



Community Development Strategy

2017-2021



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Introduction

The purpose of this strategy is to provide a framework to inform decision makers, City officers, residents and other stakeholders about the expectations for community development activity within the City of Armadale in line with the City's Strategic Community Plan (SCP). The strategy is a four year plan aligned to the SCP and community aspirations containing high level objectives. It contains measures to identify progress in delivering programs and projects targeted to meet these objectives.

In any community there are competing interests, needs and expectations requiring ongoing attention. There are also community and individual skills, assets, resources and services available to the community. The challenge for local government is to identify and prioritise which of these needs/gaps should be addressed, what assets are strengthened, who will be responsible, what will it cost and where the resources will come from.

To assist in this process the City of Armadale has developed a Community Development Strategy which will:

- Define and explain the concept of community development;
- Clarify the role of the City in regards to community development;
- Provide clear direction for the City; and
- Inform decision making about priorities for community development initiatives.

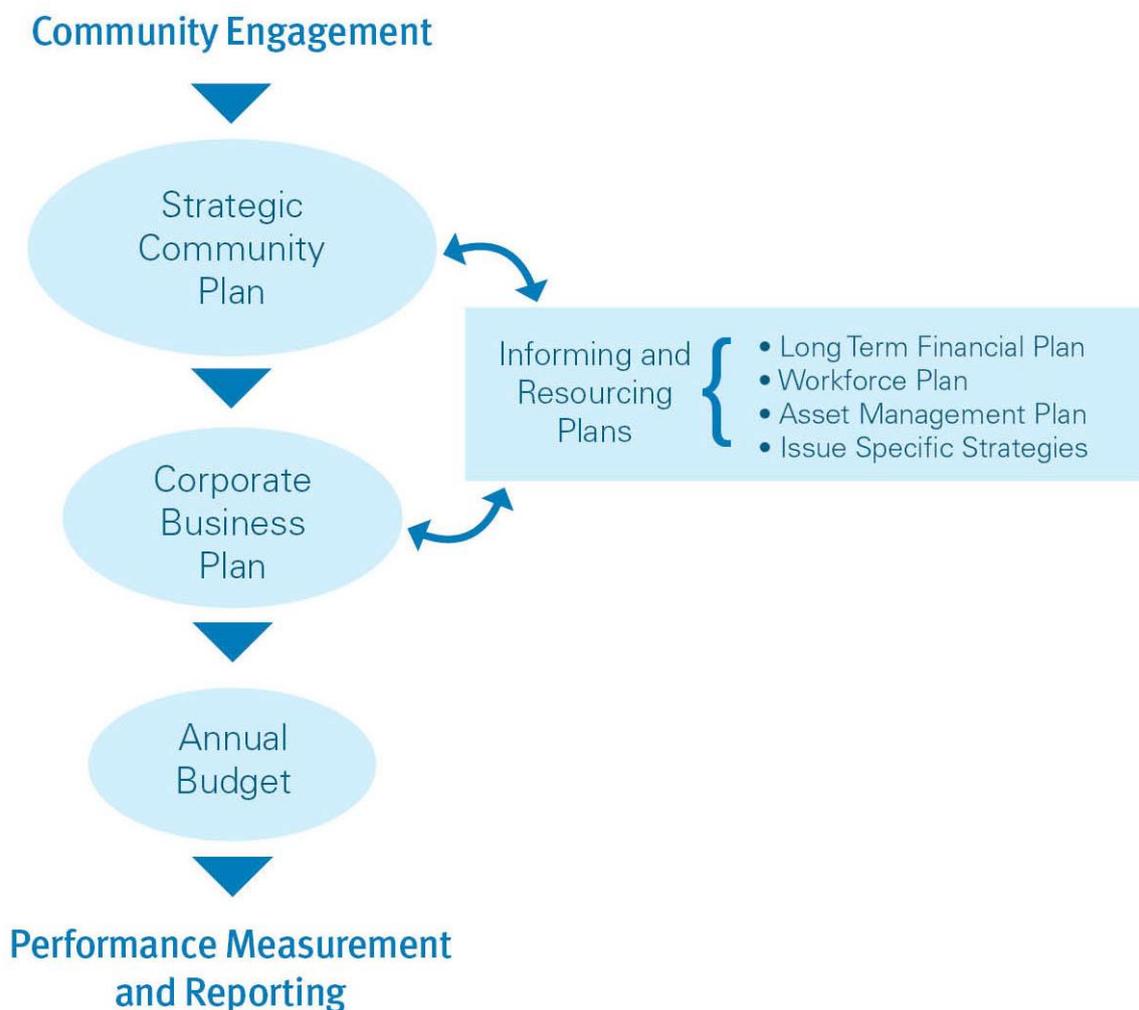


Context

The City of Armadale has an overarching Strategic Community Plan (SCP) which provides the vision for all work undertaken within the City. The key outcomes within the SCP are reflected in the following:

1. Community
 - 1.1. A strong sense of community spirit
 - 1.2. Active community life that is safe and healthy
 - 1.3. The community has the services and facilities it needs
 - 1.4. The community is engaged and understood

Resourcing strategies such as the Long Term Financial Plan, the Workforce Plan and Asset Management Plan inform the Corporate Business Plan (CBP) and translate the aspirations of the community into measurable performance outcomes and policies.



