



**GREATER
SHEPPARTON**

Greater Shepparton

Community Development Framework

Council and Community:

*Working in partnership to build strong,
vibrant and engaged communities that value
and support people in Greater Shepparton*

October 2010



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Glossary

Access	Access and equity principles ensure that all residents are able to participate in community life regardless of their race, culture, religion, language, age, gender or ability.
Asset Based Community Development (ABCD)	A systematic process for identifying and detailing resources (individual skills and organisational resources) and strengths in a community.
Community	A group of people whose association is defined by a common residential location, shared common interests, or common identify.
Community Development	Community development is a systematic approach to building social capital, sustainable communities, community networking, business and community partnerships.
Community Engagement	A broad range of interactions with people within the community to involve them in decisions that affect them.
Community Plan	A Community Plan is a document that identifies the community aspirations. It identifies and describes the community's immediate and futuristic needs to guide planning and development.
Community Wellbeing	The social, economic, environmental, cultural and political conditions which maximise the potential for individuals, communities and societies to flourish and fulfil their potential.
Culture	Culture determines the practices and beliefs that become associated with a group and provides its distinctive identity such as language, gestures, customs and traditions that define values and organise social interactions, religious beliefs and rituals, and dress, art, and music to make symbolic and aesthetic expressions.
Learning Community	A learning community is a group of people who share common interests and who are actively engaged in learning together from each other.

Acknowledgement of Traditional Custodians

We, the Greater Shepparton City Council, acknowledge the traditional custodians of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

Message from the Mayor

Community development is fundamental to the future of our region. This framework provides a strategic approach to guide initiatives in the realms of social, economic and environmental development that will positively shape our future for the years to come.

The Community Development Framework strengthens Council's commitment to community centric consultation and planning. Development will fundamentally begin from community ideals and their immediate needs to produce better outcomes for our regions as determined by the community, for the community. The framework is designed to map out an approach for the future that will embed community development principles into all facets of Council business.

Focus areas in the framework apply contemporary approaches to community development with visioning and planning that is as interrelated as community life. It will guide the approach for the 'people' of our region, the 'places' they reside in, the way in which they 'participate' in life and the 'partnerships' at all levels of government and within industry to work together to ensure a sustainable community.

In the development of the framework Greater Shepparton City Council has reinforced its commitment to community consultation to ensure the way forward is a true reflection of the needs and priorities of our community. During review of the document you will identify a holistic approach to building social capital within our region.

Community development is the cornerstone to creating our region, I encourage every resident to become actively involved within their neighbourhoods and broadly across the community to contribute to the planning and development of a region we all want to live in.



Cr Geoff Dobson



Executive Summary

Highlights of the Community Development Framework

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for Greater Shepparton. Community development principles are premised on the basis that we can positively shape our future through connected efforts and sharing responsibility between individuals, organisations, businesses and all levels of government.

Why a Community Development Approach?

Local governments throughout Australia are facing common dilemmas. Resources are not keeping pace with increasingly complex social issues, especially when government at both state and federal levels are devolving more responsibilities than money. Facilitating the environment for participative democracy assists Council to proactively address these challenges in a partnership approach with communities, community organisations, local businesses and other tiers of government.

Greater Shepparton City Council views strong communities as having a sustainable mix of assets (economic, human, built, natural and cultural) and strong governance that maximises the equitable use of those assets. The key benefit of a partnership approach between Council and community is that it provides Council with the opportunity to develop a clear understanding of how the people in the community think, what they see as important and the capacity to effectively align corporate and community priorities. Community development approaches achieve this within a framework that is transparent and accountable and provides a mandate for action.

Greater Shepparton City Council's Approach to Community Development

Greater Shepparton City Council aims to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace the diversity of our community. This framework is intrinsically linked to Council's vision and strategic direction for the Greater Shepparton community and reflects the corporate values of Greater Shepparton City Council.

This community development framework is underpinned by a contemporary approach that aims to inspire vibrant communities, building on their inherent strengths to increase social connectedness and community involvement in local governance, giving more people the opportunity to have a say, and actively participate in shaping the community in which they live. Council believes the achievement of an engaged and participative community requires a strategic approach, with four key focus areas; People, Place, Participation and Partnerships. It should be noted that these four key focus areas are intrinsically linked and interrelated.

What do we hope to achieve?

Through the adoption of a 'leading edge' and best-practice strategic approach to community strengthening, Council aims to create sustainable, vibrant and connected communities where people want to live, work and recreate....now and into the future.

