



Community Planning Toolkit





Contents

Aim of the Toolkit	2
Tips	3
Developing & Reviewing Community Plans	5
Pre Project Plan	7
Community Engagement	8
Access and Inclusion.....	10
Engaging the CALD Community.....	10
Engaging young people	11
A to Z to Great Events ‘Why have a meeting when you can have a party’	12
Fundraising ideas	13
Grant Writing Tips.....	15
Other resources.....	16
What is Community Planning?	18
Community Plan Principles	18
Community Plans.....	19
Community Plan Steering Committees	20
Greater Shepparton City Council Organisational structure diagram.....	23
Role of Council.....	24
Development of Community Plan.....	25
Review of Community Plan Action Plans	26
Progressing Projects.....	27
Advocacy	27
Funding Options (fundraising, state, federal)	28
Funding Options.....	29
Council’s Community Plan Implementation Fund.....	31
Life of a Project (processes and timeframes).....	36
Annual milestones & timeframes	37
Templates	38



Aim of the Toolkit

The Community Plan Toolkit is a resource aimed at providing Community Plan Steering Committee members and the wider community with information regarding the delivery of the Community Planning program within Greater Shepparton.

It outlines processes and procedures, but also provides tips and ideas to assist Committee members to develop, implement and review their Community Plans.

The main sections of the toolkit are:

- Processes and procedures
- Tips

The toolkit is intended as a guide only and it is up to each Committee to decide how they utilise the toolkit.

The information has been kept as brief as possible, so further links have been provided should Committees want further information on any area.



Purpose

This section of the toolkit provides tips, ideas and suggestions for Community Plan Steering Committees to consider in the delivery of the Community Planning program.

The tools and tips are written in user friendly language and have been kept short in nature. Links to additional information have also been provided should Committees require additional support or information.

This section includes:

- Developing & Reviewing Community Plans
- Pre Project Plan
- Community Engagement
- Access and Inclusion
- Engaging the culturally and linguistically diverse community
- Engaging young people
- A to Z to great events
- Fundraising Ideas
- Grant writing tips
- Other resources



Developing & Reviewing Community Plans

Council will assist Community Plan Committees to develop and reviewing their Community Plans. Further information on the processes and procedures have been provided on page 25 and 26.

Who is in your community?

'Every community has more potential resources than any one person knows'
(Mike Green)

- Brainstorm who's who in the community! Local community groups, organisations, businesses, service clubs, sporting clubs, neighbourhood houses, kindergarten, school, library.
- Collectively use your contacts to spread the word!
- Identify any Council services within the community (Children's Services, Social Connection Groups, Seniors)
- Target particular groups that might be missing from your committee (young people, aged, families, etc.)
- Identify a range of methods to consult and engage with residents from your local community to encourage a wider variety of community members to participate, including marginalised groups.

Consultation Ideas

- Develop a flyer
- Develop a survey. Survey Monkey provides free online questionnaires and surveys.
- List Community Plan priorities on one page
- Hold a 'Priorities and Pie' night
- Have a Community BBQ or event, inviting the community and local organisations
- Conduct a phone tree to make sure everyone knows the review is happening (A phone tree is a network of people organized in such a way that they can quickly and easily spread information amongst each other)
- Attend community events and activities (sporting events, school fetes, markets etc.)
- Engage with the community online (town websites, Council website, etc.)
- Hold a conversation hour (or two or three) at the local store or cafe
- Promote the consultation through local newsletters (school, store)
- Ask the local library to distribute information with each borrowed book (including the mobile library)
- Target specific groups of your community (i.e. youth burger night, art project with the school).



Council may be able to assist by...

- Marketing and promoting the review process collectively: Greater Shepparton website, Our Greater Shepparton page in the newspaper, Mayor's radio spot, Twitter and Facebook
- Assist with information being distributed through Council services: Children's Services (Maternal Child Health Nurses, Kindergarten, Child Care Centres), Social Connections Groups, Seniors, and Meals on Wheels
- Brainstorming other consultation ideas.

