

# COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

## Project title: FUTURE MAYER PARK - DRAFT MASTERPLAN

This template is to be completed for Council initiatives and projects which include engagement and consultation activities with the Darebin community. Before you complete this document, contact the following teams:

- Community Engagement and Demographics team on [yoursay@darebin.vic.gov.au](mailto:yoursay@darebin.vic.gov.au).
- Communications team on [communications@darebin.vic.gov.au](mailto:communications@darebin.vic.gov.au) – to discuss your communications approach
- Equity and Diversity team on [diversity@darebin.vic.gov.au](mailto:diversity@darebin.vic.gov.au) – to discuss the Equity and Impact Assessment requirements

Completed plans must be emailed to the [Community Engagement and Demographics team](#) and the [Communications team](#) at least four weeks prior to a Council report or community consultation, longer if you require promotion in long lead publications. If it is a complex project or multi-staged, it may require a detailed communication plan or the EPMO's Communication Management Strategy.

**There are six principles that underpin community engagement at Darebin, and these principles are the guiding rules for all engagements:**

- A genuine opportunity to shape the way our local government works (**respectful**)
- Focused on providing input to solving challenges (**action oriented**)
- Representative (**focused on justice and equity**)
- Build on our relationships with the community which are essential to trust in our work.
- Accessible, easy, and enjoyable (**inclusive**)
- Fed back to the community (**integrity**)

For more information, you can read the Darebin Community Engagement Strategy and Framework on the Intranet.

## STEPS TO COMPLETING YOUR ENGAGEMENT PLAN

Use the following steps to complete your Engagement Plan. Read the steps then complete the engagement plan template below.

The following five steps will help you to complete your Engagement Plan:

- Step 1. Think about information you need to solve your problem or challenge (objective, background and scope)
- Step 2. Identify who to engage
- Step 3. Identify your methods for engagement (how to engage)
- Step 4. Get the right data from your engagement, and store it properly (outputs)
- Step 5. Report back to the community (communications)

### Step 1 – What information do you need?

Think about what information you need to create to solve your problem or challenge.

Consider the first two principles to ensure your work is:

- A genuine opportunity to shape the way our local government works
- Focused on providing input to solving challenges

Think about the feedback you need from the community. You can work out the details of your engagement methods when you get to Step 3.

### Step 2 – Who to engage?

Identify the community you need to talk to. This step relates to the third principle of representativeness, justice and equality.

Complete the Stakeholder Map in the engagement plan with the list of the interest groups that will be impacted by your decision and should have a say. When completing the table, consider the following:

