

City of Cockburn
**COMMUNITY DEVELOPMENT
STRATEGY
2016 – 2020**



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Executive Summary

The Community Development Strategy 2016-2020 sets out the City's Community Development priorities over the next four years. The Community Development Strategic Plan 2010-2014, has left the community development team in good stead as well as identifying Community Engagement as a gap area within the City. As a result, a Community Engagement Policy and Framework was developed and a Community Engagement Officer position created to grow a Community Engagement culture within the City.

A Community Conversations event was held in 2015 with over 50 community members. The workshop focused on developing a community vision for Cockburn, and identifying how individuals, groups and Local Government can contribute to realizing this vision. The data gathered was refined into five strategic themes.

Workshops were then held with 25 representatives from key community groups and 10 key community development staff to further develop these themes. The five key themes were also put forward for feedback at the Cockburn Inspirational Volunteer Awards 2015 where over 450 people attended and at the Celebrating Cockburn Community Roadshows where over 240 people attended in 2016.

As a result the Mission was developed 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; and a community in which people feel able to facilitate positive change in their lives and the lives of others.

The Strategic Themes identified include:

1. Connected Neighbourhoods – Build strong, vibrant, safe and connected local communities through supporting and creating opportunities for residents to know their neighbours.

2. Advocacy and Engagement – Grow an informed and engaged community by creating opportunities to learn about how Council and the City works.

3. Support & Networking for Not-for-Profit's – Build strong and resilient community groups by continuing to provide support, funding and subsidies for running events, community projects and fundraising in Cockburn. Strengthen the capacity of not-for-profit organisations and residents, and strengthen networks between not-for-profit organisations

4. Empowering Community – Grow community leadership capacity and leaders through building on individual and community group gifts, providing learning, volunteering and networking opportunities.

5. Safety and Sustainability– Promote community safety and sustainability by providing support for community led safety initiatives. Facilitate access to City Service Units including Co-Safe, Crime Prevention officers, Community Services, Rangers, Environmental Services, and Parks.

Introduction

“Community development is a process in which community members come together to take collective action and develop solutions to common problems. It involves engaging communities in policy making, planning, program development and evaluation. It is about government providing the opportunity for community initiatives in a ‘bottom up’ approach.”

Community Development Round Table (2015)

Given its close connection with the local community, Local Government has an opportunity to play a key role and partner with residents, to build strong, resilient and vibrant communities which can support themselves and take action to improve their own communities and reach their own aspirations for the future.

Community development needs to:

- Allow for the identification of local needs
- Support the voicing of local concerns
- Facilitate flexibility, autonomy and local control by community groups
- Enable people to ‘do things’ at a local level to improve their communities.

Community Development Round Table (2015).



Figure 1: Community Development Round Table (2015)

The City of Cockburn has shown long term commitment to the importance of Community Development.

The Cockburn Community Development Strategy 2003-2008 produced 15 suburb-based Actions Plans involving 44 Community Groups and more than 1500

individuals. It saw the development of the Alcoa Cockburn Community Projects Fund, a 50:50 contribution arrangement to deliver the action plan projects identified.

The Cockburn Community Development Strategy 2010-2014 adopted a more community-led approach, providing some capacity-building initiatives, as well as leaving flexibility for emergent community-led ideas and projects. This strategy also worked towards the development and promotion of community and business partnerships, allowing for mutually beneficial outcomes. Finally this strategy saw the broadening of Community Development to include Community Engagement, and the development and implementation of the Community Engagement Framework 2014.

Local Government Reform and Restructure created some turbulent times for the City. The Local Government Reform process in 2013 and 2015, saw planning for the Community Development Strategy delayed. Following the failed reform process, the City decided to implement a more efficient internal staffing structure. The Community Development Team was amalgamated with the Family Services Team to form the Family and Community Development Team within the Community Development and Services strategic business unit. This broader team now includes an Aboriginal Community Development Officer, Access and Inclusion Officer and Children's Development Officer in addition to the Community Development team. This change brings together community development positions focused on both Communities of Place and Communities of Interest. By working more closely together much efficiency will be gained and an even better outcome to the Cockburn community can be provided.

The **Cockburn Community Development Strategy 2016-2020** will set the strategic direction for Community Development within the City of Cockburn with a continued focus on community-led emergent initiatives.

Consultation and Methodology

The City of Cockburn, as part of the Integrated Reporting Framework, is required to develop a Strategic Community Plan (SCP), which outlines the community's long term vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.

Community Development initiatives, have strong links with the Strategic Community Plan, both informing the plan, and using information gathered to inform the Community Development Strategy 2016-2020. As a result, much of the important community consultation information from the SCP was used in the development of this strategy.