Other things to consider:

- Use a variety of consultation methods
- Start small; only pick a few key consultation ideas to start with! Next year you might use more techniques to conduct your review
- Chat to people in your community about it! The more people who know about it the better!
- Make sure you advise the community the date the feedback needs to be received by (minimum three weeks)
- Capture the numbers of people that contribute to the review.
- Develop a picture of the demographics of the community (population, age, households, language, culture, employment, income, transport, future growth). You can use the Greater Shepparton Community Profile, which is available on Council's website <http://www.greatershepparton.com.au/ourregion/profile/>
- How can people submit their feedback?
 - Council has feedback boxes that can be booked.
 - Or contact the crafty people in your town, they might make one? (Men's Shed, craft groups, young people)
- Have you invited the Councillors to attend consultation sessions?



Pre Project Plan

Do you have a great idea for a project, but not sure what to do next? The following 'Pre Project Plan' may assist you to think about your project, gather information for an application for funding and identify partnerships.

PRE PROJECT PLAN - Fill out the Pre Project Plan to identify the potential of your GREAT IDEA and gather information for your application.

OUR GREAT IDEA

What do we want to do? Talk to others about your idea. What about a name – make it catchy and memorable!

WHAT DO WE ALREADY HAVE?

What resources do we already have? Identify who can help? Do we have support for our great idea in the community? Is there another organisation that we can partner with to bring our project to life?

WHAT MIGHT STAND IN OUR WAY OF SUCCESS?

Are there organisations already doing this? The community doesn't know about our project. Do we need permission or permits?

THE 'To Do' LIST!

What actions will be required to achieve our great idea? Who will do what and when?



Community Engagement

"A planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest or affiliation, to address issues affecting their well-being"

There are many different methods of engaging with your community. As a community planning group you will be the best to decide what works in your town. Utilising the methods listed below, your Committee will be engaging residents where they are.

Suggestions of Tools of Engagement



Surveys: online, phone, hard-copy, take home, vox pop, intercept surveys or polling.

Questions must be clear, impartial and easily understood. It's a great idea to trial the survey to ensure it is clear. Remember that some people have low literacy so if hesitant you could offer to fill in the survey with them. Don't ask questions for answers you don't intend to use. Less questions are best and always offer the opportunity for people to take it home. You could pick responses up later or provide a self-addressed envelope.

Postcards, brochures, fact sheets, displays, newsletters, posters, stickers, magnets, media release, advertisements, public notices, banners, signs and reports.

Online websites, Facebook, Twitter, blog and You Tube.

Email can be a quick way to get feedback from the community.

Coffee / Ice cream / Cupcakes, etc. Consultation events: Coffee vans, ice cream vans, etc. Great way to consult with the community while they have a cuppa.

Drop ins: listening post, festival, speak out, information session or displays. Meetings, briefings, workshops or forums.



Art Consultations: Drawings, murals, visions for the future, sculptures, photos, multimedia and graffiti walls

Performance: Act out their interpretation of a future vision for their community including what they would like to happen or not.

Photos: Provide disposable cameras to people in the community or encourage iPhone/Smart Phone use to identify, record, represent and enhance their community through photography.



Shop Fronts: Presence in empty shop fronts can draw people’s attention to the area. Banners depicting the project details can be eye catching too.

One on one interview: This is an excellent way to get people involved. Through providing their ideas or spreads the positive information about the community plan. People may feel more comfortable to talk about issues when they aren’t in a group / crowd.

Road shows: Travelling presentations go to where the people are, thereby reducing the distance people have to travel to have their say. You will have a captive audience! To be successful pre event publicity is paramount. Local bakeries, in front of shops and in the park are ideal sites.

Community Reference Groups: Encourage people who are passionate about an issue to come on board and work on the single issue. Make it clear this is only for the duration of the project not for the duration of the community plan.

An example of this might be a subcommittee set up to address youth opportunities consisting of youth services, police members and school representatives to gain expert knowledge of issue.