Community Development Framework Overview

Focus Area 1: People

Providing opportunities that promote an active, accessible, and inclusive community that provides social, economic, educational, sporting, recreational and cultural opportunities for families and individuals to ensure they feel connected, safe and supported within the community.

- Strong, diverse and inclusive community
- Honouring and celebrating our cultural heritage and identity
- Foster community safety
- Support community driven initiatives
- Support community leadership

Focus Area 2: Place

Support local area development that creates liveable gathering places for people to meet and engage in work, social or recreational activities, be they towns, neighbourhoods or the city centre.

- Engendering and build a sense of pride and belonging
- Fostering active, healthy and connected communities
- Dynamic services, facilities and events

Focus Area 3: Participation

Developing responsive consultation and engagement that facilitates and enables community to be active in decision making processes both locally and more broadly, regarding issues that affect them in the realms of environment, social health and economic prosperity.

- Supporting community participation in decision making through best practice community engagement
- Establish learning communities
- Community participation and recognition
- Sustainable community groups

Focus Area 4: Partnerships

Development of leading edge partnerships between all levels of government, the private and not for profit sectors that deliver innovative solutions to complex needs and issues in conjunction with the community.

- Strong regional relationships and partnerships
- Integrated approaches across sectors
- Effective advocacy on behalf of the community



“Every single person has capacities, abilities and gifts. Living a good life depends on whether those capacities can be used, abilities expressed and gifts given” - John McKnight

Introduction

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for Greater Shepparton. Community development principles are premised on the basis that we can positively shape our future through connected efforts and sharing responsibility with individuals, organisations, businesses and all levels of government.

At the heart of Greater Shepparton are the people who make up our community. Greater Shepparton's population is diverse, rich in culture, faith and tradition and this diversity adds to the vibrancy of our community. The region is home to up to 50 cultural groups today with a large Indigenous and multicultural population. Further, there are newly emerging communities that provide great opportunity for Greater Shepparton to position itself as a regional 'culture capital'. Community development unifies the unique aspects and diversity of the region, harnessing the parts to create a whole community that is strong, united and vibrant into the future.

A major focus of Council's business is delivering facilities and services to promote and support good health and wellbeing, create stronger, engaged and connected community and promote active community involvement in civic life. The extent to which people interact, form relationships, engage in work, learning and community activity, from talking to their neighbours, through to attending an event, is directly related to health and wellbeing

Council aims to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace the diversity of our community. This framework aims to achieve an actively engaged community that is intrinsically linked to Council's vision and strategic direction for the Greater Shepparton community and reflects the corporate values of Greater Shepparton City Council.

This framework is strategically designed to:

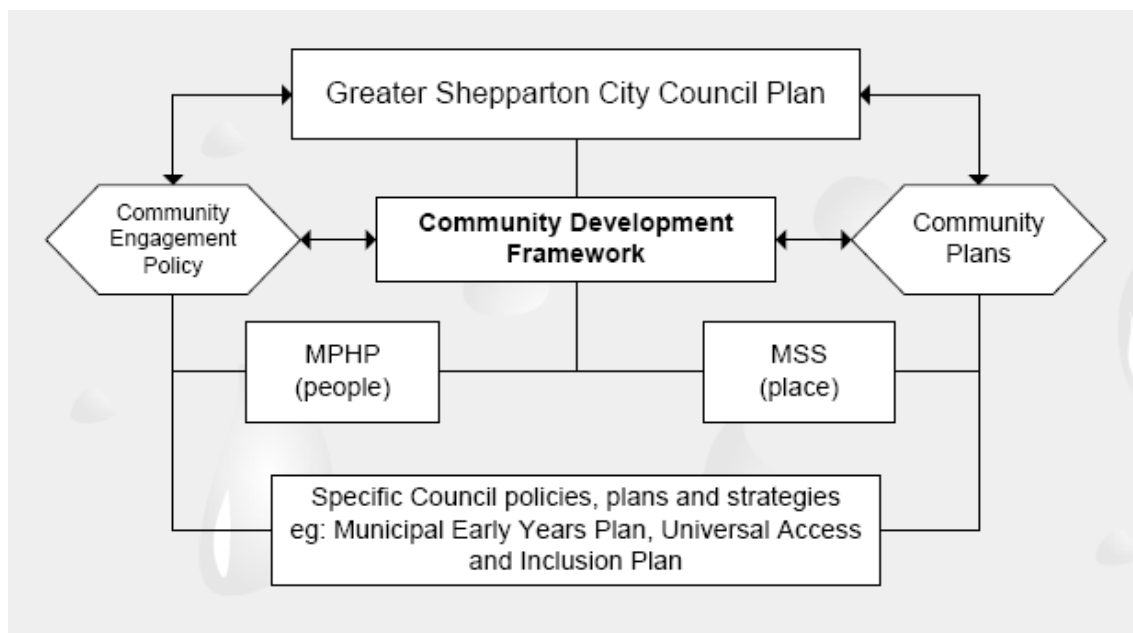
- Build social capital with an emphasis on wellbeing, connectivity, participation, inclusivity and resilience.
- Enhance neighbourhood and community environmental character that promotes civic pride and activity.
- Support a healthy economy that preserves the balance between economic and social outcomes to achieve positive 'community capital'.
- Develop partnerships across all sectors to maximise effectiveness toward initiatives.