Other informing strategies are also important to clarify how the business of the City is to be delivered. These include a Disability Access and Inclusion Plan, Events Strategy, Armadale City Centre Activation Plan, Public Art Strategy and a Public Health and Wellbeing Plan. There is no current Community Development Strategy to guide the delivery of services to existing and emerging communities.

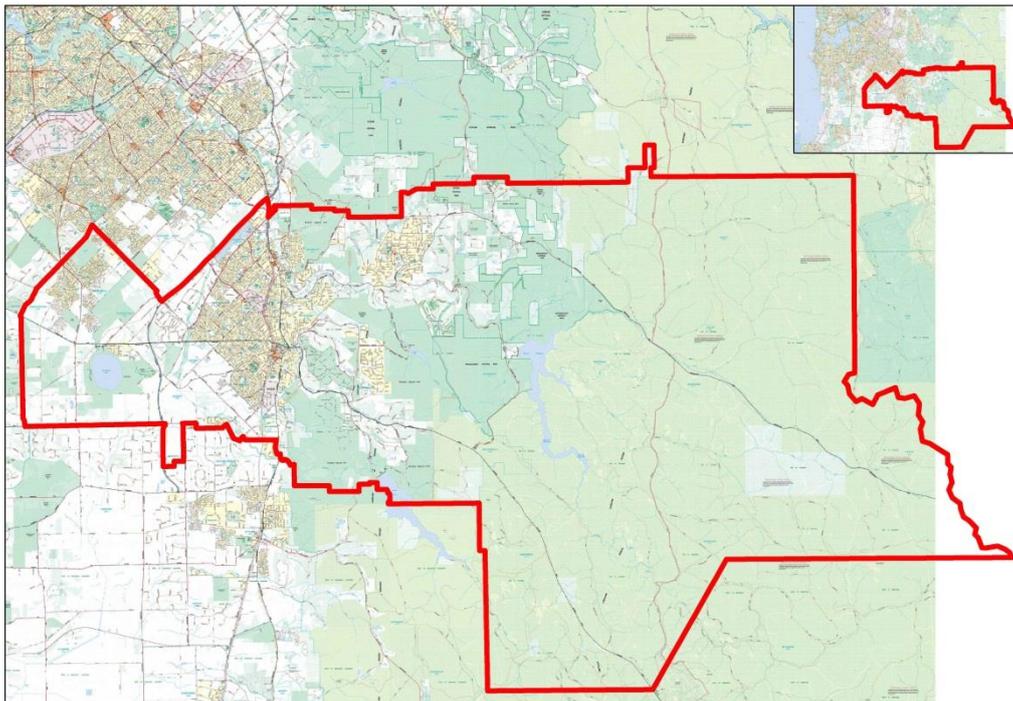
In developing the SCP the Department of Local Government and Communities encourages local governments to engage with “hard to reach” groups – those whose voices are not usually heard. These same voices are those that community development seeks to assist in growing equal participation in existing and emerging communities. The ongoing monitoring of civic needs is complemented by measures and data collected by other agencies to provide a social planning approach to shared service planning and outcomes.

The government of Western Australia also has strategic documents which guide the development or reinvigoration of residential areas. These include the Liveable Neighbourhoods Policy, Directions 2013 and Beyond, and Perth and Peel at 3.5million.

Critically, Armadale as a Regional Activity Centre has been identified as an area of significant growth and infrastructure investment. The availability of affordable land has driven the creation of new housing subdivisions that will ultimately house half the City’s population. The education and employment needs of this population have a high priority in order to reduce travel times and improve quality of life.

Background

The City of Armadale is located about 30km from the CBD in Perth’s south-east and covers an area of 560km². The City includes suburbs such as Kelmscott, Roleystone, Mt Nasura, Armadale and Seville Grove, along with new neighbourhoods in Harrisdale, Piara Waters, Haynes and Hilbert.



The City of Armadale has grown from a historic country town on the fringe of the Perth metropolitan area, to an important regional activity centre for surrounding growth areas including Byford and other areas within the Shire of Serpentine Jarrahdale. As a consequence there is still a rural character to the area which is highly valued by the community. The population is younger on average than the wider metropolitan area reflecting many young families who have established homes in the area, but with pockets of older populations close to services and facilities in well-established suburbs.

Armadale has a higher than average population of Aboriginal and Torres Strait Islander people and plays an important role in service provision to this demographic. The population is also becoming more diverse as new migrants are attracted to the quality and affordability of housing in new suburbs.

