

Belmont Trust

Attachment 1

Item 6.1 refers

Belmont Trust Land – Engagement and Communication Plan

“Belmont Trust Land” ENGAGEMENT AND COMMUNICATION PLAN

PROJECT | Belmont Trust Land – Future Vision

CLIENT | City of Belmont

VERSION | 2.2

DATE | 8th November 2021

Aha! Consulting

ahaconsulting.net.au

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1 Introduction and Context

Established in 1954, the Belmont Trust Land is a 14ha parcel of land. The land is held in trust and the Councillors for the City of Belmont are the trustees for the land. The land is situated near the iconic Ascot Brickworks, the Ascot Waters Marina development and includes part of Black Swan Island.

The trust deed requires that the land be used for “Recreation Purposes”.

To date, little has been done with this community asset. The Trustees have begun to explore the utilisation for this land that would deliver optimal community benefit. The Trustees have also been considering how to best resource any upgrade to the amenity and community facilities on the land, as well as the ongoing maintenance of the site.



While there has been some high-level thinking about the future of the area, the Trustees are keen to better understand the community preferences and priorities. This engagement process has been designed in two parts:

- (1) A broad engagement to provide the community of Belmont the chance to contribute their views as to the ways the site might be used.
- (2) A deliberative panel, made up of a representative sample of community members, who will be given the task of reviewing the broader community feedback and making recommendations to the Trustees.

Historically, there are some legal questions surrounding the Trust that are yet to be resolved but will not form part of this engagement process.

2 Risk Analysis

A comprehensive risk assessment was carried out based on a desktop review of data provided and meeting with key staff within the City.

2.1 Summary of Key Risks

Key Risk	Suggested Mitigation
<ul style="list-style-type: none"> Low buy-in and engagement of the wider community 	<ul style="list-style-type: none"> Suggesting adding naming process to the consultation so that the space becomes known as something more than “Belmont Trust Land” Include a series of First Nation ceremonies and tours on site for members of the community to increase a sense of connection to the site Use existing community events with known high levels of turn out to support broader engagement
<ul style="list-style-type: none"> Consultation becomes dominated by specific sections of the community and not capturing the view of the wider community 	<ul style="list-style-type: none"> Ensuring engagement includes targeted methods to ensure those with a strong desire to be involved have a voice in the process Gather demographic data on survey participants and consultation participants to monitor participation patterns Provide online and face to face opportunities for the community to participate Community panel processes with random sampling to access the ‘silent majority’
<ul style="list-style-type: none"> Creating unrealistic expectations about what is possible, resulting in ideas that either do not comply with the ‘Recreational Purpose’ of the land or are not financially feasible 	<ul style="list-style-type: none"> Ensure transparency of the limitations faced by Trustees throughout the engagement Community panel processes provide a representative group sufficient time to understand and discuss the various options and trade-offs Ensure the panel is given very clear ‘remit’ (questions) that they are tasked to make recommendations on and support with a clear rationale Develop and use clear key messages in all communications about the limitations and possibilities for the site Establish a dedicated website which contains background information about the land and its challenges.
<ul style="list-style-type: none"> Being accused of being tokenistic and concerns about ‘secret plans’ 	<ul style="list-style-type: none"> Ensure transparency of the limitations and considerations of council from the start Acknowledge history of site in communications (e.g. infographic for timeline and key milestones) Develop key messages for purpose of engagement and use consistently across all communication tactics
<ul style="list-style-type: none"> COVID case escalation causing restrictions that impair planned engagement activities 	<ul style="list-style-type: none"> Convert process to online engagement or depending on timing, the City takes a decision to postpone process

