Equity and Diversity Unit; other Council units as well as Council’s advisory committees. Those advisory committees identified thus far are:</p> <ul style="list-style-type: none"> ○ Darebin Aboriginal Advisory Committee ○ Darebin Disability Advisory Committee ○ Darebin Youth Advisory Committee <p>Ensure that all communication materials is tailored for accessibility. For example, letters and any other communication materials include the ‘speak your language’ motif and contact number for assistance. Council’s inclusive communication charter will be the guiding document, to ensure people with communication needs based for instance on their age, literacy level or disability are able to access the material. (Guidance about the exact languages for translation will be sought from the Community Wellbeing Unit).</p> <p>Provide information to staff fielding enquiries for referral of customers to a Council Language Aide or other relevant officer with connections to the community.</p> |

| | |
|--|---|
| <p>The consultation must be clear about the proposed planning changes and in particular how landowners and businesses within the precinct may be affected.</p> | <p>Clear messaging will consider the needs of stakeholders in terms of language use and the focus of the content.</p> <p>Engagement techniques: (as listed in Part 7. Above)</p> <ul style="list-style-type: none"> Eg: address in Fact Sheets |
| <p>Advocacy</p> | |
| <ul style="list-style-type: none"> Continue advocacy plan with key political stakeholders as identified from phase one engagement. | |
| <p>Risk and issues</p> | |
| <p><u>Risk of not preparing an advocacy plan include:</u></p> <ul style="list-style-type: none"> No co-ordination across Council about prioritisation of advocacy issues. Lack of a clear evidence base (ie: failure to allocate sufficient time to prepare a compelling case to Government). Lack of strong evidence base leads to insufficient buy-in from Council and Government. No strategic basis for when, how etc. to advocate for particular advocacy issues. | |

8.7 Phase 3 – Risks and Issues

| Phase 3 Engagement – Planning Scheme Amendment process | |
|--|---|
| Issue or risk | Consultation and mitigation response |
| <p><i>Process related issues</i></p> | |
| <p>Lack of awareness about the NURP project from those groups in the community whom Council traditionally finds hard to reach.</p> | <p>The Community Reference Group will play a key role in suggesting and designing activities in conjunction with a communication and engagement specialist. This approach should mitigate any negative feedback from the community or stakeholders.</p> <p>Clear messaging during phase 3 engagement activities to ensure the community is clear about the purpose of the engagement and where to from here (road map for their involvement as Council progresses to phase 4 strategic projects.)</p> <p>Acknowledge that the new Council Plan has raised the bar for community engagement – in particular it positions the community as “<i>our greatest asset for solving future challenges</i>”.</p> |

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| <p>The consultation must be sufficiently accessible to all people who live in the community including CALD communities and those with low levels of literacy or self-advocacy. For example, there is a significant amount of non-English speaking people in the East Reservoir area and others who do not traditionally engage with consultation processes.</p> | <p>Advice will be sought from the Equity and Diversity unit to ensure that a human rights based approach to community engagement is followed and it accords with the Equity and Inclusion Framework and EIWPAT.</p> <p>Clarification of who are the priority groups will occur with the Equity and Diversity Unit; other Council units as well as Council's advisory committees. Those advisory committees identified thus far are:</p> <ul style="list-style-type: none"> ○ Darebin Aboriginal Advisory Committee ○ Darebin Disability Advisory Committee ○ Darebin Youth Advisory Committee <p>Ensure that all communication materials is tailored for accessibility. For example, letters and any other communication materials include the 'speak your language' motif and contact number for assistance. Council's inclusive communication charter will be the guiding document, to ensure people with communication needs based for instance on their age, literacy level or disability are able to access the material. (Guidance about the exact languages for translation will be sought from the Community Wellbeing Unit).</p> <p>Provide information to staff fielding enquiries for referral of customers to a Council Language Aide or other relevant officer with connections to the community.</p> |
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| <p>The consultation must be clear about the proposed planning changes and in particular how landowners and businesses within the precinct may be affected.</p> | <p>Clear messaging will consider the needs of stakeholders in terms of language use and the focus of the content.</p> <p>Engagement techniques: (as listed in Part 7. Above)</p> <ul style="list-style-type: none"> • Eg: address in Fact Sheets |
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Advocacy

- Continue advocacy plan with key political stakeholders as identified from phase two engagement.

Risk and issues

- Risk of not preparing an advocacy plan include:
- No co-ordination across Council about prioritisation of advocacy issues.
 - Lack of a clear evidence base (ie: failure to allocate sufficient time to prepare a compelling case to Government).
 - Lack of strong evidence base leads to insufficient buy-in from Council and Government.
 - No strategic basis for when, how etc. to advocate for particular advocacy issues.

9 Reporting Back

How we will respond to participants over the course of the engagement:

| What will be done | When | Who responsible |
|---|-------------------|--|
| Phone call/email follow up as issues raised | All phases | City Design & Strategic Planning unit |
| Build on FAQs on website and update during engagement process | All phases | City Design & Strategic Planning unit |
| Collation of contact details (including email) of all people who participated in the consultation | All phases | City Design & Strategic Planning unit |
| Collation and analysis of feedback | All phases | City Design & Strategic Planning unit, with Community Engagement and Demographics unit |
| Formal feedback report | End of each phase | Project Manager (City Design & Strategic Planning unit) |
| Announce Council outcomes, next steps | End of each phase | Project Manager (City Design & Strategic Planning unit) |

10 Monitoring and Evaluation

To measure the effectiveness of the various phases of engagement, an evaluation of the engagement process and the outcomes will be undertaken.