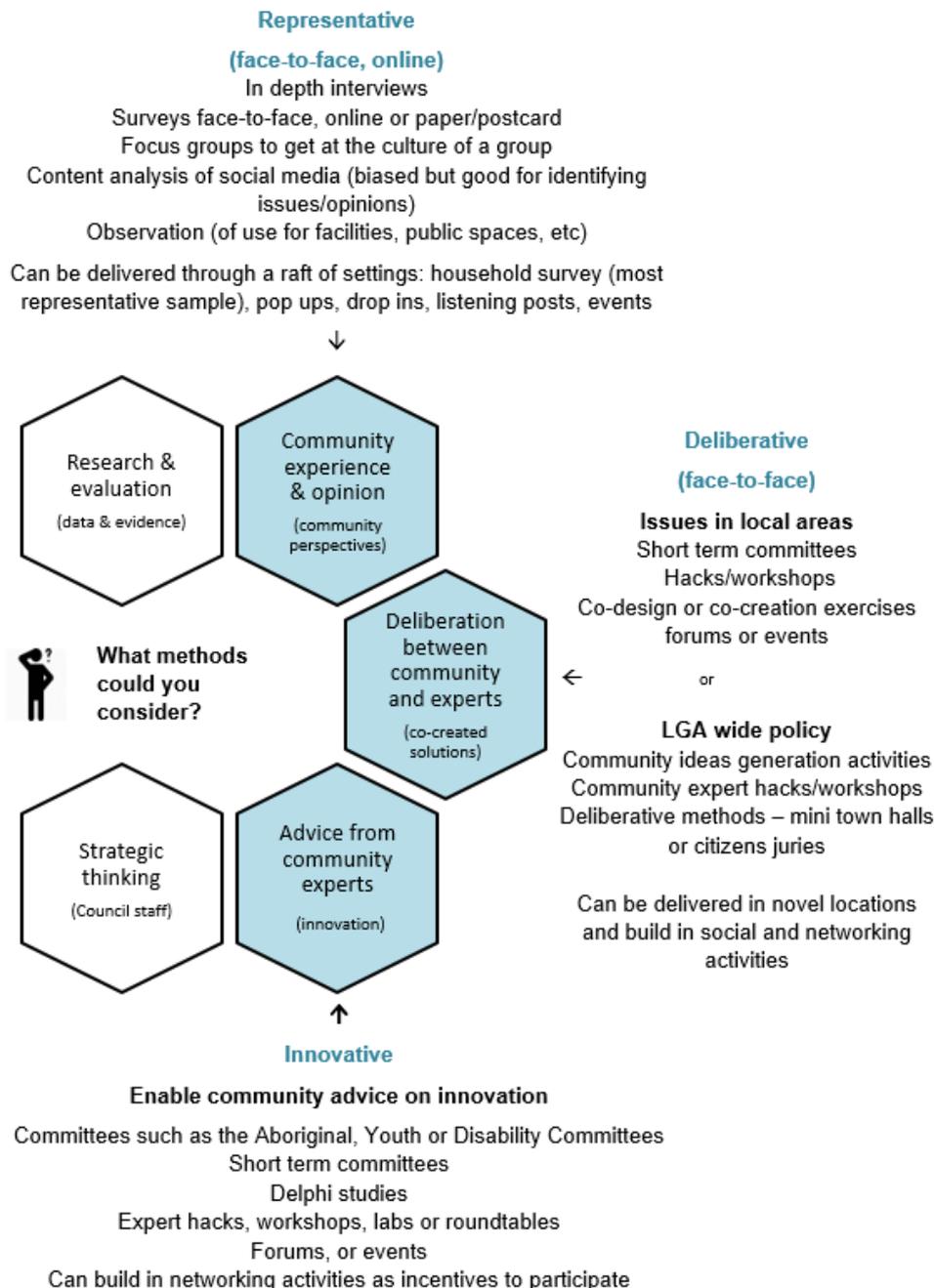
- Check every interest group on your list has information that you need to know as part of your engagement.
- Apply the lenses of people, places and experiences to consider the diverse needs of our community and how they should be included in the engagement process. Use the Equity Impact and Assessment tool to assist you with these considerations. The Equity and Diversity team will help you complete this tool.

### Step 3 – How should you engage?

Choose the best methods for your engagement. This step relates to the fourth principle

'accessible, easy and enjoyable'. The Communications team will help you to promote your engagement activities and consultation period.

## Make sure your chosen method generates a representative sample



## Step 4 – What type of information should you generate?

Collecting the right information and evaluating your community engagement is important. Here are a few tips to help you through this step:

1. Make sure you, or your consultants, collect data and information from your engagement, including:
  - a. A description of the people involved, including a count and demographics. Ask demographics questions last in surveys using [Census questions](#) (if you change questions from Census standards, you can't test for representativeness), including at least:
    - i. age
    - ii. gender
    - iii. language spoken at home
    - iv. Aboriginal or Torres Strait Islander
    - v. postcode
    - vi. others (such as housing tenure, income, disability, etc), if needed.
  - b. An analysis of results grouped into themes, including agreement, issues, concerns and solutions, raised by who
  - c. The consultant's assessment of what worked and what didn't (and why) so the organisation can continuously improve practice
  
2. Make sure you are collecting data to evaluate whether your engagement was successful (met its objectives), and to determine lessons for improving engagement in the future. As well as the information above, you need information on:
  - a. the impact of the engagement on decision-making
  - b. lessons learned, including cost effectiveness of methods and improvements that could be made in the future
  
3. Consider how you can be flexible once an engagement is underway. You may need to "pivot" because something doesn't work, something unexpected happens, you are just getting the "usual suspects", or another group or further investigation opportunity pops up.
  