Existing Committees of Management: Every small town couldn’t survive without their community organisations. CFA, Sporting Clubs, Service Clubs, Children’s Services committees, to mention a few. Most of these committees are made up of volunteers and meet monthly. Attending a meeting is an excellent way to consult with people on the ground in your community.

Focus Groups: Groups of people facilitated by a person who guides participants through a series of open-ended questions, usually a single issue focus. The facilitator will need to be impartial.



World Cafes: A series of round tables with paper as tablecloths that can be written on. Have a question on each table and a scribe. The scribe stays on the table and is able to explain the previous groups’ input. People visit some or all of the tables.

Invite an expert: If you find that a particular issue is dominating discussions in your consultation, you could invite an expert in that area to speak in detail about the issue.

'We don't do complaints. Just ideas and solutions'
 (Janette Malcolm, Coordinator of South Alive, NZ)



Access and Inclusion

Council are committed to provide dignified equitable access for all. It is important that Committees are inclusive of people living with a disability and their carers. This may include considerations to the following:

- Designated accessible parking bays
- Provision of accessible facilities such as toilets, ramp access and accessible seating
- Consideration of assistance animals
- Disability awareness training
- Information available in accessible format such as Easy English or large print
- If required, use of interpreters, such as Auslan or provision of hearing loops for people who are Deaf
- Provision of a mobility map (for events and festivals) that lists toilets, parking, seating and drinking fountains, etc



More Information?

- Council's Access and Inclusion Officer
- Meetings & Events Australia – Access Events: A Guide for Meeting and Event Organisers
http://www.meetingsevents.com.au/downloads/Accessible_Events_Guide.pdf
- Department of Human Services - Accessible events guidelines and checklist
<http://www.dhs.vic.gov.au/about-the-department/documents-and-resources/policies,-guidelines-and-legislation/accessible-events-guidelines-and-checklist>

Engaging the CALD Community

Council strongly supports cultural diversity within our municipality and ensuring our community is inclusive of all. Greater Shepparton is one of the most culturally diverse communities in regional Victoria, with 14% of the population identified as being born in a country other than Australia with 11% of these countries where English is not their first language. It is recommended that Committees consider how our CALD community can contribute to the development and implementation of a Community Plan and actively encourage participation.

Some ways that Committees can do this include:

- Actively invite the CALD community members to participate
- Advertising events in plain English
- Ensuring event membership is open to everyone
- Consider availability of halal foods



- Ensuring all published materials avoid acronyms and jargon
- Take religious and cultural occasions into consideration when planning events
- Availability of interpreters and translated information



More Information?

- Council's Cultural Development Officer

Engaging young people

Young people are not just our future, they are important in the present! They have an important role to play in shaping our community. Young people are enthusiastic, have unique skills and a fresh perspective. It is recommended that Committees actively encourage young people's involvement in Community Planning.

- Actively invite young people to be involved, make sure they know that their opinion will be valued
- Find out what young people in your area are passionate about
- Young people may not want to be members of the Steering Committee, but might be willing to help out on short term projects or those they are particularly passionate about
- When the Community Plan is being developed or reviewed, think of creative ways to engage young people. Young people could express their ideas through social media or photography
- Use local groups and networks to reach young people. Identify what groups young people are currently engaged in
- Be flexible; think of the different ways they can get involved. Is there a young person passionate about graphic arts? Would they be willing to develop posters / flyers for Community Plan events and activities?



More Information?