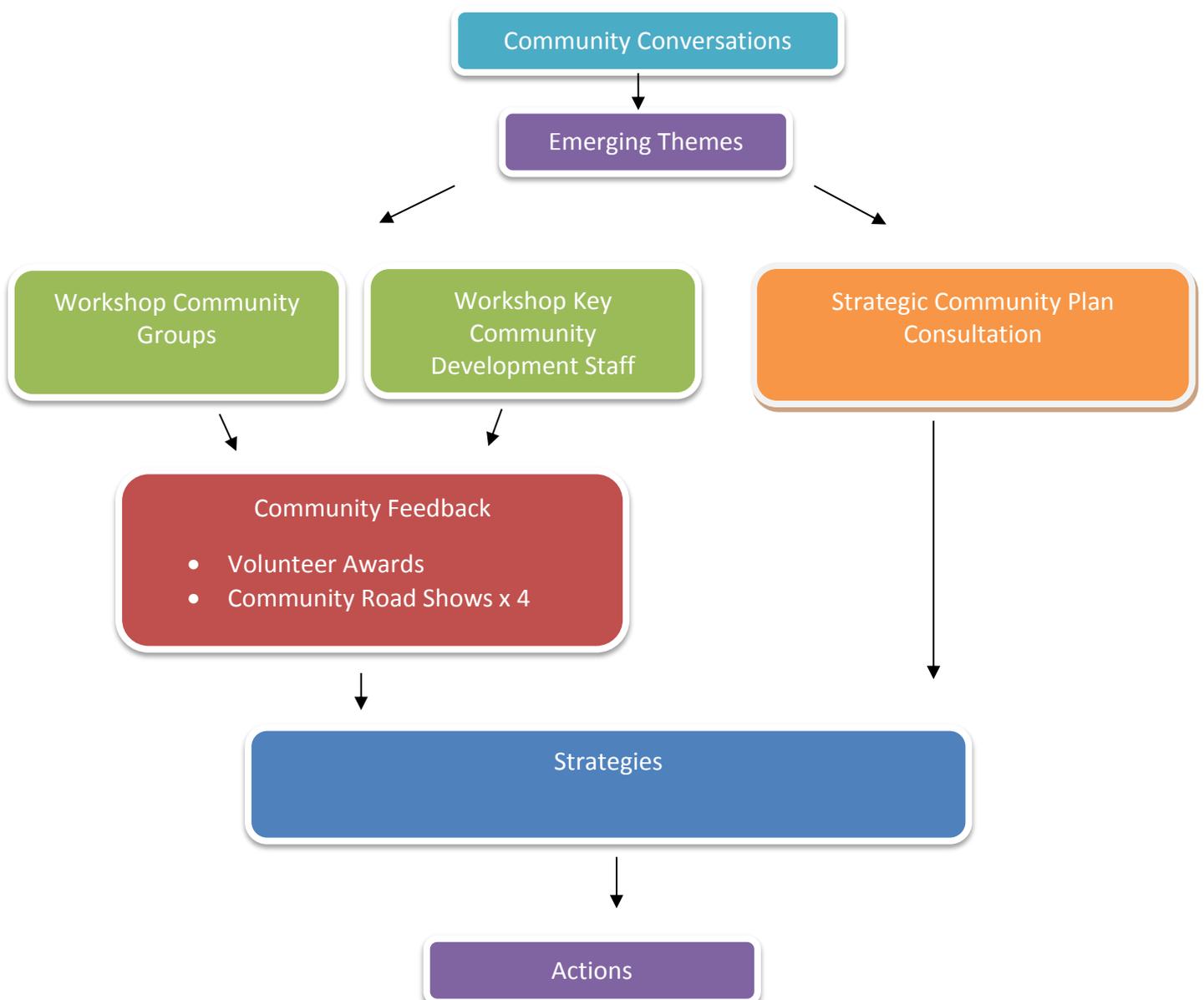
Additional to this in-depth secondary consultation data, qualitative primary research with key stakeholders was also used to inform the Plan.

A Community Conversations event was held in 2015 as an initial community visioning workshop with over 50 participants. The workshop focused on developing a community vision for Cockburn, then identifying how individuals, groups and Local Government can contribute to realizing this vision (appendix 1).

The data gathered was collated into six areas corresponding to the proposed objectives, and then refined into five strategic themes. Workshops were held with 25 people from key community groups and 10 community development staff, to further develop these themes and identify the support needed for the community. The five themes were also put forward for feedback at the Cockburn Inspirational Volunteer Awards 2015 where over 450 people attended and the Celebrating Cockburn Community Roadshows with over 240 people attending.