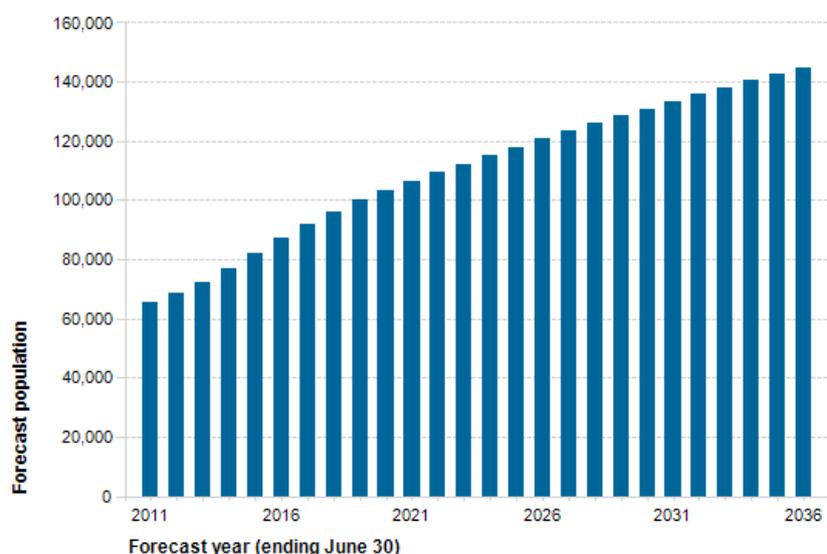
There are significant health concerns of the current population and include smoking, obesity, low levels of physical activity and alcohol abuse. The Australian Early Development Census has identified areas of vulnerability in young children in more than one measure in Armadale suburbs. Levels of concern about mental health, domestic violence and appropriate care of children is high and reflected in local police statistics and foster care/guardianship arrangements. The Socio-Economic Indexes for Areas (SEIFA); a measure of relative advantage/disadvantage, was improving for Armadale at last measure in 2011, but is still lower than the Perth metropolitan average.

The City's population is expected to double in the next 15 years and this will drive significant changes in infrastructure delivery and expectations. Matching the availability and quality of facilities and services between new and existing suburbs will be a challenge for the Council. Increased diversity will also require new and improved communication channels to ensure all sectors of the population remain informed and able to access information.

The City has an estimated population of 87,000, which is likely to increase to 144,000 by 2031, with 30% of residents born overseas and 10% from countries where English is not the first language.

Forecast population

City of Armadale



Population and household forecasts, 2011 to 2036, prepared by .id, August 2015.



It is important the City of Armadale takes steps to not only manage this growth but be proactive in working with the community to maintain our prosperity while retaining diversity in opportunity for people to live, learn, work and relax.

Based on the community engagement conducted during the 'Growing Armadale' campaign to inform the City's Strategic Community Plan, the City has set out a vision for the future and captured the community's aspirations and values.

The community engagement conducted sought to hear from “hard to reach” groups who might otherwise find it difficult to make their voices heard. This engagement included focus groups, in-depth interviews and over 3,000 people responded to an online and postcard survey.

Target groups included young people, new residents, young families, youth, older people, people from different cultural backgrounds, people with a disability and their carers as well as business owners and local service providers. All residents were encouraged to contribute through an online survey, postcards at City service outlets and a staff team with computer tablets who attended shopping facilities, public events and programs to encourage participation.

The input provided by the public during this consultation process has been used to help guide the Community Development Strategy and identify community development opportunities which will in turn ‘add value and be valued’ by the community.

Additional to this, the City conducted workshops with Councillors and key community groups and stakeholders, to gain their feedback on key focus areas as well as their input in prioritising actions. This feedback helped shape and prioritise strategic actions.

The multiple forms of community engagement, which informed the Community Development Strategy is outlined below.



What is Community?

A strong, connected community is something all localities strive to achieve. This may involve a community which has sound networks, shares common goals and values, is supportive of cultural expression and diversity, cares for its people and provides opportunities for residents to be involved in decisions which affect their lives.

The term community is broadly used to define groups of people, whether they be stakeholders, interest groups or loosely connected individuals with a joint interest. There are three main types of communities, including:

- Community of place: a group of people connected by a region or location.
- Community of interest: a group of people connected by a shared interest.
- Community of affiliation: a group of people connected by an affiliated profession or connected through family and friends.

Within the City of Armadale there are many types of communities, including residential neighbourhoods, sporting clubs, online groups and communities of interest. As a result, there is a complex web of populations, all having their own communication networks and affiliations. This should be recognised when planning and developing community development initiatives within the City.

What is Community Development?

Community development is the key to building a connected, healthy and safe community. When a community is reliant upon others for their own development, they may become indifferent and the level of civic wellbeing reduces.

