

# COMMUNITY DEVELOPMENT STRATEGY

1 January 2009 – 31 December 2012



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## PART A: COMMUNITY DEVELOPMENT

### 1. INTRODUCTION

Golden Plains Shire is committed to the ongoing advancement of its many communities in accordance with its 'Healthy People Healthy Places' plan, through a series of programs, projects and initiatives backed by partnerships and sound strategic planning. To this extent, Council has engaged *Steven Sagona and Associates* to prepare a new Community Development Strategy for the four year period 1 January 2009 to 31 December 2012. The process has engaged key stakeholders including Councillors, staff, Community Coordinators and a Project Reference Group. A *Discussion Paper* and *Consultation Summary & Key Debates* report were produced during the preparation of the strategy and provided the context and additional background to the issues the Strategy seeks to address.

### 2. GOLDEN PLAINS SHIRE – A SNAP SHOT

Golden Plains Shire is a rural based municipality located between Victoria's two largest regional centres of Geelong and Ballarat. This means that while the Shire offers a country lifestyle and environment, high quality city services and facilities are not too far away. Whilst this is mostly positive, it also presents some real challenges. For example:

- There is no major township in Golden Plains that provides services and community activities for the whole Shire.
- Ballarat and Geelong, at either end of the Shire, drag the majority of residents away from their local communities for services, employment, education and entertainment.
- The population is growing rapidly, yet many isolated population 'centres' are dispersed over 57 localities, 35 communities and 14 townships – only 12 of which have a shop.

Golden Plains Shire has a population of around 18,000 people. It has only one town of just over 3,000 people (Bannockburn) and four others with populations of around 1,000 people. Most other towns and settlements have fewer than 500 people. There is only one pharmacy, one GP clinic, one dental clinic and one bank – and all of these are in Bannockburn. There are very few community based service providers with a home base in the Shire.

Apart from the traditional owners of the land, the Shire is characterised by three waves of new arrivals. The first was the original settlers and land owners. Their descendants are still involved in broad acre farming. The second wave was the soldier settlers with their wives and children. Currently, the Shire is experiencing a third wave of population growth with many young families and new retirees moving to Golden Plains.

Since the late 1990s, Golden Plains has been ranked in the top two or three fastest growing council areas in regional Victoria, and generally in the top six state-wide. The majority of this growth has occurred in the small towns and communities at either end of the Shire as more people come from Melbourne and the regional cities looking for more affordable housing and a country lifestyle, but still close enough to services and facilities in Ballarat and Geelong. The following points tell the story of recent and forecast growth:

- Between 2001 and 2006, Golden Plains experienced the highest level of population change (in percentage terms) of any municipality outside of metropolitan Melbourne.
- In the south east of Golden Plains, the population increased by 23% between 2001 and 2006. In the north west area, the population increased by close to 7%. Although growth in the north has been slower than in the south, it has still been much higher than the growth rate for rural and regional Victoria and for Victoria as a whole.
- The population will continue to increase, particularly in the south east which is predicted to grow by 77% in the next 15 years (ID Consulting 2007).

### 3. WHAT IS COMMUNITY DEVELOPMENT?

Within the Golden Plains context, and for the purpose of this Community Development Strategy, community development is a process by which governments, community groups and citizens work together to strengthen and advance the overall wellbeing of communities of interest. Whilst communities of interest will often form on the basis of geography, they will also form around other common interests or characteristics including demographics (e.g., young people and seniors), disability, arts, culture, recreation and schools.

The 'Community Development Objectives' at section 4 of this document provide a more focused explanation of what 'community development' in Golden Plains Shire is all about, and what Council is aiming to achieve via the planning and delivery of a broad and diverse range of programs and services.