This feedback along with alignment with the Strategic Community Plan and other relevant plans were used to finalize the Vision, Mission, Objectives, Strategic Themes of the Cockburn Community Development Strategy 2016-2020, and the subsequent Implementation Plan.

The process was as follows:



Background

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. The area gained City status in 1979 and has undergone a sustained period of growth since the 1980s.

The City is made up of a combination of older suburbs and newly developed areas in various stages of the suburb lifecycle. The addition of apartment living in Cockburn Central and Port Coogee and the expected Cockburn Coast Redevelopment, means that we have a diverse community with varying aspirations and lifestyle goals.

The City of Cockburn is a multicultural society with the last census revealing that 18% of people in the City coming from a non-English speaking country and 19% of people speaking a language other than English at home.

13% of Cockburn Residents reported Volunteering in the 2011 census slightly below the Greater Perth average of 15.6%. Since 2006, there has been an increase in volunteering in Cockburn of 0.9% compared to a smaller 0.4% increase in the Greater Perth area.

Although the City of Cockburn has a relatively good SEIFA index, there are suburbs within the City that have low scores indicating relative disadvantage. These suburbs include Coolbellup, Hamilton Hill, Spearwood and South Lake.

Communities of Place

Communities of place are communities bound together by similar interest driven by where they live geographically. Traditionally these community interests have been related to the suburb they live in, a local park they live near or a resident group they belong too. The City of Cockburn has 23 suburbs, of which 18 are currently represented by Resident Associations. Each of these communities are unique, and their 'community spirit' can't be replicated or transposed. This has implications for a Community Development Strategy in that community initiatives aren't scalable or transferable, thus they can't be packaged, modeled and rolled out elsewhere.

Communities of Interest

Communities of Interest are communities that aren't necessarily geographically close, but form due to their shared interest. This would include families, youth, children, seniors, sport, leisure, cultural heritage, and people living with disability.

This strategic plan focuses on Communities of Place and makes no specific distinction between communities of interest, thus services all facets of the community. There are a range of strategic documents that support Communities of Interest and supplement the Community Development Strategy. These plans are detailed later.

Not-for-profit (NFP) Sector

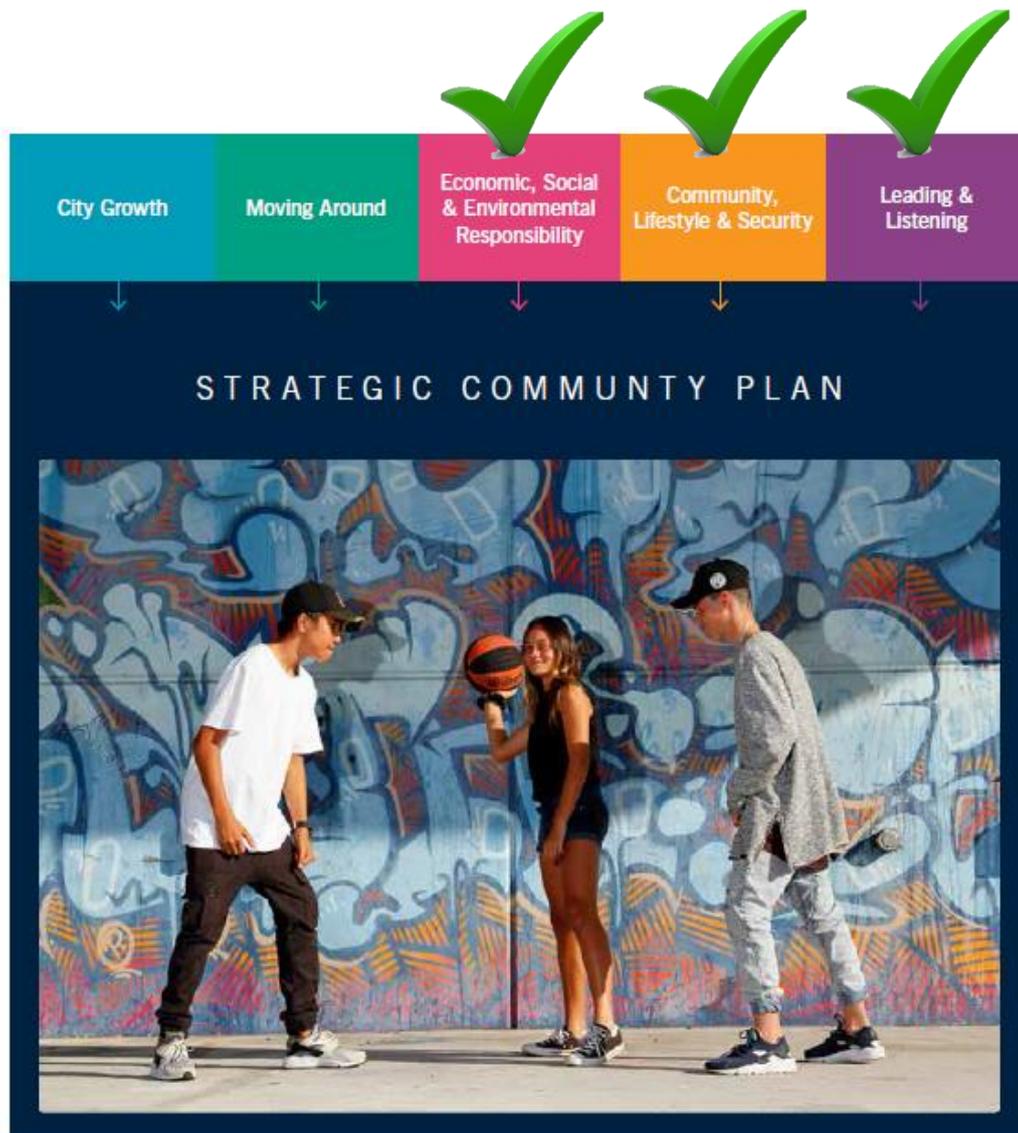
The Community Development Round Table (2015) recognised the importance of following a partnership approach with community groups as a key success factor in achieving Community Development outcomes. The City of Cockburn has a rich variety of community groups ranging from the most common volunteer-led groups, to