- Council's Community Youth Development Officer



A to Z to Great Events

'Why have a meeting when you can have a party'

The aim of this handout is to suggest some handy hints for having a community event:

- A** Alcohol – No alcohol, selling or BYO?
- B** Budget – Need money, sponsorship, donations, bring a plate?
- C** Can do attitude
- D** Dance – Dance like there's no tomorrow
- E** Electricity – Need access to power?
Emergency Plan – Are you prepared in case of an emergency?
- F** Food – Need food handler's certificate?
- G** Grants – You need to think ahead if you are looking for funding
- H** Humour – Never take it too serious, just have fun
- I** Invitations – Make sure everyone knows about the event
- J** Journalism – Don't forget to think about publicity
- K** Kids – Don't forget some activities for the kids
- L** Links – Use all your networks to get the word out here
- M** Marketing – Let's use some innovative methods to get the word out there
- N** Novel ideas – there is never a bad idea
- O** Other Plan – What if it rains?
- P** Public Liability – Do you need public liability for your event?
Permits – Do you need a permit? Permits can be required for booking a community space
- Q** Quantity – Do you need RSVP's for catering purposes?
- R** Rubbish – Who's getting rid of the rubbish?
- S** Signage – Invite the community through signage indicating "Free Event"
Safety
- T** Toilets – Probably a necessity!
- U** UV – Got the sunscreen? Shade? Time of day?
- V** Volunteers – Who's putting their hand up to help out?
- W** Welcome – Everyone needs to feel welcome
- X** X Marks the Spot – Where is the event being held?
- Y** YouTube – Want to share the event with everyone
- Z** Zzzzzz's - After a great event!



More Information?

- Council's Arts, Events and Tourism Department



Fundraising ideas

Fundraising is a vital part of our community organisations and allows many exciting projects and services to be delivered that would never be possible through other means.

Raising funds has many benefits besides the obvious. When combined with community events it provides an opportunity for the community to get together creating a sense of shared purpose and achievement.

For an organisation to be sustainable it needs to seek to source funding from a variety of sources. The Funding Centre is an online grants and fundraising hub and suggests that there are six pillars of Fundraising:

- Grants
- Donations
- Membership
- Special Events
- Sales
- Community-Business Partnerships (Sponsorships)

<http://www.fundingcentre.com.au/help/fundraising-pillars>

<http://www.fundingcentre.com.au/video/golden-rules>

The preparation of a fundraising plan will assist you to diversify fundraising opportunities. It might be about kids fundraising activities, parents and friends and then accessing organisations within town but it is always important to look at the 'effort versus reward' when planning your fundraising plan.

Fundraising Ideas:

- Buy a brick or metre of concrete
- Nifty 50
- Chair-ty Fundraiser – Invite community members to decorate a second hand chair and auction the chairs at an event. A great community art project.
- Balloon Bust – don't waste the helium balloons at your next event. Add a slip of paper redeemable for prizes or cash, 10% 'Thank You Please Try Again'. Sell for \$5 - 10 each. Write name on the balloon and bust at the end of the night.
- Reverse Raffle – sell a limited number of tickets. Rather than let the first number drawn win, you keep drawing until only one number is left. The winner is the last number drawn. Best held throughout an event.
- Novel idea - Topless Car Wash – Gets attention! Topless Car wash means the bottom of the car is washed free but a donation is required if they want the top washed!



- Chocolate game – Place some chocolate blocks over some mesh and have people line up to try to land a gold coin on the block. If it lands, they get to keep it.
- Incidental fundraising – Good Karma Box – keep a jar in a prominent place and invite people to drop in loose change! (another spin on the old swear box) Guess what's in the Box? Have people pay per guess. Provide clues throughout the contest that leads people closer to the answer without giving it away. The winner is the first drawn that has the correct answer. Place box and clues in a prominent place (reception or kitchen).

More ideas:

<http://www.fundraisingip.com/fundraising/so-many-choices-tips-for-choosing-the-right-fundraiser/>

<http://www.fundraising-ideas.org/DIY/>

https://www.everydayhero.com.au/events/downloads/0000/4926/jdrf_fundraising_ideas.pdf

<http://www.wellspring.ca/Niagara/Get-Involved/Host-an-Event/101-Fundraising-Ideas.aspx>



Grant Writing Tips

Are you Eligible?

Read the guidelines carefully before you start writing. Check the list of previous successful grant recipients to see what type of project has been funded in the past.

What's your idea?