Community development is the process which empowers the public to take collective responsibility for their own development. This involves providing the community with the necessary skills, networks and resources to realise common goals and develop community owned solutions.

It is important to note that through the process of community development the community builds a stronger sense of kinship and a 'can do' attitude. This results in a stronger capacity to work together and deliver community initiatives.



Our approach to Community Development

The City of Armadale is committed to community development and this plan has been developed to provide a 'leading edge approach' to working together with our neighbourhoods to create opportunities for the improved wellbeing of our residents.

The City of Armadale plays an important role in contributing to the physical, mental and social capacity of our community by responding to the unique needs of our diverse population and places. This will be achieved by listening and learning from our constituents and building strong partnerships with community groups, business, non-government agencies and other spheres of government.

At the City of Armadale community development is a shared responsibility and processes are integrated throughout the whole organisation. All areas of Council when working with community members, community groups or organisations can build capacity or enhance wellbeing.

This may be achieved by:

- Community Engagement – involving people in decision making;
- Advocacy – representing the issues and interests of the community to various levels of government;
- Capacity Building: building the skills, knowledge and networks of and with the community; and
- Access and Inclusion – removing barriers to participation in civic and community life.

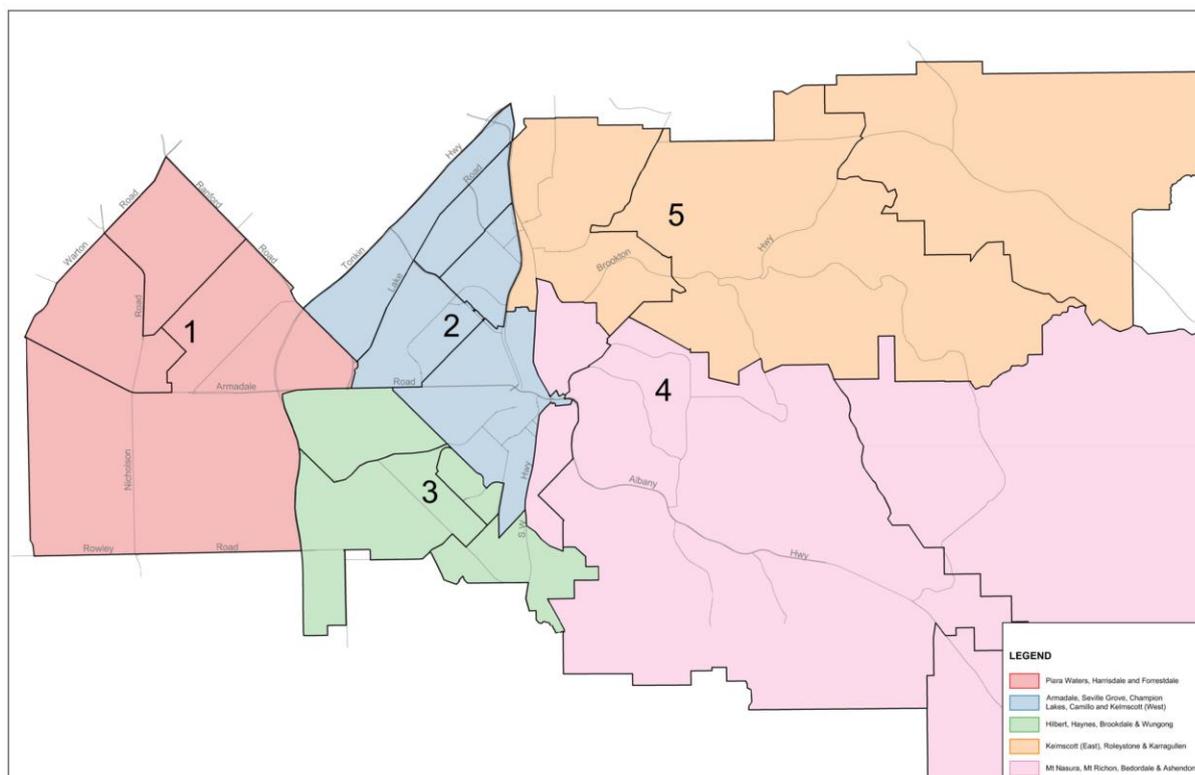


Place Focussed Approach

The City of Armadale is a large local government area, with numerous communities which have diverse demographics, community assets and culture. Each of these communities has its own unique needs and aspirations, which can provide challenges for the City to manage.

If you ask a community member where they live, they will respond with Roleystone or Piara Waters, rather than the City of Armadale. They are focussed on the needs of their immediate community. It is for this reason the City is taking a local approach to community development delivery, which is tailored to regional needs.

The Place focussed approach to be implemented will assign a group of suburbs to a Community Development Officer (please see below).



Each Community Development Officer will develop an intimate knowledge of their place area to identify community priorities, ensure the City is delivering integrated services to meet community need and be the first point of contact for new and emerging groups in their place area.

