

STRATEGY AND POLICY REVIEW COMMITTEE
7 APRIL 2008 **POLICY AND PLANNING**

A4 **FITZROY STREET TASKFORCE**
LOCATION/ADDRESS: **N/A**
RESPONSIBLE EXECUTIVE DIRECTOR: **GEOFF OULTON, EXECUTIVE DIRECTOR
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ATTACHMENTS: **FITZROY STREET TASKFORCE ACTION
PLAN**
**FITZROY STREET TASKFORCE
NEWSLETTERS, ISSUES 1-3**
**FITZROY STREET TASKFORCE
STREETScape SUBGROUP MINUTES,
NOV 2007**
**FITZROY STREET TASKFORCE SAFETY
SUBGROUP MINUTES, NOV 2007**
**DISCUSSION PAPER: ANTI-SOCIAL
BEHAVIOUR IN FITZROY STREET**
**FITZROY STREET TASKFORCE
FEEDBACK FORM**

1. EXECUTIVE SUMMARY

- 1.1. This Report summarises actions achieved by the Fitzroy Street Taskforce since September 2007. It documents the actions and issues that have not yet been resolved by the Taskforce.
- 1.2. This Report documents learnings that have emerged from the process of consulting the community on improving aesthetics, safety and community engagement in Fitzroy Street. These learnings can be used to plan Council's methodological approach to future community consultations in entertainment precincts.
- 1.3. This Report proposes that there is value in retaining the Taskforce for another six months so that members of the Taskforce can continue to drive actions relating to streetscape, safety and community engagement. This extension of timeframe will provide opportunity for members of the Taskforce to work more collaboratively.

- 1.4. This Report recommends that specific Terms of Reference be established to determine the extent to which the Taskforce can influence Council's decision-making on Fitzroy Street. Underlying the recommendation to set a clearer governance structure for the Taskforce is the need to manage Taskforce members' perceptions of their capacity to change established Council policy and strategy.
- 1.5. This report recommends that consideration be given to the extent to which the Taskforce is representative of the Fitzroy Street precinct community. It is proposed that outreach work be included in the methodology for consulting the local community on Fitzroy Street and that this outreach work supplements the work of the Taskforce.
- 1.6. This report recommends that when considering policy and a strategic framework for dealing with entertainment precincts across Port Phillip, Council takes into account the learnings on community consultation that emerge from the Fitzroy Street Taskforce as well as relevant local, national and international research.

2. BACKGROUND AND CONTEXT

Historical background

- 2.1. The Fitzroy Street Taskforce was established in April 2007 to involve representatives of local community groups, traders, residents, police and Council in forming solutions to deal with anti-social behaviour in the Fitzroy Street precinct. Initially, consultation of a cross-section of the local community was undertaken by a consultant. A Coordinator was appointed in September 2007 to convert views expressed in consultations into an Action Plan to drive the delivery of these actions and to continue to engage members of the Fitzroy Street Taskforce.
- 2.2. Community consultation commenced with workshops where participants addressed the problems of anti-social behaviour in Fitzroy Street and provided views on how the precinct could be improved to enhance aesthetics, safety and community cohesion. Additionally, Council set up a 'gypsy' Think Tent to consult marginalised people about their experiences of Fitzroy Street.
- 2.3. Community-driven actions, which derive from the initial consultations with Taskforce members and Think Tent participants, have been encapsulated in the Fitzroy Street Action Plan (Attachment 1), which was circulated to members of the Taskforce in early October 2007. Taskforce members have been engaged in developing and overseeing the Action Plan that outlines key projects, timelines and responsibility for improving the streetscape, safety and community engagement. The Action Plan and Taskforce were divided into three main themes: streetscape; safety; community identity. The full Taskforce has met twice and subgroup meetings were convened in November 2007 to review, resource, prioritise, further advance and implement the Action Plan.