Alignment to Council Plans and Policy

The Community Development Framework is aligned to Council's purpose to build strong, active, confident and resilient communities in order to improve liveability and community life. At the local level, the policy context for the Council is outlined in its Council Plan. This is summarised in Greater Shepparton's vision statement and further articulated in its strategic objectives, specifically the theme of Community Life. This strategic objective aims to enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities and a greater range of community services, in order to improve liveability

The Community Development Framework is one of a number of community planning strategies and frameworks including; The Community Engagement Strategy, Municipal Public Health Plan, the Community Plans Policy and the Municipal Strategic Statement. The framework is designed to map out an approach for the future that will embed community development principles in the way Greater Shepparton City Council engages with our community across all facets of Council business. This framework forms a starting point for Greater Shepparton City Council where further consultation and decision-making can be planned and implemented. It is intended that the framework will be evaluated and reviewed after a 12 month implementation phase to identify and refine future directions in partnership with the community.

The following diagram maps a policy hierarchy to provide a framework for thinking about how other strategic and policy documents fit into community development and community engagement planning. Council policies and strategies make up the third level of the hierarchy.



Community Engagement Strategy

Greater Shepparton City Council's *Community Engagement Strategy* recognises the importance of community input in developing and delivering better services. The strategy enhances the involvement of community, community based agencies and local business in Council's decision making processes so that decisions will be more likely to reflect community issues and interest and ensure well thought through solutions.

Municipal Public Health Plan

Council's *Municipal Public Health Plan* adopts contemporary thinking about health and wellbeing to shape a broader municipal approach to strengthening communities and supporting residents to achieve and sustain a high standard of health and wellbeing. This plan includes a focus on social inclusion and community participation, recognition that building a sense of belonging is an important contributor to personal and community health and wellbeing outcomes.

Community Plans Policy

The Community Plans Policy recognises that within municipalities there are usually a number of locations/townships around which communities develop, all with their own local characteristics and hence different priorities and needs. Through the development of community plans for locations and townships in the municipality, communities are empowered to develop a vision and position on issues which can input into Council and other service providers' decision making processes.

Community plans are a tool for community consultation and engagement as they provide a means for residents of a location to identify key issues, preferred actions, priorities and a vision for their future which promotes increased pride, skill development, ownership and responsibility for their own community. The concept of developing community plans provides a mechanism through which communities can have input into Council and other bodies' provision of funds, facilities and services in their locality as well as broader planning and policy.

Municipal Strategic Statement

Greater Shepparton's *Municipal Strategic Statement* contained within the Greater Shepparton Planning Scheme aims to ensure that services and facilities maintain relevance to local community needs by being located in prominent, accessible locations that are flexible, multi-purpose shared facilities that accommodate and service a wide range of users.

What is Community Development?

Community development is a conceptual approach to increase the connectedness, active engagement and partnerships among members of the community, community groups and organisations in order to enhance Council's community social, economic and environmental (natural and built) objectives. It is a blend of 'bottom up' action that is driven by community in partnership with 'top down' resourcing, facilitation and coordination by local government.

A community development approach is based on the belief that there is real and intrinsic value in having strong, resilient individuals, community groups and organisations. Community development that builds and strengthens capacity is composed of a range of elements, which combine in different ways, according to the local context.