Whilst all Council program areas have a role to play in the achievement of meaningful and sustainable community development outcomes, the program areas which provide a particular opportunity for community development are:

- Arts and Culture
- Aged and Disability Services
- Children's Services
- Communications and Marketing
- Community Centres (including the development of service hubs)
- Community Planning
- Community Transport
- Economic Development
- Events
- Health Promotion (including mental health)
- Maternal and Child Health
- Recreation Planning & Construction (including Paths and Trails Program)
- Town Place Plans
- Youth Services

Whilst some of the above programs may appear to have a focus that is not primarily about community development, they all contribute quite significantly to the achievement of community development objectives. For example, the Economic Development program applies community developmental techniques such as networking and training in its efforts to create a vibrant economy, local jobs and, ultimately, sustainable communities. Meanwhile, whilst the Maternal and Child Health program is primarily focused on the health and wellbeing of infants and their families, a less understood yet critically important outcome of the service is its facilitation of new contacts between young families via attendance at Maternal and Child Health Centres and through the establishment of Mothers' Groups. This is particularly important given the level of isolation of many communities in Golden Plains Shire.

It should be noted that in addition to the specific program areas listed above, Council uses particular processes across the normal course of its business to further entrench and enhance community development outcomes. These include community engagement techniques in the development of the Council Plan and other strategic plans (e.g., Urban Design Frameworks), the use of Community Based Design processes and the involvement of community groups and members in the management of community facilities.

#### **4. WHY DO WE DO IT?**

The following dot points explain why community development is important and what Council is ultimately trying to achieve through its range of community development programs, projects and initiatives. In other words, what are Council's objectives for community development?

**Golden Plains Shire's Community Development Objectives are:**

- To encourage and assist common interest groups to take an active involvement in the life of their community for the overall benefit of that community and its members.
- To help communities to help themselves to become stronger, more economically, environmentally and socially sustainable.
- To enhance leadership and other civic skills within communities so as to enhance the capacity of those communities to address local issues and challenges and to build vibrant, healthy places.
- To develop a sense of community spirit, pride, ownership and identity within communities.

#### **5. WHAT PRINCIPLES ARE FUNDAMENTAL TO HOW WE GO ABOUT IT?**

The following principles capture the set of key values and beliefs upon which specific community development programs and processes are based. Importantly, they not only guide the strategies and actions within this document, but provide a framework for future community development initiatives.

**Golden Plains Shire's Community Development Principles are that:**

- Community development requires a Council-wide commitment as almost everything we do has implications for community development.
- Community development requires a long term commitment to a range of diverse yet complementary programs, projects and initiatives.
- Engaging the community in decision-making both at the shire-wide and local level is essential to meaningful and sustainable community development.
- Community development happens when networks, partnerships and relationships are supported by trust, respect and good communication.
- Successful community development recognises the uniqueness of individual communities and responds accordingly.

## 6. WHAT WILL WE DO?

### STRATEGIES AND ACTIONS FOR COMMUNITY DEVELOPMENT

#### 6.1 Ensure a strong community development culture at Council and organisational level with responsibility for the achievement of community development objectives shared across all program areas and strategic planning processes.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Incorporate a focus on Council's community development objectives and programs in the staff induction process including a range of processes such as a bus tour of Shire, a presentation about the Shire profile, statistics and issues, etc.	Organisation Development Unit, Community Development Unit	Staff time	2 - 4
2	Develop a staff training and information program focusing on community development, including information briefings / presentations for relevant staff about community development issues, initiatives and outcomes every six months (combine with Community Planning Program briefings – refer section 10.7.4)	Organisation Development Unit, Community Development Unit	Staff time	2 - 4
3	Prepare a Standard Operating Procedure (SOP) for the initial scoping and subsequent management of strategic planning processes. The SOP should: <ul style="list-style-type: none"> <li>Identify a process to determine what strategic planning will be undertaken during an ensuing cyclic period.</li> <li>Ensure cross-organisational awareness and input as required into scoping and management.</li> <li>Encourage the consultation processes for individual strategic planning projects to be combined into a single process.</li> </ul>	Full Management Team	Staff time	1
4	Prepare a Standard Operating Procedure to annually identify the various community development actions which exist across the range of Council's strategic plans for incorporation into Council's annual planning, budgeting and departmental work planning processes.	Full Management Team	Staff time	1
5	Develop a schedule and assign responsibility to Full Management Team members and Coordinators (individually) to present on issues, initiatives and outcomes relating to particular communities.	Full Management Team and Coordinators, led by CEO	Staff time	1 - 4
6	Investigate software programs which capture and sort strategic planning recommendations by township / community (thus focusing on 'place' rather than 'function').	IT staff	Staff time  <i>Investigation to identify financial implications.</i>	1