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Delivery of actions to date

- 2.4. Since presentation of the Councillor Briefing (Nov 2007), outputs (delivery of Action Plan) and outcomes (effect of community consultation) have progressed sufficiently to be measured. Progress has been made with delivering items listed on the Taskforce Action Plan. Over the past five months some of the key items on the Fitzroy Street Action Plan have been costed, funded and advanced to the first stage of delivery.
- 2.4.1. Key Taskforce actions are currently in progress:
- community consultation on the Fitzroy Street Masterplan is currently underway;
 - stage one of a public toilet for Fitzroy Street is underway (capital works funds approved; community consultation on the location and design of the toilet in progress; architect soon to be appointed);
 - further to the findings of a public lighting audit, consultation on the location and design of new lighting will be integrated into community consultations on the Masterplan.
- 2.4.2. While detail of these projects has yet to be finalised, there is general agreement among Taskforce members that some solid outcomes are being delivered and that the Taskforce has been influential in progressing key items on the Action Plan. Given the outcome-oriented focus of the Taskforce, first-stage delivery of the public toilet, public lighting and the Masterplan constitute major milestones for the Taskforce.
- 2.5. In response to issues raised at Taskforce subgroup meetings (November 2007), changes have been implemented in regard to waste management and maintenance of garden beds in Fitzroy Street.
- 2.5.1. During summer 2007/08 a trial was commissioned by the Infrastructure Services Department for a new level of service for bin collection and street cleaning. The six month trial has involved additional times for picking up street litter and emptying bins when temperatures reach 25^o Celsius or above. Increased street cleaning services include an additional daylight cleaning service and will continue until 30 June 2008.
- 2.5.2. Garden beds in Fitzroy Street were tidied and mulched in December 2007.
- 2.6. A local law banning open containers and consumption of alcohol was implemented during the 2007/08 summer period. This Local Law has been applied between 11pm–7am across the whole municipality. Generally this Local Law has been supported by members of the Taskforce. There has been, however, a clear indication that traders and residents on the Taskforce would prefer the Local Law to be extended to 24 hours. It was agreed at the Taskforce Safety subgroup meeting (Nov 2007) that the Taskforce would review in 2008 the law banning open containers and consumption of alcohol.
- 2.7. Some improvements to Fitzroy Street that have not been a direct outcome of the Taskforce Action Plan but link-in with the Taskforce's concerns about streetscape and safety include: introduction of a Safe Taxi Rank; pedestrian way-finding signage; and the Foreshore Connections Project.

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- 2.8. The Taskforce has taken responsibility for initiating small, community-driven and funded projects, such as traders funding the uplighting of the fig tree in Cleve Gardens and funding street performers to enliven Fitzroy Street. There has, however, been some resistance to funding and taking responsibility for certain key actions, such as installation of closed circuit television (CCTV) in 'hotspots' along Fitzroy Street.

Challenges faced by the Taskforce

CCTV

- 2.9. Members of the Taskforce representing traders and residents claim that Council has sufficient funds available and an obligation to take full responsibility for installation and monitoring of CCTV in Fitzroy Street. Council's position on CCTV is that costs of maintaining cameras are too high and unpredictable over time.
- 2.9.1. The Coordinator of the Taskforce has, at the request of the safety subgroup of the Taskforce in November 2007, researched options for CCTV undertaken by other Councils, and recommended that the effectiveness of cameras in reducing crime and anti-social behaviour requires further consideration and, if adopted, the Fitzroy Street Traders Association (FSTA) consider partially funding CCTV. This recommendation has not been well-received by the Taskforce (as reported in *EHW*, March 12-18 2008, p.11) and there has been no resolution in regard to who should take responsibility for a decision on and funding of CCTV. At the time of submitting this Report to Council, the FSTA's decision on taking responsibility for CCTV is pending.
- 2.9.2. While not solving the issue of funding and responsibility for camera management, research on costs and technology provided to Taskforce members (reported in Newsletter #3 – refer to Attachment 4) has progressed the issue of CCTV in so far as it:
- establishes that Council will not directly fund CCTV at this point in time;
 - addresses the Taskforce's request for information on CCTV models introduced by other Councils with a recommendation for the most feasible option (City of Stonnington)
 - forces the Taskforce to acknowledge the boundaries relating to funding of CCTV, irrespective of whether or not all members of the Taskforce agree with Council's decision to refuse to pay installation and monitoring costs
 - documents the debate on CCTV for future reference.