3 Stakeholders

Stakeholder	Influence ¹	Impact ²	Proposed Project Involvement
INTERNAL			
Trustees (Councillors)	Empower	Very High	
City Staff	Collaborate	High	
EXTERNAL			
Ascot Waters Residents	Consult	High	<ul style="list-style-type: none"> • 2 x Targeted Workshops
Other Surrounding Residents	Consult	High	<ul style="list-style-type: none"> • 1 x Targeted Workshops
152 East Development	Consult	High	<ul style="list-style-type: none"> • 1-1 Meeting
Nyoongar Wadjak Community	Involve	High	<ul style="list-style-type: none"> • 1 x Targeted Workshop (Reference Group) + Representation on the panel • Ability to contribute through broader engagement
CALD Community	Consult	Medium	<ul style="list-style-type: none"> • 1 x City's advisory group invited to Targeted Workshop • Pop-up Engagement Activities & project communication • Online Survey
Belmont Business Community	Consult	Medium	<ul style="list-style-type: none"> • As above • 1 x City's Advisory group invited to Targeted Workshop
Older people within City	Consult	Medium	<ul style="list-style-type: none"> • As above • 1 x City's Advisory group invited to Targeted Workshop
Younger people of Belmont	Consult	Medium	<ul style="list-style-type: none"> • 2 x Targeted Workshops/Pop Up activities at schools/youth events
Broader Belmont Community	Consult	Medium	<ul style="list-style-type: none"> • Pop-up Engagement Activities & project communication • Online survey • Ethno-Demographic representation on the panel
Community Panel Members	Collaborate	Medium/High	<ul style="list-style-type: none"> • Participation on the panel
State Solicitors Office	Inform	Very Low	<ul style="list-style-type: none"> • Informing
Dept Biodiversity, Conversation and Attractions	Empower	High	<ul style="list-style-type: none"> • Sign off on any proposed plan for the land

¹ **Influence:** Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

² **Impact:** Degree to which the outcome/decision will affect them – using the scale - Unknown, Very Low, Low, Medium, High, Very High

4 Engagement Plan

4.1 Scope

Project: Deliver on the trust obligation to provide land for “recreational purpose” in a manner that is financial affordable and sustainable into the future.

Engagement: Understand community aspirations for the ‘recreational use’ of Belmont Trust Land to inform a strategy that is financial affordable and sustainable into the future.

4.2 Goals

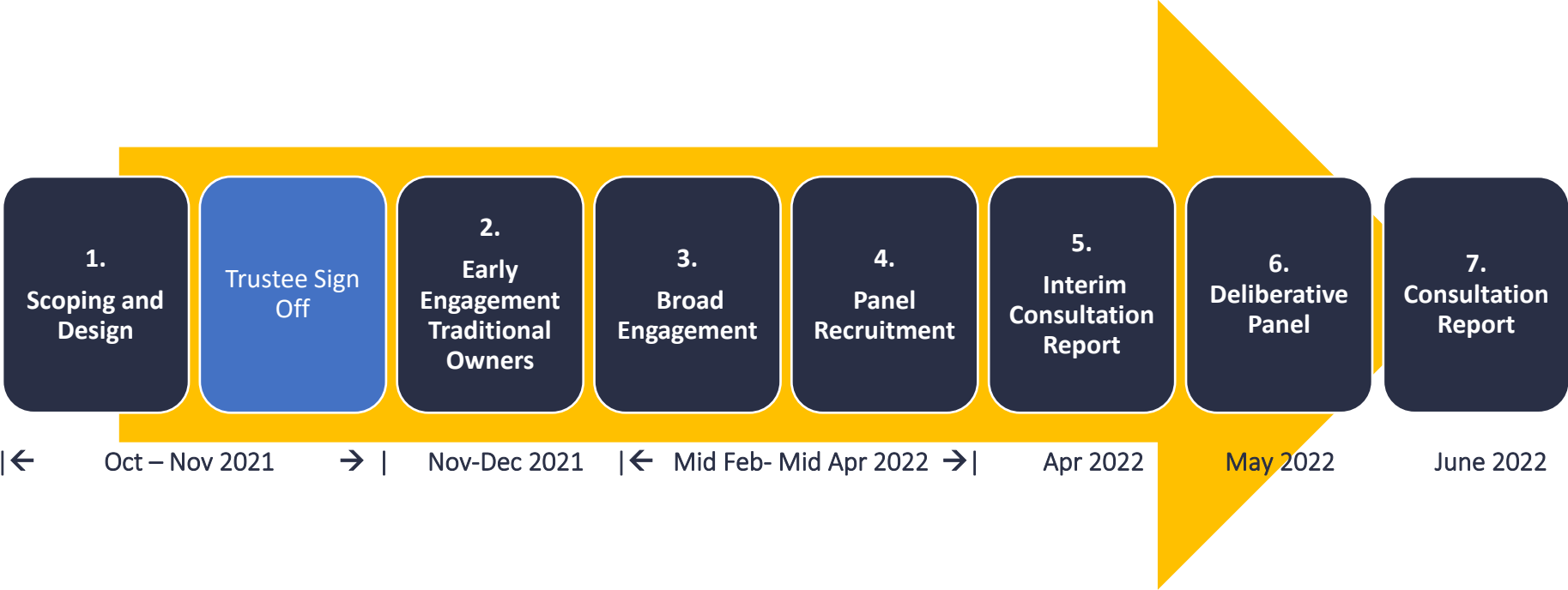
- Build communities’ connection to the site
- Ensure future use respects the significance of the site for traditional owners
- Support Trustee’s to make informed decisions about the optimal community benefit from this land