## 6.2 Encourage connections between community members and groups.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Use Council's range of communications tools to raise awareness about opportunities for people to participate in community-based activities that promote connections with others.	Communications and Marketing Officer	Staff time	1 - 4
2	Consider opportunities to facilitate and encourage connections between community members and groups in the design of Council service delivery models.	Staff with responsibility for program and service planning	-	1 - 4
3	Work with and encourage young people to become active in their communities through various programs such as the 'Youth Action Teams' project, Freeza etc.	Youth Development staff	Staff time	1 - 4
4	Investigate options for town based websites and community online notice boards	IT staff	Staff time  <i>Investigation to identify financial implications.</i>	2
5	Produce a calendar profiling 12 young residents, including some who have returned to Golden Plains, highlighting their local contributions and achievements, and promoting the identity of young people in general.	Communications and Marketing Officer	\$20,000 <i>Subject to grant funding</i>	2
6	Produce a publication, incorporating local contributions, about the names and history of places in Golden Plains Shire. (This is intended to build community identity and people's sense of belonging, pride and connection to their locality).	Communications and Marketing Officer	\$20,000 <i>Subject to grant funding</i>	3
7	Investigate provision of a second Events Trailer and negotiate management of trailers with Lions Clubs in north and south of the Shire.	Community Development Unit	\$8,000	2
8	Consider the type and level of resourcing required for Council and community events	Community Development Unit Communications and Marketing Officer	Staff Time	2

**6.3 Recognise, encourage and support citizens' participation in community and volunteer activities.**

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Use Council's range of communications tools to raise awareness about community activities and volunteer opportunities, and to promote the benefits and celebrate the achievements of community participation.	Communications and Marketing Officer	Staff time	1 - 4
2	Enhance and broaden the Citizen of the Year (Australia Day) Awards as follows: <ul style="list-style-type: none"> <li>Introduce a range of award categories and select category <i>winners</i> throughout the year, based on a calendar of 'profile weeks' (e.g. Youth Week).</li> <li>Consider category winners for the following year's Australia Day Awards.</li> </ul>	Communications and Marketing Officer,	Staff time	3 - 4
3	Support Committees of Management with facility management and maintenance.	Facilities Operations Officer (FOO)	FOO in budget from Jan 09	1 - 4
4	Provide a Tool Kit for volunteers with information and resources to assist them in undertaking their roles, including Resource Manual, calendar of training opportunities, governance requirements etc. Develop guidelines for the provision of the kit.	Community Development Unit	\$ 5,000	2
5	Expand the Resource Manual designed for recreation facility Committees of Management and provide to all other Committees of Management.	Cross functional team	Staff time	2
6	Provide training and/or resources to Committees of Management, event organisers etc about attracting and recruiting volunteers, and effectively managing volunteers.	Community Development Unit	\$ 5,000 every second year	2, 4
7	Investigate online forum, linked to Council's website, for Committees of Management, volunteers, Community Coordinators etc.	IT staff	Staff time	2
8	Investigate ways to improve information provision to and between community clubs and groups via Council's website and/or other web based solutions such as Leisure Network's sportlink.com.au	IT staff and Community Development Unit	Staff time	2
9	Hold a combined grants awarding ceremony for the various grant programs and profile the successful projects in reasonable detail.	Community Development Unit (Events Officer)	Provided for in budget	2 - 4
10	Ensure that community projects are formally opened in order to acknowledge and celebrate community efforts.	Full Management Team	Provided for in budget	1 - 4



