



# Cockburn Community Development *Strategic Plan 2011-2014*



The Cockburn Community Development Strategic Plan provides the working framework for the Community Development Service Unit through the period 2011-2014.

## Contents

Executive Summary.....	4
Background.....	6
Cockburn Community Development Strategy 2003-2008 .....	6
Transition – 2008.....	7
Moving Forward – Research & Stakeholder Consultation.....	9
Mapping.....	9
Reviewing the Working Context .....	12
Considering a Generic Community Building Approach .....	14
Methodology.....	16
Key Findings - Planning and Implementation.....	18
The Big Picture .....	18
Vision.....	18
Mission .....	18
Objectives .....	18
From Objectives to Strategies.....	19
Themes to Strategies.....	20
Actions – Planning for Community Outcomes.....	22
Community Dialogues – Action Ideas.....	22
Program Delivery for Community Outcomes.....	32
Key Recommendations .....	49
Community Engagement Officer.....	49
Venues for Not For Profit Organisations.....	50
References.....	51
Appendices .....	52

## Acknowledgements

The City of Cockburn Community Development Service Unit would like to thank all not-for-profit organisation representatives and volunteers who participated in the research phase of the unit's strategic planning. They contributed both their time and valuable insights into the operations of not-for-profit organisations. The unit would also like to thank all City staff who contributed through the interview and workshop phase. The time and energy given from both organisation representatives and City staff was invaluable and contributed greatly to our understanding of the strengths, weaknesses, opportunities and challenges facing not-for-profit organisations in the City of Cockburn.

## Executive Summary

The Cockburn Community Development Strategy (CCDS) was initiated in 2003, with a series of suburb-based action plans developed to underpin project and program delivery for the period 2003-2008. The provision of community development initiatives revolved around suburb-based action plans to be delivered by the community and identification of City-wide projects to be delivered by the Community Development Service Unit. This approach, while successful in delivering City-wide projects and a number of community-driven projects, did not provide adequate scaffolding to assist in the delivery of the suburb actions plans and as result fell short on meeting community expectations generated through the 2003 action planning phase.

Following a review of the suburb action plans in 2008, the Community Development Service Unit identified three key factors impacting on the future of CCDS program delivery:

- (i) the changing organisational environment at the City of Cockburn;
- (ii) the changing nature of Community Development praxis; and
- (iii) the shifting State and Federal policy directions in the Community Services sector.

In 2009, the Community Development Service Unit developed a stakeholder consultation process for the purposes of a re-visioning of the CCDS. The goal was to involve key stakeholders in the planning of a future direction of the Cockburn Community Development Strategy.

Moving forward, the purpose of Cockburn Community Development Strategic Plan (2011-2014) is to provide a framework for the delivery of achievable and sustainable community development outcomes based on the core principles of supporting community capacity and community resilience.

The plan supports the City's Corporate Strategic Plan (2006-2016) with specific reference to delivering outcomes in the Life-styles and Aspirations strategic initiative area. The strategy recognises that community development operates across the City of Cockburn, encompassing service areas including: Human Services, Community Safety, Recreation & Culture, Communications, Environmental Services, Library Services and Health Services. As such, the assessment of community aspirations and needs is undertaken at multiple levels in a diversity of service areas. The strategy acknowledges these service areas also work to foster links within the community and between the community and Council. Therefore, the potential for overlap has been taken into consideration in the development of the Cockburn Community Development Strategic Plan (2011-2014).

What will distinguish the Community Development Service Unit from other service areas is a focus on generic community building, rather than a particular target group or particular issue. The unit will move away from the direct provision of services to a community capacity building approach. This can only be

achieved through the partnership of a wide range of stakeholders. The Cockburn Community Development Strategic Plan (2011-2014) will underpin the delivery of programs that support a vibrant community engagement culture at the City and facilitate an environment in which community partnerships flourish, volunteering thrives and not-for-profit organisations based in and servicing the Cockburn area grow in their capacity and ability to be resilient.

The purpose of the Cockburn Community Development Strategic Plan (2011-2014) is to:

- Clarify the Community Development Service Unit's Vision, Mission and Objectives moving forward;
- Outline the strategies identified to achieve the unit's mission;
- Present the findings of the community engagement process and the proposed program initiatives for the period 2011-2014;
- Identify useful and workable performance measures to evaluate the success of the programming;  
and
- Identify gap areas in Community Development as opportunities to add value to the portfolio of community development initiatives at the City of Cockburn.

# Background

## Cockburn Community Development Strategy 2003-2008

In 2003, the City of Cockburn identified the need to develop stronger relationships with the community and key community stakeholders. In May 2003, the City sourced funding through Alcoa Australia's "*Partnering Stronger Communities*" program to contribute to a City-wide consultation program. The program comprised:

- 15 Community Visioning Workshops – Community workshops to create a vision for each suburb;
- 11 Community Photographic Surveys – Local residents were provided with disposable cameras to identify 'likes' and 'dislikes' by suburb;
- 15 Shaping your Future Workshops – Community workshops to undertake a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis by suburb; and
- 15 Planning Your Future Workshops – Community Action Planning workshops by suburb.

Fifteen suburb-based Actions Plans were developed and presented to suburb groups for delivery of local projects. The process involved 44 community groups, more than 1500 individuals and the development of 15 Community Action Plans. The Alcoa Cockburn Community Projects Fund (a 50:50 contribution funding arrangement between the City and Alcoa Australia) was established to assist with the delivery of the action plan projects. As well as the Community Action Plans for delivery by the community, key themes emerged across all the workshops resulting in the development of City-wide initiatives for delivery by the Community Development Service Unit. These included:

### *Networking*

The City established and facilitated three key stakeholder networks:

- (i) Regional Community Development Group – a city-wide network of residents and community groups;
- (ii) Regional Parents Group – a city-wide network of Parents and Citizens/Parents and Friends groups; and
- (iii) Regional Seniors Group – a city-wide network of seniors groups.

### *Insurance Protection*

The City established and supported an Insurance Taskforce aimed at identifying a solution to provide public liability and personal accident insurance for residents associations and seniors groups operating in Cockburn. This resulted in the establishment of a fund to pay for insurance coverage for Cockburn residents and seniors groups, with other groups to be eligible to access insurance via membership of suburb-based residents groups.

### *Ongoing Cash Flow*

The City established and supported a Fundraising Taskforce for the purposes of developing projects to deliver long-term fundraising potential for participating groups. The Fundraising Taskforce initiated a number of projects to generate funds for participating groups, including the Cockburn Markets, Community Information Centre (mobile trailer) and sausage sizzles at City events.

### *Increased membership*

The City established and supported a Membership Taskforce convened to identify strategies that effect change in membership uptake of local groups. The Membership Taskforce developed and delivered the Very Important Volunteer Card program and Celebrating Volunteering advertorial campaign.

### *City-wide projects*

#### Public Artworks – Drive Thru Art Gallery

- Attracted over \$200,000 in funding to develop a large outdoor art gallery throughout the City of Cockburn.

#### Community Safety – Streets Alive: Reclaim the Streets

- A series of community walking events designed to bring the community closer together and make our streets safer.

#### Bi-Annual Inspirational Volunteer Awards

- A dinner event held every two years to acknowledge the City's inspirational volunteers.

#### Seniors Activities – Happening Seniors

- A series of monthly events and activities, advertising campaign and delivery of an Active Living Expo.

#### Grants & Donations Program

- Establishment of the Community Grants and Sustainable Events Grants delivering two rounds of grants per year.
- Alcoa Cockburn Community Projects Fund to assist with the delivery of Community Action Plans. Covering the period 2003-2008, the fund supported 28 community-driven projects, including Beeliam Nesting Box project, Youth Arts Festival, Southlake Primary School Leadership project, Sculpture Seating at Hamilton Hill, Cockburn Markets, Seniors Computer Training Centre, Aboriginal Dance Troupe, Harvest Lakes Meet the Neighbours Breakfast, Poore Grove Development Project, Tennis Court Resurfacing Bibra Lake, Shade Sails at Jubilee Park, and Coolbellup Grown Up Taggers.

## Transition – 2008

In 2008, the Community Development Service Unit undertook a period of review and consolidation as a result of a unit restructure.

<b>Areas Reviewed</b>	<b>Existing in 2008</b>	<b>Changes in 2009</b>
<i>Unit Restructure – Community Development Positions reviewed</i>	Community Development Coordinator Community Development Officer Community Development Projects Officer VRC Coordinator VRC Assistant	Community Development Coordinator Community Development Officer VRC Coordinator VRC Assistant Grants & Research Officer (20% contribution to Community Development Service Unit)
<i>2003 Community Action Plans reviewed</i>	Identified outstanding actions for completion in 2008/09.	Delivery of outstanding actions Closure of 2003 Action Plans
<i>Regional groups and taskforces reviewed</i>	Terms of Reference developed & adopted for: <ul style="list-style-type: none"> <li>• Regional Community Development Group (RCDG)</li> <li>• Fundraising Taskforce</li> <li>• Membership Taskforce</li> </ul> Regional Seniors Group handed over to new Seniors Service Officer (Human Services).	Regional Community Development Group To Cockburn Community Development Group <ul style="list-style-type: none"> <li>• Cockburn Community Signs Pilot initiated</li> <li>• Cockburn Community Bulletin initiated</li> <li>• Cockburn Community Portal initiated</li> </ul> Membership Taskforce – Disbanded Fundraising Taskforce – Revamp of the Cockburn Community Trailer Regional Parent Group To Cockburn Community Parents Group <ul style="list-style-type: none"> <li>• Group training opportunity introduced</li> <li>• Spotlight on our Schools initiated</li> </ul>
<i>Insurance program – Public Liability and Personal Accident cover reviewed</i>	Limited reach with restrictions on eligibility structure. Open to Residents Associations & Seniors Groups – with feeder groups eligible only under the auspice as a member group or sub-group of a Residents Association.	Restructured as the Cockburn Community Insurance Program. Aim to capture struggling and/or small groups without insurance. Eligibility criteria based on income & no opportunity to access insurance through other avenues – such as sector peak bodies.
<i>Inspirational Volunteer Awards</i>	Bi-annual awards dinner on 5 December – Thank A Volunteer Day.	Restructured as a family-friendly event aimed at embracing family and friends of volunteers

<i>reviewed</i>	Limited reach and barriers identified in the nomination process.	nominated by the public. Staff working with volunteers allocated three nominations each. Moved to an annual outdoor evening picnic event with entertainment for to grow a include broad representation of volunteers.
<i>Cockburn Volunteer Resource Centre Strategic Plan reviewed</i>	2006 Strategic Plan reviewed in conjunction with Department for Communities Funding Manager.	Development of a 2009 Action Plan for preparation of a new funding model for Volunteer Resource Centres (to be released by the Dept for Communities in 2010).
<i>Community Development Strategy Partnerships reviewed</i>	<p>Fremantle Ports – three-year partnership to conclude 2009.</p> <p>Dept for Child Protection - partnership to conclude 2008/2009.</p> <p>Cockburn Gazette – partnership to conclude in 2009.</p> <p>Alcoa Australia – five-year partnership to conclude end of calendar 2009.</p> <p>Dept for Communities – funding to conclude end of 2009/10.</p> <p>Meve – partnership with PRM Properties concluded 2007.</p>	<p><i>Fremantle Ports</i></p> <p>Partnership revised to an annual sponsorship arrangement - the Fremantle Ports Cockburn Community Projects Fund. Fund criteria retained but new application forms developed.</p> <p><i>Cockburn Gazette</i></p> <p>Partnership renewed on an annual basis.</p> <p><i>Alcoa Australia</i></p> <p>Partnership revised to an annual sponsorship arrangement to contribute to the Alcoa Cockburn Community Projects Fund. New criteria and applications form developed.</p> <p><i>Dept for Communities</i> – funding extended.</p> <p><i>Dpt for Child Protection</i> – not renewed.</p> <p><i>Meve</i> – not renewed.</p>
<i>Pilot Program initiated</i>	Established Supporting Community Initiatives program	Working with community groups on sourcing project grants/project management/delivery (Priority - outstanding 2003 Action Plan projects and sustainability for groups identified at risk of collapse).
<i>Pilot Program initiated</i>	Established Cockburn Community Training Events	Monthly training events to support group sustainability and up-skilling of not-for-profits based in or servicing the City of Cockburn.
<i>Stakeholder Review</i>	Undertook Mapping Analysis of not-for-profit organisations based in or servicing the City of Cockburn.	Development of a mailing list of 309 not-for-profit organisations as the base stakeholder group to involve in the future planning of the Cockburn Community Development Strategy.

# Moving Forward – Research & Stakeholder Consultation

## Mapping

### *Growing Cockburn*

The City of Cockburn is located in Perth's outer southern suburbs, approximately 25 km south of the Perth CBD. The area is comprised of residential, industrial and rural precincts, with retail and commercial developments at Bibra Lake & Cockburn Central. The area gained City status in 1979 and has undergone a sustained period of growth since the 1980s. The City has 21 suburbs stretching approximately 148 square kilometers, with local government borders touching Fremantle, Melville, Canning, Armadale and Kwinana. The City combines older suburb areas with newly developed suburbs at various stages in the suburb lifecycle. This contributes to a diverse community with varying aspirations and lifestyle goals. By 2011, the City's population is forecast to grow to 91,451 residents, with an expected increase of a further 36,437 residents by 2031.

### *Volunteering & Not-for-Profit Organisations in Cockburn*

#### *Volunteering*

For the purposes of this plan, volunteering is acknowledged as a broad and diverse area exhibiting the following characteristics:

- *“Volunteering is undertaken through free will and is of mutual benefit to both the volunteer and the community or recipient of the volunteer service.*
- *Formal volunteering activities are those undertaken through public, private and non-government and community organisations.*
- *Informal volunteering activities are undertaken outside of an organisation.*
- *Volunteers receive no personal financial gain (apart from reimbursement of expenses if appropriate).”*

(Dept for Communities, 2011, Vital Volunteering 2011-2016).

The current reference point for numbers on volunteering for the City of Cockburn is the 2006 Census of Population and Housing. The total population recorded at the 2006 Census was 74,472, with numbers relevant to formal volunteering reflected in the population aged 15 years and over.

Australian Bureau of Statistics (2006) Census of Population and Housing

Cockburn Population (aged 15 years and over)	
Total 58,510	Total - Participating in Voluntary Work 7,143 13.4% - as a percentage of people aged 15 years and over
Males 37,052	Males - Participating in Voluntary Work 2,927
Females 37,420	Females - Participating in Voluntary Work 4,216
Age Groups 15-24 years = 10,428 25-54 years = 33,470 55-64 years = 7,117 65 years and over = 7,495	Age Groups – Participating in Voluntary Work 15-24 years = 1087 or 10.42% of total 15-24 years 25-54 years = 4445 or 13.28% of total 25-54 years 55-64 years = 879 or 12.35% of total 55-64 years 65 years and over = 732 or 9.77% of total 65 years and over

According to *The Economic Value of Volunteering in Western Australia (2009)* volunteering was worth \$6.6 billion to the State economy in 2006 (Ironmonger, 2009). This figure was based on the contribution made by volunteers in terms of volunteering time, travel time and volunteering-associated costs, such as phone, printing, and so forth. The report estimates the average individual contribution per adult amounted to \$4,254 in 2006. In terms of hours contributed by WA volunteers, the average annual contribution was 134 hours per adult volunteer in the Perth Metropolitan Area. This equated to a total of number of volunteering hours equivalent to 146,000 full-time jobs in 2006.

Based on the State average annual contribution figure of 134 hours per adult and the 2006 census figures indicating a total number of 7,143 volunteers in Cockburn. It can be estimated that Cockburn volunteers contribute a total of 957,162 hours to the local economy. This figure represents an equivalent of 484.3 full-time equivalent (FTE) positions, keeping in mind some Cockburn volunteers would volunteer outside the City offset by non-Cockburn residents volunteering in Cockburn. To gauge the size of the volunteering contribution to Cockburn, the 484.3 volunteer FTE positions can be compared to the City of Cockburn's total employee base of approximately 380 FTE positions demonstrating the breadth and significance of volunteering to the social, cultural, environmental and economic wellbeing of the City.

### *Not-for-Profit Organisations*

For the purposes of this plan, the Australian Taxation Office defines a Not-for-Profit (NFP) organisation as:

*“A non-profit organisation is one which is not operating for the profit or gain of its individual members, whether these gains would have been direct or indirect. This applies both while the organisation is*

*operating and when it winds up. Any profit made by the organisation goes back into the operation of the organisation to carry out its purposes and is not distributed to any of its members”.* (ATO, 2011)

There are a diversity of NFPs, ranging from government bodies (for example: City of Cockburn) and large organisations (for example: Australian Red Cross) to small organisations operating with one paid staff member and volunteers, to volunteer-led groups. A majority of NFPs in Cockburn are volunteer-led groups, with the remainder combining staff and volunteers or maintaining paid staff only. In 2006-2007, the Australian not-for-profit sector was made up of 890,000 paid staff and 4.6 million formal volunteers (Productivity Commission, 2010).

To understand the NFP sector in Cockburn, a mapping exercise was undertaken in 2009 identifying a total of 309 not-for-profit organisations either based in the City of Cockburn or servicing the City. The 309 organisations represented the following categories:

1. Arts & Culture
2. Business & Professional
3. Community
4. Disability
5. Emergency Services
6. Environment & Conservation
7. Family & Children
8. Health & Wellbeing
9. Multicultural
10. Religious
11. Senior
12. Sports & Recreation
13. Support & Welfare

The role of the NFP sector in building communities is vital not only in terms of service delivery but in the building of social capital at a grass-roots level to underpin community health and wellbeing and facilitate participation at the local government level (Butler, 2005). Research undertaken in Victoria and Western Australia indicates that not-for-profit organisations build social capital by: (i) involving people at risk of exclusion in community activities and events; (ii) playing a key role in connecting local communities with government agencies; (iii) growing skills in the community; (iv) facilitating informal and formal social networks; (v) operating as an important source of local knowledge; (vi) encouraging local participation; and (vii) providing a space for innovation to address community needs (Healy et al, 2008, pp. 13-14; Wood et al, 2009, Our Community, 2003).

Robert Putnam, who popularised the concept of social capital, undertook a longitudinal study over a 20-year period demonstrating the value of NFPs whereby *“people learn to trust one another through face to face*

*interaction in associations and informal social networks; norms of trust and reciprocity spill over into society at large*” which enhances (i) individual capacity as a collective to facilitate cooperation and (ii) individual capacity as part of a decision-making collective contributing to civic participation at a broader level. (Putnam cited in Butler, 2005). Butler (2005) argues, with specific reference to local government in the Australian context, that building relationships of trust at the local level is essential to any form of civic/community cooperation and participation. Simply put - the development of relationships of trust between local government and the local community is crucial in facilitating effective community engagement, with NFPs playing a key role in scaffolding relationships between local government and the community. Furthermore, research indicates that NFPs are significant contributors to social capital in urban areas, as compared to local governments which are identified as the key contributor to community resilience and social capital in regional and rural areas (Healy et al, 2008). In this context, the argument can be made that healthy NFPs play an important role in a healthy, engaged community.

However, it is important to keep in mind that NFPs are complex, with both positive and negative attributes. A report produced by social enterprise group *Our Community* suggests that social capital is not an automatic product of community organisations. Without adequate support and resources social capital can dissipate. It is also highlighted that *“at their worst, community groups can be inward, exclusive, elitist, hierarchical and clogged up with the same old faces. They can be racist, sexist, ageist, able-bodyist, homophobic, and exclude new blood and new visions. These groups do not support the development of social capital, nor do they promote an authentic wellbeing that can be shared and celebrated”* (Our Community, 2003, p 8). This highlights the need to ensure appropriate frameworks are put in place when working with NFPs to ensure advice and tools provided operate to support the enhancement of social capital and community networks.

## **Reviewing the Working Context**

The Cockburn Community Development Strategic Plan (2011-2014) supports the City's Corporate Strategic Plan (2006-2016) with specific reference to delivering outcomes in the strategic initiative area:

### Strategic Initiative – Lifestyle and Aspiration Achievement

The general desire of the residents to maintain or improve their standard of living as it relates to the amenity of the City, the quality of its service provision and the value of their property.

#### *Lifestyle and Aspiration Achievement Activities*

The City's Community Development Strategy will be enhanced to foster stronger community links between community groups and Council. It will incorporate the Community Needs Survey being conducted every three years, as well as an enhanced Community Grants Program.

## Desired Effects – Long Term Goals

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- Achieve a strong sense of place and belonging – To have the residents of Cockburn proud of their City and active in all aspects of its life, growth and development.
- Ensure social diversity – To have made sure that Cockburn is appropriately planned and structured to accommodate social diversity.
- Maximise Community awareness of Council business – To have the Community fully aware of what the Council does, what it is planning to do and to understand how and why these things are happening.

### *Cockburn Community Development Strategy*

The City of Cockburn acknowledges that not-for-profit organisations and volunteers make an invaluable contribution in enabling the City to achieve its vision in ensuring Cockburn is the most attractive place to live, work and visit in the Perth metropolitan area. The City's vision and strategic initiatives underpin the relationship between the City's Corporate Strategic Plan and the Cockburn Community Development Strategic Plan (2011-2014).

The strategic plan recognises that community development operates across the City of Cockburn, encompassing service areas including: Human Services, Community Safety, Recreation & Culture, Communications, Environmental Services, Library Services and Health Services. As such, the assessment of community aspirations and needs is undertaken at multiple levels in a diversity of service areas. In considering the organisational context within which the Community Development Service Unit operates, the plan acknowledges that service areas across the City work to foster links within the community and between the community and Council. A further factor impacting on the Community Development Service Unit's strategic planning process was the identification in the City's Corporate Plan 2006-2016 for a Community Needs Survey every three years as part of the Community Development Strategy. The working context has shifted considerably since 2006, with the growth of Community Services and community development initiatives across the organisation – community needs assessments have been undertaken at different levels and by different service areas to engage with specific target groups or issue. As such, the delivery of a Community Needs Survey is no longer the responsibility of the Community Development Service Unit. Moving forward, the aim of the Community Development Service Unit is to complement and add value to the delivery of community development initiatives in the City.

## Considering a Generic Community Building Approach

### *What is Generic Community Building?*

Cavaye (2010) positions Community Development as a process whereby local people contribute to the creation of their own futures, the situation of the community and a community's capacity to cope with change. For Cavaye, (2010) community development relies on people working together to increase their choices and capacity to be better informed, improve participation and their quality of life. This is reinforced by Muirhead (2003) who defines the development in Community Development as an "unwrapping" of potential (p.7). Generic community building requires a capacity building approach that focuses on working with the community to enhance its assets and abilities. Cavaye (2010) identifies the key principles underpinning this approach to community development as:

- Supporting community ownership/involvement in community decision-making;
- Encouraging participation across the diversity of community members;
- Working with the community, rather than work for or delivering to the community;
- Fostering leadership and respect for a diversity of perspectives;
- Acknowledging the community for its contribution; and
- Facilitating networks and partnerships.

Muirhead (2003) draws on the work of Susan Kenny (1999) as providing six elements of Community Development work as important to capacity building. These being:

- Information – information provision;
- Authenticity – respecting, listening and responding to a diversity of perspectives;
- Vision – moving from 'what is' to 'what could be';
- Pragmatism – facilitating structural change to shift perception of ability to achieve change;
- Strategy – assisting with the definition of objectives and strategy delivery; and
- Transformation – identifying and supporting sustainable change (p.9).

A traditional community development approach relies on a community needs assessment carried out for service planning and programming purposes. However, a community capacity building approach focuses on process and growing social capital, rather than needs assessment and service delivery. For Cavaye (2010), community development in this context is not service delivery, is not social work or welfare responses and is not a "*feel good exercise*" (p. 18).

### *Federal and State Context*

At a Federal level, the Department for Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) is responsible for policy in relation to communities and volunteering. The Stronger Families and Communities Strategy 2004-2009 focused on capacity building approaches across its portfolios, with

funding models such as Local Answers and the Volunteer Small Equipment Grant (VSEG) and resources such as *Good Practices and Pitfalls in Community-based Capacity Building and Intervention Projects*. In 2009, the policy focus moved to resilience models that encompasses community capacity. FaHCSIA (2011) identifies resilience as a “*dynamic quality within a community. It can be developed and strengthened over time. A community can take action to enhance the capacity of its people, organisations, resources and processes to respond to and influence the course of change*”. The Local Answers funding model has remained in place with the VSEG broadened to a Volunteer Grant to incorporate training, small equipment and fuel reimbursement costs. The value of the NFP sector was further evidenced with the commissioning, in 2010, of the Productivity Commission to report on the contribution of the sector. Direct policy relating to the NFP sector is embodied in the development of the Australian Government's Social Inclusion Agenda, the National Compact (Working Together) and the National Agenda on Volunteering.

At a State level, the WA Department for Community Development was restructured in 2006, resulting in the creation of the Department for Communities (DfC) responsible for “*building strong, vibrant communities by supporting and advocating on behalf of children, parents and their families, young people, women, seniors, carers, volunteers and non-government organisations*” (2011). Funding models released for NFPs place an emphasis on enhancing capacity, strengthening relationships, collaboration and partnerships and social innovation. In 2011, the department launched *Vital Volunteering 2011-2016* outlining the State's continuing commitment to support volunteering as an indicator of the importance of volunteering to both the economy and the community.

### *The Role of Local Government*

In the local government context, community capacity building is not a new concept. Local government is viewed as playing a key role in building social capital across a broad range of service areas.

More recently with the amalgamation of local government authorities proposed and implemented across the country, the spotlight has been placed on the value of social capital and the role local government plays in preserving and growing social capital. Research undertaken in Queensland indicates that relationship building with the community, supporting community networks and community strengths contribute to a local government's ability to manage community expectations and ideals in large local government areas (Woolcock et al, 2003). According to the Queensland research, local governments are “*well placed to strengthen communities through leadership, strategic partnerships and active community engagement – all key ingredients of healthy social capital*” (Woolcock et al, 2003, p.19).

In 2009, a WA Local Government Reform Steering Committee report identified the maintenance of community identity and the preservation of social capital as two of the key challenges facing local governments in a post-amalgamation era. Considering the City of Cockburn is acknowledged as a local government area large enough not to require amalgamation, these two areas need to be acknowledged and

incorporated into planning for the City as key contributors to the City's vision. Community development initiatives are viewed as critical to preserving social capital (WA Department for Local Government, 2009). Both hard and soft social infrastructure tools are important in the development and maintenance of social capital, including the fostering of the formation of viable community groups and sporting organisations, consulting and engaging the community in how localities evolve and offering materials and process support to assist groups to help themselves (WA Department for Local Government, 2009, p.8). The WA Local Government Reform Steering Committee Report (2009) states that communities with a good level of social capital tend to respond creatively in identifying solutions to community issues, are capable of addressing issues and act to address issues rather than waiting, complaining and expecting someone else to act for them. *“Social capital then, is an effective measure of the success of community development initiatives, and can be tied to the way the local government prioritises and meets community expectations”* (WA Department for Local Government, 2009, p.8). Currently, the City of Cockburn does not have a holistic vision of community development initiatives delivered across all service areas making it difficult to develop effective and reliable measuring tools to evaluate social capital. However, working with a capacity building model as a generic community building approach provided a niche area for the Community Development Service Unit to work with and move forward into the future.