The elements of strong communities include:

- civic participation and pride
- mechanisms for community input
- mechanisms to develop strong and effective relationships built on trust and respect
- mechanisms for the distribution of community influence
- skills and access to resources
- sense of community and social cohesion and engagement
- social and inter-organisational networks
- community values and history

Defining Communities

There are many types of communities that can be identified by: place, identity, transient, workplace, spatial/virtual and interest. Communities are built through networks. Community networks are connections established around a common interest or place like school, the workplace, sporting club or community organisation. Some community networks link people to social institutions where they can join in decision making. Communities are important because they;

- are where people live, play, work and meet both physically and virtually
- are where children grow up and make friends
- shape people's identities and sense of belonging and provide the security and freedom to shape their futures
- are places of learning and decisions about people's lives and environment
- provide the opportunity/medium for people to seek support and advice
- provide a place to contribute
- encourage network building to foster relationships that help people feel happier, healthier and improve their lives.

Council Involvement in Community Development

Greater Shepparton City Council has a close connection with its community and is ideally situated to know and understand their needs in order to provide leadership and coordination in community development. Council's connection to our community is evidenced in:

- the range of cultural, recreational and human services that we provide
- the leadership and stewardship to the community we serve
- our key role in facilitating the environment for participative democracy

Council sees strong communities as having a sustainable mix of assets (economic, human, built, natural and cultural) and strong governance that maximises the equitable use of those assets. The key benefit of a partnership approach between Council and community is that it provides Council with the opportunity to develop a clear understanding of how the people in the community think, what they see as important and the capacity to effectively align corporate and community priorities. Community development approaches achieve this within a framework that is transparent and accountable and provides a mandate for action.

Why does Community Development matter?

Community development matters because it focuses on social participation and the benefits this creates for individuals and communities. Research demonstrates the potential that relatively simple forms of social participation such as volunteering or group membership have in creating improved health and wellbeing outcomes.

Community development matters because improved individual health and wellbeing, enhanced skills, a sense of belonging and the opportunity for participation are the foundations to increasing community involvement in local governance, giving more people the opportunity to have a say in shaping the community in which they live.

Section 1: Councils' Strategic Approach to Community Development

Greater Shepparton City Council is committed to community development and this framework has been developed to provide a 'leading edge' and best-practice strategic approach to community strengthening. This will require an internal culture that enables and drives community engagement and participation, supports the development of community partnerships and the development of a vibrant region where people want to live, work and play.

Greater Shepparton City Council will support and encourage involvement of the community in shaping the development of our society, environment and economic sustainability. In conjunction and collaboration with the community, Council will deliver a range of programs, services, processes, infrastructure and initiatives that collectively strengthen the community from within, reflecting and harnessing the diverse nature of our community.

The Community Development Framework is underpinned by contemporary approaches aimed at inspiring vibrant communities. Council believes the achievement of an engaged and participative community requires a strategic approach, with four key focus areas. It should be noted that these four key focus areas are intrinsically linked and interrelated.

Priority Focus Areas

- a. People: Community strengthening and support
- b. Place: Local area development
- c. Participation: Community involvement and civic participation
- d. Partnerships: Building strong and authentic relationships

Focus Area 1: People



“Diversity is the one true thing we all have in common.

Celebrate it every day.” - Unknown

Strategic Focus Area 1: People

Providing opportunities that promote an active, accessible, and inclusive community that provides social, economic, educational, sporting, recreational and cultural opportunities for families and individuals to ensure they feel connected, safe and supported within the community.

The focus on 'people' highlights the importance Greater Shepparton City Council places on quality of life for individuals within our community and the optimal environment required for positive health and wellbeing outcomes. The following objectives are contained within the key strategic focus area 'People'.

- Strong, diverse and inclusive community
- Honouring and celebrating our cultural heritage and identity
- Foster community safety
- Support community driven initiatives
- Support community leadership

Strong Diverse and Inclusive Community

People have strong connections to family, friends and/or the wider community and diversity is valued and embraced. People of all ages, stages, backgrounds and abilities are celebrated because the richness of diversity is valued and respected by all.

Honouring and Celebrating Greater Shepparton's Cultural Heritage and Identity

Embrace our rich legacy and cultural tapestry represented through artistic and cultural expression within our community, engendering a sense of pride and connection and as a significant and intrinsic influence on the regions sense of identity.

Community Leadership

Community leaders actively supporting and working with each other, organisations and businesses and Council to plan and improve the community, knowing their actions and collective approach is essential to our community.

Community Safety and Amenity

Making our Greater Shepparton communities' safe places to live, learn, work and play.