This approach ensures that there is an understanding of the community realities of each place area and the City can be responsive to changing community expectations. This approach will provide improved customer satisfaction, promote a positive perception of the City, and achieve targeted local results and more efficient use of resources.

Partnership Approach

The City takes a pro-active approach in developing partnership to meet the needs of our diverse community. This partnership approach includes partnering with state government, non-government, private sector and local community group to deliver services tailored to needs of our community. This may include community programs, events, community facilities and service delivery. An identified challenge however is to realise a more coordinated approach on more complex issues, such as support for vulnerable families or addressing youth crime and anti-social behaviour.

The City's approach in these matters is not to provide services directly in this area, however it can play a key leadership role in bringing agencies together to ensure a more coordinated

and effective approach is taken. This approach ensures that the City is aware of priority issues for community groups and can assist in advocating for funding and additional services where gaps exist.

Vision

The City of Armadale aims to build a safe, healthy and connected community through the facilitation of partnerships to deliver community programs and services.

Key Focus Areas

The Community Development Strategy is based upon four issue specific key focus areas.

- Places and spaces;
- Partnerships;
- Community Engagement; and
- Capacity Building.

The key focus areas identified in the strategy aim to provide a focus on specific needs which have an impact across the whole community (Children, Families, Youth and Seniors). This approach will enable the City to take a whole of community approach in delivering community outcomes, rather than focussing on one segment of the community.

Each key focus area will have an overall objective which the City will work towards in partnership with the community and key stakeholders. The plan will also outline background information for each objective, community feedback identified from the community stakeholder forum and identify priority actions.



FOCUS AREA 1: Places and Spaces

Objective: The City of Armadale provides a range of places and spaces where the community can come together and interact. These are safe places, providing diverse opportunities and reflecting each unique location.

Background

The City of Armadale provides a range of places and spaces through its capital works activities and sets standards for the provision and management of places and spaces by others.

The City is currently experiencing large population growth, changing demography and cultural mix as well as diverse suburb mix and heritage values, which mean different expectations in space delivery and management across City of Armadale locality.

All local governments are required to have a Disability Access and Inclusion Plan (DAIP) to improve access and inclusion for people with a disability to facilities, services, and community life. With a population of 90,000 and with one person in five people having a disability, the City of Armadale is committed to ensuring access to all public spaces and places.

Current situation

The City offers many shared spaces - offering people opportunities to interact with people they otherwise wouldn't have. Memorial Park with the playground and Jull Street Mall with Music in the Mall are both good examples of this.

Planning for new suburbs and subdivisions aligns with the requirements of the State Government's Liveable Neighbourhoods policy. This policy dictates the quantity but not the quality of public open space delivered. The City enters into partnerships with shopping

centres, developers and others to activate spaces and maximise the value of these shared spaces.

Existing social hubs in the community are largely centred in shopping facilities, which is why City libraries and other well regarded facilities have been centrally co-located in these destinations.

Feedback from 'Growing Armadale' suggests that the community is concerned with the lack of youth spaces, but local parks are highly regarded. Safety in public spaces is a high concern for many in our community, therefore new spaces need to be planned with crime prevention in mind. Incorporating Crime Prevention Through Environmental Design (CPTED) is integral to helping to improve safety outcomes.

The City's current 'Disability Access and Inclusion Plan 2016 - 2020' was endorsed by Council 10 October 2016. The City is also actively working towards adopting an Age-Friendly Framework for the City of Armadale.

Challenges

- Negative perceptions of safety in the heart of Armadale and impact on the appropriate use of these spaces.
- Facilities and spaces not designed for older adults or the services required.
- Public transport connections to community spaces are not always available or frequent.
- Updating current spaces without losing the heritage feel of Armadale.
- Asset Management of the City's facilities and spaces are a financial challenge.
- There is a diversity of spaces from new suburbs of Piara Waters, Harrisdale and Haynes to the existing suburbs.
- Some places and spaces are currently quite isolated and detached from regional facilities in Armadale.

Opportunities

- Creating community hubs with good transport connections.
- Group similar services opportunities together, using a hub and spoke model especially when planning new facilities.
- Ensuring future facilities are multipurpose and flexible.
- Creating age-friendly and dementia-friendly communities to encourage safe interaction in public spaces and places as well as ageing in place.
- Include creative ideas to invigorate spaces utilising art.
- Collaborate with community groups with proactive memberships who may volunteer.
- Planning spaces for multiple uses e.g play space that allows for parents to meet and connect and have the opportunity to learn about family services and parenting.

Community Priorities

- Focus on spaces and integrated programs for young people.
- Activate spaces and places with community activities.
- Increased promotion and improved communication.
- Continual improvement of community places and spaces.