Take some time to do a plan. What do you want to do? Talk to others about your ideas and identify who can help. Do you have support for your project in the community? What resources do you already have? What will you need for the idea to come to life? Contact Grants Officer to discuss your idea, they can provide feedback when you are developing your application.

Sell / Promote your project?

The information provided in your application is all that the Assessment Panel will have to inform their decision. Put yourself in their shoes, what do you want them to know? They may know nothing of your organisation or the good work you do. Get someone to read the application who doesn't know your project.

How are you going to pay for the project?

How much will the project cost? How much cash and in-kind resources are available? How much funding is needed? Have you thought of everything? Are your costs realistic? How will the funds be managed?

Grantmakers want to give funds out.

If you write a great application that meets the objectives of the funding body and addresses the objectives of the grant program you are helping the organisation to meet the aims of their grant program.

Don't leave it until the last minute.

Don't waste all your hard work by missing the closing date. Late applications are not accepted. If you are lodging at the last minute you are unable to follow up if there are issues with your application. Always ensure you receive a confirmation email when you submit your application.

If unsuccessful ask for feedback!

It is disappointing to not be successful. Was your application clear enough? Do you need help in revising the application? It may be worth resubmitting in the next round or looking for a more suitable grant program. Ask for feedback.

Do you have questions?

If you have any questions, contact a Grants Officer before you submit your application.

What about a Grants Champion?

Consider appointing someone from your Committee to act as a 'grants champion'. This person could keep an eye out for grant opportunities and liaise with Council to identify funding streams for actions identified within Community Plans.

More Information on Funding Options see page 29.



Other resources

There are many resources available to assist community groups. Some additional resources that may be of interest to Community Plan Steering Committees are:

Transitioning Towns Toolbox - Tools for Community Building in Small Towns (Regional Development Australia)

The toolbox provides a practical guide for community planning groups, local government authorities and other stakeholders that will assist in the positive transition of small towns into the future.

http://www.rdv.vic.gov.au/___data/assets/pdf_file/0019/203752/Trans_Towns_Toolbox.pdf

Bank of IDEAS

The Bank of I.D.E.A.S. operates from the basic assumption that communities do not develop from the 'top down' or from 'the outside in'. It believes that communities need to build from 'the inside out', and for their residents to invest themselves, ideas, assets, capabilities and resources in the process.

The Bank of I.D.E.A.S. have an informative newsletter page 'Community & Economic Development Matters' which contains lots of examples of community based projects.

Subscription is free and available via <http://www.bankofideas.com.au/>

Jim Diers

Greater Shepparton City Council warmly welcomed Jim Diers to Shepparton in 2013. Jim is a renowned international expert on community capacity building. The following YouTube video captures Jim's thoughts and insights into how inclusive and connected communities are built and what role community members play in creating change.

<http://youtu.be/iqEchFICRvA>



What is Community Planning?

The Community Planning program is about local community members coming together to develop a plan to shape the development of your community into the future.

A Community Plan is a written document which identifies a community's vision of the future and the priorities it has identified to achieve this vision.

Community Plans have been developed in the eleven communities within Greater Shepparton municipality; they are:

- Congupna
- Dookie
- Katandra West
- Merrigum
- Mooroopna
- Murchison
- Seven Creeks
- Tallygaroopna
- Tatura
- Toolamba
- Undera

Community Plan Principles

The Community Planning process in Greater Shepparton is underpinned by the Asset Based Community Development (ABCD) approach.