4. Ensure your data is registered and warehoused in so that it can be referred to and used again by everyone in the organisation.

### Need help?

#### Evaluation Step by Step Guide

[https://docs.wixstatic.com/ugd/9b27c2\\_ad648e11bdf84b659605ee2e47d4da64.pdf](https://docs.wixstatic.com/ugd/9b27c2_ad648e11bdf84b659605ee2e47d4da64.pdf)

**Australian Bureau of Statistics Census Questions** <https://www.abs.gov.au/ausstats/abs@.nsf/mf/2008.0>

#### Victorian Auditor-General Public Participation and Community Engagement Audit

<https://www.audit.vic.gov.au/report/public-participation-and-community-engagement-local-government-sector>

## Step 5 – How should you feed back decisions to the community?

This step relates to the fifth principle of 'feeding back decisions to the whole community'. The **Community Engagement Summary Report tool** will help you promote the results of your engagement and decision.

### **Feeding back to those who have directly participated in the engagement**

Closing the loop and returning results is important. Sending results direct is best, or you can let participants know where to find the engagement report. Examples of how you can get back to those who participated include:

- Direct mail or email
- Run a face-to-face briefing or online meeting
- Telephone call

### **Feeding back to the wider community**

Feeding back to the broader community will require help from the Communications team. **Use the communications plan as discussed with the Communications team.** With their help you can use the brief of information you wrote to underpin the decision-making to:

#### **1. Develop a communications pack, including:**

- the reason for your decision, backed up by evidence
- key messages to explain decisions
- questions and answers (Q&As) so Council staff and customer service are prepared for queries and to deal with any concerns
- your spokespeople for media interviews
- third party endorsers (independent identities) who can provide support and expertise
- a strategy for moderating community feedback and updating key messages and Q&As to manage queries and concerns

If your issue is contentious, test your key messages in a focus group or roundtable before you go public. Make sure Council is well informed and updated where applicable.

- #### **2. Plan who you will target** to make sure you reach a wide audience, especially those directly affected. Use a mix of targeted and broadcast communications tactics. Breaking audiences into defined groups – such as traders or families with young children will help you select communication methods to reach them.