In the next four years we will:



Promote an equitable and inclusive community where all ages, stages, backgrounds, preferences and abilities are valued



Establish a matched grants program to support community and neighbourhood initiatives



Support local community groups and associations and encourage emerging leaders



Embrace our cultural tapestry and promote expression through arts and events



Provide leadership, support and direction toward a safer community



Provide regional opportunities for Council integration to address key local issues



Promote active citizenship by increasing community safety and the city's image

Measuring Success

Council strategic indicators:

- Percentage of people who feel safe in Greater Shepparton
- Percentage of people who feel they 'belong' in Greater Shepparton
- Percentage uptake in the Neighbourhood Matching Fund grants and other Council grants programs

State Government Local Government Annual Survey - Indicators of Community Strength

- Community Attitudes Indicators
- Networks and Strong Governance Indicators
 - Ability to get help when needed
 - Participation
 - Community Attitudes
- State Government Community Satisfaction Indices (CSI)
 - Strengthened CSI rating for Health and Human Services

Focus Area 2: Place



“Powerful communities create a place for everyone's gifts - there are no strangers” - Mary Nelson

Strategic Focus Area 2: Place

Support local area development that creates liveable gathering places for people to meet and engage in social or recreational activities, be they towns, neighbourhoods or the city centre.

Cities and towns are complex places. Greater Shepparton needs places for people to meet and engage in social or recreational activities. These gathering places (neighbourhoods and towns) are conducive to social connectedness and important for the health and wellbeing of our community. The quality of these gathering places, their location, accessibility and intended use are all important considerations. The design and future development is central to the future growth of Greater Shepparton as a liveable and connected community dynamic and responsive local services and facilities.

To be vibrant, dynamic and active, Greater Shepparton City Council requires not just economic capital but social capital. Social capital refers to the capacity of people to come together to create community and to collectively respond to issues within their community. Bringing people together at the neighbourhood/town level through shared interests, projects and community planning is critical to building community. The key strategic elements for 'place' development include:

- Engendering and build a sense of pride and belonging
- support healthy and connected communities
- dynamic services, facilities and events
- foster active communities

Engendering and build a sense of pride and belonging

Council will continue to facilitate pride in the city through support and show casing of local festivals and events, by initiating community recognition programs and working with local people on community capacity building projects.

Supporting active, healthy and connected communities

To enjoy health and wellbeing, people need strong connections to family, friends and the wider community. Such connections support the development of mutual trust, shared values and more cohesive communities.

Dynamic services, facilities and events

Council will advocate for and support the development of services and resources for people of all ages, genders, abilities, cultures and household types in Greater Shepparton. This involves planning, developing and delivering appropriate services and resources in partnership with the community, community based agencies, other levels of government and local businesses. Council will improve the opportunities for groups to meet in safe, inviting and welcoming community facilities and meeting places.

Foster active communities

The importance of a healthy lifestyle, including regular physical activity in optimising health and wellbeing is well established. Council is committed to providing assessable, safe and

appealing public gathering spaces for sport, recreations and community activities. This includes passive spaces such as parks and playgrounds as well as reserves for active sport, bike paths and walking tracks.

With these initiatives and programs, it is important to appreciate that the process of bringing together a community/neighbourhood/township is as important as the project itself. The development and strengthening of relationships at a local level is vital in the quest to improve the health, wellbeing and sustainability of a community.

In the next four years we will:



Establish local area planning initiatives that strengthen connections, transitions and access to services whilst planning for growth and change



Work in partnership to develop sustainable health focussed recreational opportunities, community gathering places and open spaces (passive and active)



Continue to work with community to ensure Greater Shepparton retains and builds vibrant and attractive places with a sympathetic balance between the built and natural environment to support and strengthen our local identity



Engage community, community leaders and other key stakeholders to participate in the development, and review of community plans



Planning, protection and enhancement of the diverse range of heritage aspects found in Greater Shepparton (e.g. architecture, natural environment, landscapes, places and artefacts)

Measuring Success

Council strategic indicators

- Percentage utilising Council run public spaces and places
- Attendances at Council provided aquatic centres
- Number utilising Council facilities and services which promote health and wellbeing

State Government Local Government Annual Survey - Indicators of Community Strength

- Community Attitudes Indicators
- Networks and Strong Governance Indicators
 - Ability to get help when needed
 - Participation

- Community Attitudes
- State Government Community Satisfaction Indices (CSI)
- Strengthened CSI rating for Council's Recreational Facilities

Focus Area 3: Participation



**“Every community has more potential resources than any one person knows”
-Mike Green**

Strategic Focus Area 3: Participation

Promoting best practice and responsive consultation and engagement to guide Council decision making to enable community to be active in decision making processes both locally and more broadly, regarding issues that affect them in the realms of environment, social health and economic prosperity.