Anti-social behaviour

- 2.10. The Taskforce has not yet adequately addressed the underlying causes of anti-social behaviour in the Fitzroy Street precinct by means of conducting and tabling in-depth research and evidence. Issues of responsible serving of alcohol and the effect of homelessness on social and economic aspects of Fitzroy Street require substantial investigation.

- 2.10.1. While all stakeholders agree that excessive alcohol consumption by young men aged 18-25 fuels violence and anti-social behaviour, allocation of blame for irresponsible provision of alcohol swings between traders who operate late night entertainment premises, to bottle shops that sell alcohol. Council's trial of banning drinking from open containers (11pm-7am) has been supported by the Taskforce as a means of controlling alcohol-related violence and anti-social behaviour on Fitzroy Street. Traders and residents on the Taskforce have, however, expressed views that this policy should be enforced 24 hours everyday of the week.
- 2.10.2. The issue of who causes anti-social behaviour in the Fitzroy Street precinct and how this should be addressed has not been resolved by the Taskforce. Members of the Taskforce have articulated a range of views on whom and what constitute anti-social behaviour. There is fervent disagreement on whether homelessness and homeless people impact on safety in Fitzroy Street. These competing views were documented in a Discussion Paper (Attachment 7) in December 2008 written by the Coordinator of the Taskforce. Other than comments from Council Officers working in the area of homelessness, there were no direct responses to this paper by Taskforce members.

Affordable housing policy

- 2.10.3. Some Taskforce members blame Council's affordable housing policy for anti-social behaviour in Fitzroy Street, claiming that rooming houses attract "former prisoners" and people from "other" municipalities to St Kilda who harass and commit acts of violence on the street and in local businesses. Moreover, some Taskforce members claim that there are "illegitimate" homeless people on Fitzroy Street who beg and intimidate people on the street and assault traders and their staff. While emails of complaints regarding these alleged incidents have been sent to the Coordinator of the Taskforce, authentic evidence for these claims has not been provided. This is a matter on which Council needs to consult with police to ascertain the number and characteristics of reported incidents.
- 2.10.4. The issue of homelessness and affordable housing policy divides members of the Taskforce and, as such, requires further discussion and fact-finding by Taskforce members. A suggestion that has been put forward by Council staff is to establish a series of 'Fact Sheets' outlining Council's policies on affordable housing. Feedback from the Community Development team is that production of Fact Sheets would not be resource-intensive and would be an effective means of dispelling any myths about homelessness and anti-social behaviour in Fitzroy Street. The Council Fact Sheets might also have a further advantage of encouraging other members of the Taskforce to write their own Fact Sheets on incidents in Fitzroy Street. This would address the stated principle in the preamble to the Action Plan of presenting valid evidence and research to

the Taskforce as part of the methodology for exploring the problems and solutions to anti-social behaviour in the Fitzroy Street precinct.