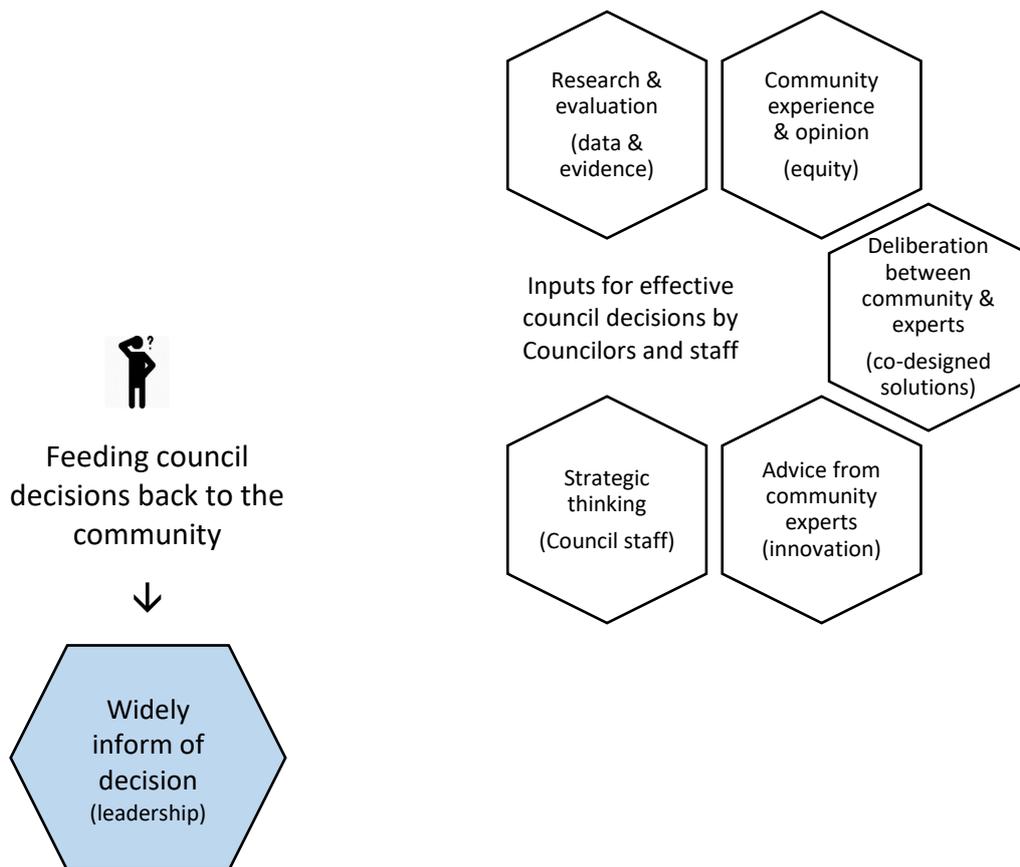
#### **Targeted tactics**

- Updated Your Say, Council website
- Trailers/ pop-ups in various locations (face-to-face presence)
- Direct mail/ email to residents/traders

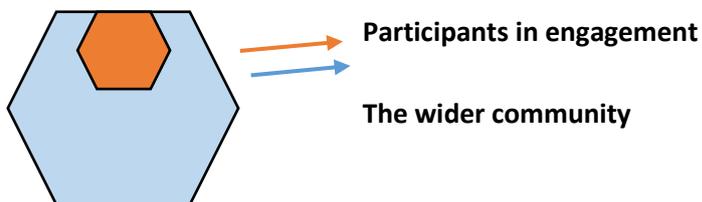
- Use representatives to pass on the messages
- Launch/ announcement/ event

**Broadcast tactics**

- Media release
- Darebin Community News; Leader advertisements (Mayor's message)
- Social media content/campaign



There are two types of feedback to consider:



## ENGAGEMENT PLAN TEMPLATE

<b>Project officer</b>	Marc Chung
<b>Department</b>	City Futures
<b>Key dates</b>	<p>27 April - Council Meeting report goes up</p> <p>1 May – 29 May – Community Consultation Period</p> <p>15 June – Briefing to update Council on engagement outcomes</p> <p>29 June – Council Meeting to adopt Final MP</p>
<b>Relevant Council Plan goals this project supports</b>	<p>Goal 1 - A sustainable city</p> <p>The development of the master plan is part of Council's commitment to Goal 1.3 of the Council Plan 2017-2021 to 'expand and improve our network of open and green spaces, parks and natural environments to provide the lungs for our city and reduce the impacts of climate change'.</p>
<b>Background/ Context</b>	<p>Mayer Park is situated on the corner of the Normanby Ave and Leinster Grove, Thornbury.</p> <p>Mayer Park is a space where formal sports (cricket and soccer) coexist with myriad informal activities, including: an off-lead dog area, exercise, walking, running, picnicking, children's play and kite flying. In recent times the Friends of Mayer Park have put on an open-air cinema and market events that have been met with a highly positive community response.</p> <p>Breathing Space – The Darebin Open Space Strategy determines the level of infrastructure and investment at Mayer Park and classifies the park as:</p> <ul style="list-style-type: none"> <li>• District Level Park - drawing visitors from the surrounding suburbs as well as people who live within walking distance.</li> <li>• Type A level of investment in the park, with requirements for a public toilet, lighting, internal walking path network, park furniture, playground, canopy trees and garden beds.</li> </ul> <p>In developing the draft master plan, Council has trialled a process of high levels of engagement with a Project Control Group (PCG) made up of local community members and supported by officers. Over the past 18 months and over 19 meetings, officers have worked collaboratively with the PCG to understand their advice at a deeper level and this is reflected in the master plan. The content and recommendations of the draft master plan are guided by the PCG's vision for the park, supported by five design principles that include:</p> <ul style="list-style-type: none"> <li>• A Shared Park</li> </ul>