The opportunity to participate and experience a sense of belonging in community life is a fundamental right for all people. It builds on the recognition of building community or social capital, the value our community places on achieving social connection. Socially included communities remove barriers and build relationships that promote participation, volunteerism, active participatory democracy and involvement in community life. Greater Shepparton strives to be a city that values diversity and actively promotes and enables the participation of all residents in the life of the community.

Greater Shepparton City Council recognises that expertise exists within our community, and is committed to developing an active and engaged community. We will work to be a Council that consults and listens to its community and encourages involvement and decision-making. Community has a vital role in collaboratively working with Council to achieve the objectives of the Council Plan. Council will ensure that we are ready to respond to and meet the community's needs through the following key elements for 'participation':

- supporting community participation in decision making through best practice community engagement
- establish learning communities (shared)
- civic participation and recognition
- sustainable community groups

Support community involvement in decision making

Council will work towards the best interests of the people within Greater Shepparton through leadership and good governance. Council will demonstrate leadership in community participation, strategic planning, and advocacy to other levels of government and accountability to the Greater Shepparton community. Council acknowledges the expertise within our community and will develop partnerships that allow for ownership and joint decision making.

Contemporary and inclusive mechanisms of engagement and participation are adopted by Council to ensure that genuine community democratic participation drives and informs decision making.

Establish Learning Communities

Promoting community participation in lifelong learning opportunities to encourage shared knowledge, cultural growth and learning across generations and all sectors of the community.

Civic Participation and Recognition

Volunteers provide governance structures and human resource support for a wide range of community, educational, environmental and sporting groups and endeavours within Greater

Shepparton. Encouraging an increased level of participation in community life and promote the benefits of active citizenship and democracy are seen as important initiatives to enhance the wellbeing and connectivity of our community.

Sustainable community groups

Council will offer guidance and encouragement to committees of volunteer-based community service organisations to provide these critical services within local communities. Council will support where appropriate local residents, community groups and businesses that provide initiatives that encourage an increased level of participation in community life.

In the next four years we will:



Support the implementation of best practice community development and engagement processes and ensure that these are incorporated across all of Council's business activities



Support the development of a diverse range of volunteer opportunities to foster community participation



Provide broad opportunities for community contribution to Council planning and decision making



Develop diverse and locally based educational and learning opportunities in partnership with community providers



Provide opportunities to celebrate partnerships that contribute to social harmony, pride in diversity and increase social connectedness



Support the development of sustainable and independent community management and governance structures



Establish structured mechanisms for community contribution through the establishment of community reference groups and neighbourhood bodies

Measuring Success

Council strategic indicators

- Number of volunteer hours per capita
- Percentage believing Council represents their interests
- Percentage believing that Council consults and partners effectively

State Government Local Government Annual Survey - Indicators of Community Strength

- Community Attitudes Indicators
- Networks and Strong Governance Indicators

- Ability to get help when needed
- Participation
- Community Attitudes
- State Government Community Satisfaction Indices (CSI)
 - Strengthened CSI rating for Council's engagement in decision making
 - Strengthened CSI rating for Council's advocacy and community representation

Focus Area 4: Partnerships



**“Our success has really been based on partnerships from the very beginning”
– Bill Gates**

Strategic Focus Area 4: Partnerships

Development of leading edge partnerships between levels of government, the private and not for profit sectors that deliver innovative solutions to complex needs and issues in conjunction with the community

Greater Shepparton City Council is committed to the development of leading edge partnerships between levels of government and the private and not-for-profit sectors that deliver innovative solutions to complex community issues. Council will develop partnerships and strengthen relationships to ensure that projects and plans for the environment, social health, and economic prosperity reflect the needs of the community.

In all activities, Council will operate in a way that builds and illustrates a strong and beneficial relationship with its community that is based on openness, trust and respect. It is based on a thorough understanding of the community's needs, aspirations and values, and partners with stakeholders to achieve the best outcomes.

Further, Council will provide good governance through supporting community partnerships, advocating on their behalf and keeping the best interests of the community as the main motivating factor. The key elements in 'partnerships' include:

- strong regional relationships and partnerships
- integrated approaches across sectors
- effective advocacy on behalf of the community

Strong relationships and partnerships

In all activities, Council operates in a way that builds and illustrates a strong and beneficial relationship with its community, between organisations, other tiers of government and across key industry sectors.

Integrated approaches across sectors

Council is committed to working with community based agencies and other tiers of government to foster service integration across agencies and jurisdictions to proactively address community issues.