4.3 Deliberative Panel Remit

Preamble: Established in 1954, the Belmont Trust Land is a 14ha parcel of land. The land is held in trust and the Councillors for the City of Belmont are the Trustees for the land. The land is situated near the iconic Ascot Brickworks, the Ascot Waters Marina development and includes part of Black Swan Island. The Trust deed requires that the land be used for “Recreation Purposes”.

Remit: Provide recommendations and rationale for the use of the Belmont Trust Land, that will deliver optimal community benefit, in a manner that is financially affordable and sustainable into the future.

4.4 Overview³



³ The commencement of the engagement is being scheduled for early 2022. This is due to caretaker mode delaying the sign off of this plan by the Trust, the need for early engagement with the traditional owners and the timing of the Christmas holiday period creating the risk of overly compressing the time available for broader engagement before the end of 2021.

4.5 Engagement Plan

The following plan outlines a series of stages that the engagement will go through, each stage has a purpose and a desired outcome/s. A more detailed project plan, outlining the operational roles between City and Aha! Consulting has been provided.

Project Stage	Purpose	Method	Who	Influence ⁴	When ⁵
1. Scoping and Design	<ul style="list-style-type: none"> Ensure alignment and agreement on engagement goals Ensure engagement methods maximise outcomes 	<ul style="list-style-type: none"> Desktop Review Meetings Presentation to Trustees 	Internal stakeholders	Empower	Oct- Nov 2021
2. Early Engagement with Traditional Owners	<ul style="list-style-type: none"> Ensure cultural heritage of the site is protected Ensure cultural appropriateness of engagement 	<ul style="list-style-type: none"> Meeting with Aboriginal Advisory Group Meetings with the required family groups 	Aboriginal Advisory Group + Nyoongar Community	Involve	Nov-Dec 2021
3. Broad Engagement	<ul style="list-style-type: none"> Build communities' connection to the site Ensure future use respects the significance of the site for traditional owners Understand community aspirations for the 'recreational use' of Belmont Trust Land to inform a strategy that is financially affordable and sustainable into the future 	<ul style="list-style-type: none"> Delivery on communications plan Community Survey <ul style="list-style-type: none"> 10 question survey exploring aspirations Online and hard copies at council offices and public facing facilities Hard copies at libraries, community centres 5xTargeted Workshops <ul style="list-style-type: none"> Ascot Waters Residents x 2 Surround Residents x 1 City's Aboriginal Advisory Group x 1 Combined workshop with other City Advisory Groups – Access and Inclusion; Age Friendly; Business Advisory; Cultural Diversity x 1 	Community and identified stakeholders	Consult	Feb-Apr 2022

⁴ **Influence:** Degree to which they will determine the outcome/decision – using IAP2 Spectrum: Inform, Consult, Involve, Collaborate, Empower

⁵ A more detailed online Gantt chart has been provided to project team and will be used to track timelines and activity