"If you want to know how the shoe fits, ask the person who is wearing it, not the person who made it"

ABCD considers local assets as the primary building blocks of sustainable communities. This approach encourages:

- Mapping capacities and assets within the community
- Community driven development
- Building a community vision and plan

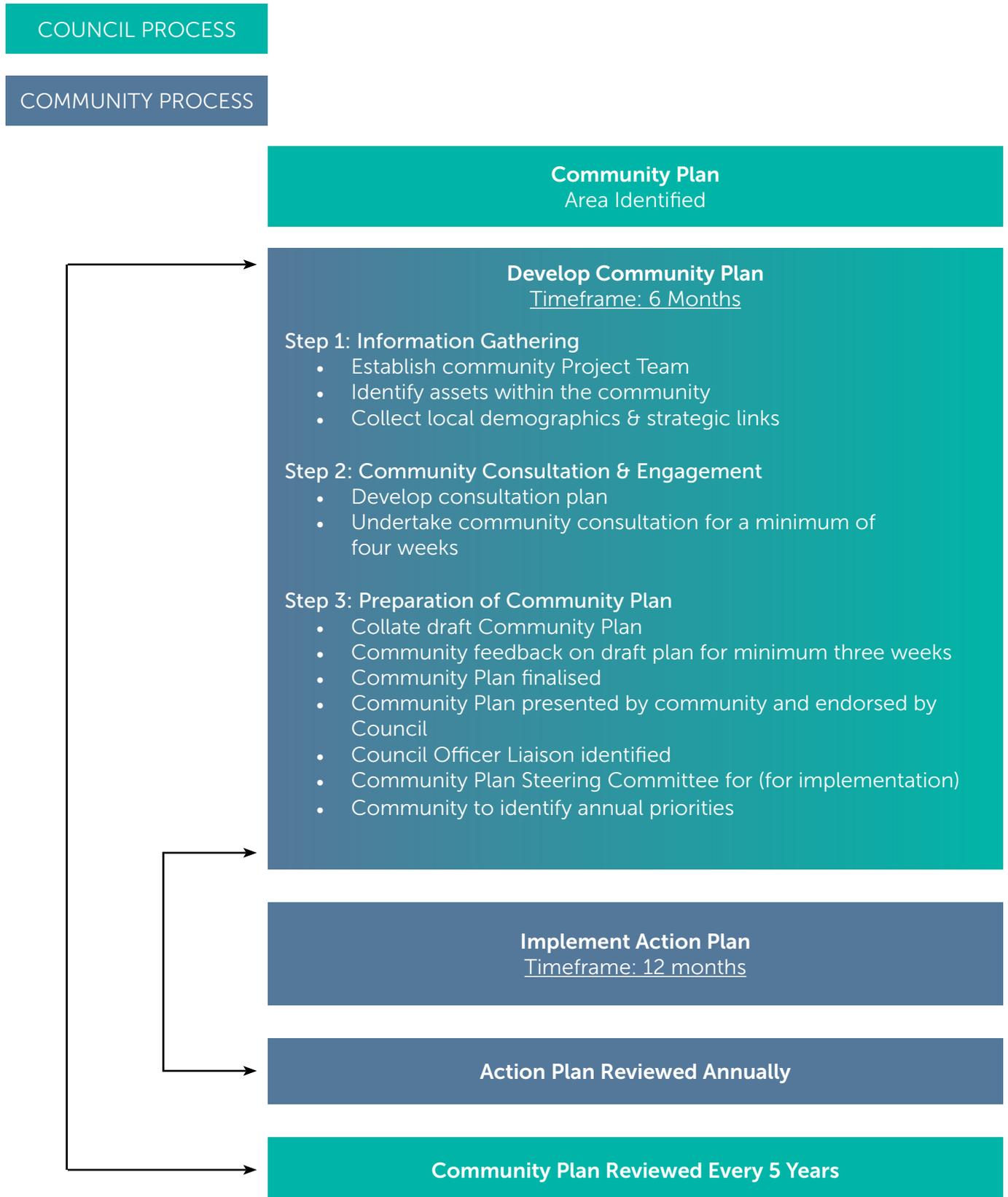
Community Planning is based on the principle that local people are invariably the best source of knowledge and wisdom about their surroundings, and better decision making delivers results for everyone if this is harnessed. Greater Shepparton City Council recognises that community members have the desire and knowledge to contribute to decision making in their own communities.

In every municipality there are number of locations which communities develop, all with their own local characteristics and hence different priorities and needs.