## **Methodology**

In August 2008, Tim Muirhead of CDS Network, was contracted to work with Community Development Service Unit staff to develop a framework for guiding the planning process to underpin the Cockburn Community Development Strategic Plan (2011-2014). The aim was to undertake an inclusive stakeholder engagement process involving both internal staff (City of Cockburn) and key community stakeholders in the decision-making about the future direction of the Cockburn Community Development Strategy. The stakeholder engagement process combined a consultative and collaborative approach to the planning process. The engagement framework involved:

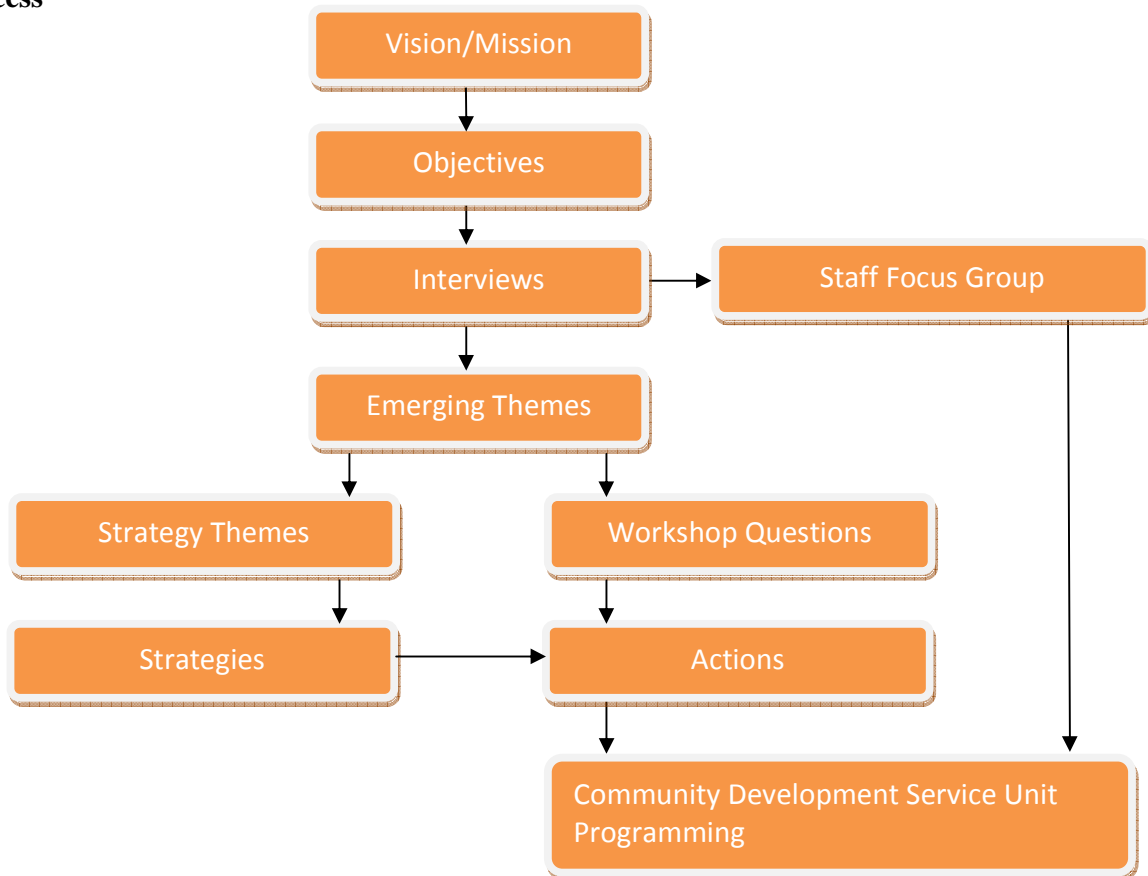
- (i) A two-day workshop with Community Development Service Unit staff undertaking a strengths, weaknesses, opportunities and threats (SWOT) analysis of the unit and deliberation on a new unit vision, mission and objectives;
- (ii) A series of 58 stakeholder interviews (comprising 28 not-for-profit organisations and 30 City of Cockburn staff). Questionnaires were based on the proposed unit objectives for the purposes of identifying emerging strategic themes;
- (iii) Two Community Dialogues - workshops to clarify the proposed strategies and develop actions for future project/program delivery; and
- (iv) A staff focus group based on themes emerging from interviews with City staff.

The selection of interviewees was based on an allocation of two organisational interviews across 19 categories of group types, with one interview conducted with a group perceived as large and/or very active

and an alternate interview with a group perceived as a small volunteer-led group. City of Cockburn staff were selected for interviews on the basis of their level of contact with volunteers or NFPs and/or relevance to NFPs. The questionnaire was developed to: (i) investigate the appropriateness of the proposed objectives and (ii) contribute to the development of strategy themes to underpin action development at the Community Dialogue workshops.

The data gathered was (i) collated into themes corresponding to the proposed objectives, (ii) weighted by priority as per the distribution of comments and (iii) the strategy themes were translated into strategies for review at the Community Dialogue workshops. Community Development team members reflected on concerns about the pre-selection of objectives, and the constraints this posed in relation to engaging the stakeholder group in collaborative decision-making processes from the outset. However, the organisational context and the evolution of community development initiatives at the City required the defining of a mission and initial key objectives that met a gap area in the delivery of community development and complemented current City-delivered initiatives rather than duplicated them. The strategies developed as a result of the interview process were used at the Community Dialogue workshops to identify clear actions for delivery by the Community Development Service Unit.

**The Process**



# Key Findings - Planning and Implementation

## The Big Picture

### Vision

*To support and contribute to a community in which people can feel a sense of belonging, connection and contribution, a community that celebrates diversity, embraces difference and supports the most vulnerable, a community in which people feel able to facilitate positive change in their lives and the lives of others.*

### Mission

The work of community development is undertaken across a number of the City's service units, what will distinguish the Community Development Service Unit from other service areas is that it will not focus on a particular target group or issue. Rather, the focus will be on generic community building. The unit will move away from the direct provision of services to a community capacity building approach.

A capacity building approach in this context can only be achieved through the partnership of a wide range of stakeholders. As such, the Community Development Service Unit will work to support a vibrant community engagement culture at the City and facilitate an environment in which community partnerships flourish, volunteering thrives and not-for-profit organisations based in and servicing the Cockburn area grow in their capacity and ability to be resilient.

### Objectives

In working towards this vision, the Community Development Service Unit will aim to:

- Strengthen the capacity of not-for-profit organisations;
- Strengthen networks between not-for-profit organisations; and
- Enhance relationships between the City and not-for-profit organisations.

*NB: As a result of the information collected at the Community Dialogue Workshops two additional objectives were added following the research phase (Refer pgs. 32-33).*

## **From Objectives to Strategies**

The interview phase produced a spread of strategy themes across the three original objective areas. The responses were sorted into emerging themes, with comments relevant to more than one theme allocated across multiple themes. The responses were tallied and weighted by percentage based on the number of comments per theme. The interviews sought to understand the strengths and weaknesses of community organisations from the perspective of both organisations and officers. The interview questions were open-ended and revolved around what interviewees felt was working and not working in relation to the three proposed objectives.

The officer interviews and organisation interviews elicited different priority areas among the emerging themes.

### *Strengthen the capacity of not-for-profit organisations*

In considering how to work towards strengthening the capacity of community organisations, the officer interviews indicated the four priority areas to address as (i) community engagement tools, (ii) networks, (iii) skills and (iv) resources - officer support. For organisations, the interviews indicated priority needs as (i) community engagement tools, (ii) physical resources, (iii) funding and (iv) community engagement to attract members and volunteers.

### *Strengthen networks between not-for-profit organisations*

Responses from officers in relation to supporting stronger community networks identified the focus areas in priority as (i) sector networks, (ii) organisation of networks – content, purpose and process, and (iii) informal networks. These priorities compared to (i) organisation of networks – content, purpose and process, (ii) sector networks and (iii) resource sharing as indicated in the organisation interviews.

### *Enhance relationships between the City and not-for-profit organisations*

When discussing issues relating to optimum relationships between the City and Community, the officer interviews indicated the top three areas to address as (i) information on council processes, (ii) communication, and (iii) consultation while the organisational interviewees flagged (i) resources - officer support, (ii) communication and (iii) consultation as the three priorities.

The tables below reflect the themes that emerged and strategies allocated to each theme and the frequency the theme occurred throughout the interview with the organisation or the officer.

## Themes to Strategies

### Objective One - Strengthen the capacity of Not-for-Profit Organisations

Strategy Themes	Frequency Orgs.	Frequency Officers	Theme	Strategy
Community engagement – tools	14.28%	12%	Community Engagement, Skills & Capacity	Support community organisations to engage with their communities
Community engagement – members/volunteers	9.14%	2.2%		
Community engagement – promotion	7.14%	8.7%		
Community engagement – remaining relevant/sustainability	4%	4.3%		
Resources – innovation	2.6%	3.3%	Attracting & Managing Resources	Assist organisations to attract and manage resources
Resources – funding	9.7%	3.3%		
Resources – officer support	7.4%	10.9%		
Resources – physical	12.3%	7.6%		
Internal processes	8%	7.6%	Tools and training opportunities	Create training tools and opportunities for community organisations
Skills	7.4%	11%		
Communication issues	3.4%	5.4%		
Networks	5.7%	12%	Building Networks	<i>See Objective Two</i>
Cockburn Volunteer Resource Centre (CVRC)	4.8%	3.3%	Promote linkage to Cockburn Volunteer Resource Centre	Promote linkage to the Cockburn Volunteer Resource Centre
Diversity	3.1%	6.5%	Support diversity in community organisations	Support diversity in community organisations
Lobbying	1%	2.2%	Lobbying	Build lobbying tools and skills

## Objective Two - Strengthen networks between Not-for-Profit Organisations

Strategy Themes	Frequency Orgs.	Frequency Officers	Theme	Strategy
Networks – sector:	19.4%	34.6%	Stronger networks	Encourage strong networks
Networks – local area:	15.3%	3.8%		
Networks – informal:	10.2%	19.2%		
Organisation of Networks - content, purpose & processes:	25.5%	23.1%	Content/Process/ Purpose	Ensure relevance of networks
Resource Sharing:	17.3%	11.5%	Resource Sharing	Support resource sharing & collaboration
Resources and obstacles:	12.2%	7.7%	Lack of Resources	Reduce barriers to networking

## Objective Three - Enhance relationships between the City & Not-for-Profit Organisations

Strategy Themes	Frequency Orgs	Frequency Officers	Theme	Strategy
Resources – Officer support	22.6%	9.3%	Individual officer support and information	Provide Individual Officer Support & Information
Communication	21%	32%		
Consultation	18.5%	22.7%	Consultation	Support consultation with community/ community organisations
Information on council processes	16.9%	32%	Accessible information on council processes	Communicate Council Process &/or create tools to clarify
Acknowledgement	7.2%	2.7%	Council Acknowledgment	Acknowledge work of community organisations and volunteers
Councilor support	7.2%	1.3%	Councillor Support	Encourage Councillor and Mayoral Support of community organisations
Council led initiatives	6.4%	0%	Council-led initiatives	Deliver Community Development-led initiatives

## Actions – Planning for Community Outcomes

### Community Dialogues – Action Ideas

#### *Developing Actions for Delivery*

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In September 2009, 50 representatives from a cross-section of not-for-profit organisations, including four City of Cockburn staff, attended two Community Dialogues. The two dialogues were hosted with the aim to:

- (i) Gain feedback on the proposed strategies that emerged from the interviews;
- (ii) Identify clear actions to achieve the proposed strategies; and
- (iii) Identify priorities for delivery.

The dialogues involved a short presentation providing the history of the Community Development Service Unit and the interview findings underpinning the strategy development. The dialogues were not just a 'talk fest', the emphasis was on the development of concrete actions for genuine implementation as part of the Cockburn Community Strategic Plan (2011-2014).

### The Workshop Process

#### **Step 1.**

Strategy Prioritisation - Individuals prioritised their top five strategies



#### **Step 2.**

Individuals recorded answers to the following questions:

- What would it take to maximise the skills and capacity of community organisations in our area?
- What would it take to optimise effective networks between community organisations?
- What would it take to improve the relationship between community organisations and City of Cockburn?



#### **Step 3.**

Group work – small groups with a staff member as table facilitator.

- Individuals reported answers (from Step 1) to the group;
- Each group was allocated two questions (from Step 2) with related strategies to work on – for the purpose of developing clear concrete action ideas by strategy; and
- Group prioritised three to five actions for delivery.

## *From Workshop Actions to Program Initiatives*

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The workshops produced a raft of clear action ideas that the stakeholder group identified as priority areas for delivery by the Community Development Service Unit. These actions do not respond neatly to the identified objectives and strategies but overlap and weave through the service unit programming in a dynamic and organic way adding strength to the network of programs on offer. As such, the proposed program initiatives overlap and are repeated across various actions.

The flowcharts below demonstrate the linkage between the actions identified at the Community Dialogue workshops and the program initiatives that either existed at the time of the Community Dialogues or were developed in response to the workshops.

Each chart reflects the flow from: Objective → Strategy → Workshop Action Idea → Program Initiative

*For example:*

Objective One - Strengthen the capacity of Not-for-Profit Organisations

Strategy One - Support organisations to engage with their communities

**WORKSHOP ACTION IDEAS:**

**PROGRAM INITIATIVES:**

Proposed Action 1

Proposed Program Initiative



## Objective One - Strengthen the capacity of Not-for-Profit Organisations

### Strategy One - Support organisations to engage with their communities

#### WORKSHOP ACTION IDEAS:

Create an online register of community organisations outlining services provided, skills possessed, venues, resource sharing interests, groups seeking resources.

Provide opportunities to celebrate achievements i) within organisations and ii) between organisations.

Promote organisations through Cockburn publications – featuring success stories and profile stories.

Officer support to assist organisations to identify and achieve their goals – starting up; increasing membership; promotional strategies; volunteer recruitment; strategic planning; project development and management, transparency and accountability.

Organise and promote incentive programs, rewards, etc for organisations and volunteers.

City of Cockburn Corporate volunteering program. Community Development to set up and coordinate.

Provide written and web resources for running and forming new groups, referral to current resources, Develop a series of fact sheets - made available online.

Assist organisations with conflict resolution and management transition. Officer support to assist groups to identify problems or problem people and change.

Develop a communication strategy – Newsletters – What's Happening – needs to relevant – grants available, what's on, feature items (every two month to groups) and every six months to the public. E-newsletter targeting organisations. Process of ongoing promotion and raising awareness of groups.

Organise and deliver a Forum/Expo for businesses and community groups – informing business of what groups do; making connections between business and groups; showcasing what's working with community groups.

#### PROGRAM INITIATIVES:

- Community Information Service (Partner with Library Services)

- Cockburn Community Group News
- Inspirational Volunteer Awards

- Cockburn Community Group News
  - Cockburn Soundings – June/Dec

- On-the-Job Support Program
  - Organisational Sustainability
  - Project Planning & Delivery
  - Suburb-based Resident Groups

- Prize and Incentive Program

- City of Cockburn Staff Volunteering Program

- Cockburn Community Resources
  - Factsheets & Templates
- Cockburn Community Portal

- On-the-Job Support Program
  - Organisational Sustainability

- Community Development Email list
- Cockburn Community Group News
- CVRC Tri-annual News
- Cockburn Community Bulletin
- Spotlight on our Schools
- Cockburn Community Portal

- Business/Community Networking Event

## Objective One - Strengthen the capacity of Not-for-Profit Organisations

### Strategy Two – Create training tools & opportunities for organisations

#### WORKSHOP ACTION IDEAS:

Deliver training workshops (day and night) – recruitment and retention of volunteers; marketing and advertising; roles and responsibility of office bearers; cultural awareness; meeting procedures; 101 for new organisations; developing a committee transition plan; people skills; avoiding organisational and volunteer burnout; strategic planning; lobbying; taxation and GST;

Develop mentor program – matching community mentors with specific skills to community organisations.

#### PROGRAM INITIATIVES:

- Cockburn Community Training Events

- Cockburn Community Mentors

### Strategy Three – Assist organisations to attract and manage resources

#### WORKSHOP ACTION IDEAS:

Create a register of existing resources for community organisations to access – for example TAFE students.

Provide resources – premises with desk space, storage, photocopying (cards available for use at the library). Support resource sharing through collaboration and synergies – space sharing by locality and group type.

Develop a register of relevant grants and promote through newsletters. Assistance with sourcing and applying for grants.

Assistance with administration and promotional expenses. Investigate assistance models

Assistance with sourcing venues/transport resources/equipment – suitable venues and minimal cost. Develop an inventory of venue for use/hire, buses for hire, community resources (eg playground equipment), equipment available for use and promote on the website for access by groups.

#### PROGRAM INITIATIVES:

- Cockburn Community Resources
  - Resources Register

- Venues for Not-for-Profit Organisations
- Cockburn VRC Resource Space (temporary)
- Cockburn Community Facebook

- Cockburn Community Resources
  - Grants Register
- On-the-Job Support Program

- City of Cockburn Grants & Donations

- Venues for Not-for-Profit Organisations
- Cockburn Community Portal
- Cockburn Community Resources
- Cockburn Community Trailer
- Cockburn Community Signs

## Objective One - Strengthen the capacity of Not-for-Profit Organisations

### Strategy Four – Promote linkages to the Cockburn VRC

#### WORKSHOP ACTION IDEAS:

Increase profile of volunteering to attract more volunteers.

#### PROGRAM INITIATIVES:

- Cockburn Volunteer Resource Centre
- CVRC Strategic Plan
- CVRC Annual Promotional Plan
- Dive into Volunteering Student Initiative
- National Volunteer Week
- Inspirational Volunteer Awards

Increase promotion and awareness of Cockburn Volunteer Resource Centre.

- Cockburn Volunteer Resource Centre Promotional Plan

### Strategy Five – Support diversity in community organisations

#### WORKSHOP ACTION IDEAS:

Provide resources and links to other groups to achieve diversity of membership and reach marginalised groups.

#### PROGRAM INITIATIVES:

- Community Information Service
- Cockburn Community Portal

Provide grants to develop the capacity of groups to make links with people with special needs or groups identified as a minority in the community.

- City of Cockburn Community Grants
- Alcoa Cockburn Community Projects Fund

### Strategy Six – Build lobbying tools and skills

#### WORKSHOP ACTION IDEAS:

Provide assistance with lobbying issues to develop a lobbying strategy.

#### PROGRAM INITIATIVES:

- Cockburn Community Training Events
- On-the-Job Support Program
  - Submission Writing

Facilitate relationship building with high level position – City of Cockburn executive; councillors and State/Federal politicians. Invite politicians to community group events and networking meetings.

- Update EMs & MPs group meetings/events
- Invite EMs & MPs to networking events

## Objective Two - Strengthen networks between Not-for-Profit Organisations

### Strategy One – Encourage stronger networks

#### WORKSHOP ACTION IDEAS:

Encourage groups to learn about each other in a fun environment. Facilitate speed networking opportunities, information sessions with a quiz component - questions based on group information, nights with guest speakers.

Acknowledge that rewards work.

Provide opportunities for informal networking. Facilitate and maintain a register of community groups.

Host social events for groups with similar purposes/goals.

Suburb Community Days – invitations to all local groups.

Meetings for all community with spotlight on one group each time to introduce and showcase what they do. Organise and facilitate until it is taken over by groups.

Innovative communication ideas – for e.g. facebook, use of email. Central contact facility for all community groups eg webpage or email network for information sharing and dissemination on events, resources, volunteers.

#### PROGRAM INITIATIVES:

- Cockburn Community Group Networking
- Cockburn Community Group Bowls
- Annual review of networking events

- Prize and Incentive Program
- Inspirational Volunteer Awards

- Cockburn Community Group Bowls
- Cockburn Community Portal Facebook

- Cockburn Community Group Networking

- Annual review of networking events

- Annual review of networking events

- Cockburn Community Portal Facebook
- Cockburn Community Portal
- Community Information Service

### Strategy Two – Ensure relevance of networks

#### WORKSHOP ACTION IDEAS:

Networking around field specific topics, mentorships, and the arts. Include for-profit organisations and government bodies.

#### PROGRAM INITIATIVES:

- Cockburn Community Development Group
- Cockburn Community Parents Group
- Cockburn Community Resources
  - Sector Network Register

## Objective Two - Strengthen networks between Not-for-Profit Organisations

### Strategy Three – Support resource sharing and collaboration

#### WORKSHOP ACTION IDEAS:

Develop an up-to-date database of community organisations (update six monthly with surveys – purpose, meetings, training/resource needs, skills, resources for share). Update twice yearly via mail-outs and phone calls. Have a direct mailout or ad in the City Update promoting groups to update their details. Place ad in update & e-newsletter four times per year.

Create a directory to give organisations with contact details of other groups.

Provide resources – premises with desk space, storage, photocopying (cards available for use at the library). Support resource sharing through collaboration and synergies – space sharing by locality and group type.

Facilitate partnerships between organisations with similar interests.

Increase awareness of other organisations including needs, purposes, staff and volunteer numbers, meeting dates. Organise facebook type setup.

#### PROGRAM INITIATIVES:

- Community Information Service (Partnership with Library Services)

- Community Information Service

- Community Information Service
- Cockburn Community Portal Facebook
- Cockburn VRC Resource Space (temporary)

- Annual review of networking events

- Cockburn Community Portal
- Community Information Service
- Cockburn Community Portal Facebook

### Strategy Four – Reduce barriers to networking

#### WORKSHOP ACTION IDEAS:

Create a directory of group details. Promote widely.

Investigate best practice models for networking for community groups and report to community groups.

Communication and dissemination of information.

Provide resources and links to other groups to achieve diversity of membership and reach to marginalised.

Recognise that some groups are community specific.

#### PROGRAM INITIATIVES:

- Community Information Service

- Cockburn Community Resources Factsheets & Templates

- Cockburn Community Group News
- Cockburn Community Portal Facebook

- Community Information Service
- Cockburn Community Portal Facebook

- Annual review of networking events

## Objective Three – Enhance relationships between the City & Not-for-Profit Organisations

### Strategy One – Provide individual officer support and information

#### WORKSHOP ACTION IDEAS:

Provide opportunities to celebrate achievements i) within organisations and ii) between organisations.

#### PROGRAM INITIATIVES:

- Inspirational Volunteer Awards
- Cockburn Community Group News
- Cockburn Community Portal Facebook

Work 1-on-1 with groups to identify and achieve goals.

- On-the-Job Support

Personalise organisations – promote/personalise community organisations to the broader community.

- Cockburn Community Group News
- Cockburn Community Portal Facebook
- CVRC Strategic Plan

Community Development to be more aware of local organisations and facilitate links between local groups for project collaboration. Provide a Liaison Officer.

- Community Engagement Officer
- On-the-Job Support Program

### Strategy Two – Support consultation with community/community organisations

#### WORKSHOP ACTION IDEAS:

Assist with community consultation between Council and community groups.

#### PROGRAM INITIATIVES:

- Community Engagement Officer

Facilitate greater awareness of current consultations and how to submit submissions to council.

- On-the-Job Support Program
- Cockburn Community Group News
- Community Engagement Officer

Consult with groups on issues that are directly affecting them for eg. new policy & plans. Undertake consultation through/in partnership with groups.

- Community Engagement Officer

Host consultation meetings with feedback on consultation results and outcomes. Improve feedback.

- Community Engagement Officer

Encourage the City to invite organisations to be involved in the community consultation process.

- Community Engagement Officer
- Cockburn Community Group News

## Objective Three – Enhance relationships between the City & Not-for-Profit Organisations

### Strategy Three – Communicate council processes and/or create tools to clarify council processes for community organisations

#### WORKSHOP ACTION IDEAS:

Clearer communication between organisations and the City. Provide officer support to keep organisations up-to-date on current consultations.

Provide information on councillors and council processes.

Create a central email process/facility to disseminate council information to community groups.

Improve connection between council and community. Organise consult and feedback mechanisms.

Promote services that council already provides.

Provide websites for community groups and assist them to set up and maintain their sites.

Create a better means to communicate feedback – for eg. a contact list of Cockburn Officers, their roles and responsibilities so community groups can make direct contact with the appropriate staff member.

Two-way exchange of changes to staff/volunteers and programs between Community Development and organisations.

#### PROGRAM INITIATIVES:

- Community Engagement Officer
- Community Engagement Framework
- Cockburn Community Groups News
- Cockburn Community Development Group
- Cockburn Community Parents Group

- Community Engagement Officer
- On-the-Job Support Program
- Cockburn Community Resources Factsheets & Templates

- Community Development Email list
- Cockburn Community Group News

- Community Engagement Officer
- Community Engagement Framework

- CVRC News
- Cockburn Community Development Group & CC Parents Group
- Cockburn Community Group News

- Cockburn Community Portal

- Community Engagement Officer
- Cockburn Community Group News

- Community Engagement Officer
- Community Information Service

## Objective Three – Enhance relationships between the City & Not-for-Profit Organisations

### Strategy Four – Encourage councillor & mayoral support of organisations

#### WORKSHOP ACTION IDEAS:

Ensure EMs are aware of community organisations. Provide EMs up-to-date information on groups.

Encourage EM attendance at meetings.

Community Groups invited to give a short presentation to councillors prior to each council meeting/briefing session – a group profile session.

#### PROGRAM INITIATIVES:

- Invite EMs to networking events.
- Cockburn Community Facebook
- Cockburn Community Portal

- Information feed to EMs
- Community Bulletin to EMs
- Cockburn Community Portal
- Cockburn Community Portal Facebook

- Investigate options for profile sessions
- Community Engagement Officer

### Strategy Five – Acknowledge work of community organisations and volunteers

#### WORKSHOP ACTION IDEAS:

More acknowledgement of organisations and volunteers.

Provide opportunities to celebrate achievements i) within organisations and ii) between organisations.