Our Response

The City of Armadale will respond to the current challenges with our places and spaces by implementing the following priority actions

PRIORITY ACTIONS
Provide input into future planning of community facilities and service provision.
Investigate and review places and spaces for young people.
Investigate and review places and spaces for children and families.
Deliver, facilitate and promote community activities within key community hubs.
Deliver major community events in key locations within the City.
Deliver public art commissions outlined in the City's Public Art Strategy.
Facilitate and promote community safety projects in community hubs.
Investigate and implement an Age Friendly Community Strategy relevant to places and spaces.
Implement the City's Disability Access and Inclusion Plan relevant to places and spaces.



FOCUS AREA 2: Partnerships

Objective: The City of Armadale works with others to ensure that the needs of the community are appropriately met.

Background

The City believes that facilitating partnerships is critical to the way that we do our work, ensures long term financial sustainability and includes outsourcing work to local organisations. This is a whole of community approach ensuring that everyone has a stake in the outcomes.

The City has a strong track record of facilitating partnerships with organisations and agencies to provide services, events and programs. In addition the City provides financial assistance to a wide variety of community organisations to facilitate improved service delivery at the local level. Equal partnerships are being forged through Memoranda of Understanding and facilitation of use of facilities and City services.

Current situation

The City's Financial Assistance policy currently provides more than \$100,000 annually to not-for-profit groups offering direct service delivery to the community. Memoranda of Understanding have been developed to facilitate increased and appropriate use of City facilities.

Community Development Officers sit on various regional committees and taskforces. Their role is to assist in planning for the future and providing advice with local knowledge and a local government perspective to ensure that our residents receive appropriate services.

One of the key outcomes of the 'Growing Armadale' community engagement was value for money in the rates levied.

The Community Development Team identifies value for money opportunities by delivering services in partnership with other agencies to reduce the impact on City rates. These partnerships are supported with advocacy to government for increased access to infrastructure and services locally.

The City of Armadale creates shared spaces for other agencies to co-work within the City – the Champion Centre and Armadale Arena are examples of this approach – and builds relationships with agencies to create long term trust and respect.

Challenges

- Ensuring each partner is clear in what the outcomes should be.
- Communication is kept open and regular.
- To obtain cross organisational buy in.
- Lack of community knowledge of current partnerships.
- Maintaining partnerships with so many organisations requiring assistance.

Opportunities

- Working in partnerships means that the workload and costs are shared which allows quality programs to be produced in the time required.
- A wider community can be reached.
- Expertise from different parties is brought to the table.
- Sponsorship & grants may become available that individual partners are not eligible for in isolation.
- Increase acknowledgement and public awareness of financial assistance to not-for-profit groups.
- Acknowledge the partnerships we already have and promote the partnership to the broader community.
- Promote the work of community partners on our website, especially for new residents to the City of Armadale.

Community Priorities

- Facilitate partnerships to reduce duplication of services and activities.
- Attract funding for essential services and activities.
- Provide officer support.

Our Response

The City of Armadale will respond to the current challenges with forming community partnerships by implementing the following priority actions.

PRIORITY ACTIONS
Facilitate partnerships with key cultural and community groups.
Maintain and develop community safety partnerships and projects.
Facilitate and support partnerships to deliver services for youth, seniors, children and families.
Attract sponsorship and funding of community activities and events
Increase marketing and communication to promote strategic partnerships.
Facilitate and support partnerships which celebrate arts and culture.
Facilitate connections and partnerships between groups to reduce duplication



FOCUS AREA 3: Community Engagement

Objective: The City of Armadale actively seeks to hear and understand the needs of the community.

Background

The City conducts major community engagement initiatives associated with the review of the Strategic Community Plan every 2 – 4 years. Biennially a Customer Perceptions Survey is undertaken to measure how the community feels about key services and issues.

Within the Community Development Team we engage in accessible and inclusive ways about new program opportunities, gaps in service delivery and feedback on performance. This is driven largely by individual officers within their own program areas – cultural development, positive ageing, early years, etc.

There is regular engagement between groups and individuals with City staff as well as formal consultation on specific projects/programs.

Current situation

Currently, a project is being undertaken across the City of Armadale to improve the diversity and frequency of consultation. This will provide revised expectations of how the City more consistently engage with the community and the Community Development Team is expected to take a leadership role.

Formal training of champions in the team and development of an annual calendar of consultation opportunities will be undertaken to guide engagement in the coming years.

The introduction of a place-based approach in community development delivery will also ensure more regular, ongoing engagement and development of relationships in local communities.

Street Meet'n'Greets are a great example of this approach. The success of 'Growing Armadale' as a community engagement initiative can be credited in part to our in-house knowledge of the City's demography and how to access the "hard to reach" groups within our community.

Challenges

- Cross organisational involvement.
- To engage with people from a range of cultural backgrounds and hard to reach sections of the community.
- Limited formal consultations have taken place in the past which provides challenges in accessing baseline data to compare with.
- Managing expectations as a result of consultation/engagement.
- Matching style and tools of consultation to the issues and localities.
- Collating and interpreting data and ensuring central/reliable access by all.
- Consistency and quality of community engagement.