**6.4 Enhance citizens' skills, knowledge and ability to contribute to community issues and initiatives.**

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Identify training needs and investigate opportunities for government funding (DPCD or other) for the provision of training for active community members around a range of civic skills such as event planning, running meetings, club financial management, applying for grants etc.	Community Development Unit	Staff time	2 - 4
2	Produce a consolidated calendar of training opportunities available across the Shire at neighbourhood houses, Council hubs, other agencies etc.	Community Development Unit	Staff time	2 - 4
3	Promote relevant external training opportunities and assist in the dissemination of relevant externally produced information and resources to citizens and community groups.	Community Development Unit, Communications and Marketing Officer	Staff time	1 - 4

## 6.5 Enhance community engagement in decision-making.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Use Council's range of communications tools to ensure that community members are sufficiently informed about Council issues and associated consultation processes so as to be able to contribute effectively to community debate and decision-making.	Full Management Team, Communications and Marketing Officer	Staff time	1 - 4
2	Provide appropriate staff with training in community engagement planning.	Human Resources Officer	Training included in staff on-costs	1
3	<p>Prepare a Council policy on community engagement in decision-making. In preparing the policy, Council should consider the inclusion of:</p> <ul style="list-style-type: none"> <li>▪ Guidelines to inform how opportunities for the community to participate in decision-making processes are advertised.</li> <li>▪ A requirement for Council to make a conscious decision at the commencement of any community engagement process about the 'level' at which it intends to engage citizens – that is, <i>Inform</i>, <i>Consult</i>, <i>Involve</i>, <i>Collaborate</i> or <i>Empower</i> as defined under the IAP2 Spectrum (International Association for Public Participation).</li> <li>▪ A requirement for Council / consultants to prepare a Community Engagement Plan to guide larger engagement processes. Such plans should include a stakeholder analysis and identify the most appropriate range of engagement techniques.</li> </ul>	Council and Full Management Team	Time	2

**6.6 Provide incentive for communities to assist in the delivery of community development objectives.**

	<b>Action (What will we do?)</b>	<b>Who is responsible?</b>	<b>Cost estimate</b>	<b>Year</b>
1	Review the funding guidelines for Council's Community Grants Program to ensure they reflect Council's Community Development Objectives (as listed at section 4 of this document).	Community Development Manager	Staff time	1
2	Provide a quick turn-around, small amount grant on an ongoing basis (i.e., available throughout the year) for small community projects and activities which are consistent with the Community Development Objectives. (Similar to 'Gem of an Idea' grant).	Council, lead by Community Development Unit	\$15,000 per annum	2 - 4
3	Provide seed funding to assist in the implementation of local projects identified in Community Plans.	See section 10.6.1		

**6.7 Provide and/or lobby for services and infrastructure which directly or indirectly support community development objectives.**

	<b>Action (What will we do?)</b>	<b>Who is responsible?</b>	<b>Cost estimate</b>	<b>Year</b>
1	Identify community needs and plan for the longer term provision of community infrastructure through appropriate research and strategic planning.	Council, Full Management Team	-	1 - 4
2	Maintain quality working relationships with politicians, senior bureaucrats and other agencies, and advocate for funding or service provision which supports community development objectives.	Council, Full Management Team	-	1 - 4

## 6.8 Improve communication and community awareness.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	<p>Improve the marketing and promotion of Council's range of community development programs and initiatives. The following should be considered:</p> <ul style="list-style-type: none"> <li>▪ How to best inform citizens about the range of strategic planning processes, outcomes and other projects specific to their own community.</li> <li>▪ How to keep citizens <i>in the loop</i> about strategic planning processes in which they have been engaged; e.g. next steps.</li> <li>▪ How to most effectively promote specific programs and services which are fundamental to community development outcomes and community sustainability.</li> <li>▪ Possibilities for iconic, functional signs within townships to promote local activities, outcomes etc.</li> </ul>	Communications and Marketing Officer, Community Development Unit, Full Management Team	\$ 20,000	2
2	Develop a 'New Families Kit' for Maternal & Child Health service clients to promote relevant services and opportunities for community connections, participation and engagement in decision-making processes.	Communications and Marketing Officer	Staff time	2 - 4
3	Include information within the 'New Residents Kit' to promote opportunities for community connections, participation and engagement in decision-making processes.	Communications and Marketing Officer	Staff time	2 - 4

## 6.9 Revitalise and further enhance the outcomes of community planning.

Specific strategies and actions to revitalise and further enhance the outcomes of community planning are contained within Part B of this document at section 10.