	<ul style="list-style-type: none"> <li>• Better Park Amenity</li> <li>• An Open and Welcoming Park</li> <li>• Nature and Environment</li> <li>• Better Links</li> </ul> <p>This Phase 3 of community engagement will seek community and stakeholder comment and feedback on the Draft Master Plan.</p> <p>Community engagements Phases 1 and 2 were completed earlier in the process to inform and support the draft master plan. A summary of the consultation outcomes for Phases 1 and 2 can be viewed on Objective link A5458075</p>
<b>Engagement Objective and Scope</b>	<ul style="list-style-type: none"> <li>• Provide information regarding the Draft Master Plan and how community input has been integrated into the Plan.</li> <li>• Seek community feedback to refine the Draft Master Plan to optimise community enjoyment and ensure the long-term sustainability of Mayer Park</li> <li>• An initial community engagement activity on the proposed playspace at Mayer Park will take place simultaneously. Participants will be asked to indicate what types of play experience they would like to see in a new playspace at Mayer Park. This feedback will inform the upcoming playspace design to be completed by EOFY.</li> </ul> <p><b>Negotiables (can be influenced):</b></p> <ul style="list-style-type: none"> <li>• Location of some of the new park amenities – e.g. park benches</li> <li>• Reasonable suggestions on priorities and staging of the works</li> </ul> <p><b>Non-negotiables (cannot be influenced):</b></p> <ul style="list-style-type: none"> <li>• Scope of the master plan – i.e. golf course is not included</li> <li>• Upgrades already completed to date – e.g. ground surfacing and irrigation works</li> <li>• Upgrade works currently ongoing – e.g. sports lights upgrades</li> <li>• Location of new playspace – this is the best location due to safety concerns re: loose cricket balls/footballs and for passive surveillance</li> <li>• Budget allocations to projects</li> <li>• Exclusion of the Northcote Golf Course in this master plan</li> <li>• The function of the park as a sporting ground and for informal uses</li> </ul>
<b>Key messages</b>	

- In light of the COVID-19 situation and the evolving restrictions, Council will need to consider the timing and methodology of community consultation on many of its ongoing projects, including the draft master plan for Mayer Park.

At this stage we can't anticipate the length of any delays and we thank you for your understanding while we work through this. Now is the time to look after ourselves and each other as we work together to promote good health, patience and compassion, and lessen the impact of the coronavirus in our community.

For all information about Council's response to COVID-19, please visit the [Darebin Council website](#)(External link).

- *Current COVID-19 restrictions do not allow face to face gatherings. The following engagement methods have been tailored to abide by the restriction rules for the safety of the community and DCC staff.*
- *The vision for the future of the park: Mayer Park is a welcoming and inclusive space offering a range of experiences that enables the community to come together to be happy and healthy.*
- What we heard from community feedback and how does the plan respond to community needs and aspirations?  
What are the key gains for the community?
- Key Question for feedback: How could the Plan be improved to enhance your use and enjoyment of Mayer Park?
- The Master Plan retains and enhances the things that we love most. "It's still the park that people love."
- We have listened to your feedback in developing the Mayer Park draft master plan.
- We want to check in with residents to ensure we haven't missed anything.
- Tell us your thoughts on the draft Mayer Master Plan so we can enhance the use and enjoyment of the community and ensure long-term sustainability of the park.

**Sub Key Messages:**

- The Master Plan will remain as a sporting ground and will retain open space for informal activities such as walking, running and sitting.
- The park will remain a sporting ground.
- The park will; retain open space for informal activities such as walking, running and sitting.
- The park will remain a dog friendly park.
- The community hall and community events will be retained.