Project Stage	Purpose	Method	Who	Influence ⁴	When ⁵
3. Broad Engagement continued...		<ul style="list-style-type: none"> • 5 x Pop Up/Intercept Activities <ul style="list-style-type: none"> - Delivered at either planned events or known precincts where people congregate⁶ - Nyoongar smoking ceremony onsite - 2 x School age children focused activities⁷ 			
4. Panel Recruitment	<ul style="list-style-type: none"> • Establishment of 40-person panel that is representative of the City of Belmont 	<ul style="list-style-type: none"> • Random sampling by independent market research company based on agreed stratification⁸ 	N/a	N/a	Mar 2022
5. Interim Consultation Report	<ul style="list-style-type: none"> • Accurate collation of broad engagement activities 	<ul style="list-style-type: none"> • Qualitative and Quantitative data analysis 	Internal	N/a	Apr 2022
6. Deliberative Panel	<ul style="list-style-type: none"> • Provide recommendations and rationale for the use of the Belmont Trust land, that will deliver optimal community benefit, in a manner that is financially affordable and sustainable into the future 	<ul style="list-style-type: none"> • 1 x 3hr briefing session & site tour • Closed online portal for panellist • 2 x full day workshops including report presentation to Trustees 	Panellist	Collaborate	May 2022
7. Consultation Report	<ul style="list-style-type: none"> • Delivery of end-to-end report for the engagement process • Present findings from the engagement to the Trustees and broader community 	<ul style="list-style-type: none"> • Qualitative and Quantitative data analysis • Panel sign off • Presentation to Trustees 	Internal stakeholders	Empower	Jun 2022

⁶ Suggested locations; Garvey Park KidzFest (Feb 12th), Harmonise (Mar 26th), Belmont Forum Pop Up x 2, Belvidere St IGA x1 and Kooyong Rd IGA x1

⁷ Nature of school activities to be developed in collaboration with the schools and the City's Youth team

⁸ See 4.8 for suggested stratification

4.7 Engagement with the Nyoongar Wadjak Community

The respectful and genuine engagement of the Traditional custodians of the Belmont Trust Land represents a real opportunity for the City to progress its Reconciliation Action Plan. According to the Landgate policy, “Local Aboriginal names are given preference in the naming of any geographical feature or place that does not already have an official place name”⁹, as such, it is suggested that the development of a name for this parcel of land be done in consultation with the Nyoongar community.

4.8 Focus Questions for the Project

- **Awareness**
 - Do you know where the Belmont Trust Land is?
- **Heritage**
 - What does the land represent historically and what values are important for the future development of the site?
 - How should we incorporate the history of the land into the future use of the land? Creating a legacy
- **Vision**
 - Which words best describe the look and feel of the site that you would most like to see?
 - Modern, Historic, Creative, Sporty, Colourful, Natural, Exciting
 - What would you see is important to consider when we are creating a vision and guiding principles for the future use of land?
 - Remembering the land must be used for recreational use
 - What would you like to see the ground being used for?
 - What wouldn't you want to see the ground being used for?
- **Funding**
 - Thinking about how the facilities on this site will be funded and maintained, to what degree do you agree with the following statements?
 - The trust should explore selling some of the land to pay for this community facility and maintenance of the land
 - The trust should seek an increase in Council rates to pay for this community facility and maintenance of the land
 - Are there any other suggestions on how the trust might fund this community facility and maintenance of the land?

⁹ https://www0.landgate.wa.gov.au/__data/assets/pdf_file/0010/90937/Aboriginal-and-Dual-Naming.pdf

4.9 Suggested Panel Stratification¹⁰

To ensure transparency and independence of the recruitment process or panellist market and social research company, THINKFIELD, will be contracted to recruit panel members using the following criteria:

- Available for all dates and commitments of a panellist
 - o 1 x 3hr briefing session and site tour
 - o 2 x full day workshops (not held on consecutive days)
 - o Completion of pre-reading and participation on a closed online platform for information sharing and interaction between panellists
- A resident, rate payer or business owner within the City of Belmont
- No known conflicts of interest in their involvement in the process
- Meets on one or more of the following demographic criteria according to the Australian Bureau of Statistics (ABS)

Primary Demographic Criteria (as closely matched to ABS data as possible)

- Age range and gender balance
- Even representation across the suburbs within the City of Belmont¹¹
- Cultural Diversity (can be overrepresented to avoid a single person being selected)
- Disability – at least one person who identifies with lived experience of disability (either person with disability, family, carer)

Secondary Demographic Criteria

- Housing Type – a mix of participants who are homeowners, renters or have an alternative housing arrangement (e.g. live with parents or other family, single dwelling/high rise, public housing)
- Occupation/Education level – representatives from a range of occupational fields and employment/study tenures. No more than 5 people of the same occupational field. No more than 5 retirees. No more than 5 full-time students

Note: Panellists will be offered a single lump sum payment of \$350p person (Ex GST) for their involvement.