## **PART B: COMMUNITY PLANNING**

### **7. WHAT IS COMMUNITY PLANNING?**

Golden Plains Shire includes 57 formally recognised 'localities', from which Council has identified 35 communities of common interest. For the purposes of community planning, a community is defined by a combination of locality boundaries as well as residents' sense of connection to a particular area.

Golden Plains Shire defines 'Community Planning' as locality based planning that empowers communities to identify social, environmental, health & wellbeing, infrastructure, cultural and economic goals, issues and opportunities, and to plan and implement projects to address these. The fundamental point is that community planning is not done *by Council*, but by communities themselves.

### **8. WHY DO WE DO IT?**

The following dot points explain why community planning is important and what Council is trying to achieve via the Community Planning Program. In other words, what are Council's objectives for community planning?

**Golden Plains Shire's Community Planning Objectives are:**

- To help local communities create better places to live by encouraging and assisting them to collectively plan for the future and to work together to implement local projects.
- To use the processes of community planning to assist in the achievement of Council's broader objectives for community development.
- To inform the strategic planning of Council and other agencies.

### **9. WHAT PRINCIPLES ARE FUNDAMENTAL TO HOW WE GO ABOUT IT?**

The following principles capture the set of key values and beliefs upon which community planning in Golden Plains Shire is based. Importantly, they not only guide the strategies and actions below, but provide a framework for future community planning initiatives.


**Golden Plains Shire's Community Planning Principles are that:**

- Informed local communities are best at identifying and resolving local issues.
- Community planning works best when it is facilitated by Council but driven and owned by the community.
- Developing long term partnerships between residents, community groups, governments, local organisations and business increases the likelihood of healthy and sustainable communities.
- Whilst a particular community's enthusiasm and involvement in community planning will vary, all communities deserve an equal opportunity to become engaged.
- Successful community planning requires a commitment to Council's broader community development principles.
- Citizens actively involved in community planning are accountable to their own communities.

## 10. WHAT WILL WE DO?

### STRATEGIES AND ACTIONS FOR COMMUNITY DEVELOPMENT

#### 10.1 Develop a clear identity and brand for community planning in Golden Plains Shire.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Rename the Community Planning Program with a short, sharp and more easily distinguishable name of about five words or less. To promote community ownership of the program, Community Coordinators should be invited to suggest program names to Council.	Council, with suggestions from Community Coordinators.	-	1
2	<p>Develop a logo for the program incorporating the new program name. The logo should incorporate a partial representation of the Golden Plains Shire logo, but this element should not dominate the overall logo. The logo should contain the strap-line <i>"Communities in Golden Plains Planning and Achieving Together"</i>. For example:</p> <div style="text-align: center;"> <p>name of the program</p>  <p><i>Communities in Golden Plains Planning and Achieving Together</i></p> </div>	Council to engage designer.	< \$ 500	1
3	Encourage the use of the new program logo by Council, communities and the independent facilitator on Community Plans, promotional and other printed materials (i.e., agendas, minutes, reports, funding submissions etc) and presentations about the program.	Council, Independent Facilitator, Community Coordinators, Project Teams	-	1 - 4

#### Note

The name change is intended to better distinguish the Community Planning program from Council's broader set of Community Development programs, and to ensure that other community development efforts are not *lost* in the strong profile of community planning. It is also intended to assist in communication and promotional efforts by providing the program with a clear identify and level of recognition.