	<ul style="list-style-type: none"> <li>• The Master Plan places the park in a wider community context.</li> <li>• The park will be more welcoming for people of all ages.</li> <li>• There will be a doubling of the tree canopy over time.</li> </ul>
<b>Engagement methods</b>	<p><i>What engagement methods are you using to engage?</i></p> <p><b>NOTE: Current COVID-19 restrictions do not allow face to face gatherings. The following engagement methods have been tailored to abide by the restriction rules for the safety of the community and DCC staff.</b></p> <ul style="list-style-type: none"> <li>• Postcard/ mail drop and postcard comments can be emailed to City Design</li> <li>• Your Say page – Draft master plan report downloadable</li> <li>• Some prompting questions with an open comment box on the Your Say page</li> <li>• Social media comments</li> <li>• Post on community Facebook groups</li> <li>• Create a social media campaign, e.g. #futuremayerpark</li> <li>• Posters on site that direct to Your Say page</li> <li>• Real Estate Boards on site that direct to Your Say page</li> <li>• Email stakeholders and people on mailing list for comments</li> <li>• Written comments will be accepted</li> <li>• Community eNewsletters / Darebin Community News</li> </ul>
<b>What are the equity considerations included in your methods?</b>  Contact the <a href="#">Equity and Diversity team</a> to complete an Equity Impact Assessment tool.	<p>Note EIWPAT on previous phases of the project – Obj ref A4556447</p> <ul style="list-style-type: none"> <li>• <del>Direct meeting with stakeholders/ hard to reach interest groups – school age kids/ youth / elderly / CALD community groups</del></li> <li>• In light of the current health situation, the engagement methods are limited to online/written, which can have equity and inclusion impacts because of the digital divide. This might in part be mitigated through ensuring the engagement process is advertised in paper format in e.g. the Leader , as this will assist in reaching a broader range of community members, notably older people and by focusing on plain and accessible language as noted below. In all this, the following points also apply: make sure gender is considered, particularly among youth cf. how usage of open space can be (made) gendered and how to address that (see gender and open space (see gender-inclusive section for open space strategy Objective ref A4723697)</li> <li>• Culture lens:             <ul style="list-style-type: none"> <li>◦ Make sure Traditional Owners are engaged + DAAC and AAL given location (liaise with Aboriginal Partnerships Officer).</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ CALD residents – see CALD communication below and reconfirm presence (or not) of older CALD groups with A&amp;D department</li> <li>○ Consider direct engagement with Islamic Museum of Australia (IMA) given its location in relatively close vicinity to Mayer Park (liaise with Coordinator Equity and Diversity if needed).</li> <li>• A variety of communication methods and ways to provide feedback and comments – written, online, <del>and face to face.</del></li> <li>• Make sure this is accessible: vision/font, but also language – pitch for Y9, as this makes it more understandable for some people with a disability, people with English as a second language and people with low English literacy.</li> </ul>

## COMMUNICATION ACTIONS AND TIMING



What	When	Add content or Objective link to content below
<b>EXTERNAL COMMS OPTIONS</b>		<b>Share the story of your project or event with the community.</b>
<b>Postcard to residents</b>	<i>To be mail dropped week of 4 May</i>	A postcard will be distributed to residents surrounding Mayer Park, informing them of the project and consultation taking place.
<b>FAQ document</b>	<i>By 27 April</i>	<p>FAQs document to be created for Customer Service and the PCG.</p> <p>An internal FAQ will be adapted for external use (uploaded onto the Your Say website and available at the drop-in session).</p>
<b>Collateral and publications (including printed and web material)</b>	<p><i>Are you creating collateral? YES</i></p> <p><i>withal collateral must be reviewed and approved by the <a href="#">Brand and Design Specialist</a>.</i></p>	<ul style="list-style-type: none"> <li>• A5 flyer developed</li> <li>• Poster (to use as an A3 print out and for real estate board situated at Park)</li> </ul> <p>*Language Lock Up to be provided by DHUB for each piece of printed collateral.</p>
<b>Website text</b>	<p><i>Do you need a homepage news/event item? YES (Your Say Cluster and Your Say section on the website)</i></p>	<ul style="list-style-type: none"> <li>• Your Say website content update with project information and link to Your Say Darebin website.</li> <li>• Your Say home cluster (home page on the website) update.</li> </ul>
<b>Social media</b>	<i>Facebook (two posts)</i>	<ul style="list-style-type: none"> <li>• Drive people to the Your Say website</li> </ul>
<b>INTERNAL COMMS OPTIONS</b>		<b>Share the story of your team's event/project with staff.</b>
<b>Staff-to-staff News</b>	<p><i>Submit content by Monday for inclusion in the Wednesday Staff to Staff ebulletin</i></p> <p><i>Proposed date: May 6</i></p>	<p>Submit draft content to <a href="#">Communications</a> inbox in the week you want it to run (with pic). You can link this to internet/ intranet event or news page (if you have one).</p> <p><b>100-150 words (plus pic – can be resized to fit)</b></p>
<b>Councillor e-bulletin</b>	<i>You can request inclusion in the e-bulletin through your manager.</i>	Submit news item copy to your General Manager for inclusion in the Cr e-Bulletin (with pic) to promote it to Councillors.