Opportunities

- Building the City's reputation for quality engagement and reliable feedback.
- Ongoing feedback and engagement via the website and social media.
- Generic feedback cards for events and activities.
- Greater community involvement with programs and major events.

Community Priorities

- Improved communication and feedback on engagement.
- Varied opportunities for engagement including online, hard copy and in person.
- Talk more frequently with community i.e events, newsletters, workshops etc.

Our Response

The City of Armadale will respond to the current challenges of community engagement by implementing the following priority actions.

PRIORITY ACTIONS

Develop and implement the City's Community Engagement Framework.

Implement a place approach to ongoing engagement with the community.

Implement Aboriginal engagement strategies through ATSIAG and relationships at the Champion Centre.

Facilitate engagement opportunities through key major events.

Facilitate small localised engagement opportunities (e.g. Street Meet n Greets).



FOCUS AREA 4: Capacity Building

Objective: The City of Armadale helps to grow self-sufficient and interdependent community groups.

Background

In the past the City has supported and encouraged small emerging groups to establish and develop community programs and services.

The City supports groups in building local knowledge and skills to enable them to be self-sufficient. This may include access to information, networking opportunities and accessing funding.

Current situation

The City provides extensive support to community groups through its range of community programs. City staff provide local knowledge to inform planning by groups, assisting with volunteer training and establishing networks for mutual support.

The City has also implemented a range of community initiatives, which support local groups.

These initiatives have included implementing an annual calendar of community group workshops. The topics covered include attracting external funding, governance, insurance, event management and volunteer management.

The City has also developed a Community Development E-Newsletter titled 'Community Chat'. The newsletter provides information to community groups

on funding opportunities, upcoming events, community interest stories and allows community groups to promote their activities.

The Champion Centre is also a critical hub for the Aboriginal and Torres Strait Islander community, offering assistance in practical ways such as providing meeting places and fostering social networks to improve mutual support.

Challenges

- Cultural barriers i.e. language, behaviours.
- Effective promotion of what is occurring throughout the City of Armadale.
- Linking groups with similar interests in different geographic locations.
- Growing interest in community initiatives – such as community gardens and men's sheds.
- Limited resources, knowledge and skills of community groups.

Opportunities

- Community partners able to list information on our website-links or promotion of their programs.
- To implement place based approach to better connect groups and activities.
- Facilitating local place based events and focus groups.
- Facilitate local groups to access other funding sources.
- Support community to implement community owned initiatives and solutions

Community Priorities

- Facilitate community connections.
- Build and share community skills.
- Provide and attract funding for initiatives.

Our Response

The City of Armadale will respond to the current challenges of capacity building by implementing the following priority actions.

PRIORITY ACTIONS
Deliver the City's Financial Assistance Program.
Facilitate and support local volunteering opportunities.
Deliver and facilitate community group networking opportunities.
Provide information sharing opportunities for the community.
Positively promote and communicate achievements within the community.

Achievement Measures and Evaluation Framework

The evaluation of community development programs is a challenge due to the relationship building process of community development and the long term nature of increasing levels of community wellbeing. To evaluate the community development program, the City has developed an Evaluation Framework influenced by the Results Based Accountability model.

The Framework aims to measure 3 key aspects;

- How much are we doing;
- How well we do it; and
- Is anyone better off.

This allows for measuring a combination of the quantity and quality of work conducted by the Community Development team, as well as the outcomes in relation to effort and effect. These measures focus on measuring the key areas of:

- 1) Community connectedness which includes developing networks and increasing community participation to benefit both the individual and the community; and
- 2) Capacity building which includes developing knowledge, confidence and skills that benefit both the individual and the community.

The table overleaf explains the measurement that will be applied to the priority actions of the Community Development Strategy. The City will regularly provide updates on progress of delivering the Strategy and meeting the identified achievement measures through the information bulletin.

Community Development Evaluation Framework Matrix

	Quantity	Quality
Effort	<p>How much do we do?</p> <ul style="list-style-type: none"> • # of priority actions implemented • # of participants in CD activities • # of groups engaged in CD activities • # of partnerships 	<p>How well do we do it?</p> <ul style="list-style-type: none"> • % of clients satisfied or very satisfied with activities • # of partnerships projects supported
Effect	<p>Is anyone better off?</p> <ul style="list-style-type: none"> • # of participants report service helped them connect/participate in community life (connectedness) • # of participants report an increase in skill, knowledge and awareness (capacity) 	<p>Is anyone better off?</p> <ul style="list-style-type: none"> • % of participants report an increase in skill, knowledge and awareness (capacity) • % of participants report service helped them connect/participate in community life 3 months post activity (connectedness) • % of participants report value of skill, knowledge and awareness 3 months post activity (capacity) • Impact Stories



Implementation Plan

The priority actions identified within the *Community Development Strategy 2017 – 2021* are aligned with the current Strategic Community Plan (SCP). To outline how the priority actions will deliver on the City's strategic priorities, the following table has been developed. The table provides a 'direct line of sight' from strategy to delivery.