## 10.2 Ensure that communities own their plan and drive the process.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Provide an independent facilitator to work with communities on planning and project implementation.	Council to engage Independent Facilitator	\$80,000 per year	1 - 4
2	Provide an opportunity for communities to review their Community Plan / develop a new Community Plan at least once every two years at a community-wide planning workshop facilitated by an independent facilitator.	Council and Independent Facilitator	Included above.	1 - 4
3	Ensure that the content of Community Plans (e.g., local project priorities) reflect community wishes.	Independent Facilitator and communities	-	1 - 4
4	Only become involved in local projects that have implications for Council's core business or to play an advocacy role to support a local priority.	Council	-	1 - 4
5	Maintain the general 'arms length' approach from Council and Councillors.	Councillors and Council staff.	-	1 - 4
6	Provide opportunities for communities to celebrate their successes and share their learnings at two combined Community Coordinator meetings per year, including an end of year celebration.	Independent Facilitator and Council	\$1,000	1 - 4

## 10.3 Engage more community members in the program by offering a choice of engagement models.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Provide a choice of three possible engagement models prior to each cyclic review of a Community Plan, as follows:  A. Standalone Community Planning Model B. Community Collaboration Model C. Single Community Leader Model	Council and Independent Facilitator	-	1 - 4
2	Allow and remain responsive to the evolution and variation of each model over time, subject to community needs.	Council	-	1 - 4

### Note

An explanation of structures and processes for each model is contained at Appendix 1.

**10.4 Engage more community members in the program through the establishment of Project Teams.**

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Incorporate Project Teams as an integral part of the three engagement models (described at Appendix 1).	Council, Independent Facilitator	-	1 – 4
2	Set the following parameters around Project Teams: <ul style="list-style-type: none"> <li>Project Teams to generally comprise two to four people.</li> <li>Project Teams preferably established at the initial community-wide planning workshop, but may be established during the life of a Community Plan as the need arises.</li> </ul>	Council, Independent Facilitator	-	1 – 4
3	Set the following roles for Project Teams: <ul style="list-style-type: none"> <li>Review the various plans, programs, data, and/or opportunities relevant to the particular local project they are responsible for.</li> <li>Engage other community members and groups in the development of an Action Plan to implement the project.</li> <li>After consulting the broader community and reporting to the Community Coordinators, engage other community members and groups in the delivery of the project in accordance with the Action Plan.</li> </ul>	Council, Independent Facilitator, Community Coordinators, Project Teams	-	1 – 4
4	With assistance from the independent facilitator, monitor and refine the processes associated with Project Teams as issues arise.	Council	Staff time	1 - 4



## 10.5 Optimise the performance and contribution of Community Coordinators.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Ensure that the work of Community Coordinators is specific to issues and projects contained within the Council Plan.	Independent Facilitator, Community Coordinators	-	1 - 4
2	<p>Set the following roles for Community Coordinators:</p> <ul style="list-style-type: none"> <li>▪ Prior to the review / development of a new Community Plan, liaise with the wider community on the preferred model (i.e., Model A, B or C).</li> <li>▪ Encourage community members to attend and participate in the community-wide planning workshop.</li> <li>▪ Ensure that Project Teams have been established in relation to priority projects.</li> <li>▪ Monitor and support the work of Project Teams.</li> <li>▪ Ensure that regular meetings occur between the independent facilitator, Community Coordinators and relevant Project Teams.</li> <li>▪ In conjunction with Project Teams and the wider community, make recommendations to Council on how seed funding should be allocated.</li> <li>▪ Act as a conduit to and from the community for information related to the Community Plan.</li> <li>▪ Initiate a review of the Community Plan within two years, at which time existing and new Community Coordinators may take on the role.</li> </ul>	Council, Independent Facilitator, Community Coordinators,		
3	Regularly publicise the distinct roles of Community Coordinators and Project Teams both in written form (in Community Plans, Golden Plains Gazette etc) and verbally (community-wide planning workshop, independent facilitator etc).	Council, Independent Facilitator	-	1 - 4
4	Develop an induction and orientation program for new Community Coordinators including a 'hand-over' process from former to new Community Coordinators	Council	Staff time \$1,000	1 (develop)  1 - 4 (implement)
5	Identify training needs and source appropriate training opportunities for Community Coordinators.	Council	\$5,000 per year	1 - 4