#### PROGRAM INITIATIVES:

- CVRC Strategic Plan
- CVRC Annual Promotional Plan
- Inspirational Volunteer Awards
- Cockburn Community Portal Facebook
- Cockburn Community Group News

- Cockburn Community Portal Facebook
- Cockburn Community Group News
- Prize and Incentive Program
- Cockburn Community Networking Events

## Program Delivery for Community Outcomes

### *From Action Ideas to Programs – Reworking the Objectives & Strategies*

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The workshops produced a raft of clear action ideas that the stakeholder group identified as priority areas for delivery by the Community Development Service Unit. However, these actions ideas did not respond neatly to the original three objectives and corresponding strategies developed in the team workshop and interview phase of planning. As a result, following the action workshop phase of the planning phase, there was a reworking of the original objectives and strategies with some expansion and some consolidation.

The Community Dialogues highlighted the need for the inclusion of three additional aspects:

- (i) The importance of formally acknowledging volunteering as an individual objective in addition to the three original objectives. As a result, an **additional objective – Support volunteering in and around Cockburn** - was developed to demonstrate the significance of volunteering to the City of Cockburn;
- (ii) The need for further venue options with a flexibility of use. As a result, a **sixth strategy – Seek funding to establish a shared facility for not-for-profit organisations** - was incorporated into objective one; and
- (iii) The need to take community engagement seriously and broaden the scope of community consultation. As a result, a **fifth objective – Support a vibrant community engagement culture at the City of Cockburn** - was incorporated to actualise the City's commitment to a vibrant community engagement culture.

The Community Dialogue phase resulted in a reworking of the unit's proposed objectives, strategies and consolidation actions.

### *Redefined Objectives, Strategies & Actions*

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#### **Objective One - Strengthen the capacity of not-for-profit organisations**

Support not-for-profit organisations to become:

- ❖ Clear about what they aim to achieve for their community;
- ❖ Effective in achieving their aims; and
- ❖ Inclusive and equitable.

#### **Strategies**

1. *Support organisations to engage with their communities.*

Action 1 - Create an online register of community organisations

- Community Information Service (support Library Services)

Action 2 - Provide opportunities to celebrate achievements

- Cockburn Community Group News
- Cockburn Community Portal
- Cockburn Community Portal Facebook

Action 3 - Promote organisations through Cockburn publications

- Cockburn Community Group News

Action 4 - Officer support to assist organisations to identify and achieve their goals

- On-the-Job Support

Action 5 - Organise and promote incentive programs

- Prizes and Incentive Program

Action 6 - Provide written and web resources/fact sheets

- Cockburn Community Resources – Factsheets & Templates

Action 7 - Develop a communication strategy

- Cockburn Community Group News – Cockburn Soundings
- Cockburn Community Group E-News
- Cockburn Community Portal
- Cockburn Community Portal Facebook
- Cockburn Community Group Calendar
- Community Bulletin & Spotlight on our Schools

Action 8 - Organise and deliver a forum/expo for business and groups

- Annual Cockburn Not-for-Profit/Business Networking Event

2. *Create training tools and opportunities for organisations.*

Action 1 - Deliver training workshops

- Cockburn Community Training Events

Action 2 - Provide written and web resources/fact sheets

- Cockburn Community Resources – Factsheets & Templates

Action 3 - Officer support in project planning and delivery

- On-the-Job Support

3. *Assist organisations to attract and manage resources.*

Action 1 - Create a register of existing resources accessible to groups

- Cockburn Community Resources - Resources register & Free Places to Advertise Register
- On-the-Job Support

Action 2 - Provide resources – desk space, storage, photocopying

- CVRC Resource Space (Temporary until long-term solution identified)

Action 5 - Develop a register with venues/transport/equipment

- Cockburn Community Resources – Venue register & Bus register
- Cockburn Community Trailer, with equipment

Action 4 - Assistance with administration and promotional expenses

- Grants & Donations Program – Donations & Community Grants
  - Cockburn Community Signs
  - Cockburn Community Portal
4. *Support diversity in not-for-profit organisations.*
- Action 1 - Provide resources and links to other groups
- On-the-Job Support
  - Cockburn Community Portal
  - Community Information Service
- Action 2 - Provide grants to develop the capacity of groups to support diversity
- Grants & Donations Program – Community Grants
  - Community Projects Fund – project funds with Alcoa Australia & Fremantle Ports
5. *Seek funding to establish a shared facility for not-for-profit organisations.*
- Action 1 - Undertake feasibility study

**Objective Two - Strengthen networks between not-for-profit organisations**

Facilitate networks between not-for-profit organisations that achieve:

- ❖ Enhanced community capacity;
- ❖ Stronger partnerships;
- ❖ Shared resources and information; and
- ❖ Economies of scale.

**Strategies**

1. *Encourage stronger networks.*

Action 1 - Encourage groups to learn about each other in a fun environment

- Cockburn Community Bowls

Action 2 - Acknowledge that rewards work

- Prize and Incentive Program

Action 3 - Provide opportunities for informal networking, social events for groups and suburb community days

- Cockburn Community Networking
- Sector Network – Cockburn Community Parents Group (host one social network event per year)
- Sector Network – Cockburn Community Development Group (host one social/informal network event per year)

Action 4 - Innovative communication ideas – set up facebook

- Cockburn Community Portal Facebook

2. *Ensure relevance of networks.*

Action 1 - Networking around field specific topics

- Sector Network Register
- Cockburn Community Development Group
- Cockburn Community Parents Group

Action 2 - Investigate best practice models for networking

3. *Support resource sharing and collaboration.*

Action 1 - Develop an up-to-date database of community organisations

- Community Information Service

Action 2 - Support resource sharing through collaboration and synergies – space sharing by locality and group type.

- Community Information Service
- Cockburn Community Portal

Action 3 - Facilitate partnerships between organisations with similar interests

- Sector Network Register

Action 4 - Increase awareness of other organisations – organise facebook

- Cockburn Community Portal Facebook

**Objective Three - Support volunteering in and around Cockburn**

Support of volunteering will aim to encourage:

- ❖ Enhanced community awareness of volunteering;
- ❖ Inclusive and supportive volunteering environments;
- ❖ Sense of pride and contribution; and
- ❖ Acknowledgement of the contribution of volunteers.

**Strategies**

1. *Volunteer referral and advocacy and provision of volunteer management advice.*

Action 1 - Delivery of Volunteer Resource Centre

- Referral , Advocacy & Volunteer Opportunities
- Volunteer Management Advice
- Guidelines – City of Cockburn Staff Involving Volunteers

Action 2 - Develop mentor program

- Cockburn Community Mentors

Action 3 - Delivery of a newsletter

- CVRC News

2. *Enhanced profile of volunteering in Cockburn.*

Action 1 - Increase profile of volunteering to attract more volunteers

- Annual promotional plan and initiatives
- National Volunteer Week events
- Dive Into Volunteering Student Initiative

Action 2 - Increase promotion and awareness of Cockburn Volunteer Resource Centre

- Annual promotional plan and initiatives
- Action 3 - Setup & coordinate a City of Cockburn Corporate Volunteering
- Staff Volunteer Program
3. *Delivery of recognition mechanisms for volunteers.*
- City of Cockburn Inspirational Volunteer Awards
  - Very Important Volunteer Card program

**Objective Four - Enhance relationships between the City and not-for-profit organisations**

To facilitate a relationship between the City and not-for-profit organisations marked by:

- ❖ Trust and goodwill;
- ❖ Mutual understanding;
- ❖ Effective, two way communication processes; and
- ❖ Direct linkages between key community stakeholders and relevant officers.

**Strategies**

1. *Provide individual officer support and information.*
  - On-the-Job Support
2. *Delivery of recognition mechanisms for not-for-profit organisations.*
  - Cockburn Community Group News – Cockburn Soundings
  - Cockburn Community Facebook
  - Cockburn Community Networking
3. *Communicate council processes and/or create tools to clarify council processes for not-for-profit organisations.*

Action 1 – Officer support to keep organisations up-to-date on current consultations

- Cockburn Community Group News

Action 2 - Create a central email process/facility to disseminate council information

- Cockburn Community Group News

Action 3 – Provide websites for community groups and assist them to set up and maintain

- Cockburn Community Portal

**Objective Five – Support a vibrant community engagement culture at the City of Cockburn**

Engage the community in decision making processes marked by:

- ❖ Transparency and integrity;
- ❖ Openness and accountability; and
- ❖ Clarity and Flexibility.

**Strategies**

1. *Establish a Community Engagement Officer position.*
2. *Develop a Community Engagement Framework.*

### *Program Development for Action Delivery*

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Due to the adjustments and responsive nature of the planning process, the program initiatives developed in response to the action ideas produced at the Community Dialogues do not fit neatly into a streamlined run of Objectives, Strategies and Actions, rather they overlap and weave through the service unit programming in a dynamic and organic way adding strength to the network of programs on offer.

In response to the actions identified at the Community Dialogue workshops the Community Development Service Unit was structured under three program areas:

- Supporting Community Initiatives
- Cockburn Volunteer Resource Centre
- Grants & Donations

With two key recommendations for:

- Community Engagement Officer
- Venues for Not-for-Profit Organisations

## *Community Development Service Unit Program Areas & Outcomes*

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In response to the actions identified at the Community Dialogue workshops the Community Development Service Unit was structured under three program areas:

- Supporting Community Initiatives – retaining eight existing programs and introducing 10 new programs;
- Cockburn Volunteer Resource Centre – retaining six existing programs and introducing four new programs;
- Grants & Donations – retaining the six existing programs.

### *Supporting Community Initiatives*

#### **1. Cockburn Community Group News**

##### *Description*

- (i) A four-page spread in the Cockburn Soundings in the June and December editions delivered to 35,000 households with the focus on community group news. The aim is to grow the profile of not-for-profit organisations and personalise organisations to the broader community and celebrate the successes of local organisations. The identification of a capacity story request load will be used as an indicator to increase the number of editions to be reviewed on an annual basis.

##### *Measures*

- Delivery of two editions per year.
- Achieve a story request load of 10 stories per edition.

- (ii) Bi-weekly e-news distributed to not-for-profit organisation subscribers to the Community Development email network. The aim is to provide a regular information flow to not-for-profit organisations – grants available, what's on, training, resource-sharing opportunities and current public consultations.

##### *Measures*

- Delivery of 24 editions per year.
- Achieve a target of 50 subscribers in 12 months to 30 June 2012, with 10% annual increase through 2012/14.

#### **2. Cockburn Community Calendar**

##### *Description*

Annual calendar of events, activities and service for not-for-profits and volunteers: a glossy brochure for distribution to not-for-profit organisations. The aim is to provide an annual calendar of events, highlighting services that support not-for-profit organisations and reward volunteers as well as promote the Cockburn Community Portal, City of Cockburn Grant opportunities and group promotional opportunities.

#### *Measures*

- Successful delivery of one calendar per year in the month of January for the period 2011/14.

### **3. Prize and Incentive Program**

#### *Description*

Distribution of not-for-profit & volunteering relevant prizes and incentives as part of program delivery – including stationery, fuel, printing, advertising, graphic design, hampers and hardware store vouchers.

#### *Measures*

- Development of prize and incentive packages attached to 40% of Community Development Service Unit programs over the period covering 2011/2014.

### **4. Cockburn Community Bowls Tournament**

#### *Description*

An evening event offering an informal networking opportunity for not-for-profit organisations based in or servicing Cockburn. The event will aim to facilitate information networks between participating groups, involve elected members and distribute resources through prizes – (vouchers for stationery, fuel, hardware store, graphic designer, printing and hampers). Participating organisations will be offered the opportunity to provide promotional materials to be displayed and distributed at the event.

#### *Measures*

- Achieve 80% capacity of the target attendance of 24 teams (with four members per team).
- Achieve a satisfaction rating as an effective informal networking event of 80% average and above.
- Achieve an 80% average and above satisfaction rating as an enjoyable social networking event for not-for-profit organisations.

### **5. Cockburn Community Portal**

#### *Description*

Free accessible online presence and a well-promoted resource hub for not-for-profit organisations. The online hub will provide free websites and webmail for local groups, links to groups with alternate websites, a *What's On* page to promote City and community events and meetings, a *Cockburn Community Portal Facebook* link, an *Interested in Volunteering*, *Cockburn Community Signs* page with guidelines and application forms, a link to the Community Information Service (an online not-for-profit and services source), and a *Resources* page with factsheets & templates, registers and useful websites.

#### *Measures*

- Achieve a 10% annual increase in the uptake of community portal websites over the 1 July-30 June period from 2011-2014.
- Achieve a 10% annual increase in page loads over the 1 July-30 June period 2011-2014.
- Achieve a 10% annual increase in new users over the 1 July-30 June period 2011-2014.

## **6. Cockburn Community Portal Facebook**

### *Description*

Provide an online space for information sharing, promotion and networking. The online forum will offer a space to promote community events, meetings and activities, acknowledge the contribution of volunteers and groups, facilitate discussion and resource sharing among groups and grow the profile of community groups to the broader community.

### *Measures*

- Achieve an average of 1 like per week over the 1 July-30 June period covering 2011/12, with a 50% annual increase over the 2012/14 period.

## **7. Cockburn Community Resources**

### *Description*

A pool of information resources for volunteers and not-for-profit organisations in Cockburn.

- (i) Factsheets & Templates – series of one-page factsheets & templates covering information relevant to NFPs – Starting Up, Operational and Planning & Policy;
- (ii) Registers – a series of registers featuring details on Auditors for NFPs, Grants, Sector Networks, Venues, Buses, Promotions and Community Resources;
- (iii) Equipment for Use – Application & Guidelines for the Cockburn Community Trailer; and
- (iv) Useful Links – websites that provide useful tools, advice, resources and online networking opportunities for not-for-profit organisations.

### *Measures*

- Achieve a 10% annual increase in page loads over the 1 July-30 June period covering 2011-2014.

## **8. Cockburn Community Training Events**

### *Description*

An annual series of training events providing free three-hour workshops for NFP staff and volunteers based in or servicing the City of Cockburn. The workshops are held as morning and evening events run through the months of April to October, hosted at venues across the City of Cockburn.

### *Measures*

- Deliver seven training events annually over the 1 July-30 June period covering 2011-2014.
- Achieve 80% average capacity attendance at each event, based on the target number of 25.
- Uptake of 60% of participants applying skills in the three months following individual training events.

## **9. On-The-Job Support**

### *Description*

Officer support to assist with:

- (i) Organisational Sustainability covering the following:
- |                     |                                  |
|---------------------|----------------------------------|
| Starting Up         | Transition Planning              |
| Promotions Planning | Strategic Planning               |
| Submission Writing  | Funding Plans/Grant Writing      |
| Mediation           | Membership/Volunteer Recruitment |
- (ii) Project Planning & Management incorporating a four-phased approach:
- 1) Project Mapping
  - 2) Project Plan Development
  - 3) Funding – Grant and Sponsorship Planning
  - 4) Action Plan Development
- (iii) Suburb-based Residents/Community Groups to assist with:
- 1) Defining or Redefining an Association Vision
  - 2) Developing an Association Community Engagement Plan
  - 3) Developing Association Strategic Plans (Maximum three years)
  - 4) Project Mapping, Funding & Action Plan Development
  - 5) Issue Mapping, Lobbying & Action Plan Development

*Measures*

- Achieve an uptake of a minimum of 10 groups over the 1 July-30 June period covering 2011-2014.
- Outcomes and measures developed on a project-by-project basis.

**10. Community Information Service (formerly Co-Info Database) City of Cockburn Library Services Project**

*Description*

The Community Information Service is a national online source for services and not-for-profit organisations. The Community Development Service Unit will work to support the Library Services to increase contact detail updates from annual to six-monthly with follow up phone calls to track outstanding organisational details. The unit will be responsible for delivering additional promotional activities to encourage uptake of the service by both City staff and the broader community.

*Measures*

- Delivery of an annual promotional strategy targeted at (i) City staff and (ii) broader community.

**11. Cockburn Community Business Event**

*Description*

Establish a NFP/Business Steering Committee to develop networking and partnership opportunities between business and local not-for-profit organisations.

### *Measures*

- Establish a NFP/Business steering committee in the 12 months to 30 June 2012.
- Deliver one Community Group/Business network event annually over the 1 July to 30 June period from 2012/2014.
- Achieve an 80% capacity attendance at each event.
- Identification of 5% communication/linkage in the three months following each event.

## **12. Cockburn Community Networking**

### *Description*

The delivery of regular, city-wide networking events for Cockburn not-for-profit organisations. Event ideas proposed include Speed Networking and Suburb Community Open Days. To be reviewed annually based on ongoing monitoring of best practice networking models.

### *Measures*

- Deliver one networking event per year in the 12 months to 30 June covering the period 2012/2014.
- Develop outcome measures by event.

## **13. Cockburn Community Parents Group**

### *Description*

A sector network for Parents & Citizens (P&Cs)/Parents & Friends (P&Fs) groups. The group meets four times per year at the City's main administration building. The aim of the group is to provide a forum for information sharing between the City and P&C/P&F groups, support relationship building between local P&C/P&Fs, building relationships between schools and the community, and assist with relevant P&C/P&F issues as applicable.

### *Measures*

- Delivery of four meetings per calendar year for the period 2011-2014.
- Identification of 5% communication/linkage among participants over each calendar year for the period 2011-2014.

## **14. Spotlight on our Schools**

### *Description*

A half-page advertising space in the local newspaper to encourage connections between the community and schools (six times per year). The aim is to promote P/C & P/F news to the broader community and grow community awareness of the role of P/Cs & P/Fs.

### *Measures*

- Delivery of six *Spotlight on our Schools* per calendar year for the period covering 2011/2014.

## **15. Cockburn Community Development Group**

### *Description*

Sector Network for suburb-based Resident/Community groups that meets six times per year. From 2011, the CCDG will trial the incorporation of Ward-based Community Conversations or community-based events (three times per year) to build relationships with other local groups and the broader Cockburn community.

### *Measures*

- Delivery of six meetings per calendar year.
- Achieve 80% capacity of target attendance of 40 at each Community Conversation or community-based event hosted over the period 2011-2014.

## **16. Community Bulletin**

### *Description*

A half page advertising space in the local newspaper run monthly from February through to December. The aim of the Community Bulletin is to promote resident/community group meetings and community events.

### *Measures*

- Deliver 11 Community Bulletins per calendar year.

## **17. Cockburn Community Signs**

### *Description*

Ten Temporary-Use Signs available for use by not-for-profit organisations to promote community events, meetings and activities.

### *Measures*

- Delivery of an annual promotional plan for the Cockburn Community Signs program over period covering 2011/14.

## **18. Cockburn Community Trailer**

### *Description*

Provision of a covered trailer with event equipment available free for use by not-for-profit organisations based in or servicing the Cockburn community.

### *Measures*

- Achieve usage number of 10 per year over the 12 months to 30 June 2011, with an annual increase of 5 per year covering 2011/2012.

## *Cockburn Volunteer Resource Centre*

The Cockburn Volunteer Resource Centre provides a volunteer referral and advocacy service for volunteers. The centre has a range of volunteer management resource materials for volunteer managers and offers advice on best practice standards in volunteer management. The service is part funded by the Department for Communities and operates as part of a national network of Volunteer Resource Centres. The funding model is under-review with the State's Volunteering Strategy finalised in early 2011 and the new funding model expected to be released in 2011/12. The Cockburn Volunteer Resource Centre has a strategic plan for delivery and monitoring of outcomes in response to reporting requirements as identified in the State's funding model.

### **1. Cockburn Volunteer Resource Centre Strategic Plan**

#### *Description*

Strategic Plan to complement the Cockburn Community Development Strategic Plan (2011-2014) drawing on the plan's objectives and strategies for action development in response to the Department for Communities funding model for Volunteer Resource Centres (to be determined 2011/12).

#### *Measures:*

- To be determined.

### **2. Growing the Profile of Volunteering**

#### *Description*

Annual promotional strategy targeting increased community awareness of volunteering and current volunteering opportunities.

#### *Measures*

- Develop and deliver an annual promotional strategy, covering the period 2011/14.

### **3. National Volunteer Week**

#### *Description*

Establish a National Volunteer Week (NVW) steering committee to identify annual NVW events and promotions.

#### *Measures*

- Establish National Volunteer Week steering committee in the 12 months to 30 June 2012.
- Deliver an annual National Volunteer Week event in the period covering 2011/2014.

### **4. Dive Into Volunteering Student Initiative**

#### *Description*

An annual student initiative as a volunteer school education and acknowledgement mechanism open to students living in and attending Cockburn schools. The aim is to grow the profile of volunteering in the community, create awareness among young people about volunteering and acknowledge the contribution of volunteers. In the period

covering 2009/11 students were invited to submit creative pieces that reflect on volunteering, with the work exhibited at the Cockburn Youth Centre. The program is to be reviewed annually.

*Measures*

- Achieve a 10% annual increase in participation on the 2010 base target rate of 100 participants over the period covering 2011/2014.

## **5. Cockburn Volunteer Resource Centre News**

*Description*

A four-page hardcopy newsletter distributed three times per year to CVRC registered not-for-profit organisations and volunteers. The aim is to provide information relevant to Objective Three, including volunteer management information, enhanced profile of volunteering and recognition mechanism for volunteers.

*Measures*

- Delivery of three editions per year

*Description*

Monthly e-newsletter distributed to volunteers registered with Cockburn Volunteer Resource Centre. The aim is to provide a communication loop for Cockburn volunteers, acknowledge volunteer activities and incentives, and promote opportunities for volunteers.

*Measures*

- Delivery of 12 editions per year
- Achieve a target of 50 subscribers in 12 months to 30 June 2012, with 10% annual increase through 2012/14.

## **6. VRC Resource Space (temporary)**

*Description*

Pilot resource space offering access to desk space with phone and internet, as well as free photocopying up to 500 sheets, laminating, binding and scanning. The resource space operates Tuesday 9am-1pm and Wednesdays 3pm-7pm. The aim of the resource space is to provide an accessible space for group's under-resourced in physical resources – such as computers, internet access, office equipment and funds for photocopying. To be reviewed 2011/12. The space has been placed with the VRC in the short term until Objective One, Strategy Six is addressed to: Seek funding to establish a shared facility for not-for-profit organisations.

*Measures*

- Achieve a 20% annual increase in usage based on a base rate of 52 users for the 12 months to 30 June 2012.

## **7. Very Important Volunteer Card**

### *Description*

The Very Important Volunteer Card gives Cockburn volunteers discounts at local businesses. The aim of the program is to provide an incentive for volunteers, acknowledge the contribution of volunteers and grow the profile of volunteers in the business community.

### *Measures*

- Achieve a target distribution of VIV cards to 2000 volunteers in 2011/2012, with an annual increase of 5% over the period 2012/2014.
- Achieve a 5% annual increase in business uptake of the program in the period 2011/2014.

## **8. Inspirational Volunteer Awards**

### *Description*

An annual awards program celebrating Cockburn's inspirational volunteers. The awards presentation component is an evening picnic event held at Manning Park, Hamilton Hill. To be reviewed annually.

### *Measures*

- Achieve a 95% attendance on RSVPs for each event.
- Review the event program and budget to increase the attendee capacity at the 2011 event with a target number of 450 attendees.
- Achieve a 10% annual increase in the invitee attendance over the period 2012/2014.

## **9. Staff Volunteer Program**

### *Description*

Establishment and delivery of a City of Cockburn Staff volunteer program – to support staff to participate in volunteering. Corporate volunteering is a commitment by the organisation to support volunteering in Cockburn.

### *Measures*

- Develop a working framework for the City of Cockburn Staff Volunteer program in 2011/12.
- Initiate delivery of the City of Cockburn Staff Volunteer program in 2012/13.

## **10. Cockburn Community Mentors**

### *Description*

The development of a network and register of community mentors to provide one-on-one mentoring to volunteers in Cockburn-based not-for-profit organisations.

### *Measures*

- Develop a working framework for the Cockburn Community Mentors program in 2011/12.
- Initiate delivery of the Cockburn Community Mentors program in 2012/13.

## ***Grants & Donations***

### **1. City of Cockburn Grants & Donations**

#### *Description*

Grants & Donations program – Community Grants, Sustainable Events, Donations and Sponsorship delivered twice yearly in March and September.

#### *Measures*

- Deliver a summary table of grant recipients, projects and grant amounts awarded annually in the 12 months to 30 June covering the period 2011/2014.
- Deliver an annual report on grant outcomes, project challenges and how they were handled in the 12 months to 30 June covering the period 2011/14.

### **2. Alcoa Cockburn Community Projects Fund**

#### *Description*

Partnership fund supporting community-driven projects that demonstrate broad community support/need. Reviewed on an annual basis.

#### *Measures*

- Deliver an annual report for the 12 months to 31 December.
- Achieve at least one media or promotional opportunity for each project approved.

### **3. Fremantle Ports Cockburn Community Projects Fund**

#### *Description*

Partnership fund supporting youth-environment based projects.

#### *Measures*

- Produce six-monthly reports over the 12 months to 30 June annually.
- Achieve at least one media or promotional opportunity for each project approved.

### **4. Cockburn Community Insurance Program**

#### *Description*

Delivery of a means-tested public liability and personal accident volunteer insurance for not-for-profit organisations.

#### *Measures*

- Deliver an annual report in the 12 months to 30 June annually.

## **5. Residents Association Hall Hire Subsidy**

### *Description*

Subsidy program to reimburse resident associations for venue hire costs. (Created due to ineligibility for a Donation).

### *Measures*

- Deliver annual report in the 12 months to 30 June annually.

## **6. Residents Association Newsletter Subsidy**

Subsidy program to contribute to the cost of printing and distributing. (Created due to ineligibility for a Donation)

### *Measures*

- Deliver annual report in the 12 months to 30 June annually.

## Key Recommendations

In the process of the research and planning phases, there were a number of gap areas identified as requiring further investigation. The following two areas – Community Engagement and Venues for NFPs – were identified as priority opportunities for development and delivery to add value to the portfolio of community development initiatives at the City of Cockburn.

### Community Engagement Officer

Community engagement is a recent growth area in Community Development praxis in response to the field not adequately delivering in terms of building capacity and resilience in communities in relation to public involvement in decision making processes. From a Community Development perspective, community engagement is viewed as a key contributor to strong and healthy communities, while from a strategic perspective community engagement is viewed as underpinning successful project and policy development.

Community engagement is integral to developing trust and respect between the community and local government authority by enabling stakeholders to be informed, consulted, involved, partner in and contribute as decision makers in relation to what happens in their community. Community engagement focuses on effective frameworks to involve the community/stakeholders in decision making processes. As an example: the International Association for Public Participation's (IAP2) model underpinning the theory of community engagement relies on a five-pronged approach, as represented in the following table:

<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
Raise awareness and understanding.	Seek feedback on proposed solutions.	Involve in decision making processes.	Partner in the development of solutions.	Final decision making lies with the community.
<i>Example:</i> Newsletters, letters.	<i>Example:</i> Public comment periods.	<i>Example:</i> Workshops	<i>Example:</i> Advisory committees	<i>Example:</i> Citizen juries, Ballots.