OUTCOME	STRATEGY	PRIORITY ACTION	16/17	17/18	18/19	19/20	
1.1 A strong sense of community spirit.	1.1.1 Provide opportunities to connect individuals to each other and the wider community.	Deliver, facilitate and promote community activities within key community hubs.	❖	❖	❖	❖	
		Deliver and facilitate community group networking opportunities.	❖	❖	❖	❖	
	1.1.2 Build interdependent and resilient community groups.	Deliver the City's Financial Assistance Program.	❖	❖	❖	❖	
		Facilitate and support local volunteering opportunities.	❖	❖	❖	❖	
	1.1.3 Value and celebrate our diversity and heritage.	Facilitate partnerships with key cultural and community groups.	❖	❖	❖	❖	
		Facilitate and support partnerships which celebrate arts and culture.	❖	❖	❖	❖	
	1.1.4 Foster local pride.	Deliver public art commissions outlined in the City's Public Art Strategy.	❖	❖		❖	
		Deliver major community events in key locations throughout the City.	❖	❖	❖	❖	
	1.2 Active community life that is safe and healthy.	1.2.1 Recognise, value and support for everyone.	Implement the City's Disability Access and Inclusion Plan relevant to places and spaces.	❖	❖	❖	❖
			Investigate and implement an Age Friendly Community Strategy relevant to places and spaces.		❖	❖	❖
		1.2.2 Provide opportunities to improve health outcomes for everyone.	Deliver Health and Wellbeing Plan initiatives relevant to Community Development.	❖	❖	❖	❖
			1.2.3 Encourage initiatives to improve perceptions of safety.	Facilitate and promote community safety projects in community hubs.	❖	❖	❖
	Maintain and develop community safety partnerships and projects.	❖		❖	❖	❖	
1.3 The community has the services and facilities it needs.	1.3.1 Plan for services and facilities in existing and emerging communities.	Provide input into future planning of community facilities and service provision.	❖	❖	❖	❖	
		Investigate and review places and spaces for young people.	❖	❖			
		Investigate and review places and spaces for children and families.	❖	❖			
	1.3.2 Deliver services.	Facilitate and support partnerships to deliver services for youth, seniors, children and families.	❖	❖	❖	❖	
		1.3.3 Advocate and share responsibility for service delivery.	Attract sponsorship and funding of community activities and events.	❖	❖	❖	❖
	Facilitate connections and partnerships between groups to reduce duplication.		❖	❖	❖	❖	
	Increase marketing and communication to promote strategic partnerships.		❖	❖	❖	❖	
	1.3.4 Promote services and facilities available in the community.	Positively promote and communicate achievements within the community.	❖	❖	❖	❖	
	1.4 The community is engaged and understood.	1.4.1 Consult the community in diverse ways.	Develop and implement the City's Community Engagement Framework.		❖	❖	❖
			Implement a place approach to ongoing engagement with the community.		❖	❖	❖
Implement Aboriginal engagement strategies through ATSIAG and relationships at the Champion Centre.			❖	❖	❖	❖	
Facilitate engagement opportunities through key major events.			❖	❖	❖	❖	
		Facilitate small localised engagement opportunities	❖	❖	❖	❖	
1.4.2 Identify our strengths, challenges and opportunities.		Provide information sharing opportunities for the community on current trends and research.	❖	❖	❖	❖	

Glossary of Terms

Community

Broadly used term to define groups of people, whether they be stakeholders, interest groups or connected individuals with a joint interest.

Community Capacity

Providing local groups with skills, information, knowledge and networks to develop strong, financially sustainable community groups.

Community Development

Community development is the process which empowers the community to take collective responsibility for their own development.

Community Development Plan

A community development plan is developed to provide direction for council's resources in establishing a strong and self-reliant community.

Community Facilities

Permanent structures or installations (such as community centres, playgrounds, public art) which support community development.

Community Participation

Refers to people becoming involved in activities which increase activation with others. It also offers the opportunity to become involved in civic decision making.

Community Strength

A measure of actions to improve community wellbeing, including improvements in health, safety and individual contributions to the community.

Council

The body of publicly elected officials (Councillors) that represent the community.

Key Stakeholders

Individuals or institutions that are expected to be important to achieving the Community Development Plan.

Self-Reliant Community

The community can operate without relying upon local government or state government support.

Social planning

Social planning involves planning for the needs and aspirations of people and communities and aims to enhance community wellbeing and effectiveness.

Placemaking

Placemaking strengthens the connection between people and the places they share, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

Partnerships

Working with others to achieve mutual interests and shared outcomes collaboratively.