Community Consultation

- 2.11. A range of measures have been taken by Council to inform, engage and involve stakeholders in policy decision-making pertaining to Fitzroy Street. These measures include: email updates; detailed monthly newsletters (Attachments 2, 3 & 4); subgroup meetings to determine progress with the Action Plan (refer to Attachments 5 & 6 for minutes of meetings); regular visits by the Coordinator to Fitzroy Street to meet with stakeholders; phone and email correspondence with stakeholders; and a Discussion Paper (Attachment 7) outlining the range of community views on, and hence the difficulties in, defining and solving anti-social behaviour in Fitzroy Street.
- 2.12. While community consultation has been effective in terms of keeping Taskforce members engaged in shaping and overseeing delivery of the Action Plan, the Taskforce has not sufficiently explored or reached agreement on causes of and solutions to anti-social behaviour in the Fitzroy Street precinct.
- 2.12.1. Allocating responsibility for and management of alcohol-related violence and anti-social behaviour in Fitzroy Street has not been resolved by the Taskforce.
- 2.12.2. The issues of whether homelessness and Council's housing policies are the core cause of violence and anti-social behaviour continue to divide Taskforce members.
- 2.12.3. Final decision-making on issues relating to affordable housing policy rests with Councillors, rather than the Taskforce. This needs to be continually reinforced to members of the Taskforce.

Taskforce Governance

- 2.13. There have been ongoing issues around the degree to which Taskforce members have attempted to over-ride Council policy and strategy relating to social inclusion and affordable housing. Originally general principles were agreed to by the Taskforce (see preamble to the Action Plan, Attachment 1), rather than specific Terms of Reference. This approach was adopted in an attempt to foster shared ownership of the governance of the Taskforce. While the general principles were a useful structure for guiding decision-making, the complexity of issues that have since emerged in Taskforce discussions require a more robust governance structure in order to ensure that Council's core policies and strategies are respected.
- 2.14. Taskforce governance needs to be made more apparent to define the parameters around complex dialogue on social issues and to ensure that established Council policy and strategies frame ongoing consultation. Establishing and conveying clear boundaries on governance would alert members of the Taskforce to the fact that Councillors, rather than the Taskforce, have the elected mandate to govern.

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- 2.14.1. Development of clear Terms of Reference would be a means of placing parameters on the extent to which members of the Taskforce claim authority to demand policy change. The Taskforce Coordinator could develop Terms of Reference that outline Council's policies and strategies based on the four pillars of sustainability, community governance, and other relevant policy documents.

Practising collaboration

- 2.15. Collaboration among members of the Taskforce requires further effort. The aim of creating a collaborative process has been one of the greatest challenges of the Taskforce and more time is needed to foster effective partnerships across stakeholder groups.
- 2.15.1. Some members of the Community Identity subgroup withdrew proposed projects on community art and community busking. It was understood this was in the basis that they did not believe that there was sufficient interest in advancing these initiatives among a range of Taskforce members. Moreover, some members of the Community Identity subgroup argue that there needs to be a genuine "goodwill" among Taskforce members to work together on projects. A means of addressing this concern is to reconvene the Taskforce as one group rather than three subgroups in order to workshop the potential to collaborate on projects.
- 2.15.2. Recent initiation of community consultation for the Fitzroy Street Masterplan has raised greater willingness among Taskforce members to come together to merge actions relating to improvement of streetscape, safety and community engagement. Additionally, interest in establishing a community arts project in Fitzroy Street recently has been expressed by a range of Taskforce members. The Taskforce Coordinator has met with relevant Council Officers to discuss options for applying for a Small Poppy Grant to fund a community arts project that potentially could link-in with development of the Masterplan.
- 2.15.3. Only two members of the Taskforce have responded to a feedback survey circulated in March 2008 (Attachment 8), which means that written evaluation of progress with delivery of projects and effectiveness of community consultation processes is not representative of the whole Taskforce. However, phone calls made to Taskforce members (March 2008) reveal that stakeholders still engaged with the Taskforce are adamant that a full meeting of the Taskforce should be held soon to assess progress with the Action Plan – particularly with the Masterplan – and the potential for greater collaboration between traders, residents, community welfare groups, police and Council. Members of the Taskforce who wish to remain active participants of the consultative process expressed interest in meeting as one group to pursue collaborative work.
- 2.15.4. Guiding members of the Taskforce to become more collaborative has been one of the greatest challenges in this community consultation project, however it appears that there has been an attitudinal shift in regard to forming genuine partnerships across the group. It is likely this has been achieved for a variety of reasons:

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- directly questioning members of the Taskforce on whether they were committed to another six months of Taskforce duties (refer to Appendix 4 [Newsletter #3]), which was followed up with phone calls;
- the prospect of disbanding the Taskforce if commitment to active participation was not forthcoming from members of the Taskforce prior to the submission of a Report to Council on the Taskforce;
- demonstrable progress with major projects (Masterplan, public lighting, public toilet), which members of the Taskforce have expressed an interest in providing input;
- the prospect of developing a creative community arts engagement project to enliven the street and connect the community;
- Council's clear commitment to facilitating the Taskforce and consistently informing and engaging members of the Taskforce using a variety of consultation techniques.

2.15.5. Successful collaboration over the next six months would constitute a major outcome and learning of the Fitzroy Street Taskforce. Achieving a level of collaboration whereby historical fissures within the Taskforce are transcended, and ideologically opposed members of the Taskforce are prepared to meet as a one group to respectfully listen to others' viewpoints and devise ways forward to develop projects to improve Fitzroy Street, would create a precedent for future community consultation projects in entertainment precincts. Given that Fitzroy Street is one of the most socially diverse streetscape in the CoPP and members of the Taskforce perceive the causes of and solutions to anti-social behaviour in a variety of ways, any steps taken toward advancing collaborative projects would be an outstanding outcome of community consultation.

Internal collaboration

2.15.6. Engaging Council staff in collaboration also requires further consideration. Despite efforts by the Coordinator of the Taskforce to actively seek information relevant to Fitzroy Street and delivery of the Action Plan from staff across the organisation, input from staff has varied. Generally, Council staff accepted invitations to be briefed by the Coordinator of the Taskforce and to attend Taskforce subgroup meetings. Timely and willing input into updating the Taskforce on projects has not, however, been forthcoming from all areas of the organisation. A means of dealing with this situation is for the Manager Economic Development and the Coordinator of the Taskforce to schedule a meeting with key Managers and Coordinators to communicate the aims and future directions of the Taskforce. The difficulties encountered in regard to organisational collaboration constitute a learning that has relevance to Council projects beyond the Fitzroy Street Taskforce, requiring further consideration by the Executive Team of Council.

Consultation with the 'hard to reach'

- 2.16. In order to implement Council's commitment to consulting the full spectrum of the community, regardless of their status, outreach work needs to be undertaken by Council to engage hard to reach members of the Fitzroy Street precinct. Engagement through means of outreach would counterbalance the more traditional form of community consultation achieved by the Taskforce. Integrating marginalised members of the Fitzroy Street community into upcoming consultations on the Masterplan, and potentially an arts project, would fulfil Council's stated aims around engaging a cross-section of the community in consultation (*Council Plan; Collaborative Governance; Community Plan; Health & Wellbeing Plan*). A component of outreach consultation would consolidate and advance the consultation undertaken at the beginning of the project whereby a Think Tent was established to involve marginalised members of the community in defining current and future visions of Fitzroy Street. This level of engagement would require drawing on the skills and experiences of Council staff already experienced in working with socially and economically disadvantaged people.