small organisations with just one paid staff member and large organisations with many staff members. More recently we have seen the development of the social enterprise model, including businesses with a social responsibility, or not-for-profits with a commercial arm to fund their social activities. This change brings with it a broader engaged social and business sector to work towards community outcomes.

In 2009, a NFP mapping exercise identified 309 organisations within the City of Cockburn or servicing the City. There has not been another mapping exercise of this magnitude since then, but a non-exhaustive tally exercise would indicate that 465 NFP organisations currently operate within or service the City of Cockburn.

Strategic Community Plan 2016-2026

The Strategic Community Plan 2016-2026 is the overarching strategic document that guides the City in achieving community outcomes. The Cockburn Community Development Strategy 2016-2020 supports these outcomes specifically through the following strategic objectives, Key Objectives 3, 4 and 5:



Community, Lifestyle and Security (Key Objective 3)

3.1 Provide residents with a range of high quality, accessible programs and services
3.6 Foster a greater sense of community identity by developing Cockburn Central as our regional centre whilst ensuring that there are sufficient local facilities across our community

Economic, Social and Environmental Responsibility (Key Objective 4)

4.1 Create opportunities for community, business and industry to establish and thrive through planning, policy and community development
4.7 Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups

Leading & Listening (Key Objective 5)

5.3 Listen to and engage with our residents, business community and ratepayers with greater use of social media

Other Informing Strategies

The City of Cockburn has a range of other Strategies that have informed this plan including:

- Community Engagement Framework 2014
- Children's Services Strategic Plan 2010 - 2015
- Disability Access and Inclusion Plan 2012- 2017
- Reconciliation Action Plan 2013 - 2016
- City of Cockburn Age Friendly Strategy 2016 - 2021
- Community, Sport and Recreation Facilities Strategic Plan
- Community Safety and Crime Prevention Plan 2015 – 2018
- Event Strategy 2014 – 2019
 - Communication Plan – Strategic Community Plan 2016 – 2026

Community Development Approach

Asset Based Community Development (ABCD) is a model for sustainable community driven development. The approach is different to a needs based approach in that communities focus and build on 'assets' already found in the community as opposed to focusing on their needs. The approach is based on the premise that communities can drive the development process themselves by identifying and mobilizing existing, but often unrecognised or under rated community assets (ABCD Institute, 2016).

The Community Development team thus lead this approach by stepping back, so that community driven development can take place. At the core of Asset Based Community Development, is the concept of 'Social Capital', which includes such things as 'networks, norms and trust' which increase a communities productive potential (ABCD Institute, 2016), and works to foster collaborative action. Active participation, empowerment and the prevention of disempowerment are the basis of this approach.

Analysis of Informing Data

Outcomes Overview

The following section will outline the consultation outcomes. Key findings include:

1. Succession planning continues to be a concern for volunteer-led community groups and highlights a need for growing new community leaders
2. The community recognises the importance for creating opportunities for social interaction at a neighbourhood and street level
3. The community wants the opportunity to advocate for what they believe is important, and to be listened to
4. It is important to continue providing support to community groups to improve their own community through a range of initiatives
5. Community safety is important
6. The Community wants opportunities to participate in community activities as a means of meeting new people and making new friends.