The establishment of a Community Engagement Officer (Objective Five) would offer the opportunity to produce a comprehensive Community Engagement Framework to address the challenges of developing and applying appropriate community engagement mechanisms on an issue/project specific basis.

The proposed position would be responsible to:

- Develop and implement a Community Engagement Framework for the City of Cockburn;
- Contribute to the evaluation of Community Engagement programs, strategies and action plans for departments across the City;
- Provide support to officers delegated responsibility to deliver community engagement mechanisms across the City (as availability allows); and
- Act as the liaison point with not-for-profit organisations in relation to community engagement matters.

## Venues for Not For Profit Organisations

One of the key gap areas reiterated as a priority in both the interview and Community Dialogue phase of the planning process was the lack of venue, resource and storage facility options for not-for-profit organisations in Cockburn. This gap area has been captured in the development of an additional strategy incorporated in Objective One – Strategy 6: Seek funding to establish a shared facility for not-for-profit organisations.

The lack of venue opportunities not only impacts on a majority of current groups, particularly small volunteer-led groups, but also restricts medium-to-large not-for-profit organisations from establishing a presence in the City. The Community Development Service Unit has regularly received requests for support to source and identify venue options and in some cases, the lack of office and/permanent access to activity space has posed a risk to the long-term sustainability of organisations.

It is proposed that the City investigate the feasibility for the development of a shared, multi-use venue for not-for-profit organisations at Cockburn Central (such as a Lotteries House model). The venue would offer a flexibility of use incorporating:

- office space;
- meeting rooms;
- resource space – with photocopier and shared office equipment such as laminator, binding machine, etc; and storage facilities.

## References

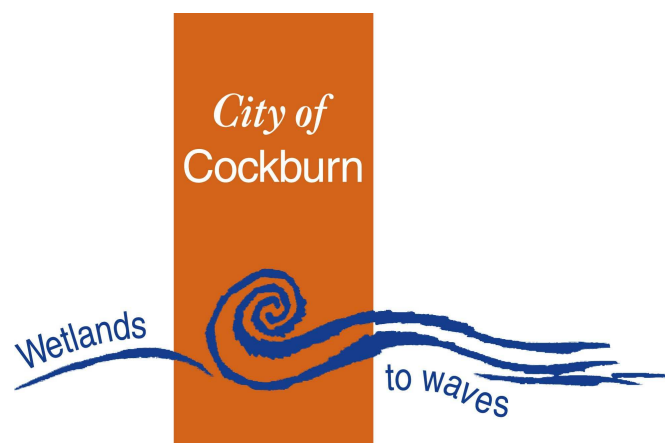
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## **Appendices**

1. Appendix 1 – Summary of Community Organisation Interviews, September 2009
2. Appendix 2 – Summary of Officer Interviews, September 2009
3. Appendix 3 – Community Dialogues – Table Questions – Strategies to Actions Monday 12 October
4. Appendix 4 - Community Dialogues – Table Questions – Strategies to Actions Wednesday 14 October
5. Appendix 5 – Community Dialogues – Priority Strategies for Delivery

# City of Cockburn Community Development Service Unit

## Summary of Community Organisation Interviews, September 2009



**Acknowledgements:**

The City of Cockburn Community Development Service Unit would like to thank all the community organisations who participated in this research project. The time and energy given from the organisations has been invaluable and contributed greatly to our understanding of the strengths, weaknesses, opportunities and risks for community organisations in the City of Cockburn.

The City of Cockburn Community Development Team, September 2009

**Contents Page**

<b>1.</b>	<b>Introduction: Overview of Interview Process and Organisation of the Data</b>	<b>4</b>
<b>2.</b>	<b>Interview Results: Objective 1 Stronger Community Organisations</b>	<b>5</b>
2.1	Themes that emerged by percentage	5
2.2	Themes that emerged by number of comments	6
<b>3.</b>	<b>Interview Results: Objective 2 Stronger Community Networks</b>	<b>7</b>
3.1	Themes that emerged by percentage	7
3.2	Themes that emerged by number of comments	8
<b>4.</b>	<b>Interview Results: Objective 3 Optimum Community/City Relationship</b>	<b>9</b>
4.1	Themes that emerged by percentage	9
4.2	Themes that emerged by number of comments	10
<b>5.</b>	<b>Interview Results: Gaps, Requests and Complaints</b>	<b>11</b>

***List of Attachments***

1.	<i>Interview Guide</i>	<b>12</b>
2.	<i>Objective 1 Stronger Community Organisations, Individual Comments</i>	<b>13</b>
3.	<i>Objective 2 Stronger Community Networks, Individual Comments</i>	<b>29</b>
4.	<i>Objective 3 Optimum Community/City Relationship, Individual Comments</i>	<b>34</b>
5.	<i>Gaps, requests and Complaints, Individual Comments</i>	<b>41</b>

## **1. Introduction: Overview of Interview Process and Organisation of the Data**

From June to August, 2009 the City of Community Development Service Unit (CDSU) conducted interviews with twenty-eight community organisations who deliver services in the City of Cockburn.

Organisations were selected to be representative of the diversity of community organisations within the City.

The aim of the interviews was to understand the strengths and weaknesses of the local community from the perspective of community organisations (Please see Attachment 1 for the Interview Guide used with interviewed community organisations).

The conversations that took place with community organisations were recorded by a CDSU officer and then sorted into the relevant objectives of the CDSU.

These objectives are:

1. Stronger community organisations
2. Stronger community networks
3. Optimum Community/City relationship

Based on the responses we were able to identify a number of themes that emerged under each objective. The responses were then sorted into those relevant themes. The number of responses per theme in each objective was then calculated.

Please note that if a response fitted more than one theme the response was counted again.

The report is organised so that you can see the themes that emerged under each objective and the number of times that theme emerged in the interviews.

The attachments show the individual comments that were made under that theme.

The information collected from the interviews is an important part of the research that will be used to inform the strategic direction of the CDSU over the next three to five years.

## **2. Interview Results: Objective 1 Stronger Community Organisations**

There were 350 comments relating to Stronger Community Organisations.

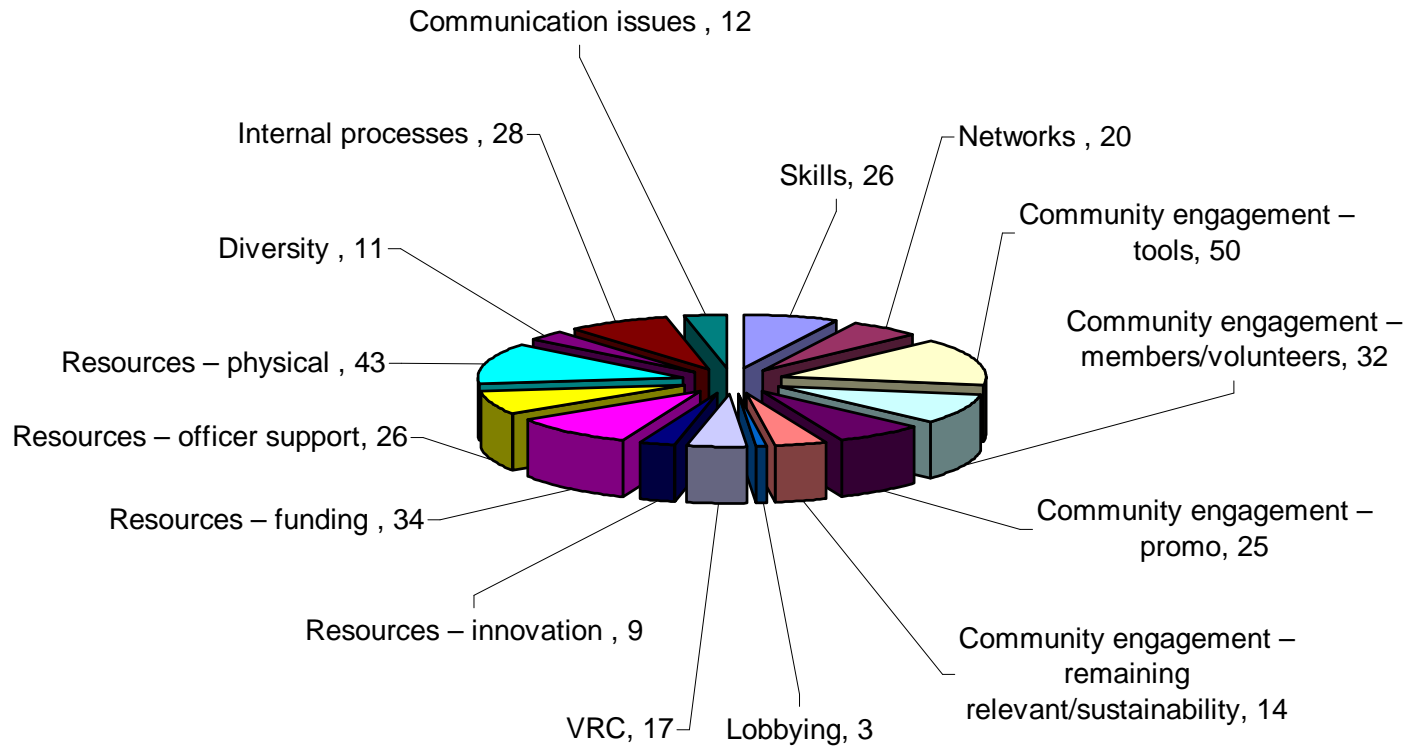
The following are the main themes that emerged from the interviews.

Please see Attachment 2 for the individual comments made under each theme heading.

### ***2.1 Themes that emerged by percentage:***

Skills:	7.42%
Networks:	5.71%
Community engagement – tools:	14.28%
Community engagement – members/volunteers:	9.14%
Community engagement – promotion:	7.14%
Community engagement – remaining relevant/sustainability:	4%
Lobbying:	0.85%
Volunteer Resource Centre VRC :	4.85%
Resources – innovation:	2.57%
Resources – funding:	9.71%
Resources – officer support	7.42%
Resources – physical	12.28%
Diversity	3.14%
Internal processes	8%
Communication issues	3.42%

## 2.2 Themes that emerged by number of comments



### **3. Interview Results: Objective 2 Stronger Community Networks**

There were 98 comments relating to Stronger Community Networks.

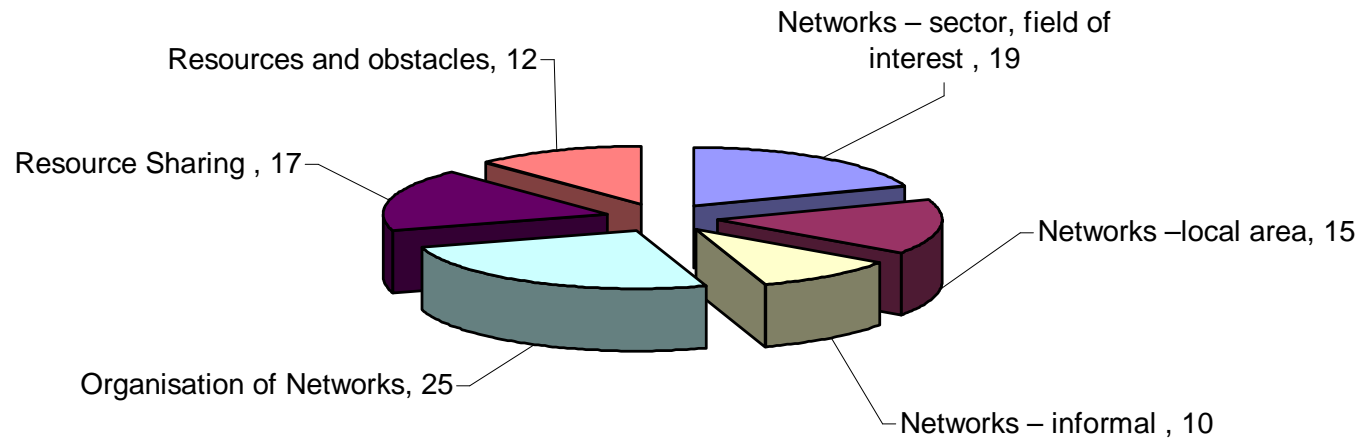
The following are the main themes that emerged from the interviews.

Please see Attachment 3 for the individual comments made under each theme heading.

#### ***3.1 Themes that emerged by percentage:***

Networks – sector:	19.4%
Networks – local area:	15.3%
Networks – informal:	10.2%
Organisation of Networks - content, purpose & processes:	25.5%
Resource Sharing:	17.3%
Resources and obstacles:	12.2%

**3.2 Themes that emerged by number of comments**



#### **4. Interview Results: Objective 3 Optimum Community/City Relationship**

There were 124 comments relating to Optimum Community/City Relationship.

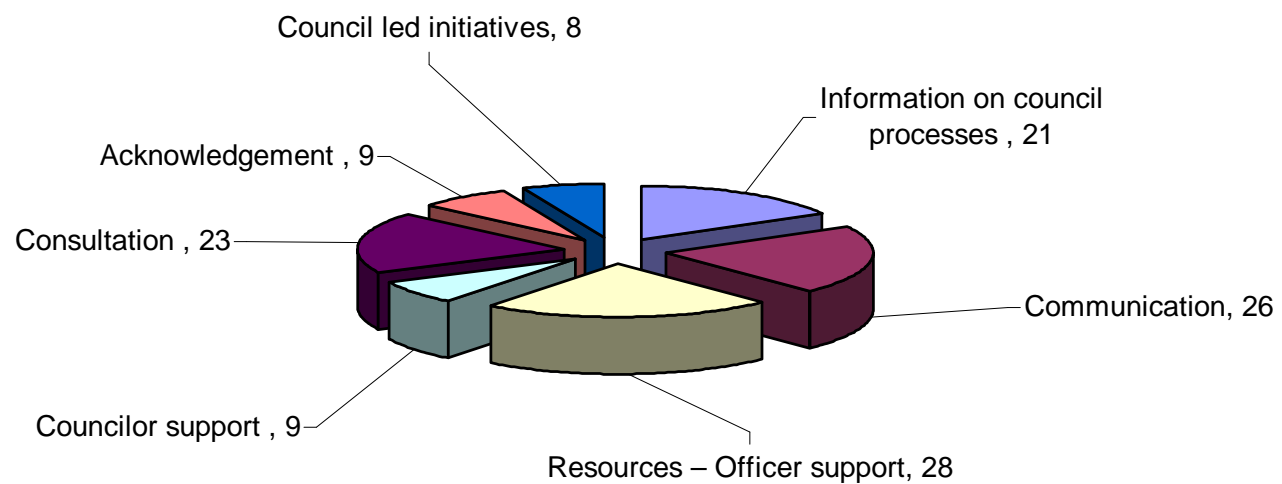
The following are the main themes that emerged from the interviews.

Please see Attachment 4 for the individual comments made under each theme heading.

##### ***4.1 Themes that emerged by percentage:***

Information on council processes	<b>16.93%</b>
Communication	<b>20.96%</b>
Resources – Officer support	<b>22.58%</b>
Councilor support	<b>7.25%</b>
Consultation	<b>18.54%</b>
Acknowledgement	<b>7.25%</b>
Council led initiatives	<b>6.45%</b>

**4.2 Themes that emerged by number of comments**



## **5. Interview Results: Gaps, Requests and Complaints**

There were a number of comments that did not reflect the objectives of the interview process.

Participants identified a number of gap areas in service delivery across the City of Cockburn, made particular requests for their organisations or complaints about particular services.

These issues will be considered as an overall part of our Strategic Planning process.

Specific complaints and requests will be reported to the relevant service unit's manager.

Please see Attachment 5 for individual comments.

## Appendix 1

### Attachment 1: Interview Guide

The City of Cockburn Community Development Service Unit is conducting interviews with organisations working in the local area. We would like to understand something of your work, and your thoughts on the strengths and weaknesses in the local community.

Information collected will guide the strategies for meeting our 3 objectives (listed below) that were identified in our strategic plan:

- Stronger community organisations
- Stronger community networks
- Optimum Community/City relationship

I would be most grateful if you would give me about 45 minutes of your time to contribute to this investigation. Please let me know if you are available ..... I am happy to meet wherever is most convenient for you.

Listed below are the interview questions which I will be using to guide the conversation I would like to have with you.

1: The 3 objectives of the Community Development Service Unit are:

- I. Stronger community organisations
- II. Stronger community networks
- III. Optimum Community/City relationship

Do these objectives relate to your work? In what way?

2: What have you seen that is working in relation to i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?

3: What is not working in relation i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?

4: What might help in achieving i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?

5: Who else do you think we should talk to about what it will take to achieve these objectives?

6: Who are some key 'partners' for you in community and/or City?

7: Would you be interested in attending focus groups to explore these 3 objectives with other community and City stakeholders?

8: Who, for you, would be other key players in such focus groups?

**Attachment 2: Objective 1, Stronger Community Organisations**

<b>Individual Comments</b>
<b>Skills – 26 comments, 7.42% of Objective 1</b>
People don't apply for grants because they think they don't have the skills to put together an application
Would like to see people in the local community trained to coordinate projects (such as a photo survey or other community engagement activity), depending on the capacity of the group
The free workshops are really good, she has gotten a lot out of previous free training events
Interested in training on how to access City of Cockburn grants
Could use some help with publicity
Found the Cockburn grants a bit overwhelming. The group is not incorporated and doesn't want to be incorporated, so leaves her without many options as far as funding goes
Organisation of groups is difficult. Maybe Cockburn could provide some kind of support
They are aware of the City's Grants Officer; but are unsure of what the requirements of the grant program are (can they use it to pay for teacher, hire etc) and how to go about applying
New strategic approach to the running of organization. Previously the organisation had a limited knowledge of business processes, for e.g. money coming in or planning for the future
Grants info that is already sent out is comprehensive, but they would like to know what they can apply for and how to go about it
They have some difficulty in keeping accurate records and continuity in some projects because of regular changes to the committee
Would like training on GST issues – confusion on this and the benefits of getting this back for community groups
Our client group is constantly changing – we need to continually adapt programs to suit the clients. This means that workers need to be constantly updating their skills. There is a range of free training programs available for CaLD organisations through state government, WAAMH & WACOSS
They need more information, support and training on promotion and communication strategies.
They don't know what options/opportunities are available to them
Value the capacity building approach
It would be good to see for Resident Association's develop plans for the future that identify opportunities for growth of the organisation and committee members. Succession planning is also important
Volunteers need more rewards and thanks, as well as training opportunities and events
Need more training
Visioning and planning expertise is needed

Appendix 1

More training for volunteers in capacity building and community engagement techniques is needed
There is a lack of certain skills in volunteer base i.e. business skills
Training that would be useful for the organisation would be cultural awareness training about African cultures and training about dealing with difficult clients
They don't tend to evaluate the effectiveness of their service formally – they receive informal feedback from clients to measure their success
They use volunteers a lot for their program work. Volunteers need to have specific skills and expertise otherwise they become more of a burden than a help – also volunteers need skills to work in a culturally diverse context
Want to remain independent of the City of Cockburn
<b>Networks</b> 20 comments, 5.71% of Objective 1
Would like more access to Aboriginal services. Would like to access support to young mums, young dads, dads with domestic violence issues
They are quite a self contained group, which is their weak point
Finds it difficult to source information on free services in the Cockburn and surrounding areas
They currently work with businesses to provide corporate volunteering opportunities and have a schools program. They would like to broaden this
They need knowledge of available resources and how to access them
The committee needs a kick start – has not raised the lack of participation as a issue with the Regional Committee
We needs to be more open and integrated with the wider community
Would like to develop closer contacts with community newspapers. Need more publicity and believes community newspapers can help with “good news” articles
Best thing about having a club/community group is the social aspect and the connections with other people you make
Our client group is constantly changing – we need to continually adapt programs to suit the clients. This means that workers need to be constantly updating their skills. There is a range of free training programs available for CaLD organisations through state government, WAAMH & WACOSS
We provide referrals, information and advocacy – it is important to keep abreast of available services and programs
How do mainstream services and groups encourage CaLD people to participate? It is really important that in the planning stages how to engage diversity is planned for
Innovative programs need support because sometimes they fall through the cracks
The lead organisation doesn't promote the club or refer potential members to the club which is disappointing
They don't know what options/opportunities are available to them
They receive a lot of information second hand and think it is inaccurate
Need more advertising and access to networks and different forms of advertising

Appendix 1

Referrals come from word of mouth through the contacts and networks they have built up
Through their networks they were asked to deliver a cultural program
Residents associations can be useful to bring to attention of council community issues/problems, but they are not used as effectively as they can be
<b>Community Engagement – all 121 comments, 34.57%</b>
<b>Community engagement – tools</b> 50 comments, 14.28% of Objective 1
Liked the photo survey that was done previously. They finished their action plan some time ago, and since then there hasn't been much happening. He would like to see a similar thing done every 3 or 4 years as it generates enthusiasm in the community and takes into account new people who have moved into the area. Would like to see people in the local community trained to coordinate such a project, depending on the capacity of the group
Problem of membership – people come out to residents meetings when there is an issue, but otherwise people don't turn up. Suggested things that might help: mailing out list of residents associations with rates notice, residents associations holding the occasional wine and cheese night
They currently work with businesses to provide corporate volunteering opportunities and have a schools program. They would like to broaden this
She feels that if people are interested in joining her group they know how to contact without her doing any additional work or promotion
The AGM only had 4 people attend; the meeting had to be cancelled. A later date was set and this time we came up with ways to encourage people to attend e.g. raffles, door prizes
Change in economic climate means that parents are working more hours and there is less time to help out
There is the perception of the group being "clique-y". People think that they aren't welcome to join
Members are quite complacent because there is not a great deal of problems to get upset about
We need to be more open and integrated with the wider community. Getting feedback from residents about their concerns or needs is difficult. Programs, projects and speakers tend to be organised on the initiative of the manager and not based on community feedback, therefore response to project tends to be hit and miss: Would like to work with Community Development to develop a more comprehensive needs analysis. A lot of people are probably just as happy to see the organisation simply function – they don't want to organise anything but happy to participate in organised activities
They don't tend to evaluate the effectiveness of their service formally – they receive informal feedback from clients to measure their success
Most of the community aren't interested in getting involved – apathetic and uninterested
Not every suburb has a friends group and it would be good to see this developed
Nature of group means that the committee has a limited life span – pros and cons to this. Succession planning has not always been adequate
Need more information, support and training on promotional and communication strategies

Appendix 1

Programs are developed in response to the needs expressed by their clients and through the expertise of the staff – informal in nature
Very important that programs have multiple purposes like socialising opportunities, job opportunities and skill building. Projects that are practical and useful is highly prized – fun for fun sakes is very low on priority stakes for CaLD groups
Important that they provide a service but also opportunity for socializing
Referrals come from word of mouth through the contacts and networks they have built up
They have made a program that is culturally sensitive and relevant to the constraints and lack of opportunities afforded to Aboriginal young people i.e. huge literacy and numeracy issues, kids never been involved in school system, shame/pride issues. Education is taught in a practical way
With Aboriginal families you need to knock on doors. Talk face to face if you want to engage them
Resident's Associations are generally having heaps of negative issues: <ul style="list-style-type: none"> <li>• Numbers decreasing</li> <li>• Apathy</li> <li>• Established areas unaware of all the services and amenities they already have as compared with newer areas</li> <li>• People aren't clear on what the needs of their area are</li> <li>• We need creative ways of engaging with the community e.g. photo survey was a great way of getting different people involved</li> <li>• No action in the suburbs</li> <li>• Leaders aren't leading or engaging with the wider community – very set in their ways</li> <li>• Committee members stay too long in their positions</li> </ul>
Committee members are not as involved with their local community and across issues as they should be i.e. they don't attend council meetings when they should
Would be good to see Resident Association's develop plans for the future that identify opportunities for growth of the organisation and committee members. Succession planning is also important
Visioning needs to be re-visited for each suburb – needs to be realistic and appropriate for each area – not pie in the sky
Resident Association's should evaluate their effectiveness and gather information on this through feedback forms, community audits etc
Resident Association's have a key role in fostering neighborhood
Community events are great way of recruiting and allowing neighbours to meet each other i.e. Streets Alive was a great initiative
Lack of engagement with young people
It would be good to strengthen the organisation by doing more social things
Food and drink is important to encourage socializing
Between meetings we have no presence in the community – we need to be more engaged
Previous Community Development Coordinator provided great leadership and enthusiasm – we are missing that. It was good to have so many ideas and projects going on
Need visible and exciting projects

Appendix 1

Need more of a community presence
Need to re-look at their processes and administration to see how the organisation can be better placed to gather information such as community needs, promotion strategies etc
Need to engage with community better
More training for volunteers in capacity building and community engagement techniques is needed
How do you get more people involved in our Resident Association's?
People do not become engaged unless an issue affects them directly
Need to encourage people to get off their butts
Need ideas on how to make involvement in community organisations fun and better – sometimes too much of a chore
Need some young people involved
Would be good to have more community consultation like the previous Community Development Coordinator organised
Local people have great deal of respect for the local neighborhood centre and feel ownership and pride in the centre
It is important part of our work to educate the wider community to include people with disabilities – if we create the conditions for acceptance then this happens naturally i.e. people with disabilities more visible in the community, more facilities for people with disabilities integrated into mainstream
They provide a service to integrate people with disabilities into mainstream services e.g. child wants to attend scouts so they provide a worker to attend with the child and help the service adapt to their needs. Has many positive affects but this service runs at capacity
They apply and develop their programs as driven by the needs in their client base – not funding driven
Future planning needs to be addressed
No formal process for evaluation of programs or development of new programs – would like to see this happen. Mostly comes out of expertise of the worker. Needs to be more formal and evidence driven for practical as well as best practice reasons. However often the worker is best placed to identify the needs and it is this method of need identification that needs to be respected and formalised
The committee needs a kick start – has not raised the lack of participation as a issue at the Regional Committee
<b>Community engagement – members/volunteers</b> 32 comments, 9.14% of Objective 1
Main challenge facing the group is membership. With more members there is more budget and a better program can be delivered
Another challenge is finding volunteers and leaders
As a community group they also want citizens to be involved, and would like to have involvement from the broader community, especially in administration roles
The main challenge is getting people to volunteer. Over the 11 years of involvement there has been a reduction in volunteers and a change in the attitude of parents – less involvement from parents
Would like to access volunteers for the annual fundraising event
They need more members to cover hall hire, but there is not enough room to take on more members. If a member can't make a meeting or