Learnings for future community consultation projects

- 2.17. While the outputs and outcomes of the Fitzroy Street Taskforce provide insights into the unique urban, social, economic and cultural elements of the Fitzroy Street precinct, there are outcomes of this project that are relevant to other entertainment precincts in Port Phillip, including Council's proposal to create an integrated St Kilda Activity Centre.
- 2.17.1. The learnings that are emerging from the Fitzroy Street Taskforce bring to light the breadth of issues that affect the whole-of-community in entertainment precincts. The challenges of addressing homelessness and approaches to responsible serving and consumption of alcohol demonstrate the complexities of managing entertainment precincts.
- 2.17.2. The Fitzroy Street Taskforce provides significant lessons in mapping out appropriate methodology for engaging a cross-section of the community in consultation. The membership of the Taskforce does not, in itself, represent all groups within the local community. Future projects aimed at engaging the community in the management of entertainment precincts would benefit from deliberation on which groups to consult and which methods to employ to respectfully consult a cross-section of the community. Appropriate methodology for whole-of-community engagement needs to be considered prior to the commencement of community consultation projects to ensure that it is integral to the process from the outset.
- 2.17.3. While the Taskforce has had a key role in participating in Council's decision-making processes relating to Fitzroy Street, Council has specific policies and strategies in place around social inclusion, affordable housing, and community health and wellbeing that are not negotiable. These policies and strategies should be referenced in Terms of Reference that are developed when a Taskforce or Reference Group is formed so that there is a clear understanding of issues and actions that the community can influence and a clear understanding of Council policies and strategies that cannot be altered through the Taskforce process.

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- 2.17.4. Engaging the community in short-term consultation projects is likely to have a roll-on effect, such as engaging members of the Taskforce in the Fitzroy Street Masterplan consultations.
- 2.17.5. Engaging the community in short-term consultation projects is likely to lead into a sustainable, organic process, such as building on the membership and learnings from the Taskforce to develop the three-year St Kilda Activity Centre Project.
- 2.17.6. Sufficient time needs to be allocated to engaging the community respectfully and to building rapport between Council staff and the community.
- 2.17.7. Projects listed on community Action Plans need to be costed and assessed for feasibility in the early stages of community consultation in order to manage expectations of project delivery.
- 2.17.8. Council needs to communicate the purpose of organisation-wide projects to staff prior to such projects commencing so that there is foundational understanding and support in place.
- 2.17.9. Council needs to convey to and consult staff on the extent of commitment and collaboration required to advance organisation-wide projects.

Wider policy context

- 2.18. Community consultation and implementation of actions in entertainment precincts need to be viewed in the context of Federal and State Government research and policies on reducing anti-social behaviour in entertainment precincts. At this point in time, recommendations made by the Inner City Entertainment Precincts Taskforce (ICEPT) are relevant to future urban and social planning in the CoPP's entertainment areas. The Federal Government's recent proposal to introduce measures to reduce young people's excessive alcohol consumption (March 2008) would need to be considered by Council when developing policy and strategy to manage entertainment precincts.
- 2.19. Council needs to undertake further research and analysis on how anti-social behaviour is managed in other entertainment precincts. Approaches taken local, national, and international contexts need to be reviewed by Council in order to assist in developing policy and strategic frameworks for entertainment precincts in the CoPP.

Future opportunities with the Department of Human Services

- 2.20. The learnings gained from the Fitzroy Street Taskforce provide the CoPP with opportunities to explore other options for partnering government and/or agencies on future community consultation initiatives. One such option that the CoPP could pursue is a partnership with the Department of Human Services (Southern Metropolitan Region) to engage in a coordinated 'place-based' initiative in St Kilda to respond to issues concerning housing, homelessness and disadvantage. The partnership, proposed by DHS, would involve: engagement of stakeholders at a number of levels; building strong networks among residents and improved collaboration between levels of government and key publicly and privately funded organisations; building up governance; and strengthening community. Given that this project would

need to be locally responsive, knowledge gained from engaging stakeholders through the Fitzroy Street Taskforce will inform place-management community consultation and assist in institutionalising local models of citizen participation.