¹⁰ A detailed analysis of ABS data will be completed to develop the stratification targets

¹¹ We are recommending a random sampling process. This may or may not mean members of the action group are invited onto the panel. As such we recommend early contact with the Action group and inviting them to present to the panel, so that the information the panel is offered covers all perspectives.

5 Communication Plan

Project Stage	Purpose	Audience	Channels	Key Messages
1. Scoping and Design	<ul style="list-style-type: none"> Ensure alignment and agreement on engagement goals Ensure engagement methods maximise outcomes 	<ul style="list-style-type: none"> Internal stakeholders 	<ul style="list-style-type: none"> Team meetings 	<ul style="list-style-type: none"> Council is seeking community input into the future use of the Belmont Land Trust site Important points to think about when considering the future use of the site: <ul style="list-style-type: none"> The land must be used for ‘recreational purposes’ Proposed usages must deliver community benefit Proposals should be financially affordable and sustainable into the future A sense of a ‘single voice’ from the Trustee is important for the engagement activities
2 Broad Engagement	<ul style="list-style-type: none"> Build communities’ connection to the site Ensure future use respects the significance of the site for traditional owners Understand community aspirations for the ‘recreational use’ of Belmont Trust Land to inform a strategy that is financial affordable and sustainable into the future 	<ul style="list-style-type: none"> Community and identified stakeholders 	<ul style="list-style-type: none"> Online and traditional media to promote project and face to face and online engagement opportunities <p>Collateral:</p> <ul style="list-style-type: none"> Content and tools for Connect Belmont Belmont Trust Website & FAQ Belmont Bulletin (Feb) Media release Social media posts EDM Drone footage of site for proximity Advertorials 	<ul style="list-style-type: none"> Council is seeking community input into the future use of the Belmont Land Trust site There are online and face to face opportunities to share your views on the future use of the site The engagement seeks to enhance community understanding of the history of site and possible recreational usage requirements for the site Council wants to understand communities’ views on the future use of the site Important points to think about when considering the future use of the site: <ul style="list-style-type: none"> The land must be used for ‘recreational purpose’ Proposed usages must deliver community benefit

Project Stage	Purpose	Audience	Channels	Key Messages
				<ul style="list-style-type: none"> Proposals should be financial affordable and sustainable into the future <p>Workshop important messages</p> <ul style="list-style-type: none"> We're listening; we're being transparent Not defensive, not arguing the detail. We are here to understand and share what we have discovered
3. Panel Recruitment	<ul style="list-style-type: none"> Establishment of 40-person panel that is representative of the City of Belmont (see next section for stratification) 	<ul style="list-style-type: none"> N/a 	<ul style="list-style-type: none"> Social media post Traditional media release EDM Belmont Bulletin (Mar) Call to action from Councillor or a staff member 	<ul style="list-style-type: none"> Council is seeking community input into the future use of the Belmont Land Trust site Please apply to be a part of this exciting process to consider community aspirations for site future use of site Please help us to draft proposed vision, priorities, and future use of the site
4. Interim Consultation Report	<ul style="list-style-type: none"> Accurate collation of broad engagement activities 	<ul style="list-style-type: none"> Internal and External 	<ul style="list-style-type: none"> Infographics Connect Belmont Belmont Bulletin (May) EDM 	<ul style="list-style-type: none"> Here is what we have heard from our engagement
5. Deliberative Panel	<ul style="list-style-type: none"> Provide recommendations and rationale for the use of the Belmont Trust land, that will deliver optimal community benefit, in a manner that is financially affordable and sustainable into the future 	<ul style="list-style-type: none"> Panellist Updates to External stakeholders 	<ul style="list-style-type: none"> Deliberative sessions Connect Belmont EDM 	<ul style="list-style-type: none"> Here is what we have heard from our engagement We're listening; we're being transparent Not defensive, not arguing the detail. We are here to understand and share what we have discovered
6. Consultation Report	<ul style="list-style-type: none"> Delivery of end-to-end report for the engagement process 	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> Online and traditional media Email to EDM and e-contact list 	<ul style="list-style-type: none"> Close the loop – who was engaged, how we engaged, what we found out, what is next?