Appendix 1

falls ill, there is not enough money to cover the hire
Members volunteer their time to clean up the yards, do gardening, provide their skills and labour e.g. members pay for many required materials out of their own pockets
Need someone who is fluent in English to come in and be the bookkeeper, administrator, grants/applications officer
The AGM only had 4 people attend; the meeting had to be cancelled. A later date was set, and we had to come up with ways to encourage people to attend – raffles, door prizes
Change in economic climate means that parents are working more hours and there is less time to help out
The committee used to have 6 members, now there is only one person remaining
The committee needs a kick start – has not raised the lack of participation as a issue at Regional Committee
Very important that programs have multiple purposes like socializing opportunities, job opportunities and skill building. Being practical and useful is highly prized – fun for fun sakes is very low on priority stakes for CaLD groups
They use volunteers a lot for their program work. Volunteers need to have specific skills and expertise otherwise they become more of a burden than a help – also need skills to work in a culturally diverse context
Previous committee was hostile to City of Cockburn and personality driven
Biggest challenge is maintaining and recruiting new committee members
Need more administrative support – would be good to access more volunteers
Numbers decreasing in Residents associations
Committee members stay too long in their positions in residents associations
Would be good to see Resident Association's develop plans for the future that identify opportunities for growth of the organisation and committee members. Succession planning is also important
People don't take enough responsibility for themselves and rely too much of council
Should not let some individuals take on more than their capacity
High turnover of volunteers
Volunteers need to be given more opportunities to feel like their work is important
Would like volunteers for various positions
They do not have the capacity to train volunteers to take on higher level tasks or funds to provide the necessary documentation for working in the organisation i.e. checks. Would be great to see this delivered by Volunteer Resource Centre's.
Would like to see increase in membership numbers
Volunteers need more rewards, thanks, training and events
Volunteers need new challenges
Volunteer skills need to be recorded – audited
VIV card is a good membership tool
In groups there will always have to be a leader who determines the direction and capacity of the group

Appendix 1

<b>Community engagement – promotion</b> 25 comments, 7.14% of Objective 1
The group needs to be doing press releases
Would like to see a community notice board on the outside of the Community Hall, to keep people informed about what is going on
Could use some help with publicity
Membership has dropped from 20 people to 5 people. They believe this is partly to do with premises.
Lack of promotion and local awareness of the centre
Would like to develop closer contacts with the Gazette. Need more publicity, believes the Gazette can help this with “good news” articles
The P&C has their own newsletter which comes out separate to the school newsletter – works well
Best promotional strategy is word of mouth
The way things are promoted is very important – is it promoted as fun or practical. Priorities will be different across different groups
Not interested in doing additional promotion i.e. a website – she feels that if people are interested in joining her group they know how to contact her
Lead agency doesn’t promote the club or refer potential members to the club
Referrals come from word of mouth through the contacts and networks they have built up
Sending through information on email can mean that a lot of information gets missed because its not picked up by groups
Need more information, support and training on promotional and communication strategies.
Would love to create a newsletter (i.e. a newsletter template would be useful) but there is the issue of costs
Word of mouth is the best form of advertising – good reputation
Important that advertising and promotion is kept up – door knocking is essential
Need more advertising, access to networks and different forms of advertising
Traditional advertising is not very successful
Would like more support from the council to promote what they do and raise awareness of the group in the broader community
Rates notices should be used more effectively to promote community groups
Evaluation of current City of Cockburn Community Development programs is needed i.e. CCDG adverts in Gazette – are they effective?
Cockburn Soundings should have more of a community focus – not just council stuff
Believes more promotion of City of Cockburn services is needed. Was not aware of family support services or financial services until recently.
Needs this information so it can be passed on to parents and community members
Lack of information from City of Cockburn breeds mistrust and conspiracy theories
<b>Community engagement – remaining relevant</b> 14 comments, 4% of Objective 1
Change in economic climate means that parents are working more hours and there is less time to help out
Members are quite complacent because there is not a great deal of problems

Appendix 1

The committee used to have 6 members, now only one remains
Best thing about having a club/community group is the social aspect and the connections you make
Don't want to change and never will
Very important that programs have multiple purposes like socialising and job opportunities and skill building. Being practical and useful is highly prized – fun for fun sakes is very low on priority stakes for CaLD communities
Groups don't necessarily have to have longevity – sometimes groups come out of a pressing issue or need, resolve it and then disband
No action in the suburbs
People aren't clear on what the needs of their area are
Constitution is outdated and irrelevant or not being used to capacity
People do not become engaged unless an issue effects them directly
Same issues occur over and over across time and groups
He has a cultural heritage component built into the service – very important
Resident's Associations are generally having heaps of negative issues <ul style="list-style-type: none"> <li>• Numbers decreasing</li> <li>• Apathy</li> <li>• Established areas unaware of all the services and amenities they already have as compared with newer areas</li> <li>• People aren't clear on what the needs of their area are</li> <li>• We need creative ways of engaging with the community eg photo survey was a great way of getting different people involved</li> <li>• No action in the suburbs</li> <li>• Leaders aren't leading or engaging with the wider community – very set in their ways</li> <li>• Committee members are not as involved with their local community and across issues as they should be – i.e. don't attend council meetings</li> <li>• Constitutions outdated and irrelevant or not being used to their capacity</li> </ul>
<b>Lobbying</b> 3 comments, 0.85% of Objective 1
Would like to have more contact with parliamentarians for the purpose of advocating for the group and for support for significant events and celebrations
Many of the projects and programs that have been developed in local councils i.e. liberty swing at South Perth LGA, have come because of lobbying from parents – not agencies. This needs to change – organisations need to become involved in wider advocacy work directed at social change and/or improvement in mainstream services for their clients
Job description and funding arrangements limit the potential of what he can do and what needs to be done
<b>VRC</b> 17 comments, 4.85% of Objective 1

Appendix 1

Would like to get VRC referrals
Would like to access volunteers for the annual fund raising event
Would be interested in services VRC offer
Using outside volunteers can be problematic because of insurance issues
They use volunteers a lot for their program work. Volunteers need to have specific skills and expertise otherwise they become more of a burden than a help – also need skills to work in a culturally diverse context
Volunteers should be provided with stimulating work – not just a dogs body
Was not aware of opportunities through the VRC
Need more administrative support – would be good to access more volunteers
Not aware of the VRC
Lack of certain skills in volunteer base i.e. business skills
VIV card is a good membership tool
Volunteers need new challenges
They do not have the capacity to train volunteers to take on higher level tasks or funds to provide the necessary documentation for working in the organisation i.e. checks. Would be great to see this delivered by Volunteer Resource Centre's
Would like volunteers for various positions
Would like to utilise the Volunteer Wave
Have three young men who are now trainee Youth Workers as a result of the organization. They started out as volunteers
VRC – never get any volunteers thru the VRC – makes them disheartened
<b>Resources – all</b> 112 comments, 32% of Objective 1
<b>Resources – innovation</b> 9 comments, 2.57% of Objective 1
How do mainstream services and groups encourage CaLD people? It is really important that in the planning stages diversity is planned for
They have made a program that is culturally sensitive and relevant to the constraints and lack of opportunities afforded to Aboriginal kids i.e. huge literacy and numeracy issues, kids never been involved in school system, shame/pride issues. Education is taught in a practical way.
Innovative programs need support because sometimes they fall through the cracks
City of Cockburn could assist by facilitating the multi-use of their facilities i.e. share facilities across groups
Need ideas on how to make involvement fun and better – sometimes too much of a chore
Job description and funding arrangements limit the potential of what he can do and what needs to be done
They need to be inspired – some fresh and creative ideas and support to implement them
Need visible and exciting projects
Summer of Fun could better engage Resident Associations in the organisation and promotion of the event. Should be an opportunity for the Resident Association to fundraise and promote themselves

Appendix 1

<b>Resources – funding</b> 34 comments, 9.71% of Objective 1
Organisations don't apply for grants because they think they don't have the skills to put together an application
Often miss grant dates - would like to be informed personally when they come out.
Job description and funding arrangements limit the potential of what he can do and what needs to be done
Have also applied for 10k+ from Lotterywest – successful
Local demand/need far outstrips available accommodation services
Found the Cockburn grants a bit overwhelming on her own, and is not incorporated and doesn't want to be incorporated, so leaves her without many options as far as funding goes
The main problem facing the organisation is obtaining core funding for wages
The organisation is increasingly getting people coming to them for assistance, particularly food parcels. They don't have the financial capacity to provide for all of the demand. They would like to see more support for this – suggested funding from council, \$200 per month which they would match, to provide food parcels
Welfare delivery is limited by resources. There is only one staff member available for a half day per week
Has worked with Community Development before in a positive way
The church hall is provided to the group free of charge, can't move as they don't have the money or resources to do so. Reluctant to expand the group and start charging for membership and growing the group, as it will require a lot of organization, which the group is not equipped for. Majority of group are mid seventies and don't want the hassle of an organised group
Knowledge of available resources and how to access them
They need more members to cover hall hire, but there is not enough room to take on more members. If a member can't make a meeting or falls ill, there is not enough money to cover the hire. Would find it helpful if a discounted hall hire could be arranged. In danger of closing down. Council reaction was 'find another hall'
Access to further funding is needed – to help with other projects
They receive many grants – that has helped to make the club what it is today
Issues with funding agreements
Funding would help; setting up a craft class costs a lot of money, a grant would be useful to “kick-start” the project
Grants information - Community Development already sends out information. But they would like to know what they can apply for and how to go about it
Haven't changed membership fees in 3 years. Dropped them because they have so much surplus cash – they don't economic forecast
Would like more money
Would love to create a newsletter (i.e. a newsletter template would be useful) but concerned about costs
Would like to see more administrative and financial support
Stretched in terms of resources/funding – many positions are volunteer based.

Appendix 1

Programs are often driven by available funding
Need additional funding for special programs
Number 1 issue is funds
Volunteers need reimbursements for expenses
Rental of premises is very costly
They have support from Lotterywest
Strong group; don't rely on funding
The Be Active grant is not far reaching enough – could include coaching fees
Has had support from Council; helped with the community grants scheme
Love the insurance program
Would like notification of upcoming grants
<b>Resources – physical</b> 43 comments, 12.28% of Objective 1
Local demand/need far outstrips available accommodation services
The organisation needs more space
Would like more access to Aboriginal services. Would like to access support to young mums, young dads, dads with domestic violence issues
The organisation is increasingly getting people coming to them for assistance, particularly for food parcels. They don't have the financial capacity to provide for all of the demand. They would like to see more support for this – suggested funding from council, \$200 per month which they would match, to provide food parcels
Welfare delivery is limited by resources. One staff member is available for a half day per week
Demand far outweighs available welfare resources. There is a shortage of food vouchers
They are a very small group with only 8-12 core members. Club is located at a local church. This has proved to be a slight issue because people assume the group is religious, and are turned off by this
The church hall is provided to the group free of charge, can't move as they don't have the money or resources to do so. Reluctant to expand the group and start charging for membership and growing the group, as it will require a lot of organization, which the group is not equipped for. Majority of group are mid seventies, and don't want the hassle of an organised group
Organisation of groups (such as a choir) is difficult. Maybe Cockburn could provide some kind of support
Membership has dropped from 20 people to 5 people. They believe this is partly to do with premises
They need more members to cover hall hire, but there is not enough room to take on more members. If a member can't make a meeting or falls ill, there is not enough money to cover the hire. Would find it helpful if a discounted hall hire could be arranged. In danger of closing down. Council reaction was 'find another hall'
They need knowledge of available resources and how to access them

Appendix 1

Members volunteer their time to clean up the yards, do gardening, provide their skills and labour; e.g. members pay for many required materials out of their own pockets
There are a lot of committee members and volunteers, but all of the workload goes back to one person and maybe one other person
Need someone fluent in English to come in and be the bookkeeper, administrator, grants/applications officer
Outside volunteers can be problematic because of insurance issues
Would like more space
Need support in terms of hosting network meetings i.e. administration support like minutes, agendas, supplies
Not every suburb has a friends group and would be good to see this developed
Need more support for groups to conduct meetings e.g. where are available free spaces or subsidy through council
Would like to see more support for costs and infrastructure/development
Applied for City of Cockburn grant and was rejected – at time this was viewed very negatively by the community but turned out to be the best thing because they ended up finding out all this information they were not aware of before i.e. that City of Cockburn provided them with a peppercorn lease or that they were previously incorporated – had not been aware that this had lapsed. The handover from committee to committee was not very good
Could use support to develop business plans, profiles, funding submissions
Would love better facilities
Needs more funds for additional workers
Need more administrative support – would be good to access more volunteers
Promotion – no point because of the restrictions of the facility
They would love to see that instead of the sports stadium being developed at Cockburn Central a dedicated swimming stadium be developed to encourage the growth of this sport
They don't know what options/opportunities are available to them
They receive a lot of information second hand and it seems inaccurate
Would like to see more administrative and financial support
Food and drink important to encourage socializing
Need more practical support
Same issues over and over in every suburb and every time
City of Cockburn could assist by providing funding in the form of free or low rent facilities where activities could be run from
City of Cockburn could assist by facilitating the multi-use of their facilities i.e. share facilities across groups
It is important part of our work to educate the wider community to include people with disabilities – if we create the conditions for acceptance that this happens naturally i.e. people with disabilities more visible in the community, more facilities for people with disabilities integrated into mainstream
They provide a service to integrate people with disabilities into mainstream services e.g. child wants to attend scouts so they provide a worker

Appendix 1

to attend with the child and help the service adapt to their needs. Has many positive affects but this service runs at capacity
Need new premises; they have 56 young men coming through, need a bigger space, cost is an issue
Support from Lotterywest about possibility of renovating premises
They would like to access a bus to get young people to the youth centre. They would like to use the youth centre more but feel alienated from it because of transport
They have no difficulty communicating with City of Cockburn, and are very happy with Cockburn's assistance. City assists with their Christmas party, providing a Santa suit and refreshments
Rely heavily on Council; they allow the group to use the facility
<b>Resources – officer support</b> 26 comments, 7.42% of Objective 1
They are a very small group with only 8-12 core members. The Club is located at the local church hall. This has proved to be a slight issue, people assume the group is religious and are turned off
Would like more support from officers to run projects
Not every suburb has a friends group and would be good to see this developed
Applied for City of Cockburn grant and was rejected – at time this was viewed very negatively by the community but turned out to be the best thing because they ended up finding out all this information they were not aware of before i.e. that City of Cockburn provided them with a peppercorn lease or that they were previously incorporated – had not been aware that this had lapsed. The handover from committee to committee was not very good
Through support from City of Cockburn they have expanded the organisation quite significantly (tripled number of members). Have also applied successfully for Lottery West funding. They have gone from almost closing down to running very well – and this happened with only small intervention from City of Cockburn, mainly in the form of information being provided to the group i.e. stuff that seems fairly obvious now but at the time was a revelation, and was so useful
They are in the process of developing more structure around the way they operate i.e. creating inventory of resources, operating procedures, documenting processes, fundraising opportunities, position descriptions – in order to ensure that succession from committee to committee is smooth and information does not get lost – would like support in this
Previous committee was hostile to City of Cockburn and personality driven
Would love more one on one support for structure development
Could use support to develop business plans, profiles, funding submissions
Need more administrative support – would be good to access more volunteers
Would like support to negotiate through issues or tools for negotiation
Would like to see more administrative and financial support
Previous Community Development Coordinator provided great leadership and enthusiasm – we are missing that. It was good to have so many ideas and projects going

Appendix 1

Administration problems – need support i.e. registers, welcome packs, no follow up with interested volunteers
Need assistance to develop more projects and programs
More support for committees when they change over is needed
Need more support to ensure effective succession
Would be good to have more community consultation like previous Community Development Coordinator organised
They need to be inspired – some fresh and creative ideas and support to implement them
Would like to be able to refer to us people who may want to begin committees or action groups on various issues
Ranger services have helped in the past, but could be more closely linked
City should not put more pressure on resident associations
Lead organisation seem to value the “general” public over interest groups like ourselves, but we are the “public”
It is important to continue to support smaller, locally based clubs and groups – not just focus on the big ones
Would like to be informed of issues that affects their suburbs that will be discussed at council meetings
Has had support from Council; helped with the community grants scheme
<b>Diversity</b> 11 comments, 3.14% of Objective 1
Training that would be useful for the organisation – cultural awareness, especially African cultures, and dealing with difficult clients
Would like more access to Aboriginal services. Would like to access support to young mums, young dads, dads with domestic violence issues
Not a great deal of diversity in the club i.e. people that hail from non-Anglo backgrounds. Quite a bit of cultural resentment to Aboriginals and other non-whites
They use a lot of volunteer’s for their program work. Volunteers need to have specific skills and expertise otherwise they become more of a burden than a help – also need skills to work in a culturally diverse context
How do mainstream services and groups encourage CaLD people? It is really important that in the planning stages diversity is planned for
Client groups bring their own prejudices and barriers e.g. don’t “go to” strangers for help. How do we work with this?
Engaging diversity – not usually a concern for community groups and tends to therefore not to be representative of diversity
They have made a program that is culturally sensitive and relevant to the constraints and lack of opportunities afforded to Aboriginal kids i.e. huge literacy and numeracy issues, kids never been involved in school system, shame/pride issues. Education is taught in a practical way.
Aboriginal women’s and youth groups operate out of the centre, the local community, particularly the Aboriginal community, feels great ownership and pride in the centre
Need to explore getting information out in different formats for different abilities
City of Cockburn could assist an organisation like this by providing more respite services for people with disabilities e.g. holiday programs
<b>Internal Processes</b> 28 comments, 8% of Objective 1

Appendix 1

New strategic approach to the running of organization. Previously we had a limited knowledge of business processes, money coming in or planning for the future
Previously there was no set induction process; it was very disorganised and ad hoc. Volunteers received varying levels of information depending on who was conducting the induction. This would result in volunteers not following through
Since the introduction of the new induction pack, they have six volunteers who have attended the sessions, waiting to start
They have some difficulty in keeping accurate records and continuity in some projects because of regular changes to the committee
People in this club compete for the presidency, but not so much for the secretary or treasurer positions
Haven't changed membership fees in 3 years. Dropped them because they have so much surplus cash – they don't economic forecast
Rules and regulations, risk management – no plans or documents to this effect
Don't want to change and never will
They don't tend to evaluate the effectiveness of their service formally – they receive informal feedback from clients to measure their success
Sharing knowledge and skills, even internally is difficult. Often within the same service, departments have no idea what another department does – so much lost opportunity for sharing and can sometimes work at cross purposes
In groups there will always have to be a leader who determines the direction and capacity of the group
Applied for City of Cockburn grant and was rejected – at time this was viewed very negatively by the community but turned out to be the best thing because they ended up finding out all this information they were not aware of before i.e. that City of Cockburn provided them with a peppercorn lease or that they were previously incorporated – had not been aware that this had lapsed. The handover from committee to committee was not very good
They are in the process of developing more structure around the way they operate i.e. creating inventory of resources, operating procedures, documenting processes, fundraising opportunities, position descriptions – in order to ensure that succession from committee to committee is smooth and info does not get lost – would like support in this
Nature of group means that the committee has a limited life span – pros and cons. Succession planning has not always been adequate
Issues with governance
Would love more one on one support for structure development
Would love to create a newsletter and welcome package
Communication difficulties sometimes within own organisation
Could use support to develop business plans, profiles, funding submissions etc
Resident's Associations are generally having heaps of negative issues <ul style="list-style-type: none"> <li>• Leaders aren't leading or engaging with the wider community – very set in their ways</li> <li>• Committee members stay too long in their positions</li> <li>• Succession planning non existent</li> <li>• Jobs are made to seem bigger than they actually are – should be broken down to make them smaller and simpler</li> <li>• Constitutions outdated and irrelevant or not being used to their capacity</li> </ul>

Appendix 1

Would be good to see opportunities for Resident Associations to do visioning, realise growth for committee members and better succession planning
Should not let some individuals take on more than their capacity
Administration problems – need support i.e. registers, welcome packs, no follow up with interested volunteers
Volunteer skills need to be recorded – audited
Need to re-look at their processes and admin to see how it can be better used to gather info such as needs, promotional strategies etc
Succession planning lacking
They have a good model for organising
Need ideas on how to make involvement fun and better – sometimes too much of a chore
<b>Communication</b> 12 comments, 3.42% of Objective 1
They receive a lot of information second hand and feel like its inaccurate
Sending through information on email can mean that a lot of information gets missed because its not picked up
Committee members are not as involved with their local community and across issues as they should be i.e. don't attend council meetings
Communication can often break down
She attends their meetings but feels quite excluded. Has asked for a letter of support from the group, but has not received any response
The relationship with the City of Cockburn is important because the city needs to be aware of what they do, what they offer the community
The local community feels excluded from rest of City of Cockburn
Lack of understanding on behalf of CoC of the pressures for their families, club survival etc
Would like to be informed of issues that may affect their suburbs that will be discussed at council meetings
They have no difficulty communicating with City of Cockburn, and are very happy with Cockburn's assistance. City assists with their Christmas party, providing a Santa suit and refreshments
Is finding it difficult to contact Youth Services. Would like to utilise their resources
The network sessions would be good if an update was given every 12 months or so on City of Cockburn infrastructure development, e.g. what's going on in each suburb

**Attachment 3: Stronger Community Networks**

<b>Individual Comments</b>
<b>Networks –Sector</b> 19 comments, 19.4% of Objective 2
Already has good networks with relevant community groups and key partners. The organisation provides services for nursing homes, community events etc which provides publicity and promotion for the group. These networks are mutually supportive and they can go to one another for assistance
Networks between Chaplains are great, hold regular meetings and share their resources. Also keep in contact via phone and email
They are interested in networking with other youth oriented organisations in the area
They would be interested in networking with other community development / family support organisations for inspiration and support
They would like to network with other welfare groups in the area
Linked with another community group – but is interested in having joint projects/initiatives together, partnerships. They need to develop a process to do that
Not aware of what other orgs have to offer; what services do they provide? And also, other orgs don't know what they have to offer, and the services they provide
Need to link with other organisations to educate the community about their organisation and wider issues
Linking with other organisations in a bi-annual get-together/information sharing meeting. Each organisation can do a 5 min presentation of their organisation. A good way to get to know each other – same as what community development are trying to achieve except on a more regular basis
Have good networks with the another association; they come to the Club to run programs weekly
We already network between themselves – very positive – information share. Helps to share information on fundraising; gives each other ideas
Feel well connected to other clubs through the network
Would like to network with other Environmental groups but in a fun way e.g. bbq's
Government departments work at cross purposes – so many of their clients are involved in each of these departments but they don't collaborate with each other for the best interests of the child
Networks across the disability sector aren't very good – very fragmented. Even though there is cross-over of families using different parts of different services the organisations don't tend to communicate very well
Good networks with relevant agencies
Affiliated with peak body
Network works really well
Outside networks include government departments

Appendix 1

<b>Networks – Local</b> 15 comments, 15.3% of Objective 2
More interested in networking with localised groups e.g. based on Wards, or broad areas. For example, the Residents Associations, and Neighbourhood Watch representatives and other groups in the local and surrounding suburbs. Thought this would be better than the big CCDG meetings
They support the neighbouring residents association's events by contributing money because the events benefit the whole area. Have a good relationship with the neighbouring residents association
Would like to see some of the residents association's amalgamating by ward – issue are similar across suburbs and therefore require less manpower
Believes schools should be the hub of community life, the school is involved in community activities such as the local Residents Association's events
She believes she would be better off networking with other local groups in the area e.g., with the local residents associations, other P&Cs in the area, playgroups etc, as they all have the same goal of bettering the local community. It would also allow the local groups to work more collaboratively on things like fetes, and social events, thereby facilitating the community aspect
While the regional network is useful for sharing ideas and networking, there is also the WACSO, which offers networking opportunities for P&Cs across Perth. She believes the City of Cockburn's role would better serve their group if networking was localized
The local residents association has been very supportive of their arts organisation
The neighbourhood center has good networks within the local community.
Chaplain has strong relationship with P&C
Communication between community groups and schools could be improved. Information about events and projects are not reaching her
Communication is not so great
Would like to link with the residents associations and community groups, they can feed information on upcoming events to the chaplain; she can then promote to the students and her networks
Need to build connections across other organisations
Residents association's are very important to our work – avenue to report and recruit to the community, perhaps NHW rep could be a permanent position on each residents association
Would like more local networks
<b>Networks – Informal</b> 10 comments, 10.2% of Objective 2
Already has a good network with relevant community groups and key partners. The organisation provides services for nursing homes, community events etc which provides publicity and promotion for the group. These networks are mutually supportive and they can go to one another for assistance
The organisation has good networks within the local community.