What	When	Add content or Objective link to content below
	Submit for the Friday 8 May e-bulletin.	<b>100-200 words (pic optional – can be resized to fit)</b>

## CALD ENGAGEMENT AND COMMUNICATIONS

**NOTE: Current COVID-19 restrictions do not allow face to face gatherings. The following engagement methods have been tailored to abide by the restriction rules for the safety of the community and DCC staff.**

- ~~Engaging directly (offering face to face meeting opportunity) with known CALD community groups (e.g. Italian Senior Citizens Group, potentially IMA?) that currently use the park.~~
- ~~Providing interpreter when meeting CALD community groups.~~
- Engage with known CALD community groups/ organisations in the neighbourhood via email or through relevant Council officer contacts.
- Providing translation or reading services on collaterals and using plain English (see accessible language considerations in EIA).

## STAKEHOLDER MAP

This table identifies stakeholders who may be impacted by the decision 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.

Project Stage	Stakeholder	Interest / Impact / Influence	Expectations	Responsible Area, Cost & Timing
<b>Phase 3 - Seeking feedback on Draft Master Plan</b>	Councillors	High interest, impact and influence.	That they will remain informed of community feedback and the engagement process as it progresses	City Design
	Sports Clubs that use the park (Darebin United Soccer Club / Northcote Cricket Club)	High interest / high impact / low influence	That they will be invited to provide comments on the draft to ensure their needs are considered in the draft master plan	PCG member + City Design
	Regular Park users (dog walkers,	Medium interest / high impact / low influence	That they will be informed of the release of the draft master plan and all the	PCG member + City Design

	informal recreation)		avenue through which to provide comments	
	The Bridge Community Hall users	Medium interest / Low Impact / Low influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments. Meeting face to face with the community groups	PCG member + City Design
	Older Adults incl Thornbury Italian Senior Citizens Veronica Gardens	Low interest / Low Impact / Low influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments. Meeting face to face with the community groups.	PCG member + City Design
	Young people	Low interest / Low Impact / Low influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments. Meeting face to face with the community groups, sporting groups, Northcote High School.	PCG member + City Design
	General public (community)	Medium interest / low impact / low influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments	PCG member + City Design
	Wurundjeri Council	Medium interest / low impact / medium influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments	PCG member + City Design
	Mayer Park Stakeholder List (Refer attached)	Low interest / Low Impact / Low influence	That they will be informed of the release of the draft master plan and all the avenue through which to provide comments	PCG member + City Design

## REPORTING BACK / CLOSING THE LOOP



How will you respond to your participants	Who will do it	When
Phone call/email follow up as issues raised during consultation period	Project Landscape Architect	During engagement in May 2020
Build on FAQs on website and update during engagement process	Project Landscape Architect	During engagement in May 2020
Formal feedback report <b>Use the Consultation Summary Report to formally record feedback. This can be used in council briefings, or posted to your online engagement page.</b>	Project Landscape Architect	June 2020

## EVALUATION (INTERNAL USE)

What success looks like for:	The project team	The decision maker (Council)	The stakeholders
	Diverse range of respondents, demonstrating extensive, inclusive and meaningful engagement on the draft master plan	General support by the local community and stakeholders for the draft master plan, allowing it to be adopted by Council	That their feedback and comments have been received and considered

Evaluation measure	How we will measure	Who will do it
How successful was the engagement? i.e. who did you engage with (demographics), was the data from a representative group?	Categorise feedback by demographic data if this information is available	Project Landscape Architect and Community Engagement Team
What could we do better?	Number of responses	Project Landscape Architect and Community Engagement Team
What did we learn?	Create and update a "learnings" list	Project Landscape Architect and Community Engagement Team

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### Community Engagement Plan sign off

Name \_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_

### **Coordinator Community Engagement and Demographics**

Name \_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_

### **Department Manager**