Integrated Planning for the St Kilda Activity Centre

- 2.21. The actions and learnings of the Fitzroy Street taskforce provide Council with the opportunity to further develop pursuits of collaborative engagement and community development as they relate to the development of the proposed St Kilda Activity Centre.
- 2.22. At the Ordinary Meeting of Council on February 25, Council endorsed an approach to plan and manage the activity within the St Kilda Activity Centre which included:
- 2.22.1. *“To implement and expand the learning’s of the Fitzroy Street taskforce to establish a precinct wide management framework addressing issues around anti social behaviour and liveability in 08/09”*
- 2.22.2. *“The engagement of relevant businesses, residents, visitors, organizations and other stakeholders into the preparation and delivery of this improvement work”*
- 2.23. Notwithstanding the key learnings documented; the community engagement process undertaken via the Taskforce has been successful and is recommended as a structure to establish a precinct-wide management framework to consider addressing issues around anti social behaviour and liveability.
- 2.24. To pursue the recommendations above, Council needs to undertake further work to develop the taskforce engagement framework to accommodate the wider St Kilda Activity Centre area.

3. RECOMMENDED OPTIONS

3.1. It is recommended that Council:

Retain the Fitzroy Street Taskforce and review in six months.

This recommendation is proposed in order to progress items on the Action Plan and to fulfil Council’s commitment to consult the Fitzroy Street community.

Support development of a new governance structure for the Taskforce, which integrates Council’s key policies and strategies relating to collaborative governance.

This recommendation is proposed in order to set out clear Terms of Reference that integrate Council’s policies and strategies relating to the four pillars of sustainability, community governance, affordable housing, and health and wellbeing so that members of the Taskforce understand the parameters of decision-making and accountability.

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Support outreach community consultation to supplement the work of the Taskforce and to ensure that actions implemented in Fitzroy Street are representative of the cross-section of the Fitzroy Street community.

This recommendation is proposed in order to enable Council to strengthen its commitment to extensive community engagement.

Endorse further research and analysis on entertainment precincts

This recommendation is proposed in order to progress how Council appropriately responds to and manages future community consultation in complex entertainment precincts, including an integrated St Kilda Activity Centre. The recommendation also enables Council to embrace and drive State and Federal Government policy initiatives around entertainment precincts.

4. SUSTAINABILITY ASSESSMENT

Social Pillar	The proposed recommendations aim to facilitate delivery of actions and consultation techniques that include a broad cross-section of the Fitzroy Street community and take into account Council's collaborative model of governance.
Economic Pillar	The proposed recommendations aim to promote the local economy of Fitzroy Street, increase the business mix, and attract visitors and tourists through actions that make the streetscape safer, increase aesthetic quality, and engage all sections of the community.
Environmental Pillar	The proposed recommendations aim to develop actions that promote responsible waste management and sustainable planting. Significant environmental improvements will be achieved through the Water Sensitive Urban Design components of the Fitzroy Street Foreshore Connections Project. The new public toilet will also be designed according to ecologically sustainable design principles.
Cultural Pillar	The proposed recommendations aim to enable views from a range of stakeholders to be integrated into streetscape design. Development of a community arts project would provide opportunity for the diverse Fitzroy Street community to engage and take ownership of artwork to improve the aesthetics of the streetscape.

4.1. Policy and legislative implications

Relevant policy relating to Council's commitment to social inclusion, community consultation, and collaborative governance includes:

Collaborative Governance Handbook (2005)

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Council Plan (2007 / 2008)

Health & Wellbeing Plan 2007-2011

City of Port Phillip Community Plan 2007-2017

Relevant policy relating to Council's commitment to affordable housing includes:

Homelessness Strategy and Implementation Plan (currently in draft)

Relevant State Government policy includes:

ICEPT Report recommendations

4.2. Resource implications

The proposed recommendations can be accommodated within current council budgets and proposed budgets for the 08/09 financial year.

5. ALTERNATIVE OPTIONS

5.1. Alternative 1

The alternative to continuing the Taskforce with an improved governance structure would be to disband the Taskforce and channel members into Masterplan consultations. This option would, however, be unpopular with members of the Taskforce who have expressed interest in retaining the Taskforce and overseeing the range of items on the current Action Plan. Disbanding the Taskforce would run the risk of alienating stakeholders whose expectations of creating positive change in Fitzroy Street have already been raised by Council.