Appendix 1

Networks between Chaplains is great, hold regular meetings and share their resources. Also keep in contact via phone and email. Has strong relationship with P&C also
Local community networks are already good
Networks with other users of the club rooms and field are good
They come once a month to provide mass for the elderly
Local residents associations have been very supportive of the cultural organisation
Have good networks with the Association; they come to the Club to run programs weekly
Very important to have community networks – integral to their work
Has good networks with residents association
<b>Organisation of Networks</b> 25 comments, 25.5% of Objective 2
She believes she would be better off networking with other local groups in the area e.g. with the local residents associations, P&Cs in the area, playgroups etc as they all have the same goal of bettering the local community. It would also allow the local groups to work more collaboratively on things like fetes, and social events, thereby facilitating the community aspect
While the network is useful for sharing ideas and networking, there is also the WACSO, which offers networking opportunities for P&Cs across Perth. She believes the City of Cockburn's role would better serve their group if networking was localized
Communication between community groups and schools could be improved. Information about events and projects is not reaching her
When the regional community group started it was good but he doesn't go to the CCDG or the NW group meetings anymore. Thought they could be chaired more strictly to prevent people talking for too long, reading written reports etc. Liked the regional group meetings that featured a guest speaker e.g. the insurance info session, and the Cockburn Central development info session
Linked with the Centre – but is interested in having joint projects/initiatives together, partnerships. They need to develop a process to do that
Not aware of what other orgs have to offer; what services do they provide? And also, other orgs don't know what they have to offer and the services they provide
Need to link with other orgs to educate the community about service and broader issues
Linking with other organisations in a bi-annual get-together/info sharing meeting. Each org can do a 5 min presentation of their organisation. A good way to get to know each other – same as what Community Development are trying to achieve except on a more regular basis.
They come once a month to provide mass for the elderly
Has tried to link with other groups with no success; they always take advantage and put the workload on them
Linked with the other clubs but it becomes a burden when they always expect you to do things for them
The attendance of police officers inspire confidence
Good relationship with City. Feel supported by council when Councillors turn up to their meetings. Would be good to see more councillors at these regional/network type meetings because a lot of issues across the whole city are raised
Lots of groups can tend to be very insular and unaware of each other and how they can support one another

Appendix 1

The network was a good idea that made them feel recognized and supported. Before the network they felt ignored
Networks – pivotal to the work they do. Enables them to raise issues to better equip organisations to deal with barriers/needs their clients face
Skill and knowledge sharing is very important across the community work sector – could be done better and more formally e.g. invite other organisations to team meetings or training
Resource sharing could be better organised i.e. meeting rooms, literature, planning templates
Would love to attend more community and organisation meetings to promote their service and share info on client needs/issues etc
Would like to network with other Environmental groups but in a fun way e.g. bbq's
Government departments work at cross purposes – so many of their clients are involved in each of these departments but they don't collaborate with each other for the best interests of the child
Good to have speakers and the police providing feedback to the community at meetings – makes them feel important and they get to share their story
Would like to see some of the residents association's amalgamating by ward – issue are similar across suburbs and therefore require less man power
Not really a lot of solidarity and support between residents association's
Not sure why there is a lack of communication across the disability sector i.e. they refer to other organisations but without really knowing if they have spaces available
<b>Resource Sharing</b> 17 comments, 17.3% of Objective 2
She believes she would be better off networking with other local groups in the area e.g. with the local residents associations, P&Cs in the area, playgroups etc, as they all have the same goal of bettering the local community. It would also allow the local groups to work more collaboratively on things like fetes, and social events, thereby facilitating the community aspect
Local Residents Associations have been very supportive of the arts organisation
Networks between Chaplains is great, hold regular meetings and share their resources. Also keep in contact via phone and email. Has strong relationship with P&C also
They support the neighbouring residents association's events by contributing money, and the events benefit the whole area. Have a good relationship with the neighbouring residents association
They have no links with other groups, but would be interested in having someone attend a meeting to teach a class
Have good networks with the Association; they come to the Club to run programs weekly
Has tried to link with other groups with no success; they always take advantage and put the workload on them
Exploring joining forces with another committee to strengthen their ability to do things
Good opportunity to interact with other members and join forces
Lots of groups can tend to be very insular and unaware of each other and how they can support one another

Appendix 1

Recently applied to Lottery West for grant – are well aware of funding opportunities in the community – mainly find this info through the networking group
Networks – pivotal to the work they do. Enables them to raise issues to better equip organisations to deal with barriers/needs their clients face
Skill and knowledge sharing is very important across the community work sector – could be done better and more formally e.g. invite other organisations to team meetings or training.
Resource sharing could be better organised i.e. meeting rooms, literature, planning templates
Would love to attend more community and organisation meetings to promote their service and share information on client needs/issues
Peak body was not particularly helpful but did enable resource sharing with other groups
Pick up members through peak body
<b>Resources and obstacles</b> 12 comments, 12.2% of Objective 2
Transport is an issue, as they are mostly elderly, transport needs to be arranged, or it has to be directly on a bus/train route. This limits their interaction with other groups
If they were to invite other groups to join them, come to the hall, how would they go about it? Again, they are reluctant to step into anything with requires a lot of organizing
Has tried to link with other groups with no success; they always take advantage and put the workload on them
Linked with the others but they look to them for support. It becomes a burden
This group is not well networked with other community groups in the area and does not feel like that is important i.e. not interested in what the resident association is doing. Works perfectly well without networking with the support from City of Cockburn
Peak body was a bit useless – provided no practical advice
Need to expand their networks
Need administrative, material and technical support to develop and implement networks
Has been bad blood between two groups
Need more administrative support to continue operating the network
Groups can tend to be very insular and unaware of each other and how they can support one another
Communication between local organisations not so great

**Attachment 4: Objective 3, Optimum Community/City Relationship**

<b>Individual Comments</b>
<b>Information on Council Processes</b> 21 comments, 16.93% of Objective 3
There is a problem with the lighting of the field. Council has acknowledged that it is below Australian standards. The club has written letters but the problem hasn't been fixed
The City provided a lot of support initially but because of the time it took to receive the funds/grant potential members lost interest as they expected there to be a program set-up as soon as they joined
Interested in having talks hosted at the centre about what different departments do i.e. Waste, Rates
Tend to use the tactic of constant pressure on council to get things achieved
Would be useful to know who to talk to within the City on various issues e.g. who is the appropriate officer
Sometimes feel that they are given misinformation from City of Cockburn staff to shut them up e.g. told that they need plans from a draughtsman to extend the building and when they produced the plans they were still refused permission
So many mechanisms to get information out there but still people complain that they weren't made aware of the issue/event/program.
Community consultations conducted to get input from the community and no one turns up – and then they jump up and down that they were not consulted
Need better mechanisms for informing council of issues and getting a response
The emails from Community Development on available grants are very useful. Would be good to have a follow up email about which groups were successful, how much they got and what they got funded to do as this would encourage people to apply
Believes more promotion of City of Cockburn services is needed. Was not aware of family support services or financial services until recently. Needs this information so it can be passed on to parents and community
Is finding it difficult to contact Youth Services. Would like to utilize their resources
Has a friendly relationship with Environmental Services which means that the group operates well and is well supported. A lot of people aren't aware of the "big" picture e.g. timeframes, constraints, funding etc and because of this have an adversarial relationship with City of Cockburn because they lack insight and understanding. The good outcomes for the group is dependent on the good relationship with City of Cockburn staff
Would like to see education for the whole community on how council work, like its processes for requests e.g. would like a tour of the City of Cockburn admin building.
Education is really important for committees to be aware of council processes for how decisions are made and the constraints for practice
Bad blood between club & lead agency – feel there is a communication breakdown and misinformation spread about them. Break down in relationship and they don't know who else they can approach or what other ways they might be able to re-engage. Who do they go to further up the chain? Feel generally unsupported and resented – management is resistant to even the simplest requests. They feel like costs are too

Appendix 1

high and they have been billed inappropriately
Complaints not followed up very well – when resolution provided community is not informed
Older suburbs don't get as much attention as the newer ones – probably because; they have heaps of infrastructure already but also because newer suburbs are getting developer support – sometimes this is not clear and can cause resentment
We need to be included as stakeholder group to inform decisions at the planning stage. However they have not actively sought to be included in consultations nor have they been invited. Plus how they may be involved and the importance of their involvement is unclear
City of Cockburn does not follow up as well as they could i.e. if an issue is resolved the community should be informed
Would like to be informed of issues that may effect their suburbs that will be discussed at council meetings
<b>Communication</b> 26 comments, 20.96% of Objective 3
Would be helpful to have a list of relevant City staff and their responsibilities, however the call centre and the online request system works very well. People get back to him very quickly
Communication is good with City of Cockburn
They have no difficulty communicating with City of Cockburn, and are very happy with Cockburn's assistance. City assists with their Christmas party, providing a Santa suit and refreshments
There is a problem with the lighting of the field. Council has acknowledged that it is below Australian standards. The club has written letters but the problem hasn't been fixed
The City provided a lot of support initially but because of the time it took to receive the funds/grant potential members lost interest as they expected there to be a program set-up as soon as they joined
Relationship with council is very positive. Very happy with support from Community Development. Finds the Cockburn Soundings and the web page very useful
Sometimes feel that they are given misinformation from City of Cockburn staff to shut them up e.g. told that they need plans from a draughtsman to extend the building and when they produced the plans they were still refused permission
Need better mechanisms for informing council of issues and getting a response
Networks provide a great opportunity for groups to report to council problems, issues and request project support
The emails from Community Development on grants that are available are very useful. Would be good to have a follow up email about which groups were successful, how much they got and what they got funded to do as this would encourage people to apply
Believes more promotion of City of Cockburn services is needed. Was not aware of family support services or financial services until recently. Needs this information so it can be passed on to parents and community
Is finding it difficult to contact Youth Services. Would like to utilise their resources
Were previously located at the one hall, when renovations started they moved to another hall. There is limited space at the new hall; they share with two other groups on the same day
Bad blood between club & lead agency – feel there is a communication breakdown and misinformation spread about them. Break down in

Appendix 1

relationship and they don't know who else they can approach or what other ways they might be able to re-engage. Who do they go to further up the chain? Feel generally unsupported and resented – management is resistant to even the simplest requests. They feel like costs are too high and they have been billed inappropriately
The higher up you go at the City of Cockburn the more officious the attitude
Lack of information from City of Cockburn breeds mistrust and conspiracy theories
City of Cockburn does not follow up as well as they could i.e. if an issue is resolved the community should be informed
Community consultations – not as well organised as they could be – follow through is lacking and participants cannot track how their input affects the situation
Sometimes not enough follow up from City of Cockburn on events and programs that have occurred i.e. crime forums. Makes the community feel used and abused because the effort goes nowhere. Regular City of Cockburn feedback would be great
Complaints not followed up very well – when resolution provided community not informed
Older suburbs don't get as much attention as the newer ones – probably because they have heaps of infrastructure already but also because newer suburbs are getting developer support – sometime not clear and can cause resentment
The group has not met for 3 years but we are still operating
Lack of understanding on behalf of City of Cockburn of the pressures for their families, club survival
Lead agency seem to value the “general” public over interest groups like ourselves, but we are the “public”
Has links with many City of Cockburn departments
When City of Cockburn staff turnover is high confidence from the community decreases
<b>Resources – Officer support</b> 28 comments, 22.58% of Objective 3
Would like more support from the council to promote what they do, and raise awareness of the group in the broader community.
The organisation works with environmental services doing clean ups and planting. They have a good relationship
Communication is good with City of Cockburn,
They have no difficulty communicating with City of Cockburn, and are very happy with Cockburn's assistance. City assists with their Christmas party, providing a Santa suit and refreshments
The City provided a lot of support initially but because of the time it took to receive the funds/grant potential members lost interest as they expected there to be a program set-up as soon as they joined
Is extremely happy with support from Community Development. All information provided has been useful. Very positive
City of Cockburn is very supportive. Gives them a lot of information
Ranger services have helped in the past, but could be more closely linked
Manager of Community Services is their 'tower of strength'. Have always had a positive outcome
No complaints – would like to know if there is a department within council which can help with official documents etc
Is there a consultant council can offer to groups to help deal with writing applications, legal docs etc

Appendix 1

Relationship with council is very positive. Very happy with support from Community Development. Finds the Soundings and the web page very useful
Would like to be able to refer to us people who may want to begin committees or action groups on various issues
Group run out of Environmental Services – likes this model where project is developed by City of Cockburn. Community members are recruited to operate the program, with City of Cockburn providing all the infrastructure, funding and support – e.g. advertising costs, volunteers, equipment etc. This is a good model for community collaboration
Help should not be dominating
Has a friendly relationship with Environmental Services which means that the group operates well and is well supported. A lot of people aren't aware of the "big" picture e.g. timeframes, constraints, funding etc, and because of this have an adversarial relationship with City of Cockburn because they lack insight and understanding. The good outcomes for the group is dependent on the good relationship with City of Cockburn staff
Great when City of Cockburn officers can attend committee meetings
Bad blood between club & lead agency – feel there is a communication breakdown and misinformation spread about them. Break down in relationship and they don't know who else they can approach or what other ways they might be able to re-engage. Who do they go to further up the chain? Feel generally unsupported and resented – management is resistant to even the simplest requests. They feel like costs are too high and they have been billed inappropriately
Feel supported by the councillors and officers
Links within Council are positive
Would like more Council support with submissions and potential projects
They have a very strong relationship with council
Would like support to develop projects
Council is supportive of projects they operate
They feel like they have had a lot of support from the City of Cockburn
Feel that they are supported by the City of Cockburn
Is finding it difficult to contact Youth Services. Would like to utilise their resources
Sometime not enough follow up from City on events and programs that have occurred i.e. Crime forums. Makes the community feel used and abused because the effort goes nowhere. Regular City of Cockburn feedback would be great
<b>Councillor support</b> 9 comments, 7.25% of Objective 3
Fantastic support from council
Rely heavily on Council; they allow the group to use the facility
Dive into volunteering presentation was very positive. Everyone was excited when the Mayor came to present the award
Good relationship with City. Feel supported by council when Councillors turn up to their meetings. Would be good to see more councillors at

Appendix 1

these regional/network type meetings because a lot of issues across the whole city are raised
Would like to see councillors come to the centre to introduce themselves
Councillors should make more of an effort to personally visit community groups and attend their meetings.
Feel supported by the councillors and officers
Councillors need briefings on community programs
Great support from councillors
<b>Consultation</b> 23 comments, 18.54% of Objective 3
Believes consultation process in City of Cockburn is good
Would like to see that decisions for upgrades and large projects to have more community and community group input
Would like to be directly invited as group to consultations e.g. amalgamations, that directly affect them - they feel they should be recognized and treated as key stakeholders
So many mechanisms to get information out there but still people complain that they weren't made aware of the issue/event/program.
Community consultations conducted to get input from the community and no one turns up – and then they jump up and down that they were not consulted
Need better mechanisms for informing council of issues and getting a response
Were previously located at one Hall, when renovations started they moved to the other hall. There is limited space at new hall; they share with two other groups on the same day
Help should not be dominating
Would like to see more transparency around consultation processes and decision-making
Consultations for major projects are often too limited in their scope and disingenuous i.e. not really a consultation but information sharing
In planning stages City of Cockburn should involve Aboriginal people (through organisations) more directly to take into consideration their needs
Allow for innovation and doing things differently in program development
Would like to be included in the development/planning stages of new sporting facilities as key stakeholders – but have not been invited onto any reference committees or been consulted – they should be asked as users what they need if there are any upgrades or new developments
Community consultations – not as well organised as they could be – follow through is lacking and participants cannot track how their input affects the situation
Sometime not enough follow up from City of Cockburn on events and programs that have occurred i.e. Crime forums. Makes the community feel used and abused because the effort goes nowhere. Regular City of Cockburn feedback would be great
Evaluation of Community Development programs is needed i.e. CCDG adverts in Gazette – are they effective?
Would like to be informed of issues that may effect their suburbs that will be discussed at council meetings
Council needs to consult better with community groups i.e. if an issue affects a suburb directly the resident association should be involved in

Appendix 1

developing the consultation and be a key stakeholder
The network sessions would be good if an update was given every 12 months or so on City of Cockburn infrastructure development, e.g. what's going on in a particular suburb
Need to be included as stakeholder group to inform decisions at the planning stage. However they have not actively sought to be included in consultations nor have they been invited. Plus how they may be involved and the importance of their involvement is unclear
Need to look at innovative ways to seek feedback from the community in regards to consultation – emails, on line surveys, targeting specific stakeholder groups directly, targeting front line staff instead of just the management because sometime info does not come down the line
Disability is the least consulted group by government
LGA's do seek advice from them at times for specific projects that deal with the disability sector
<b>Acknowledgement</b> 9 comments, 7.25% of Objective 3
The relationship with the City of Cockburn is important because the city needs to be aware of what they do and what they offer the community
Problem with City of Cockburn not acknowledging the organisation and the people involved there. Achievements sometimes get appropriated
Is happy that City of Cockburn involves kids in so many projects/events e.g. ANZAC Day; turning on the Christmas Lights
Dive into volunteering presentation was very positive. Everyone was excited when the Mayor came to present the award
Lack of understanding on behalf of City of Cockburn of the pressures for their families, club survival etc
City of Cockburn seem to value the "general" public over interest groups like ourselves, but we are the "public"
They have never been recognized for the work they do for the City of Cockburn – would like to see their contribution valued by a spread in the Soundings or even a thank you letter
City should do more not put more pressure on resident associations
They want to be honored for the longevity of the club
<b>Council led initiatives</b> 8 comments, 6.45% of Objective 3
Is happy that City of Cockburn involves kids in so many projects/events e.g. ANZAC Day; turning on the Christmas Lights
Like the idea of fun activities run by the City of Cockburn that bring the community together e.g. seniors expo
Group run out of Environmental Services – likes this model where project is developed by City of Cockburn. Community members are recruited to operate the program, with City of Cockburn providing all the infrastructure, funding and support – e.g. advertising costs, volunteers, equipment etc. This is a good model for community collaboration
Would like to see more activities and programs suggested and supported by the City of Cockburn
Local council can play such a pivotal role in employing Aboriginal people and providing opportunities for skill formation, education etc in collaboration with Indigenous organisations
Would like to see a fun day hosted in each suburb each year or on a rotation basis
Would like to see more interclub activities run and supported by City of Cockburn

Appendix 1

City of Cockburn could assist an organisation like this by providing more respite services for people with disabilities e.g. holiday programs

**Attachment 5: Gaps, Requests and Complaints**

<b>Individual Comments</b>
<b>Gaps</b>
Lack of affordable rentals
Lack of affordable rentals, residential housing, and shelters
Lack of youth friendly doctors
Lack of youth friendly job network providers. There are now fewer in the area due to the restructure
Sexual orientation issues – people have to go into Northbridge to access any services or support – nothing really in the southern suburbs
Access to the Cockburn Youth Centre: kids whose parents are without cars can't access centre
CaLD people in aged care is underrepresented
Transport is a huge issue for CaLD groups. Issues such baby sitting, timing, food provided have to be considered
Need more ops for young Aboriginal people to have on the job training and gain practical experience
Need far outweighs resources in disability sector. To combat this they have to either turn people away, run waiting lists and/or apply for project funding
HACC mainly deals with aged care and the disability area is not its priority, therefore no growth funding for respite services
Lack of transport is a big problem for people with disabilities
Access issues – tends to be seen solely as a physical barriers. Social (intellectual) access is often overlooked. A change in attitude is needed
Over 18 funding in disability area is minimal. There is a dearth of services for this age group and this issue needs to be addressed. Would be good to see case management approach to a person from a life cycle perspective i.e. follow-through management plans developed for people
<b>Requests</b>
We would like to do an art project for our entry
We would like to do a vegetable garden project
We would like to do a youth arts project, re-tar driveway, and increase food donations program
Would like to see more foot patrols
Would like to link into City of Cockburn in innovative ways – i.e. utilise City of Cockburn job training programs to do tender work like road construction
Need more ops for young Aboriginal people to have on the job training and gain practical experience

Appendix 1

<b>Complaints</b>
Security patrols are not good enough. Would like to see evidence of the patrols they do i.e. tracking of movements available on website
Issue with the speed of vehicles on Bibra Drive
Problem with the hall – Joe Cooper, it is often in a dirty condition when they arrive
Issues with SLLC and swimming lane space
Meetings with Management are not minuted, and there is no real discussion and no negotiation. Our issues were not resolved yet by the City of Cockburn's standards they were. We feel like the City of Cockburn is not accountable to anyone.

# **City of Cockburn Community Development Service Unit**

## **Summary of Officer Interviews, September 2009**



**Acknowledgements:**

The City of Cockburn Community Development Service Unit would like to thank all the officers who participated in this research project. The time given has been valuable and contributed greatly to our understanding of the City's work with community groups and individuals.

The City of Cockburn Community Development Team, September 2009

## **Contents Page**

<b>1.</b>	<b>Introduction: Overview of Interview Process and Organisation of the Data</b>	<b>4</b>
<b>2.</b>	<b>Interview Results: Objective 1 Stronger Community Organisations</b>	<b>5</b>
<b>2.1</b>	<b>Themes that emerged by percentage</b>	<b>5</b>
<b>2.2</b>	<b>Themes that emerged by number of comments</b>	<b>6</b>
<b>3.</b>	<b>Interview Results: Objective 2 Stronger Community Networks</b>	<b>7</b>
<b>3.1</b>	<b>Themes that emerged by percentage</b>	<b>7</b>
<b>3.2</b>	<b>Themes that emerged by number of comments</b>	<b>8</b>
<b>4.</b>	<b>Interview Results: Objective 3 Optimum Community/City Relationship</b>	<b>9</b>
<b>4.1</b>	<b>Themes that emerged by percentage</b>	<b>9</b>
<b>4.2</b>	<b>Themes that emerged by number of comments</b>	<b>10</b>
<b>5.</b>	<b>Interview Results: Gaps, Requests, Complaints and Internal Communication</b>	<b>11</b>

### ***List of Attachments***

<b>1.</b>	<b><i>Interview Guide</i></b>	<b>12</b>
<b>2.</b>	<b><i>Objective 1 Stronger Community Organisations, Individual Comments</i></b>	<b>13</b>
<b>3.</b>	<b><i>Objective 2 Stronger Community Networks, Individual Comments</i></b>	<b>19</b>
<b>4.</b>	<b><i>Objective 3 Optimum Community/City Relationship, Individual Comments</i></b>	<b>21</b>
<b>5.</b>	<b><i>Gaps, requests and Complaints, Individual Comments</i></b>	<b>27</b>

## **1. Introduction: Overview of Interview Process and Organisation of the Data**

From December 2008 to April 2009 the City of Cockburn Community Development Service Unit (CDSU) conducted interviews with twenty-nine officers who work with communities in the City of Cockburn.

Officers were selected to be representative of the various service units across the City of Cockburn.

The interviews sought to understand the strengths and weaknesses of the local community from the perspective of various officers (please see Attachment 1 for the Interview Guide).

The conversations that took place with City of Cockburn officers were recorded by a CDSU officer and then sorted into the relevant objectives of the CDSU.

These objectives are:

1. Stronger community organisations
2. Stronger community networks
3. Optimum Community/City relationship

Based on the responses the CDSU were able to identify a number of themes that emerged under each objective. The responses were then sorted into those relevant themes. The number of responses per theme in each objective was then calculated (please note that if a response fit more than one theme the response was counted again).

The report is organised so that you can see the themes that emerged under each objective and the number of times that theme emerged in the interviews.

The attachments show the individual comments that were made under that theme. For confidentiality, identifying features have been removed from the individual comments.

The information collected from the interviews is an important part of the research that will be used to inform the strategic direction of the CDSU over the next three to five years.

## **2. Interview Results: Objective 1 Stronger Community Organisations**

There were 90 comments relating to Stronger Community Organisations.

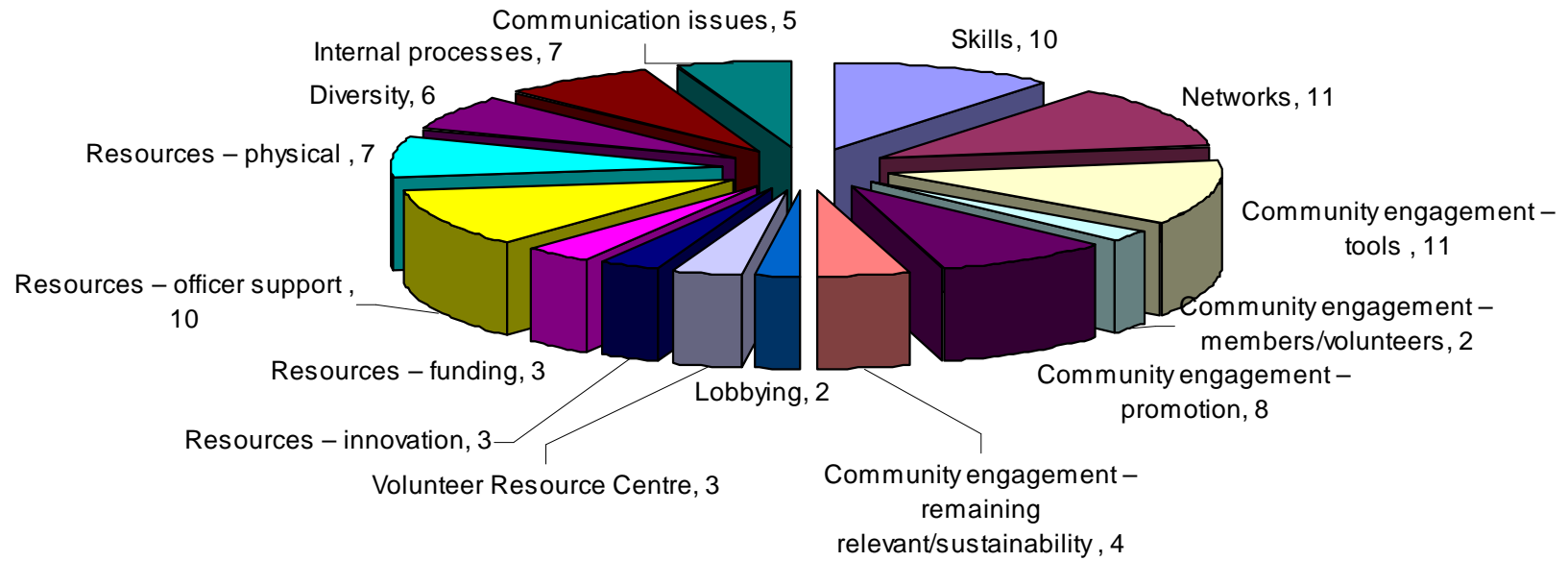
The following are the main themes that emerged from the interviews.

Please see Attachment 2 for the individual comments made under each theme heading.

### ***2.1 Themes that emerged by percentage:***

Skills	11%
Networks	12%
Community engagement – tools	12%
Community engagement – members/volunteers	2.2%
Community engagement – promotion	8.7%
Community engagement – remaining relevant/sustainability	4.3%
Lobbying	2.2%
Volunteer Resource Centre VRC	3.3%
Resources – innovation	3.3%
Resources – funding	3.3%
Resources – officer support	10.9%
Resources – physical	7.6%
Diversity	6.5%
Internal processes	7.6%
Communication issues	5.4%

## 2.2 Themes that emerged by number of comments



### **3. Interview Results: Objective 2 Stronger Community Networks**

There were 26 comments relating to Stronger Community Networks.