Consultation Outcomes

The Community Conversations Workshop was attended by over 50 community members, who split into eight tables and provided 159 collaborative comments about what is important to create a “connected, viable, interactive, safe, sustainable, inclusive, vibrant, flourishing, family friendly, accessible, diverse, cohesive community with a homely feel” (Community Conversation, 2015).

The comments provided were transcribed and emerging themes were identified. See figure 2

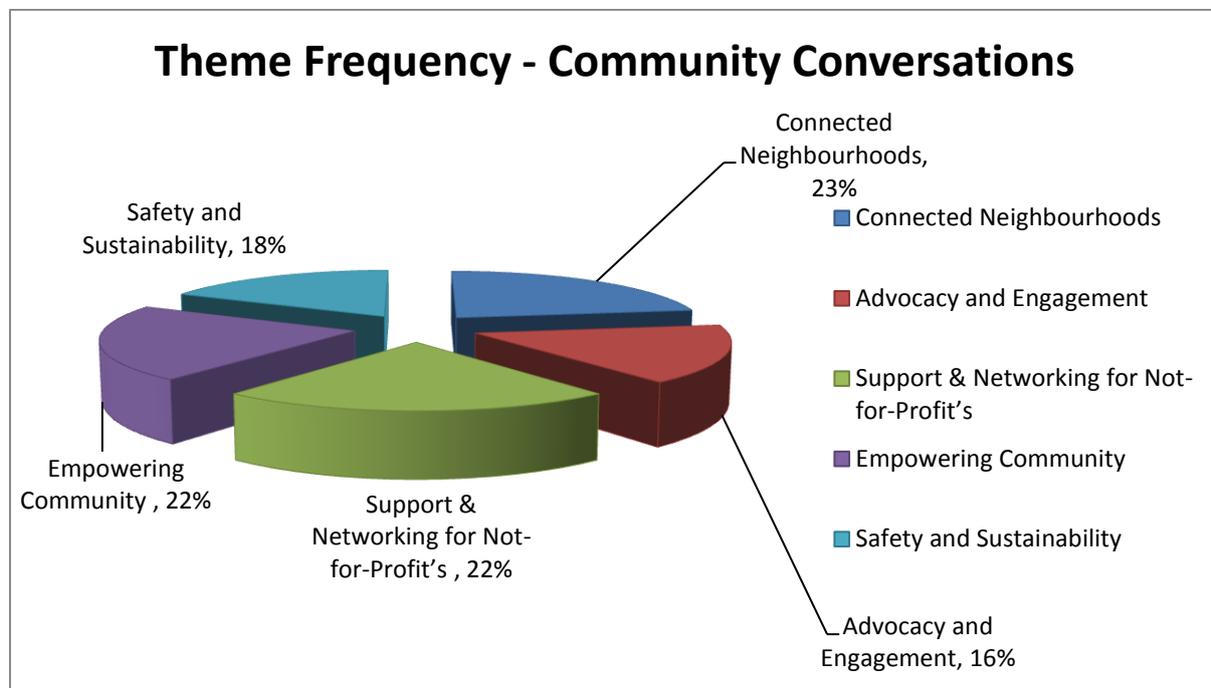


Figure 2: Theme frequency recorded from the Community Conversations event on 6 May 2016

Following this, two Stakeholder Workshops were conducted, using the identified themes, to develop understandings of what strategies may emerge. These workshops included 25 key external stakeholders and 10 key community development internal stakeholders (see figure 3 below).

Providing support and networking opportunities for not-for profits was by far the most frequent theme. This is already provided by Community Development and therefore it was suggested that these important support and networking services continue.

Community groups recognised a significant issue of succession planning for volunteer-led organisations. Anecdotal evidence also confirms this ongoing concern for many small associations, thus highlighting the opportunity for the Community Development Team to grow community leadership and mentor new leaders; and in particular engage with interested residents not yet connected to groups or projects.

Sustainability and Safety continue to be key topics discussed by the community, and confirm issues identified through the City’s customer perception surveys, including traffic and road safety, safety and security, and greener streetscapes. This highlights the need to maintain good communication with communities about these concerns.

Building Connected Neighbourhoods was a frequently mentioned theme. Residents discussed the importance of knowing their neighbours in terms of social cohesion, safety and building a sense of community, with ideas such as street parties, local events and shared learning opportunities.

Listening to the community was a key theme in all consultations, with residents making it clear they want a say in how the City is shaped, developed and serviced. This highlights the need for a vibrant community engagement culture across the City.