Effective advocacy

One of the key governance functions is to advocate on behalf of the community on a range of issues of importance. By representing the interests of the community in a range of forums, we have the capacity to attract additional resources to the municipality and resolve complex issues that affect the liveability of the city. This framework embraces the concept of collaborative partnerships across various sectors, organisations, governments and interest groups to facilitate effective advocacy and representation of community issues.

In the next four years we will:



Work with community agencies to build social capital in specific hubs of Greater Shepparton such as neighbourhood houses, community centres and education authorities



Lead and advocate on key issues of local, regional and wider importance to represent the best interests of the Greater Shepparton community



Work in partnership with community agencies to coordinate efforts to strengthen service delivery outcomes for the community



Develop quality partnerships with major funding bodies and peak services to attract funding to address local issues



Supporting partnerships with Greater Shepparton's traditional owners, based on ongoing recognition, respect and celebration



Enhance and strengthen partnerships that build community capacity and social capital such as church bodies, community support and outreach agencies, charitable organisations, sporting groups and social networks

Measuring Success

Council strategic indicators:

- Percentage believing Council represents their interests
- Percentage believing that Council consults and partners effectively

State Government Local Government Annual Survey - Indicators of Community Strength

- Community Attitudes Indicators
- Networks and Strong Governance Indicators
 - Ability to get help when needed
 - Participation
 - Community Attitudes
- State Government Community Satisfaction Indices (CSI)
 - Strengthened CSI rating for Council's engagement in decision making

Section 2: Operational Delivery – Making it Happen



"Great cities don't just happen. They are the product of imagination, leadership, hard work and constant adjustment".

-Clover Moore, Lord Mayor, City of Sydney

Section 2: Operational Delivery

Greater Shepparton City Council accepts that to be a leading edge, best practice organisation, committed to the future of the region, will require a strong culture that enables and drives community engagement and participation and strives to continually move towards excellence. To this aim, Council will embed a collaborative style of leadership with the community. A leadership style that values supports and facilitates community participation to develop and achieve Council objectives. Furthermore, Council commits that the skills and culture of our workforce will operate as a microcosm of the way we work with the community.

Linkages

The successful implementation of the Community Development Framework and delivery of the action plan requires a collaborative approach involving Council staff across the organisation. The framework is broad and highlights activities from planning, to advocacy, to service delivery which will bring together stakeholders from the community, Council, business, industry, tourism sector, developers and investors.

Within Council the following branches and teams are key contributors in delivering this framework:

- Aged and Children Services
- Assets
- Building Services
- Business Support and Property
- Communications and Community Engagement
- Corporate Planning
- Culture and Community Strengthening
- Customer Service and Rates
- Economic Development
- Emergency Management
- Engineering Projects
- Information Services
- Leisure
- Library
- Arts and Heritage
- Major Events and Promotions
- Operations
- Organisational Development
- Governance
- Performing Arts and Conventions
- Planning and Development
- Recreation and Parks
- Shepparton Arts Gallery
- Sustainability and Environment
- Tourism
- Waste Management

Methodologies

Asset Based Community Development

This Community Development Framework is underpinned by an Asset Based Community Development approach aimed at inspiring vibrant communities through adopting strength based ways of working with community.

Asset-Based Community Development (ABCD) is at the centre of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, ABCD draws upon existing community strengths to build stronger, more sustainable communities for the future.

The ABCD approach to community development is based on the principles of:

- Appreciating and mobilizing individual and community talents, skills and assets (rather than focusing on problems and needs).
- Community-driven development rather than development driven by external agencies.
- Mapping the capacities and assets of individuals, associations and local institutions.
- Building a community vision and plan.

The following model sets out the key interrelationships and interdependencies in the ABCD approach. Along the bottom are the four dimensions of community empowerment that should be built into any community development activity, whether with groups of interest and identity, or with communities of place. The centre of the diagram represents the context in which change takes place.

Council works in collaboration with the community, other organisations and levels of government in its efforts to achieve the best outcomes for the community. This partnership approach is crucial to the success of the Community Development Framework in order to achieve the outcomes of:

- *Sustainability* - the long-term viability of the community
- *Liveability* - the community satisfaction and wellbeing
- *Equitability* - ensuring access, inclusion and community safety



ABCD Model Sourced from: www.proveandimprove.org

What are the Outcomes of Community Development?

Strong and healthy communities are built through active engagement and participation at local and broader city levels. The benefits generated by community participation and engagement in decision making processes include improved health and wellbeing, creating a safer place through reduced crime, stronger educational outcomes and improved community facilities and amenity.