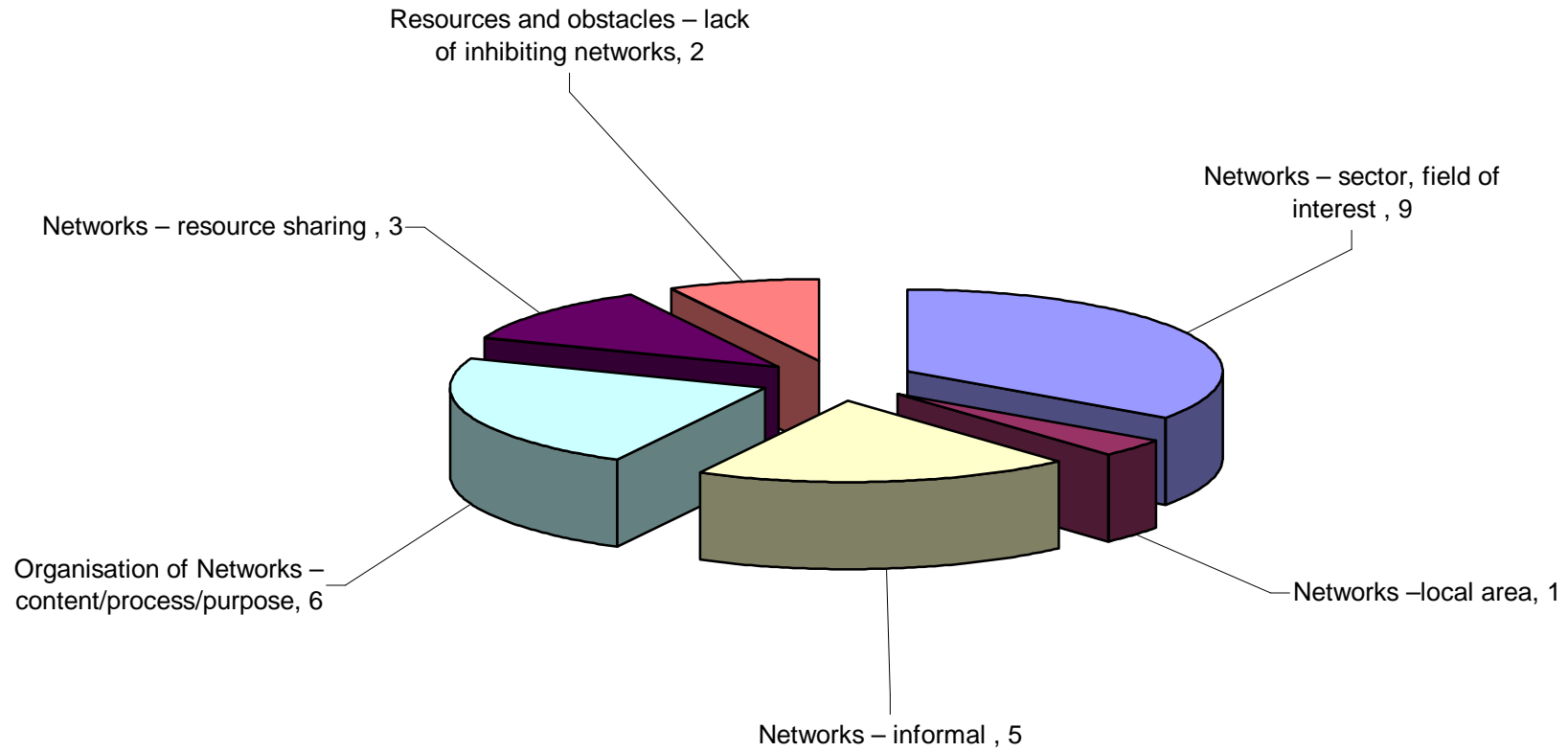
The following are the main themes that emerged from the interviews.

Please see Attachment 3 for the individual comments made under each theme heading.

#### ***3.1 Themes that emerged by percentage:***

Networks – sector	34.6%
Networks – local area	3.8%
Networks – informal	19.2%
Organisation of networks - content, purpose & processes	23.1%
Resource sharing	11.5%
Resources and obstacles	7.7%

### 3.2 Themes that emerged by number of comments



#### **4. Interview Results: Objective 3 Optimum Community/City Relationship**

There were 75 comments relating to Optimum Community/City Relationship.

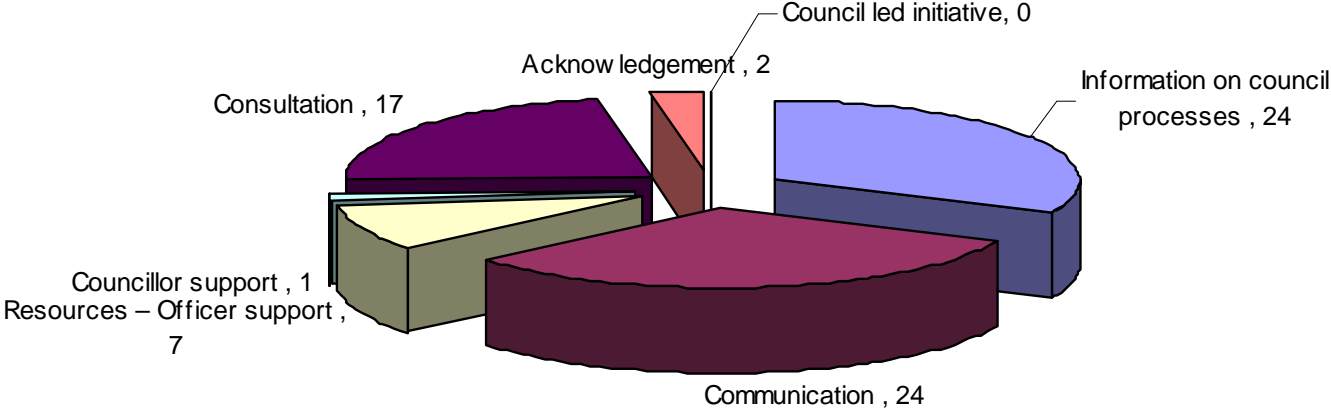
The following are the main themes that emerged from the interviews.

Please see Attachment 4 for the individual comments made under each theme heading.

##### ***4.1 Themes that emerged by percentage:***

Information on council processes	<b>32%</b>
Communication	<b>32%</b>
Resources – Officer support	<b>9.3%</b>
Councillor support	<b>1.3%</b>
Consultation	<b>22.7%</b>
Acknowledgement	<b>2.7%</b>
Council led initiative	<b>0%</b>

4.2 Themes that emerged by number of comments



## **5. Interview Results: Gaps, Requests, Complaints and Internal Communication**

There were a number of comments that did not reflect the objectives of the CDSU.

Participants identified a number of gap areas in service delivery across the City of Cockburn, and made particular requests for their service unit and complaints about particular items, particularly the internal communication of the City of Cockburn.

These issues will be considered as an overall part of our Strategic Planning process.

Specific complaints and requests will be reported to the relevant service unit managers.

Please see Attachment 5 for individual comments.

## Appendix 2

### Attachment 1: Interview Guide

This interview guide will form the template for the conversation/interview we would like to conduct with you. Please have a look over these questions in preparation for our conversation.

The 3 objectives are:

- I. Stronger community organisations
- II. Stronger community networks
- III. Optimum Community/City relationship

1. Do the above objectives relate to your work? In what way?
2. What is working in relation to i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?
3. What is not working in relation i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?
4. What might help in achieving i) stronger organisations, ii) stronger networks, and iii) good community/city relationship?
5. What community people and groups, within your sphere of expertise, should we talk to about what it will take to achieve these objectives?
6. Is it OK for us to approach them? How should we approach them? (e.g. do we need an introduction?)
7. Would you be interested in attending focus groups to explore these 3 objectives with other community and City stakeholders?
8. Who, for you, would be key players in such focus groups?

**Attachment 2: Objective 1, Stronger Community Organisations**

<b>Individual Comments</b>
<b>Skills (10 comments, 11% of objective 1)</b>
Education is needed for the community on how to get attention, e.g. getting petitions signed, writing submissions and gaining support from prominent community members e.g. Resident Association presidents
It would be good to provide training and education for community groups as to potential risks in handling food. Hopefully this will increase understanding of food safety issues
This project is good example of a project that works well because it is organised by our service instead of expecting attendees to run it. Other relevant services are bought in so that attendees are informed of support available in community
Community group involvement in events has many positive aspects because they can fundraise and learn skills
Groups can use ... service to help them fill out forms
We can tailor training sessions to individual requirements. We can also provide training to other service units. A good training session would be how to use fire extinguishers
Community organisations need to have knowledge of how the City works
At the moment looking for leadership within the attendees of the group but we still need to run the group at present
Community organisations need information about services, organisational structure and processes, understanding of decision making
Education and information is needed, especially with young people. We should be working to accentuate the positives
<b>Networks (11 comments, 12% of objective 1)</b>
Education is needed for the community on how to get attention, e.g. getting petitions signed, writing submissions and gaining support from prominent community members e.g. Resident Association presidents
Promotional material needs to be relevant to objectives of the service you are sending it to, and to know this you need to develop strong relationships
Other relevant services are bought in so that attendees are informed of support available in community
Linking is done to promote our service to agencies and the wider community. Finds that the best promotion for her services is through word of mouth
Projects are working well when a lot of factors come together nicely e.g. timing with other clubs, advertising in schools, good equipment
Businesses and volunteers have an opportunity to network informally in a relaxed environment; meet and greet and promote themselves in a positive way to the community at events
Promotion and education of services is lacking, low profile in community
Schools are quite hard to access (very busy)
One organisation per month has the opportunity to come and speak at information sessions
Best advertising is word of mouth and relationships with other services. For example when advertising for attendees to group programs other services have to believe that what you're doing is worthwhile, has good attendance, is sustainable and fits in with their objectives. You have to know your services to know what information to send them (and not waste their time) and you have to have a relationship (through networks) in order for them to promote

Appendix 2

your programs
Excellent linkages with relevant departments; great use of IT systems; good relationships and understandings developed with relevant outside agencies
<b>Community Engagement – Tools (11 comments, 12% of objective 1)</b>
Programs are staff prepared, organised and implemented – this includes the ideas for programs; linking is done to promote the services to agencies and wider community; finds that the best promo for her services is through word of mouth
Community groups are involved in the events in various capacities; Community group involvement has positive aspects because it helps them fundraise and they learn skills; Businesses and volunteers have an opportunity to network informally in a relaxed environment; meet and greet and promote themselves in a positive way to the community
She would like to see CDSU work collaboratively with them and other services to conduct needs assessments in various communities and develop networks. Can see potential in working more closely with CDSU.
Service is not directed to specific groups (e.g. CaLD, Aboriginal groups) but promoted to “all” people; can deliver training sessions on specific items; staff marketing meetings generate new ideas for programs/activities
Suggested that some sort of needs analysis, demographic indicators, trends analysis would be beneficial for programming. For e.g. history of people participating in programs, demographics per suburb
Suggested CDSU workshop in areas that don’t have resident associations or want to promote the resident association’s i.e. morning for interested community members to come together and talk about their needs and wants, and then can come to the event and mix socially in a fun, relaxed environment. Or have a stall to promote CDSU
Current communication method not effective (telephone calls)
City departments and other community groups are not using the City of Cockburn events to their full potential to promote themselves, fundraise etc
In reality how much information gets out through community meetings?
Schools are quite hard to access (very busy)
Education and information is needed, especially with young people. We should be working to accentuate the positives
<b>Community engagement – members/volunteers (2 comments, 2.2% of objective 1)</b>
At the moment looking for leadership within the attendees of the group but we still need to run the group at present – issues with women leaving as children grow up
The service does not use volunteers as such, though they have used high school students as part of their community service obligation. Would like to have volunteers to help out with some of the more simple things she does
<b>Community engagement – promo (8 comments, 8.7% of objective 1)</b>
Promotional material needs to be relevant to objectives of the service you are sending it to...
Projects are working well when a lot of factors come together nicely e.g. timing with other clubs, advertising in schools
Lack of promotion and low profile, isolation from the community, current communication method not effective (telephone calls)
Promotion and education of service lacking, low profile in community

Appendix 2

The promotion often gets left behind, although they do traditional advertising – flyers and adverts. This leaving behind happens mainly because they need to find out what works in terms of advertising
Ineffective advertising: not enough lead up time; bad timing
Best advertising is word of mouth and relationships with other services. For example when advertising for attendees to group programs other services have to believe that what you're doing is worthwhile, has good attendance, is sustainable and fits in with their objectives. You have to know your services to know what information to send them (and not waste their time) and you have to have a relationship (through networks) in order for them to promote your programs
Education and information is needed, especially with young people. We should be working to accentuate the positives
<b>Community engagement – remaining relevant/sustainability (4 comments, 4.3% of objective 1)</b>
CDSU could play a role in ensuring that when new projects are developed all relevant players (Disability, Aboriginal, Youth, Seniors etc) are represented so that services are developed and delivered holistically
Suggested that some sort of needs analysis, demographic indicators, trends analysis would be beneficial for programming. For e.g. history of people participating in programs, demographics per suburb etc
Apathy about local government – residents not voting in elections and not participating in community meetings – in reality how much information gets out through community meetings?
...for group programs other services have to believe that what you're doing is worthwhile, has good attendance, is sustainable and fits in with their objectives
<b>Lobbying (2 comments, 2.2% of objective 1)</b>
Education is needed for the community on how to get attention e.g. getting petitions signed, writing submissions, gaining support from prominent community members e.g. Residents Association presidents
The process for community groups requesting bigger budget items is not working
<b>VRC (3 comment, 3.3% of objective 1)</b>
Would like to have volunteers to help out with some of the items
We lack understanding on how the VRC works and also what City of Cockburn departments are expected to provide
Haven't had much support in the past from the VRC – we are dealing directly with volunteers as a result
<b>Resources – innovation (3 comments, 3.3% of objective 1)</b>
Community groups are involved in the events in various capacities. Community group involvement has positive aspects in that it helps them fundraise and they learn skills. Businesses and volunteers have an opportunity to network informally in a relaxed environment; meet and greet and promote themselves in a positive way to the community
Waiving the fee for temporary food premises and public building for community groups. Community groups get some exemptions e.g. labeling ingredients, can cook from home. Information Sheets that explain the requirements and are used as an educative tool. Training opportunities. Groups

Appendix 2

can use our service to help them fill out the forms; Community groups that operate illegally i.e. without permits – tend to get a warning but more serious consequences can result if they are repeat offenders
Service unit are very happy to work with other departments and vice versa to share information, contacts and promote various services. Suggested an opportunity for community groups to earn some money and meet and greet the community. Suggested CDSU workshop in areas that don't have resident associations or want to promote the resident association's i.e. morning for interested community members to come together and talk about their needs and wants and then can come to the event and mix socially in a fun, relaxed environment. Or have a stall to promote CDSU
<b>Resources – Funding (3 comments, 3.3% of objective 1)</b>
Has a strong relationship with groups: sources/assists with funding, promotes events, provides financial support & in-kind contributions
Waiving the fee for temporary food premises and public building for community groups. Community groups get some exemptions e.g. labeling ingredients, can cook from home. Information Sheets that explain the requirements and are used as an educative tool. Training opportunities. Groups can use our service to help them fill out the forms; Community groups that operate illegally i.e. without permits – tend to get a warning but more serious consequences can result if they are repeat offenders
What is important to clubs is costs, time constraints and availability of facilities
<b>Resources – Officer support (10 comments, 10.9% of objective 1)</b>
Groups that work closely with Council e.g. Neighbourhood Watch are well supported and well resourced
Has a strong relationship with community groups: sources/assists with funding, promotes events, provides financial support & in-kind contributions
Provides support to groups by assisting with grants. Works with a particular group to support their programs, other programs are well supported
This project is good example of a project that works well because it is organised by our service instead of expecting attendees to run it. Other relevant services are bought in so that attendees are informed of support available in community
Support the community to have their own strategies
Community groups are involved in various capacities. Community group involvement has positive aspects in that it helps them fundraise and they learn skills. Businesses and volunteers have an opportunity to network informally in a relaxed environment, meet and greet and promote themselves in a positive way to the community
Waiving the fee for temporary food premises and public building for community groups. Community groups get some exemptions e.g. labeling ingredients, can cook from home. Information Sheets that explain the requirements and are used as an educative tool. Training opportunities. Groups can use our service to help them fill out the forms; Community groups that operate illegally i.e. without permits – tend to get a warning but more serious consequences can result if they are repeat offenders
Playgroups could use more assistance, high turnover, parent run so limited resources and time
Supports clubs by providing them with information and grants. Have had no negative feedback from the clubs/community,
One organisation per month has the opportunity to come and speak at information sessions
<b>Resources – Physical (7 comments, 7.6% of objective 1)</b>
Reliable, well qualified staff; When a lot of factors come together nicely e.g. timing with other clubs, advertising in schools; Good equipment and courts

## Appendix 2

One service noted that it could not service all the people who need them. There are currently 6000 people in the area who could need the service, by 2020 will be 14,000
Most community groups are under resourced, so it is difficult to meet their needs
Community based groups are under resourced
Playgroups could use more assistance, they have a high turnover, and are parent run so have limited resources and time
Community based groups need to be better resourced,
What is important to clubs is costs, time constraints and availability of facility
<b>Diversity (6 comments, 6.5% of objective 1)</b>
CDSU could play a role in ensuring that when new projects are developed all relevant players (Disability, Aboriginal, Youth, Seniors etc) are represented at the table so that services are developed and delivered holistically
Service is not directed to specific groups (e.g. CALD, Aboriginal), but intended to be promoted to “all” people
Provides service to disabled, frail and housebound
Education and information is needed, especially with young people. We should be working to accentuate the positives
Development applications and information is not available in different languages
The nature of question time at council meetings (questions have to be submitted in writing) excludes people with some disabilities, and also those with literacy issues
<b>Internal processes (7 comments, 7.6% of objective 1)</b>
CDSU could play a role in ensuring that when new projects are developed all relevant players (Disability, Aboriginal, Youth, Seniors etc) are represented at the table so that services are developed and delivered holistically
Problems with integration of own services as well as rest of City of Cockburn
The nature of question time at council meetings (questions have to be submitted in writing) excludes people with some disabilities, and also those with literacy issues
Apathy about local government – residents not voting in elections and not participating in community meetings – in reality how much information gets out through community meetings?
Evaluation - Weak on this front
Stronger community organisations need information about services, organisational structure and processes, understanding of decision making etc
Well organised – clear job roles and responsibilities; excellent linkages with relevant departments; great use of IT systems; good relationships and understandings developed with relevant outside agencies. They learn from their mistakes and improve their service with each mistake. Each person works as a team but has a specific role dependent on their skills/strengths
<b>Communication issues (5 comments, 5.4% of objective 1)</b>
Would like to see CDSU work collaboratively with them and other services to conduct Needs Assessments in various communities and develop networks
The process for community groups requesting bigger budget items is not working

Appendix 2

Lack of promotion and low profile, isolation from the community, current communication method not effective (telephone calls)
Lack of communication even within departments; Schools are quite hard to access (very busy)
Grant funded Cockburn services could use more profile in council, staff are generally unaware of what services they provide

**Attachment 3: Stronger Community Networks**

<b>Individual Comments</b>
<b>Networks – sector (9 comments, 34.6% of Objective 2)</b>
Good relationships with schools, other clubs etc. To make this happen you need to organise things like mini, intra-club and intra-school competitions. Very important to develop key contacts in relevant organisations
Links are made between project stakeholders such as developers and relevant officers where possible
They generally have good relations with relevant service providers
We do 'Outreach' (visiting the community) through various programs. We have a strong community network
There are strong networks at the regional meetings and they are a great venue for council to communicate with groups. The network has forged strong partnerships for certain projects
Local government works with stakeholder groups. For example, the different reference groups try to ensure that the services council provides meets the needs of diverse people. The reference groups are a communication tool, networking opportunity and can develop projects
Connections are made with other services – through positive relationships with other services and clients. They have a good reputation
Suggested a morning tea to develop a network. Also can be used to provide information on council services
We have strong networks
<b>Networks – local (1 comment, 3.8% of Objective 2)</b>
Residents associations could have more to do with the schools, and likewise schools could have more community involvement. For example playgroups could be run through the school in order to introduce parents and kids to the school environment earlier. There is a good example in Beeliar, where the interagency meeting brings together the school, resident association, police, rangers, Safer Cities officer and DCP to work on crime and security issues
<b>Networks – informal (5 comments, 19.2% of Objective 2)</b>
What would be good is the development of supportive and informal community networks where neighbours help out families living with disability i.e. next door neighbour takes John to the park
Generally good relations with service providers
Have linked housebound individuals to community organisations. Established networks by starting clubs
We do 'Outreach' (visiting the community) through various programs. We have a strong community network
Connections are made with other services – through positive relationships with other services and clients. They have a good reputation
<b>Organisation of Network – content/process/purpose (6 comments, 23.1% of Objective 2)</b>
What would be good is the development of supportive and informal community networks where neighbours help out families living with disability i.e. next door neighbour takes John to the park. Also mainstream services need to be more accessible. This is big picture stuff and it needs to be implemented and responded to with director support

## Appendix 2

Good relationships with schools, other clubs etc. To make this happen you need to organise things like mini, intra-club and intra-school competitions. Very important to develop key contacts in relevant organisations
There are strong networks at the regional meetings and they are a great venue for council to communicate with groups. The network has forged strong partnerships for certain projects
Have linked housebound individuals to community organisations. Established networks by starting clubs
Suggested a morning tea to develop a network. Also can be used to provide information on council services
Would like to work/link in more with Youth Centre to promote our services and focus on youth adult services
<b>Networks – Resource sharing (3 comments, 11.5% of Objective 2 )</b>
We do 'Outreach' (visiting the community) through various programs. We have a strong community network
Have linked housebound individuals to community organisations. Established networks by starting clubs
The reference groups are a communication tool, networking opportunity and can develop projects
<b>Resources and obstacles (2 comments, 7.7% of Objective 2)</b>
... mainstream services need to be more accessible. This is big picture stuff and it needs to be implemented and responded to with director support
Not familiar with organisations or networks in Cockburn

**Attachment 4: Objective 3, Optimum Community/City Relationship**

<b>Individual Comments</b>
<b>Information on Council Processes (24 comments, 32% of objective 3)</b>
There is potential for more community education on development such as the need for certain community services, design of residential 'public open space' e.g. social implications of backyard living, how rezoning land has positive implications for sustainability such as keeping communities closer to services, employment etc
Council is too customer service oriented for the sake of our image. Residents complain to Elected Members who then complain to Management who then direct staff to resolve the issue. For e.g. in some cases the Director will be the one doing (the officer's job) because people have complained loud enough, even if the complaint is frivolous
Council is a politically driven machine and at times the process and outcome is not the best for the community or the council (i.e. wasted resources, backlog of other issues)
More information and education is needed
Other departments could work more closely with our service unit to promote their services. Council departments and community groups should share information and network more regularly. We should provide more info on what council does
They want to feedback to community what they do, why they do it and how it affects the community. They need to do more promotion to the community about the service they provide and how the community affects what they do. Would like to see more community education about council services. Certain departments should work more closely together if we think laterally about the issues. The key is to educate the next generation
Educating people on council processes (building approval process, reverse approvals, complaint procedure) would be great. Making people more aware of what goes on would be a good start. A clear policy on dispute resolution is needed
Great example of good community education is the tour of the waste recovery plant
Tradition of research and best industry practice; decision to act basically resides in the expertise of the staff; surveys are conducted; informed by wider context; use a variety of communication strategies. Educate people as part of daily practice (i.e. don't just give information but go through the process of teaching how to access the information for themselves). This practice is about freeing up staff time to work on policy initiatives instead of constantly dealing with providing information and requests. They have concentrated on the way they word emails so that people can immediately see if it is relevant or not
Key areas are relevant to the public/community organisations
Happy to attend community meetings where service unit issues arise
Brochures/flyer available for distribution at community meetings
Education tour can be organised
Public need to be educated on issues to do with the service unit. Would like to see the development of a (particular service). Have had trouble in the past working with schools to develop community education packages. Would love to be able to reward people doing the right thing a special token of appreciation i.e. free movie ticket, drink voucher. Would like to see more integrated work across different services in and outside council. Be great to share more information on roles and responsibilities

## Appendix 2

Training should be provided to key people who can play a role in providing information to the community e.g. real estate agents
Our database can be used in innovative ways. Notices sent out to community can be used to send out information from other service units. We can deliver training on what our service unit does
People are not aware of services that are/are not provided by Council
They don't really have time to attend community fairs because of lack of resources. Relationship with some community groups has traditionally been strained over some issues (they don't think we do enough and don't really know what we do anyway). 99% of response from public is aggression, because we mostly react to complaints. Lots of people just want council to do things for them. Interdepartmental problems: how do we get the information out into the community effectively? This is their biggest problem (current brochures are dodgy looking and out of date). Administration side is huge. Lack of community education and promotion of our services (because they are so run off their feet they have little time for essential items such as public education). The way they provide information to the public is very inefficient
Individual submissions with supporting arguments carry more weight than a petition
Education for community on where to start and where to go to obtain city's services
Organisations don't necessarily understand the process and where consultation fits in and who makes the final decision
Seems to be some confusion over application process i.e. approval from recreation to use reserves equals approval from our department (this is not the case). Also the grants process where events are given City of Cockburn money we need to advise the need for our approvals. There should be a streamlined application form between departments. Also need to work collaboratively across departments for sensitive issues
Not enough information provided
We should provide more info on what council does
<b>Communication (24 comments, 32% of objective 3)</b>
Language difficulties sometimes results in ignorance of regulations. Works on squeaky wheel principle (who screams loudest gets the attention). Sign of the times that people don't work things out between themselves as much anymore but expect council to step in a sort it out for them. Problems occur when people have difficulty getting the right documentation or/and when they expect a ding quicker turn-around. Half his time is spent explaining how the system works
Linking with CDSU to utilise monthly mail out and improve in-house communication
Sometimes council seem to treat community as if they are stupid
The information and the way they provide it is very inefficient. They just don't have enough resources.
Other departments could work more closely with our service unit to promote their services. Council departments and community groups should share information and network more regularly. We should provide more info on what council does
They want to feedback to community what they do, why they do it and how it affects the community. They need to do more promotion to the community about the service they provide and how the community affects what they do. Would like to see more community education about council services. Certain departments should work more closely together if we think laterally about the issues. The key is to educate the next generation
The call centre and the customer request system works well
The after hours call out service works well because problems can usually be dealt with immediately
System of communication between community, councilors and officers is working
Responding directly to customer requests works well

Appendix 2

Surveys are conducted; informed by wider context; use a variety of communication strategies. Educate people as part of daily practice (i.e. don't just give information but go through the process of teaching how to access the information for themselves). This practice is about freeing up staff time to work on policy initiatives instead of constantly dealing with providing information and requests. They have concentrated on the way they word emails so that people can immediately see if it is relevant or not
Customer service centre is good
In dealing with the community all complaints are followed up. Customer service system is a great system for fielding enquiries and complaints. People really appreciate the lengths that officers will go to. City of Cockburn has a great customer service reputation
They respond efficiently to complaints and queries on an on-going basis. They seek feedback from Customer Service on type of enquiries that come through and then consider how to respond
Attract more flies with honey. Also aware of difficulties people may face so make allowances for that (e.g. financial, deaths). Can come up with alternative plans to suit people. Have excellent relationships with other departments that they work closely with. Mistakes get picked up quickly. Collectively respond to issues. Always explain why notices are being sent. Good training for staff and clear procedures
Follow-up on electronic version of calendar/information for dissemination
Miscommunication between departments. Haven't had much support in the past from the VRC – we are dealing directly with volunteers as a result, Needs to be more external education on our role. Internal education is also needed. Need to improve the level of communication with some departments
Need internal education of all departments and their roles
Problems when left hand does not talk to right hand
Suggested that we could share information between their department and CDSU e.g. resources, contacts, notification of events etc
CDSU could distribute information to residents associations about what is going on in other council departments e.g. library programs, youth centre programs, etc
Council departments and community groups should share information and network more regularly.
Call centre and customer request system works well
Would help if CDSU could distribute information to residents associations about what is going on in other council departments, e.g. library programs, youth centre programs, etc
<b>Resources – Officer support (7 comments, 9.3% of objective 3)</b>
Need for a multicultural officer
They actually just don't have enough resources. Need another officer
Not enough resources, officers or time
Politically driven machine and at times the process and outcome is not the best for the community or the council (i.e. wasted resources such as officers time, backlog of other issues)
In dealing with the community all complaints are followed up. People really appreciate the lengths that officers will go to.
New developments would benefit from Community Development work
The after hours call out service works well because problems can usually be dealt with immediately