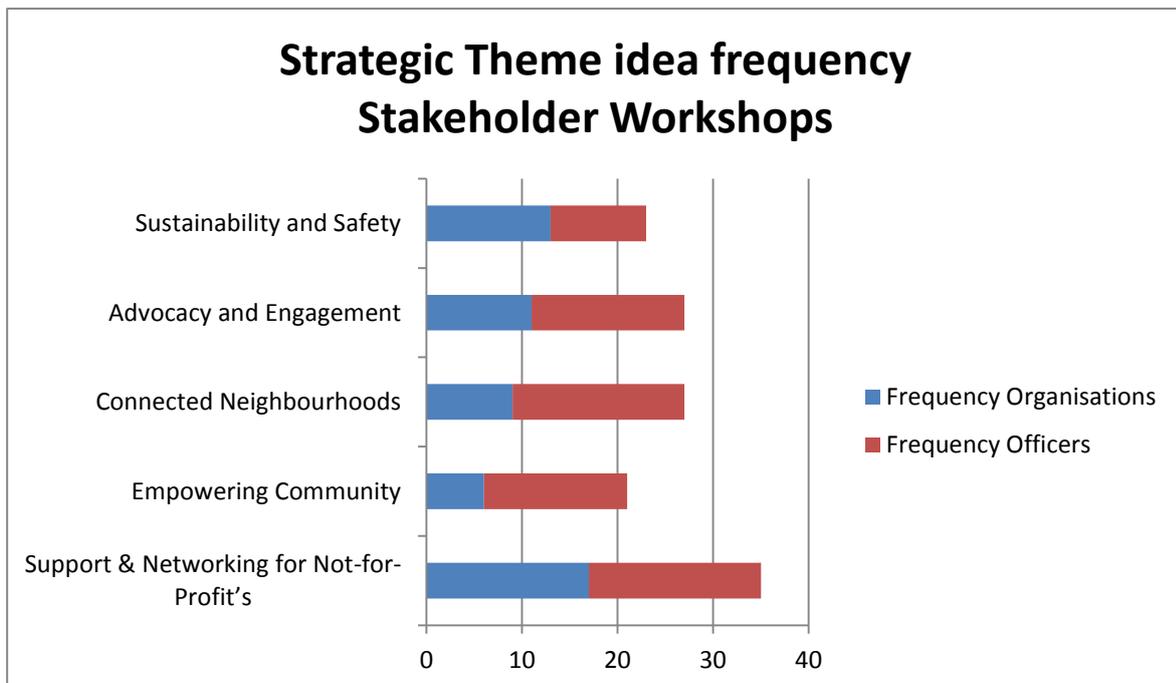


Figure 3: Strategic Theme idea frequency of both organisations and City staff at two key stakeholder workshops.

Key Findings

Community consultation highlighted the need to grow new community leaders, thus broadening the scope of community development initiatives from not-for-profit groups based in and servicing the City of Cockburn to include residents within the City of Cockburn district. Additionally the Vision, Mission and Objectives of the Community Development Team now also reflect the important task of supporting and growing a vibrant community engagement culture at the City of Cockburn.

The work of community development is undertaken across a number of the City's service units, however what will distinguish the Community Development Team's work from other service areas is that it will not focus on a particular target group or issue. A generic community building approach from an asset based model will be the practice followed, and this kind of capacity building approach will be most successfully achieved through partnership with a wide range of stakeholders.

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 differences and supports the most vulnerable; and a community in which people feel able to facilitate positive change in their lives and the lives of others.

Mission

The Community Development team will work to support a vibrant community engagement culture at the City and facilitate an environment in which neighbourhoods flourish, volunteering thrives, not-for-profit organisations grow their capacity and the Cockburn community as a whole increases its ability to be resilient.

Outcomes and Strategies

In working towards this vision, the Community Development team will focus on:

1. Connected Neighbourhoods – Build strong, vibrant, safe and connected local communities through supporting and creating opportunities for residents to know their neighbours.

1.1 Strengthen networks between residents and neighbours

1.2 Provide incentives, support and guidelines towards community led neighbourhood level events and projects

1.3 Advocate for neighbourhood initiative opportunities internally

2. Advocacy and Engagement – Grow an informed and engaged community by creating opportunities for the community to learn about how Council works and how they can influence processes to ensure that their community needs and aspirations are considered.

2.1 Support a vibrant Community Engagement Culture at the City of Cockburn

2.2 Enhance relationships between the City, not-for-profit organisations and residents

2.3 Clarify, communicate and where possible simplify City processes for community activities

3. Support and Networking for not-for-profit's – Build strong and resilient community groups by continuing to provide support, funding and subsidies to groups for running events, community projects and fundraising in Cockburn.