## 10.6 Facilitate and support the implementation of local projects.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	Provide seed funding of \$5,000 per community per Community Plan review period for the implementation of a local project/s listed in the Community Plan.	Council	Approx \$50,000 per year	1 - 4
2	Develop a policy for the administration of seed funding, including a requirement that Community Coordinators consult Project Teams and the wider community before recommending to Council how any available seed funding should be allocated.	Council	Staff time	1
3	Review the Community Grants Program guidelines to give reasonable priority to projects identified in Community Plans.	Council	Staff time	1
4	Where reasonable, encourage face-to-face contact between community members and relevant Council staff around local projects.	Council	Staff time	1 - 4
5	Encourage Community Coordinators and Project Teams to directly approach the relevant Council officer in the first instance (rather than the Community Development Team).	Council, Independent Facilitator	-	1 - 4
6	Within the context of Action 5 above, strengthen the role of the Team Leader Community Development as a <i>relationship manager</i> between Council staff and communities around local project implementation with a focus on removing avoidable barriers to progress.	Community Development Unit	Staff time	1 - 4
7	Develop a Standard Operating Procedure to determine how any staff workload conflicts arising from Council and community priorities should be dealt with.	Full Management Team	-	1
7	Ensure that Community Coordinators and relevant Project Teams are meeting with the independent facilitator to discuss local project implementation every 6 weeks (8 times each year).	Council (as contract manager)	See 10.2, Action 1	1 - 4
8	<i>See following page.</i>			

	<b>Action (What will we do?)</b>	<b>Who is responsible?</b>	<b>Cost estimate</b>	<b>Year</b>
8	<p>Set the following roles for the Independent Facilitator:</p> <ul style="list-style-type: none"> <li>▪ Work with communities and facilitate the development of a local Community Plan incorporating short, medium and long term local priority projects.</li> <li>▪ Meet with Community Coordinators and relevant Project Teams to provide guidance, support and advice about the implementation of local projects listed in the Community Plan.</li> <li>▪ Constantly explain and reinforce the distinct roles of Council, Community Coordinators and Project Teams.</li> <li>▪ Build trust and openness in the community planning process.</li> <li>▪ Keep Council updated about emerging issues and progress.</li> <li>▪ Initiate a review of the Community Plan within two years.</li> </ul>	Council, Independent Facilitator,	See 10.2.1	1 - 4

## 10.7 Improve communication and understanding about the program.

	Action (What will we do?)	Who is responsible?	Cost estimate	Year
1	<p>Introduce regular and simple template format reports to quickly and clearly communicate issues, meeting results etc around the program. Reports should contain brief headings such as:</p> <ul style="list-style-type: none"> <li>▪ Who was there?</li> <li>▪ What are the issues?</li> <li>▪ What were the outcomes?</li> </ul> <p>The reports should be provided by the independent facilitator to Council staff after each project implementation meeting, and Council staff should then consolidate as appropriate and forward relevant reports to Councillors (noting that some items may be of a purely operational or administrative nature only).</p>	Independent Facilitator, and Council staff	Staff time	1
2	Prepare a more detailed reporting structure in consultation with Councillors after the dynamics and needs of the new un-subdivided Council structure are better understood.	Council staff, Councillors	Staff time	2
3	Invite Community Coordinators to present their new Community Plans / priority projects to Council after each cyclic review.	Council, Community Coordinators	Time	1 - 4
4	Engage relevant staff in a briefing / presentation about outcomes and progress of the Community Planning Program every six months.	Community Development Unit	Staff time	1 - 4
5	Develop a convenient 'at a glance' style pocket or wallet sized card containing the roles of Community Coordinators and Project Teams and consider other similar tools.	Council	\$ 2,000	1 - 2
6	Prepare a detailed communication and marketing plan for the Community Planning Program. The plan should include a focus on how the program links in with other Council strategic planning processes.	Council	Included at section 6.8.1	2