Appendix 2

<p><b>Councillor Support (1 comment, 1.3% of objective 3)</b></p> <p>Council is too customer service oriented for the sake of our image. Residents complain to Elected Members who then complain to Management who then direct staff to resolve the issue. For e.g. in some cases the Director will be the one doing (the officer's job) because people have complained loud enough, even if the complaint is frivolous</p>
<p><b>Consultation (17 comments, 22.7% of objective 3)</b></p> <p>Residents complain about some issues such as Lodging Houses being put in their community. There is potential for more community education on developments such as this and the need for certain community services. Design of residential Public Open Space e.g. social implications of backyard living etc, how rezoning land has positive implications for sustainability such as keeping communities closer to services, employment etc</p> <p>Community Consultation mechanisms used – no surveys out – rely on information collated through customer satisfaction and community needs surveys. Happy with that</p> <p>Suggested a forum for citizens to ask about the strategic plans</p> <p>Tradition of research and best industry practice; decision to act basically resides in the expertise of the staff; surveys are conducted; informed by wider context; use a variety of communication strategies. Educate people as part of daily practice (i.e. don't just give information but go through the process of teaching how to access the information for themselves). This practice is about freeing up staff time to work on policy initiatives instead of constantly dealing with providing information and requests. They have concentrated on the way they word emails so that people can immediately see if it is relevant or not</p> <p>When they do works they put out notices to the community and wait for feedback. On the basis of this feedback works will commence or not. However, we still get complaints that they were not informed. They do not provide this info to the local resident associations</p> <p>Consultation is lacking at the City of Cockburn. There is a legal responsibility for consulting e.g. Aboriginal Heritage Act, Town Planning Act, Council policies. There is the need for a better consultation and communication policy for council</p> <p>The nature of question time at council meetings (questions have to be submitted in writing) excludes people with some disabilities and those with literacy issues</p> <p>Needs to be more joint ventures and more opportunity for seniors to be involved in planning for projects and services</p> <p>Communication is a problem within council. People don't inform appropriate departments. Even small projects need to have some element of consultation</p> <p>A company may be digging up the verge and people ring council to find out who it is rather than just asking the person digging up the verge; they provide information to the community about upcoming works yet people still always ring to find out what is going on</p> <p>It is particularly difficult to get commercial and business owners to respond to consultations</p> <p>Apathy - public not understanding information or not reading it. This result in them wasting time on unnecessary complaints</p> <p>Suggested a forum for citizens to ask about the strategic plans</p> <p>Business/Industry also need to be included when we develop our plans</p> <p>Would be useful in consultations to have an Aboriginal group/contact who can give a definitive answer</p> <p>Efficiency of the feedback loop between council and community is doubtful</p> <p>CDSU could distribute information to residents associations about what is going on in other council departments e.g. library programs, youth centre programs etc</p>

Appendix 2

<b>Acknowledgement (2 comment, 2.7% of objective 3)</b>
Sometimes council seem to treat community as if they are stupid
The RSG has a strong relationship with council. Cockburn council listens to their needs

**Attachment 5: Gaps, Requests and Complaints, Internal Communication**

<b>Individual Comments</b>
<b>Gap</b>
Gap area in services to the early primary age group 6-12 yrs
Lack of direct service provision for people with disabilities
Poor signage in car park, poor access for people with disabilities, or frail. Dangerous paths. Need for a multicultural officer
<b>Complaint</b>
Particular service unit is providing the wrong information to the public
Miscommunication between departments
She simply does not have the time. Hard to fit in everything, plus generate new programs within her limited time constraints – could do with an assistant
Change of seating arrangements means that they are not able to work together as effectively as when it was more open plan
Promotion is politically driven
<b>Request</b>
Council's insurers provide excellent risk management training –highlights how if they don't comply with legal requirement i.e. permits, they are not covered
Suggested big community meeting for Neighbourhood Watch, Cockburn Community Development Group and seniors to attend
Difficult funding arrangements for some external services - can this change
Wants to link with grants officer and VRC
There are different systems for registering requests with different departments, some use Proclaim and some use the staff portal customer request system. It would be helpful if everyone was on the same system
Staff at external or grant funded services feel limited by the City in being able to develop their grant funded programs. For example the City's financial systems are too inflexible to support grant funded programs which do not necessarily follow the City's timeframes and guidelines
Could be good to have someone from CDSU attend structure plan meetings, where developers submit their initial plans, to give a perspective on community needs
Would be good to have a policy on how far council is willing to go in terms of complaints and their ability to resolve it
There is potential for a farmers market in Cockburn
Suggested CDSU attend a Regional meeting
<b>Internal Communication</b>
External services need to become more integrated with rest of City of Cockburn services
Departments work too separately from one another when we should be helping each other and sharing info more. City employees should be more flexible and open to going the extra mile – sometimes people can be too restricted in how they approach their job role

## Appendix 2

Concern that we should work more closely together and know what each other does and what each is responsible for (instead of silo effect)
There is poor communication between line managers and staff
Structures of responsibility can lead to micro managing and not allowing people to manage their areas properly
Clarity about job roles (internally and externally) so we can refer or seek advice from appropriate people/organisations and vice versa, What technical support can be applied so that we can use each other's expertise? Connections between different departments is important – educate each other on roles and responsibilities
Relevant council services should try and get together to share information on how each service works
Need to link in more with internal departments not directly related to the work we do
Would like to hear more from some services and the work they do that do not traditionally work with us
The left hand doesn't know what the right hand is doing
Interdepartmental problems (problem explained)
Sometimes communication problems with directives between Director, Manager and team leader
Lack of awareness of what other officers within the City are doing – reduces the opportunities for different service units to work together. Could collaborate more
Communication within council doesn't work that well
Needs to be more joint ventures and opportunity for seniors to be involved in
Problem within council – communication. People don't inform appropriate departments. Even small projects need to have some element of consultation
Issue of people not knowing what is going on in other departments; 'silos'

## Community Development Strategic Planning Workshops

### Community Dialogues – Table Questions – Strategies into Actions

Monday 12 October 2009

**Q1. What would it take to maximise the skills and capacity of community organisations in our area? What is City of Cockburn’s Community Development unit role in this?**

ACTIONS	CD UNIT’S ROLE
<b>Table 1</b>	
Networking and knowledge sharing <b>1</b>	Provide opportunities for groups to come together for network meetings (Venue, facilitation)
Skills register/sharing <b>1</b>	Create a register of community organisations outlining services they provide and skills they possess
Match aims/inspiration with capacity to deliver <b>0</b>	
Acknowledgement of community orgs <b>1</b>	Provide opportunities to celebrate achievements i) within organisations ii) between organisations
Communication & dissemination of information <b>0</b>	
<b>Recruitment and retention of volunteers 4</b>	Training to be provided on ways to do this. Support from the VRC
Getting the ‘face’ of organisations out to the community <b>1</b> Personal stories about passion for the work – to go to media <b>0</b> Promotion of success stories (media to increase profile etc) <b>1</b> Marketing & advertising – ‘selling’ orgs to people/potential volunteers etc <b>2</b>	More promotion of the organisations through Cockburn publications; with success stories & profiles, use of the Volunteer Wave etc. Provide training for marketing etc

Appendix 3

Needs assessment & identify gap areas <b>0</b>	Work one-on-one/closely with orgs to identify these needs
Minimising administrative demands <b>1</b>	Officer support & assistance where it is not possible to reduce administration commitments
Tapping into available resources – eg uni graduates, TAFE students etc <b>1</b>	Provide contacts/register for these people
Connection between org needs & where to get people & resources <b>0</b>	Provide register
<b>Table 2</b>	<b>CD UNIT'S ROLE</b>
<ol style="list-style-type: none"> <li><b>1. Training of volunteers and staff in key roles i.e. treasurer, chair etc (4)</b></li> <li>2. Make available a register of volunteer organisations (2)</li> <li>3. Help groups to clarify what their purpose is so that others know what they do and how they can get involved</li> <li>4. Provide rewards and incentives (1)</li> <li>5. Recognition of cultural barriers (1)</li> <li><b>6. Attraction/Retention of volunteers and members (7)</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Co-ordinate &amp; facilitate</li> <li>2. Research and provide list – must include very specific information like purpose, events, dates, needs. Should be well promoted, regularly updated and accessible</li> <li>3. Officer support. Can be part of list generating process</li> <li>4. Organise and promote incentive program, rewards etc</li> <li>5. Cultural awareness training.</li> <li>6. Help organisations be clear about the roles and responsibilities in organisations i.e. develop JDF so that people know what they are doing. Have a diversity of roles available from simple to complex, one-off to leader</li> </ol>
<b>Table 4</b>	
<ol style="list-style-type: none"> <li>1. Gaining skills: <ul style="list-style-type: none"> <li>• Meeting Procedures</li> </ul> </li> </ol>	

Appendix 3

<ul style="list-style-type: none"> <li>• How to deliver message/information to community</li> <li>• Networking</li> <li>• Promotions</li> </ul> <p>2. Resources:</p> <ul style="list-style-type: none"> <li>• Promotion</li> <li>• Grants</li> <li>• Media/Cockburn Sounding-type Newsletter</li> <li>• NFP – information &amp; capacity – database (information including role of organisation, facility) with survey(register for needs – eg venue needs)</li> <li>• Premises – desk space; storage; photocopying room @ CoC (for eg library)</li> </ul> <p>3. COC support/facilitate process for collaboration and synergies – space sharing by locality/types of service and culture and resource sharing (budgets/grants).</p>	
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**Q2. Q2. What would it take to optimise effect networks between community organisations? What is City of Cockburn’s CD unit’s role within this?**

ACTIONS	CD UNIT’S ROLE
<b>Table 1</b>	
<b>Encourage attendance at meetings through incentives – food, drinks &amp; celebrations as opportunities. 6</b>	To facilitate and manage, provide venue and food
<b>Collaboration/Joint projects – getting to know individuals within the organisations 3</b>	
Matching goals with capacity – not taking on more than can be accomplished – avoid burning out.	Provide training

Appendix 3

<p><b>“Speed dating” network/information sharing meetings, get to know each other, then hold a quiz at end of the evening, with questions based on the processes, inner workings of orgs – encourage people to learn about other orgs in a fun environment 4</b></p>	<p>To provide support either through venue, facilitation, promotion or advice</p>
<p>Marketing</p>	<p>Training &amp; support</p>
<p>Easier access to information about workshops &amp; other resources 1</p>	<p>Promote more widely</p>
<p>Acknowledge that ‘rewards’ work</p>	
<p>Personalising organisations; give/put face to the name 1</p>	<p>CD unit providing support (face to face) to organisations</p>
<p><b>Table 2</b></p>	<p>CD UNIT’S ROLE</p>
<p>2. Sharing of critical events, times, needs (1)</p> <p>3. <b>Help groups become clear and transparent about their content, purpose and processes (5)</b></p> <p>4. Help groups with conflict resolution and/or change management (1)</p> <p>5. <b>Social events to gather groups with similar purposes/goals (4)</b></p>	<p>1. Provide opportunities for informal networking. Facilitate an maintain a register or database that anyone can access</p> <p>2. Officer Support. Conduct workshops with interested group</p> <p>3. Officer support in helping groups identify problems or problem people and facilitating change</p> <p>4. Facilitate and manage</p>
<p><b>Table 4</b></p>	
<p>1. Database</p> <ul style="list-style-type: none"> <li>• Update regularly – six monthly basis with surveys (when &amp; who publishes newsletters)</li> </ul> <p>2. Newsletters direct mail out &amp; emailed</p>	

### Appendix 3

<ul style="list-style-type: none"><li>• What's happening (every two months to groups and every six months to public)</li><li>• Needs to be relevant – grants available; what's on; what's happening with groups; council info relevant to groups; feature items.</li></ul> <p>3. Suburb Community Day</p> <ul style="list-style-type: none"><li>• Invitations to all local groups</li><li>• Resident groups could host</li></ul> <p>4. Consultation to community groups – encourage City to invite community organisations</p>	
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**TABLE 4 - Priority ACTIONS**

## Appendix 3

5. Newsletter (Current, Quality & Relevant)
  - To public every six months on community groups
  - What's happening; feature items; contacts & meetings; promotions & good news re: community groups for eg wins; successes, etc.
  - To groups every two months
  - Grants available; what's happening; council info; features
  
6. NFP Database – to support information sharing & capacity
  - Database with contact information updated six monthly
  - With Contact Update sheet a survey to see what should be included in survey; group role; facility used; needs; potential interests; venue needs (for venue register); interest in suburb open days – groups.
  
7. Space and Venue availability/sharing
  - By locality and/or groups of similar interest
  - Synergies & Collaboration
  - Resource provision – for eg photocopying facility
  
8. Gaining Skills through training
  - Meeting Procedures/Committee Roles & Processes
  - Deliver Message and information to community
  - Networking
  - Promotions
  
9. Community Group Consultation by City of Cockburn
  - To advise of consultations for eg developments, etc
  - To send out invitations to groups on relevant consultations
  
- What's happening (every two months to groups and every six months to public)
- Needs to be relevant – grants available; what's on; what's happening with groups; council info relevant to groups; feature items.

## Appendix 3

### 10. Suburb Community Day

- Invitations to all local groups

### 11. Consultation to community groups – encourage City to invite community organisations

## Appendix 3

## Community Development Strategic Planning Workshops

### Community Dialogues – Table Questions – Strategies into Actions Wednesday 14 October 2009

**Q1. What would it take to maximise the skills and capacity of community organisations in our area? What is City of Cockburn’s Community Development unit role in this?**

<b>Table 1</b>	<b>CD UNIT’S ROLE</b>
Raised awareness of available services especially funding/grant opportunities both through Council & external (lotterywest etc)	CD to increase promotion of these opportunities Include in a newsletter/directory
Diversify membership and reach marginalised groups	Provide resources & link to other groups trying to achieve this
Linking/pairing-up with organisations sharing similar interests	CD to help build and sustain networks
Support for new/upcoming organisations	Training eg “101 for new orgs”
Increasing volunteer numbers	Support & link with VRC
More information to be available to new parents and people new to the Cockburn area	Increased presence at community events/activities Include information in the directory – send out to all community orgs
Assistance with expenses associated with advertising & promotion of organisations	CD to promote on website and in VRC newsletter etc CD to look at directions/models from other Councils
Assistance with venue hire	CD to assist orgs to find suitable venues at minimal costs

<b>Table 2</b>	<b>CD UNIT’S ROLE</b>

Appendix 4

<ol style="list-style-type: none"> <li>1. Continue CD training sessions - very valuable – but make sessions available during the day as well as in the evenings</li> <li>2. Assist with lobby issues at a higher level e.g. politicians invited to community group networking meetings either quarterly or a couple of times a year</li> <li>3. Hold training sessions specifically on lobbying</li> </ol>	<ol style="list-style-type: none"> <li>1. Co-ordinate &amp; facilitate</li> <li>2. Organise/Invite on behalf of community groups</li> <li>3. Initiate, organise &amp; facilitate</li> </ol>
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<b>Table 3</b>	<b>CD UNIT'S ROLE</b>
<ol style="list-style-type: none"> <li><b>4. Training of volunteers and paid positions 2</b></li> <li>5. Assist with admin issues 1</li> <li><b>6. Increase awareness of other organisations including needs, purposes, staff numbers, meeting dates etc 6</b></li> <li><b>7. Link people with special needs or from minority groups into community groups 1</b></li> <li>8. Identify gaps in service provision</li> <li>9. Help community organisations become more inclusive 1</li> <li>10. Recognise some organisations are community specific 1</li> </ol>	<ol style="list-style-type: none"> <li>4. Co-ordinate &amp; facilitate training programs or provide individual training</li> <li>5. Provide officer or space and equipment</li> <li>6. Provide a list/database, do the research, perhaps organise Facebook type set up or way to google info</li> <li>7. provide grants to develop this capacity</li> <li>8. Networking forums and databases</li> <li>9. Cultural Awareness Training</li> <li>10. Database</li> </ol>

Appendix 4

11. More innovative communication ideas ie facebook, use of email 1	11. Develop and implement
<b>12. Monthly or regular meetings eg speed dating with motivational speaker 5</b>	12. Organise and facilitate

<b>Table 4</b>	
<ol style="list-style-type: none"> <li>1. Assistance with sourcing, providing and applying for grants and funding.</li> <li>2. City of Cockburn Corporate volunteering program</li> <li>3. Training for NFP roles of office bearers – defining roles, assistance with transition</li> <li>4. Provide written &amp; web resources for running and forming new NFP – linking/referral to resources available, providing training.</li> <li>5. Staff development &amp; retention, how to establish group, training for specific roles, taxation and GST volunteer recruitment, funding application.</li> </ol>	<ol style="list-style-type: none"> <li>1. Set up a grants register for specific grants required, alert system for grants available. CD to set up and facilitate.</li> <li>2. CD to set up and coordinate.</li> <li>3. Organise training sessions</li> <li>4. Facilitate a list of web resources, series of factsheets available</li> <li>5. Organise training sessions</li> </ol>

<b>Table 5</b>	<b>CD UNIT'S ROLE</b>
Networking for the purpose of information and resource training	Organise network groups
Assistance with recruiting and retaining staff	Venue provision for recruitment drives/info sessions, and provide information on free or cheap venues – schools/public venues

## Appendix 4

Tools and training opportunities. Mentor program/more awareness of workshops	Skills audit – what other organisations do
Promotion strategies targeting volunteer recruitment	Provide advice and support on where, how, when etc to promote programs and projects. Ie. What works in our area from our experience
Training programs (eg people skills)	Provide training facilitated by experts
Increasing membership	Provide strategic planning and other planning sessions.

### Q2. What would it take to optimise effect networks between community organisations? What is City of Cockburn's CD unit's role within this?

Table 1	CD UNIT'S ROLE
<b>Process of ongoing promotion &amp; raising awareness of existing community organisations</b>	To produce & circulate newsletter; email & hard copy Directory of organisations
<b>Regular meetings between community organisations with shared themes to encourage information sharing</b>	Facilitate communication between organisations & provide venue for meetings
<b>CD to be more aware of orgs &amp; provide the links between orgs</b>	Provide a liaison officer
Annual meetings for networking	To organise/facilitate
Two-way exchange of changes to staff and programs between CD and orgs	To send out reminders to organisations to update their info, and CD staff to send out CD's new info
Individual support for organisations	Provide a mentor for each organisation
<b>Organisations could provide resources they have (expertise, equipment, venues &amp; personnel) share these with each other</b>	Directory to give organisations the contacts for other groups

Appendix 4

Table 2	CD UNIT'S ROLE
<p>1. <b><i>“Speed-dating” or “Speed-networking” introductory meeting of community groups, including VRC ⑥</i></b></p> <p>2. Regular meeting of all community groups – with spotlight on one organisation each time to introduce and showcase what they do ①</p> <p>3. <b><i>Forum/Expo for businesses and community groups including volunteers for community groups to:</i></b>            – <i>Inform businesses of what community groups do,</i>            – <i>make connections between businesses and community groups (how they can help each other)</i>            – <i>showcase what’s working in community groups, existing relationships with businesses</i>            – <i>make connections between community groups and volunteers ⑤</i></p> <p>4. <b><i>Central contact facility for all community groups e.g. webpage or email network for information to be forwarded through and disseminated as it happens – e.g. events, calls for resources, volunteers, members ⑥</i></b></p> <p>5. Investigate best practice models for networking for community groups</p>	<p>1. <b><i>Organise &amp; facilitate</i></b></p> <p>2. Organise &amp; facilitate to begin with until it is taken over by groups</p> <p>3. <b><i>Organise &amp; facilitate</i></b></p> <p>4. <b><i>Co-ordinate &amp; maintain</i></b></p> <p>5. Investigate &amp; report to community groups</p>

Table 3	CD UNIT'S ROLE
<p>6. <i>Provide support for admin and costs eg photocopying &amp; IT</i></p> <p>7. Officer/Liasion Officer to provide inf and referaal and networking across variety of projects</p> <p>8. <i>Newsletter – what people need, purposes etc</i></p>	<p>6. <i>Grants or office availability, Access to tech officer</i></p> <p>7. Provide</p> <p>8. <i>Organise &amp; facilitate</i></p>

Appendix 4

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<b>Table 5</b>	<b>CD UNIT'S ROLE</b>
Networks for establishing contacts within Cockburn, and mutual promotion	Facilitate networking between community organisations for the purpose of promotion and communication between organisations and the City of Cockburn
Networking around field specific topics – mentorships, arts, inclusion, include for profits and government bodies	

**Q3. What would it take to improve relationships between the City and community organisations? What is City of Cockburn's CD unit's role within this?**

<b>Table 1</b>	<b>CD UNIT'S ROLE</b>
To ensure Councillors are aware of community organisation	CD to regularly provide Councillors with updated information
Encourage Councillor attendance at meetings	CD to ensure Councillors are invited and kept up-to-date
Clearer communication between organisations and CoC More consultations between CoC and orgs	Provide individual support to orgs to keep up-to-date Provide information re: Councillors and Council processes
More acknowledgement of organisations/volunteers	

<b>Table 2</b>	<b>CD UNIT'S ROLE</b>
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Appendix 4

<ol style="list-style-type: none"> <li>1. Community groups invited to give a short presentation to Councillors prior to Council Meetings and Agenda Briefings</li> <li>2. Central email process/facility to disseminate council information to community groups as well as from community groups to community groups</li> <li>3. Assist with community consultation between Council and community groups</li> </ol>	<ol style="list-style-type: none"> <li>1. Make groups aware of this opportunity and organise with Valerie for those groups who are interested</li> <li>2. Co-ordinate &amp; maintain</li> <li>3. Linking/connecting groups to consultation and providing feedback to Council</li> </ol>
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<p><b>Not Sure which table (is titled table 2)</b></p>	<p>CD UNIT'S ROLE</p>
<ol style="list-style-type: none"> <li>4. Consult with community groups as to what they need on issues that directly affect them ie by laws, new plans</li> <li>5. Improve connection between council and community</li> </ol>	<ol style="list-style-type: none"> <li>4. Consultation through groups. Org and facilitate</li> <li>5. Organise consult and feedback mechanisms</li> </ol>

<p><b>Table 4</b></p>	<p>CD UNIT'S ROLE</p>
<ol style="list-style-type: none"> <li>1. Invite community group members to relevant council meetings, workshops, information sessions to increase council knowledge of organisations. <b>5</b></li> <li>2. Create database of community organisations information to include: what they do, potential training/resource needs. <b>3</b></li> </ol>	<ol style="list-style-type: none"> <li>9. Organise, facilitate &amp; pay for it.</li> <li>10. Collect &amp; collate information, update (twice yearly – mailout and phone), accessible to staff and</li> </ol>

Appendix 4

<p>3. Direct mail out or ad in Cockburn Update encouraging community organisations to update contact details and what is happening. <b>1</b></p> <p>4. Provide officer support for volunteer recruitment. <b>2</b></p> <p>5. Promoting services that council already provide and provide websites for community groups. <b>4</b></p>	<p>public. Mailout with questionnaire to identify needs.</p> <p>11. Place ad in update &amp; e-newsletter x 4 per year. Pay for it.</p> <p>12. Additional staff to attend meeting and advice.</p> <p>Help community groups set up websites.</p>
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<b>Table 5</b>	CD UNIT'S ROLE
<p>More access to information about resources available, to support what we do (eg. Recreational facilities, age related services and support) <b>0</b></p>	<p>Provide information sheets on resources available <b>0</b></p>
<p>Access to free or cheap space and transport. Information about what equipment is available, where and who to speak to, to get access, eg. what playground equipment is available, and what age it is suitable for.</p>	<ul style="list-style-type: none"> <li>• Transport resources. <b>1</b></li> <li>• Create inventory lists of resources and equipment <b>1</b></li> </ul>
<p><b>A better means to communicate feedback, eg. A venue needs ramps for wheelchair access. Contact list of Cockburn officers with their roles and responsibilities for people to speak to directly for immediate feedback and follow-up</b></p>	<p><b>Create list <b>3</b></b></p>
<p><b>A register of volunteer organisations and what they do</b></p>	<p><b>Create a register of volunteer organisations and what they do <b>4</b></b></p>
<p><b>An e-newsletter targeting and focussing on volunteer organisations</b></p>	<p><b>Facilitate the creation of an e-newsletter for information sharing, communication, contacts, advertising services and promotion - groups to contribute content and community development to provide feedback <b>4</b></b></p>

#### Appendix 4

Councillor and officer (preferably councillor) support and attendance at community organisation meetings – be able to communicate needs, and find out what the council is doing – relevant projects	Information and updates on relevant programs and developments 1
Consultation meetings with feedback on results	Feedback on consultation

## Community Development Strategic Planning Workshops

Community Dialogues – Priority Strategies for Delivery  
Monday 12 October 2009 and Wednesday 14 October 2009

### Objective One Stronger Organisations

Strategies	Mon 12 Oct	Wed 14 Oct
<b>Support community organisations to engage with their communities – tools; members/volunteers; consultation; promotion &amp; remaining relevant/sustainability</b>	14	15
Create tools and training opportunities for community organisations	2	10
<b>Assist organisations to attract and manage resources</b>	10	11
Promote linkage to the Volunteer Resource Centre	0	11
Support diversity in community organisations	2	7
Build lobbying tools and skills	1	2

Appendix 5

**Objective Two  
Stronger Networks**

Strategies	Monday 12 October	Wednesday 14 October
Encourage strong networks	3	13
Ensure relevance of networks – content, process & purpose	6	6
<b>Support resource sharing &amp; collaboration</b>	15	17
Reduce barriers to networking in Cockburn	0	2

Appendix 5

**Objective Three**

**Optimum Communication between City/Community**

Strategies	Monday 12 October	Wednesday 14 October
<b>Provide individual officer support &amp; information</b>	8	9
<b>Support consultation with community/community organisations</b>	10	12
Communicate Council Process &/or create tools to clarify	0	0
Encourage Councillor Support	8	6
Acknowledge work of community organisations and volunteers	5	3
<b>Deliver Community Development-led initiatives</b>	9	6