- 3.1 Strengthen the capacity of not-for-profit organisations and residents;
- 3.2 Strengthen networks between not-for-profit organisations

4. Empowering Community – Grow community leadership capacity and leaders through building on individual and community group gifts, and providing learning, volunteering and networking opportunities.

- 4.1 Grow and support new community leaders and partnerships
- 4.2 Support Volunteering in and around Cockburn
- 4.3 Develop a network of people who care about Cockburn

5. Safety and Sustainability – Promote community safety and sustainability by facilitating access to City Service Units including Co-Safe, Crime Prevention officers, Rangers, Youth Services, Environmental Services and Parks, and provide support for community-led safety initiatives.

- 5.1 Develop partnerships with relevant departments
- 5.2 Facilitate connection of community with relevant services

Additional Recommendations

Since 2006, the Community Development team has maintained 2 FTE Community Development positions. The broader team also includes Volunteer Resource Centre staff and the recent introduction of a new Community Engagement Officer, however these positions have specific functions and are not focused on Community of Place community development work.

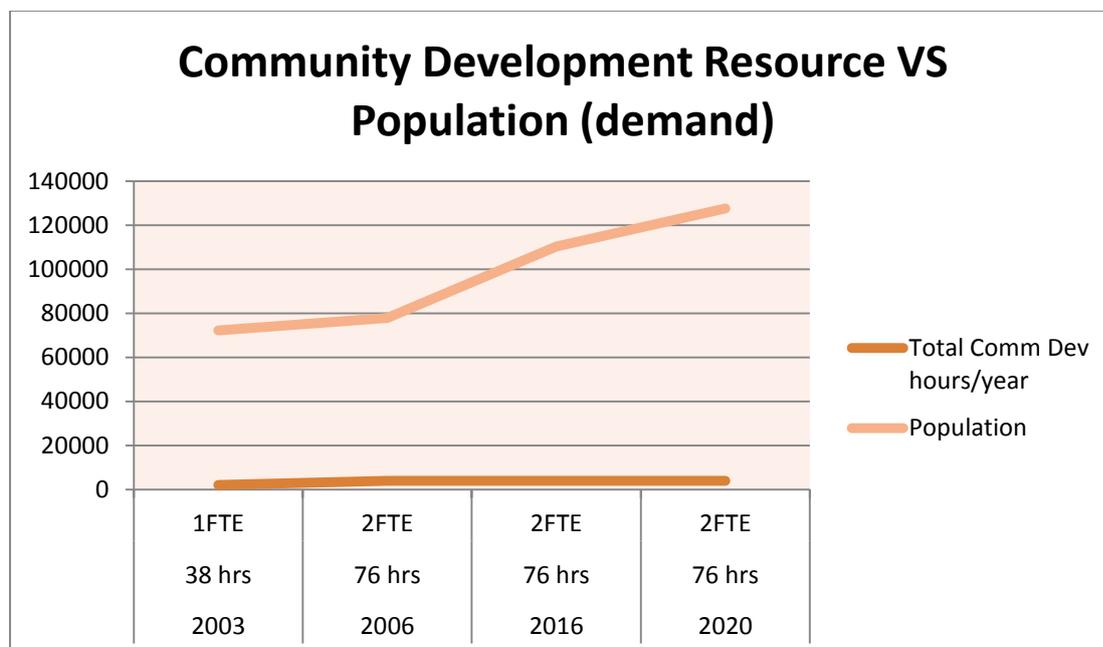


Figure 4: Community Development resources vs population growth

Community Development staff work intensively with a number of community groups, residents associations and individual residents on a range of issues including community-led initiatives, training, conflict resolution and mediation.

As the City continues to grow at a high rate with green-field development and urban infill, the demand for community development services, including out of hours support for new groups and projects, has significantly increased. Figure 4 illustrates the service quality in terms of staff resource, in relation to population growth in the City for the specific community of place community development roles.

The establishment of another Community Development officer, is an opportunity to grow community-led Community of Place initiatives within Cockburn in line with the population growth included in Figure 4.

Communication and Feedback Plan

The Draft Cockburn Community Development Strategy 2016-2020 will be put forward for consideration and adoption by Council.

Once adopted, the plan will be communicated as follows:

- 1) Sent via email to all who participated in the consultation process
- 2) Sent out via our Community Development e-News
- 3) Advertised via our Community Portal Facebook Page
- 4) Uploaded to the City of Cockburn website and intranet so it can be accessed by the community and staff at any time
- 5) Provided in hard copy to the libraries to keep on file to provide additional access
- 6) A notification about the plan will be sent to all staff via the Staff Intranet

Review Process

Community members are invited to provide feedback on the Community Development Strategy at all times. An Annual Action Plan accompanies this Strategy and clearly identifies the key actions required to meet the strategic outcomes. The action plan along with KPI's will be reviewed annually at the end of each financial year, to amend the actions and reflect any changes required. A summary of the annual review will be available to the community.