# APPENDIX 1

## **STRUCTURES AND PROCESSES FOR PROPOSED ENGAGEMENT MODELS**

### **Model A: STANDALONE COMMUNITY PLANNING MODEL**

This is the model which has been operating in Golden Plains Shire since 1999. Under this model, the process is instigated, overseen and operated by the community in general without any particular community group acting as a sponsor or key organiser. In the standalone model, Community Co-ordinators are responsible for instigating Community Plan reviews and for engaging the wider community in the community-wide planning workshop and in local project implementation.

### **Model B: COMMUNITY COLLABORATION MODEL**

This is where community groups and local committees of management come together as the auspice body and sponsor the community planning process. This includes sourcing Community Coordinators, instigating Community Plan reviews and engaging the wider community in the community-wide planning workshop and in local project implementation.

### **Model C: SINGLE COMMUNITY LEADER MODEL**

This is where one particular community group (e.g., Combined Community Committee of Management or primary school) takes the lead role as the auspice body and sponsor of community planning. This includes sourcing Community Coordinators, instigating Community Plan reviews and engaging the wider community in the community-wide planning workshop and in local project implementation.

*Key Processes in relation to each model appear on the following page.*

## **Key Processes**

1. Community Coordinators, in consultation with the community and independent facilitator, decide to undertake a review of the Community Plan (1 to 2 years after previous review process).
2. Community Coordinators liaise with wider community about the preferred model (i.e. Model A, B or C) for the forthcoming review process.

### *If Model A is chosen:*

3. Community Coordinators promote the forthcoming community-wide planning meeting and encourage community members to attend.
4. Prior to the community-wide planning meeting, Community Coordinators in consultation with the independent facilitator determine whether other feedback processes should be used, e.g. surveys.
5. Independent facilitator runs the community-wide planning meeting, where:
  - Community identifies local priority projects. Ideas from other feedback processes (surveys etc) are considered.
  - Community Coordinators are selected for the life of the new Community Plan (may be existing or new Coordinators).
  - Project Teams are established for relevant priority projects.

### *If Model B is chosen:*

3. The collaborating community groups take a lead role in promoting the forthcoming community-wide planning meeting and in particular call on their own members and resources to encourage other community members to attend.
4. Prior to the community-wide planning meeting, representatives of the collaborating community groups in consultation with the independent facilitator, determine whether other feedback processes should be used, e.g. surveys.
5. Independent facilitator runs the community-wide planning meeting, where:
  - Community identifies local priority projects. Ideas from other feedback processes (surveys etc) are considered.
  - Community Coordinators are selected for the life of the new Community Plan. These may be existing or new Community Coordinators, and may or may not comprise members of the collaborating community groups.
  - Project Teams are established for relevant priority projects.

### *If Model C is chosen:*

3. The 'sponsoring' community group takes a lead role in promoting the forthcoming community-wide planning meeting and in particular calls on its own members and resources to encourage other community members to attend.
4. Prior to the community-wide planning meeting, the community group, in consultation with the independent facilitator, determines whether other feedback processes should be used, e.g. surveys.
5. Independent facilitator runs the community-wide planning meeting, where:
  - Community identifies local priority projects. Ideas from other feedback processes (surveys etc) are considered.
  - Community Coordinators are selected for the life of the new Community Plan. These may be existing or new Community Coordinators, and may or may not comprise members of the sponsoring community group.
  - Project Teams are established for relevant priority projects.
6. After the community-wide planning meeting, independent facilitator drafts the Community Plan.
7. Within one month of the community-wide planning meeting, Community Coordinators meet with independent facilitator to:
  - Sign-off on the new Community Plan
  - Set 'Project Implementation Meetings' for the next 12 months.
  - Inform the broader community about the consultation process undertaken and the outcomes of the community planning review.
8. Community Coordinators arrange for relevant Project Teams to be present at Project Implementation Meetings as appropriate.