Evaluation Framework

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| <p>KPI 1: (Applies to all phases of engagement including T.W. Blake Park)</p> <p><i>Measure:</i> Stakeholders are aware of proposals and issues and have had the opportunity to understand 'what is being consulted on' and provide feedback</p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of the feedback</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Records kept for activities:</p> <ul style="list-style-type: none"> • Questionnaires • One on one meetings • Presentations • Website registration info • Drop in sessions comments |
| <p>KPI 2: (Applies to all phases of engagement including T.W. Blake Park)</p> <p><i>Measure:</i> Stakeholder participation reflects a diversity of viewpoints and meets Council's information needs</p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of feedback tested against stakeholder groups and issues</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Records kept for activities:</p> <ul style="list-style-type: none"> • Questionnaires • One on one meetings |

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| | | <ul style="list-style-type: none"> • Presentations • Website registration info • Drop in session attendance and comments |
| <p>KPI 3: (Applies to all phases of engagement including T.W. Blake Park)</p> <p><i>Measure:</i> Did the diversity of people engaged in the project reflect the groups* identified as being at high risk of exclusion in the Darebin Equity and Inclusion Framework?</p> <p>* <i>Groups such as; Aboriginal and Torres Strait Islander people; Culturally, linguistically and religiously diverse people; women; seniors (aged 65+ years); children; young people; LGBTIQ people; people with a disability and people with low incomes/living in low socio-economic circumstances.</i></p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of feedback to measure equity, inclusion and wellbeing of residents.</p> | <p>Responsibility:</p> <p>Community Wellbeing unit and Equity and Diversity unit</p> | <p>Timeline:</p> <p>Records kept for activities:</p> <ul style="list-style-type: none"> • Questionnaires • Targeted workshop feedback • Drop in sessions attendance and comment |
| <p>KPI 4: Phase 1 – Vision, Principles and draft Framework Plan</p> <p><i>Measure:</i> The vision, principles and draft framework plan will deliver greater certainty about the future use and development of the precinct.</p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of feedback tested against stakeholder groups and issues</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Records kept for activities:</p> <ul style="list-style-type: none"> • Surveys • Drop in session comments |
| <p>KPI 5: Phase 1 – Vision, Principles and draft Framework Plan</p> <p><i>Measure:</i> The vision, principles and draft framework plan have broad community support.</p> | | |
| <p>Tools/Techniques:</p> <p>Council adoption of the documents</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Report to Council in September 2018</p> |
| <p>KPI 6: T.W. Blake Community Park Concept Plan – Strategic Project</p> <p><i>Measure:</i> The T.W. Blake Community Concept Plan will deliver greater certainty about the redevelopment of the park that will occur gradually over the next twenty years.</p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of feedback tested against stakeholder groups and issues</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning Unit and Public Places unit</p> | <p>Timeline:</p> <p>Report to Council on 12 June 2018</p> |

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| <p>KPI 7: T.W. Blake Community Park Concept Plan - Strategic Project</p> <p><i>Measure:</i> The T.W Blake Community Concept Plan will have broad community support from residents and workers, current and future.</p> | | |
| <p>Tools/Techniques:</p> <p>Council adoption of the documents</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning Unit and Public Places unit</p> | <p>Timeline:</p> <p>Report to Council on 12 June 2018 that will include an Engagement findings report.</p> |
| <p>KPI 8: Phase 2 – Draft NURP Structure Plan</p> <p><i>Measure:</i> The draft NURP Structure Plan will deliver greater certainty about the future use and development of the precinct.</p> | | |
| <p>Tools/Techniques:</p> <p>Collation and analysis of feedback tested against stakeholder groups and issues</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Records kept for activities:</p> <ul style="list-style-type: none"> • Surveys • Drop-in sessions comments |
| <p>KPI 9: Phase 2 – Draft NURP Structure Plan</p> <p><i>Measure:</i> The draft NURP Structure Plan will have broad community and stakeholder support.</p> | | |
| <p>Tools/Techniques:</p> <p>Council adoption of the documents</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Report to Council on March 2019 that will include an Engagement findings report.</p> |
| <p>KPI 10: Phase 3 – Planning Scheme Amendment process</p> <p><i>Measure:</i> The Planning Scheme Amendment process will deliver greater certainty about the future use and development of the precinct.</p> | | |
| <p>Tools/Techniques:</p> <p>Council resolves to incorporate the Structure Plan into the Darebin Planning Scheme.</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Commence Planning Scheme Amendment process from May – August 2019. (indicative timeframe only)</p> |
| <p>KPI 11: Phase 3 – Planning Scheme Amendment process</p> <p><i>Measure:</i> The Planning Scheme Amendment process will have broad community and stakeholder support.</p> | | |
| <p>Tools/Techniques:</p> <p>Council resolves to incorporate the Structure Plan into the Darebin Planning Scheme.</p> | <p>Responsibility:</p> <p>City Design & Strategic Planning unit</p> | <p>Timeline:</p> <p>Commence Planning Scheme Amendment process from May – August 2019. (indicative timeframe only)</p> |