5.1.1. Sustainability assessment

Social Equity Pillar	Disbanding the Taskforce prematurely would exclude stakeholders from participating in the process currently being implemented to improve Fitzroy Street.
Economic Viability Pillar	Disbanding the Taskforce prematurely would limit opportunities for Council to work with traders in promoting and increasing local businesses and the business mix in Fitzroy Street.
Environmental Responsibility Pillar	Disbanding the Taskforce prematurely would risk reducing public scrutiny of current projects relating to urban design.
Cultural Vitality Pillar	Disbanding the Taskforce prematurely would risk reducing options for including a diverse range of the Fitzroy Street community in designing and participating in the Masterplan consultations and a potential community arts project.

5.1.2. Policy and legislative implications

Disbanding the Taskforce would limit Council's ability to put into practice commitments to create collaborative governance and effective community consultation as outlined in:

Collaborative Governance Handbook (2005)

Council Plan (2007 / 2008)

Health & Wellbeing Plan 2007-2011

City of Port Phillip Community Plan 2007-2017

5.1.3. Risk implications

Major risk implications relate to the reduction of Council's capacity to engage and work with the local community. Building relationships and partnerships achieve greater resource efficiencies than working alone.

Disbanding the taskforce would also impact on the reputation of the council and its willingness to engage the local community.

6. PARTICIPATION AND ENGAGEMENT

6.1. Internal

6.1.1. The people who have been and will continue to be engaged in relation to this issue are:

- Mayor
- Ward Councillor
- Other Councillors
- Senior Executive Team
- Managers
- Economic Development & Tourism
- Environment & Renewal
- Health & Amenity
- Community Development
- Infrastructure Services
- Buildings & Green Spaces
- Arts & Festivals
- Governance & Community Relations

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6.1.2. CoPP staff members have been informed of the recommendations proposed in this Council Report by means of personal communication and an email update. Staff members have advised that there is benefit in reconvening the Taskforce, developing clear Terms of Reference, and working collaboratively to achieve project outcomes. Advice received from staff is incorporated into the content and recommendations of this Report.

6.2. External

6.2.1. The external people and/or organisations that have been and will continue to be engaged in relation to this issue are the current members of the Fitzroy Street Taskforce.

6.2.2. The engagement of members of the Fitzroy Street Taskforce has taken and will continue to take the form of the community directly participating in decision-making through consultations and providing feedback to Council to assist with decision-making.

6.2.3. Active members of the Fitzroy Street Taskforce were consulted individually to gauge their commitment to remaining on the Taskforce for another six months. An evaluation form was sent out to all Taskforce members in March 2008.

6.2.4. External members of the Taskforce unanimously agreed that the Taskforce should be reconvened for another six months, particularly in light of progression with the Masterplan. A range of stakeholders indicated that they want the Taskforce to reconvene as one group rather than as three subgroups in order to create a forum for a more collaborative process to achieve project outcomes. This feedback has been incorporated into the content and recommendations of this Report.

7. RECOMMENDATION

7.1. That the Strategy and Policy Review Committee recommend to Council to resolve to:

7.1.1. Retain the Fitzroy Street Taskforce for review in September 2008 to allow further community consultation and collaboration to take place in relation to items listed in the Action Plan.

7.1.2. Support development of a new governance structure for the Fitzroy Street Taskforce to ensure that Council's key policies and strategies on community consultation, affordable housing, and health and wellbeing are understood and taken into account by members of the Taskforce.

7.1.3. Support outreach community consultation to supplement consultations with the Fitzroy Street Taskforce to ensure that a cross-section of the community contributes to implementation and overseeing of the Action Plan.

- 7.1.4. Endorse further research and analysis of community consultation, policy, and strategy in entertainment precincts at the local, national and international levels in order to develop an informed approach to how Council manages future community consultation in complex entertainment precincts.