The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to achieving:

- **A vibrant, healthy community:** a strong vibrant community whose members are healthy, have a sense of wellbeing, are connected to others and have access to a range of services and facilities.
- **A great quality of life:** An active and engaged community that engenders pride in Greater Shepparton's past present and future and marks Greater Shepparton as the place to live, work, recreate and visit.
- **A culturally diverse, rich and inclusive community:** an inclusive community celebrating and participating in cultural and recreational activity and allows for all people to participate in a rich community life.
- **A learning organisation and community:** making education and learning a vital component of our organisations and community's future.
- **An accessible community:** a community which has effective, efficient access and safety.
- **A community that protects and enhances the environment:** a community which values environmental sustainability and works in partnership with others to ensure continued sustainable development.

- **A well planned community:** an effectively planned community which has a mix of recreational, residential, industrial and natural environs to ensure our infrastructure meets community needs now and into the future.
- **A prosperous community:** a healthy economy that preserves the balance between economic and social outcomes to achieve positive 'community capital'.

Resourcing: Tools and Supports Mechanisms

Supporting Community Development in Greater Shepparton

Framework	<ul style="list-style-type: none"> • Principles & strategic focus • Action Plan
E-Workbook	<ul style="list-style-type: none"> • Consultation and engagement templates • Community Development Projects • Project concept briefs • Checklists
Resources	<ul style="list-style-type: none"> • Central register • Library • Staff Champions • Existing networks • Training opportunities

Three elements will support the implementation of the frameworks as follows:

Community Development Framework

The Community Development Framework includes a set of principles to guide Council activities and an action plan to implement and embed community development practices and achieve Council and community outcomes.

E-Workbook

An online workbook to provide a number of templates, checklists and links to assist in the development of a project plan including:

- designing and planning
- preparing and organising

- implementation
- providing feedback and follow-up including reporting to Council
- evaluation

Resources

The following suite of resources to be developed to support community development activities including consultation and engagement:

- A central register which records details of community development and consultation activity, (existing and planned) across the organisation and feedback on consultations and projects undertaken.
- A library of documents (hard and soft copies) including best practice in community development and consultation strategies; legislation; research and theory; and meeting the needs of different communities eg: business, youth.
- Staff 'champions' within each department of Council who are trained and experienced in community development and community consultation and who can provide advice and support to fellow staff.
- Details of community networks and groups that may assist or be involved in community development and consultation activities.

Section 3: Translating Vision into Action



“Unless commitment is made there are only promises and hopes, but no plans” -Peter Drucker

Section 3: Making it Happen

Improving community connectivity, well-being and safety is a complex and long-term process. Council will work in collaboration with the community, other organisations and levels of government in its efforts to achieve the best outcomes for the local area. This partnership approach is crucial to the success of the Greater Shepparton Community Development framework to foster a vibrant, connected and engaged community.

Council is committed to ensure that all business activities and services as enunciated in Greater Shepparton City Council's Council Plan 2001 – 2013, and departmental and branch plans will adopt the principles and practice methodologies as articulated in the Greater Shepparton City Council Community Development Framework. This will ensure connectivity between our plans and strategies as we work together with our community to build stronger and more sustainable communities for the future.

Further to these actions and to progress the Council's vision for a sustainable and vibrant community, there are a number of key community development initiatives that will be implemented including (but not limited to) the following:

- The development and implementation of a *Neighbourhood Matching Fund* grants program to increase the spirit of neighbourliness and support the development of community driven activities and projects at a neighbourhood level. The primary focus of the neighbourhood matching funds program is for people within neighbourhoods/towns uniting and sharing capacity to make a positive improvement in their local community. The concept of matched funding allows Council to support the community whilst also empowering communities to become stronger in the future.
- The development of a cross-organisational team of *Community Development Champions* to support community development approaches and community engagement to ensure and embed a coordinated approach to community participation and decision making.
- Identify potential for increased use of existing learning facilities through joint and shared use arrangements. Partner with schools communities and educators about the concept of community-use and voluntary support to provide after-hours learning programs, with the aim to develop a pilot in one school community and promote schools as active community places.
- Investigate the feasibility (including resource implications) of the establishment of community based community service centres. Regional service centres would act as local portals for districts to decentralise information and communication from the city based civic centre. Further, this initiative would lead and support the development of neighbourhoods within the municipality and act as a fundamental connection between community and the Council.
- Increase volunteer awareness and participation through the promotion of a diverse range of volunteer options and community and business activities including volunteer and neighbour appreciation celebrations to foster and build community participation and engagement.