Project Stage	Purpose	Audience	Channels	Key Messages
	<ul style="list-style-type: none"> Present findings from the engagement to the Trustees and broader community 		<ul style="list-style-type: none"> Social media post Belmont Bulletin (Jul) Update of Connect Belmont with outcomes Development of info graphic with key outcomes for website, media release and online posts. 	

5.1 Crisis Response Preparation

- Develop a Q&A document that includes Frequently Asked Questions, as well as more challenging probes that may arise (see Appendix 1: Outrage Risk Assessment)
- Clarify chain of command – who talks to who internally – and the process by which rapid decisions are made
- Identify most vocal stakeholders and bring them ‘into the know’ early
- Respond to email and phone complaints as soon as possible
- Develop a variety of generic responses to reply to negative/inaccurate social media posts in a timely manner

6 Project Governance

Role	Who
Decision Maker	Belmont Land Trustees
Project Sponsor	Director Corporate and Governance
Project Management	Manager Governance
Media Coordination	Coordinator Marketing & Communications
Engagement Lead	Joel Levin + Jemma Moon Aha! Consulting
Communication Lead	Michelle Feenan + Kathryn Tabone Engagement Plus
Technical Lead	Manager Governance
Support Technical Consultants	Manager Planning; Manager Parks, Leisure and Environment; Infrastructure Services Officers
Media Spokesperson	Mayor, CEO
Social Media Sign Off ¹²	Media and Communication Adviser
Aboriginal Heritage Advisors	TBC

¹² We recommend that the organisation nominates a contact person for media or social media matters that might arise afterhours. The social media cycle can move very quickly if not attended to in a timely way. The after-hours contact person would need to be able to contribute to, comment on and authorise responses to social media posts if required.

7 Methods Snapshot

7.1 *Intercept Activities*

Purpose:

- Increase the visual presence and awareness of the project in the community
- Drive traffic to the website and let people know about consultation
- Respond to questions and give a 'pulse' of the voice of the people, beyond the media and social media commentary

Approach:

- Attend 2 - 3 City Events or Retail centres
- 1-2 people attending (2hr per event)
- Short survey (or postcard?) on iPad or hand-written notes – two questions:
 - Remembering the land is required to be for recreational use – what would you like to see the ground being used for?
 - And what wouldn't you want to see the ground being used for?
- Consider some incentive offered for completion – coffee voucher, water bottle etc.?
- Large map of site – three coloured post-it notes for people to add:
 - 1) Values
 - 2) Considerations
 - 3) Opportunities visually on map
- Call to action to complete the larger survey (hard copies to be available for completion at events)

7.2 *Deliberative Panel*

While the broader community survey and targeted workshop will ensure the process offers those with high levels of interest an opportunity to contribute, decision-makers need to feel confident that the views captured through the consultation are representative of the whole community.

Community panels are a form of deliberative engagement that gives the participants the time, information, and process to provide a considered and consensus view on the topic being discussed. Panel members are randomly recruited to be representatives of the wider community based on identified demographic criteria. The panel is independently facilitated, so that they are supported to have robust discussions and come to meaningful recommendations.

While the panel process has a level of independence from the organisation, the role of the organisation is critical to ensure the panel has:

- **A clear definition of ‘representativeness’**
 - An articulated set of stratifications for panel membership (e.g. age, gender, etc.)
- **A clear and achievable remit/objective**
 - A single statement/question that the organisation is looking to have recommendations on
- **Access to quality information**
 - Be that through briefing papers, site visits, presentations, etc.
- **A space to communicate outside of the workshops**
 - There is too much information to cover in the time that the panel meet; a closed online portal allows for panellist to progress their collective work
- **Time to work with each other to consider the information**
 - A process that provides space in-between meetings so that the group might develop deeper understandings and greater confidence in their recommendation

– END –

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