A comprehensive review of all components of the Community Development Strategy will be undertaken in 2020.

References

Community Development Round Table (2015) Community Development: A Guide for Local Government Elected Members, Department of Local Government and Communities, available:

<https://www.dlgc.wa.gov.au/Publications/Documents/GuideForElectedMembers.pdf>

ABCD Institute (2016) What is Asset Based Community Development (ABCD), available [http://abcdinstitute.org/docs/What%20isAssetBasedCommunityDevelopment\(1\).pdf](http://abcdinstitute.org/docs/What%20isAssetBasedCommunityDevelopment(1).pdf)

Appendices

Appendix 1: Community Conversation Outcomes



CELEBRATING COCKBURN

6 May 2015

community conversation

Our Vision for Cockburn

We want a connected, viable, interactive, safe, sustainable, inclusive, vibrant, flourishing, family friendly, accessible, diverse, cohesive community with a homely feel!

Over 50 community members came together on 6 May 2015 to have a community conversation about what we want Cockburn to be like in 10 years time, and what individuals, groups and the City can do to make our vision a reality. Here are some of the great ideas we came up with:

Spaces

Individuals can:

- Make more use of community space
- Attend free events
- Support local business
- Pick up rubbish if you see it
- Respect your neighbours
- Participate
- Advocate and engage with council for improvements

Groups can:

- Businesses can plan spaces better to suit community
- Partner with other groups
- Communicate using social media
- Use council facilities for meetings and events
- Advocate on behalf of the community for suitable spaces

Neighbourhoods

Individuals can:

- Meet, smile and greet your neighbours
- Encourage children to play
- Hang out the front more or host a street party
- Work together and take responsibility for your street
- Extend a hand of friendship, respect, understand and relate to others
- Attend workshops, volunteer and join groups
- Encourage others to join into community activities

Groups can:

- Run events for the wider community
- Host social gatherings, like a picnic in the park or a quiz night
- Interact more regularly with the community
- Foster cohesive relationships, share knowledge and promote group activities
- Focus on being inclusive
- Use social media
- Use sport as a way to engage
- Invite community members as guest speakers

#celebratingcockburn #35tinythings #celebrateneighbourday

Safety

Individuals can:

- Report all incidents to police
- Look out for your neighbours
- Educate kids about safety and staying out of trouble
- Join Neighbourhood Watch
- Exchange emergency contact numbers

Groups can:

- Report all incidents to police
- Engage with Safety House program
- Engage with police
- Partner with sporting groups and youth groups
- Engage with Council about local concerns

Traffic

Individuals can:

- Use alternative modes of transport - carpool, cycle, run, walk, public transport
- Take personal responsibility
- Educate ourselves and families
- Lobby State Government for improvements

Groups can:

- Host cycle/walking meetings
- Collect ideas from the community about actions, share information and fund-raise for projects
- Lobby for better traffic outcomes including better bus system

Sustainability

Individuals can:

- Recycle and reduce use of things
- Join in with tree planting and maintenance
- Get involved in sustainability initiatives by volunteering
- Respect the environment by being responsible - save water, rain water, grey water, solar lighting, composting etc.
- Encourage the development of accommodation, cinemas arts and cafes
- Pursue community gardens, no water verges, and native verges
- Join together by forming a street group, busy bee or street clean up

Groups can:

- Host recycling events, school-car drives, battery collections, recyclable projects, community composting, discussion groups, letter drops and gardening groups
- Partner with other local groups and share information
- Listen to the community and act on information
- Lead by example

For more information contact:

Cockburn Community Development Team
on 9411 3444 or comdev@cockburn.wa.gov.au

www.cockburn.wa.gov.au/commdev

themes

Themes from the night that will guide the City in developing a new
Community Development Strategic Plan

Neighbourhood Development	Importance of social interaction in neighbourhoods, use of local facilities and community hubs
Advocacy/Engagement	Communicating/engaging with Council/Government - i.e. for improvement to parks, streets, facilities, speed limits, public transport etc.
Not for Profit Support	Importance of support to community groups in running events, community projects, fundraising and volunteering
Sustainability	Financial, Social and Environmental Sustainability of Cockburn including things like tourism, recycling, planting natives etc.
Safety	Importance of Community safety programs, projects and engagement with co-safe and police
Networking	Importance of opportunities for different community members to network/ participate including groups, neighbours and business. Keep it local.