Community Plan

The following table identifies that the various stages of Community Planning, outlining the simultaneous process of the community and Council. Detail of each stage is included below.





Community Plan Steering Committees

Steering Committees play a pivotal role as they drive the implementation and review of their Community Plan. The roles and responsibilities can be quite diverse and vary between towns. Some of the common roles and responsibilities include:

Purpose:

The purpose of the Committees is to work in partnership with Council to coordinate and facilitate the implementation of priority actions arising from the Community Plans.

Membership:

The Community Plan Steering Committee is recruited by local community members with a view of forming a group with a broad range of skills, experience and interests. Committees could consider the following groups or individuals as potential members:

- Service clubs
- Sporting clubs
- Community groups and organisations
- Schools & child care centres
- Young people
- Older people
- Culturally and linguistically diverse community members
- Any community member who is a passionate about the local community

Membership is open to all community members and may fluctuate depending on projects being undertaken. It is recommended that Committees seek membership that is as representative of the local population as possible.

Role of Steering Committees:

Steering Committees play a pivotal role as they drive the implementation and review of their Community Plan. The roles and responsibilities of a Steering Committee can be quite diverse and vary slightly between towns. The following roles and responsibilities provide a base for each town and are reflected in the Terms of Reference (template attached).

- Meet regularly to progress agreed actions and priorities from the Community Plan
- Be responsible for organising and chairing regular meetings of the group
- Take and prepare minutes and submit to Council
- In partnership with the Council Liaison Officer, plan and undertake the annual Community Plan review
- Liaise with community members and interest groups
- Consult with the community in the development and review of the community plan
- Keep the wider community informed on the priorities and implementation of actions



- Determine priority actions from the Community Plan, following the annual review
- Prepare Community Plan 'Expressions of Interest' and 'project proposals' to seek funding for projects through Council's Community Plan Implementation Fund
- Prepare funding applications for projects that require grants from external funding bodies, with the assistance of Councils' Grants Officer and Community Plan Liaison
- Plan and undertake fundraising activities to generate community fundraising to contribute to some projects
- Assist with the implementation of the Community Plan
- Nominate a Committee Liaison / Chair to liaise with Council
- Organise and coordinate community events and activities that are included within the plan

Terms of Reference

With assistance from Council's Community Plan Liaison, the Committee will finalise a Terms of Reference document to ensure that the roles and responsibilities are clear.

Working Groups

Steering Committees may decide to form Working Groups to work on particular priorities that have been identified within the Community Plan. At times community members may be interested in working on one priority that they are passionate about only, rather than working on the whole committee. Working groups will enable these community members to focus on their priority.

It is recommended that a representative from the Working Group attends the Steering Committee meeting to ensure information flow between both groups is clear.



Why are you involved in your Community Plan Steering Committee?

To increase our town's resilience and sustainability, through projects and partnerships with Council for our agriculture, environment, industry, small businesses, community groups, residents and families.

(Tatura Committee member)

I value the opportunity to be part of a group who, through consultation, has developed a shared direction for our community. A direction that values our past and plans strategically for the future.

(Toolamba committee member)

I love my community and I want to give back where I can as I believe in its potential and have invested in this for its future.

(Dookie Committee member)

I want to help make a place feel like a community.

(Seven's Creek Committee member)

I want to try to ensure the viability and survival of our town.

(Merrigum Committee member)

It's important to promote Murchison as a great place to live and visit.

(Murchison Committee member)

We are interested in what's going on and both of us are very community minded.

(Congupna Committee member)

To help the community advocate for a better place to live.

(Mooroopna Committee member)

To be a part of a community group and be involved in how Katandra West will 'move forward'. Also, as a member of the kindergarten committee and having a working background in planning. I had a big interest in the future of the township and thought that my knowledge and passion would 'help'.

(Katandra West Committee member)

I am on the steering committee because there is a job to do and someone has to do it. I don't want to see Undera fall apart because no-one could be bothered to get up off the chair and contribute. We are all the beneficiaries of the work.

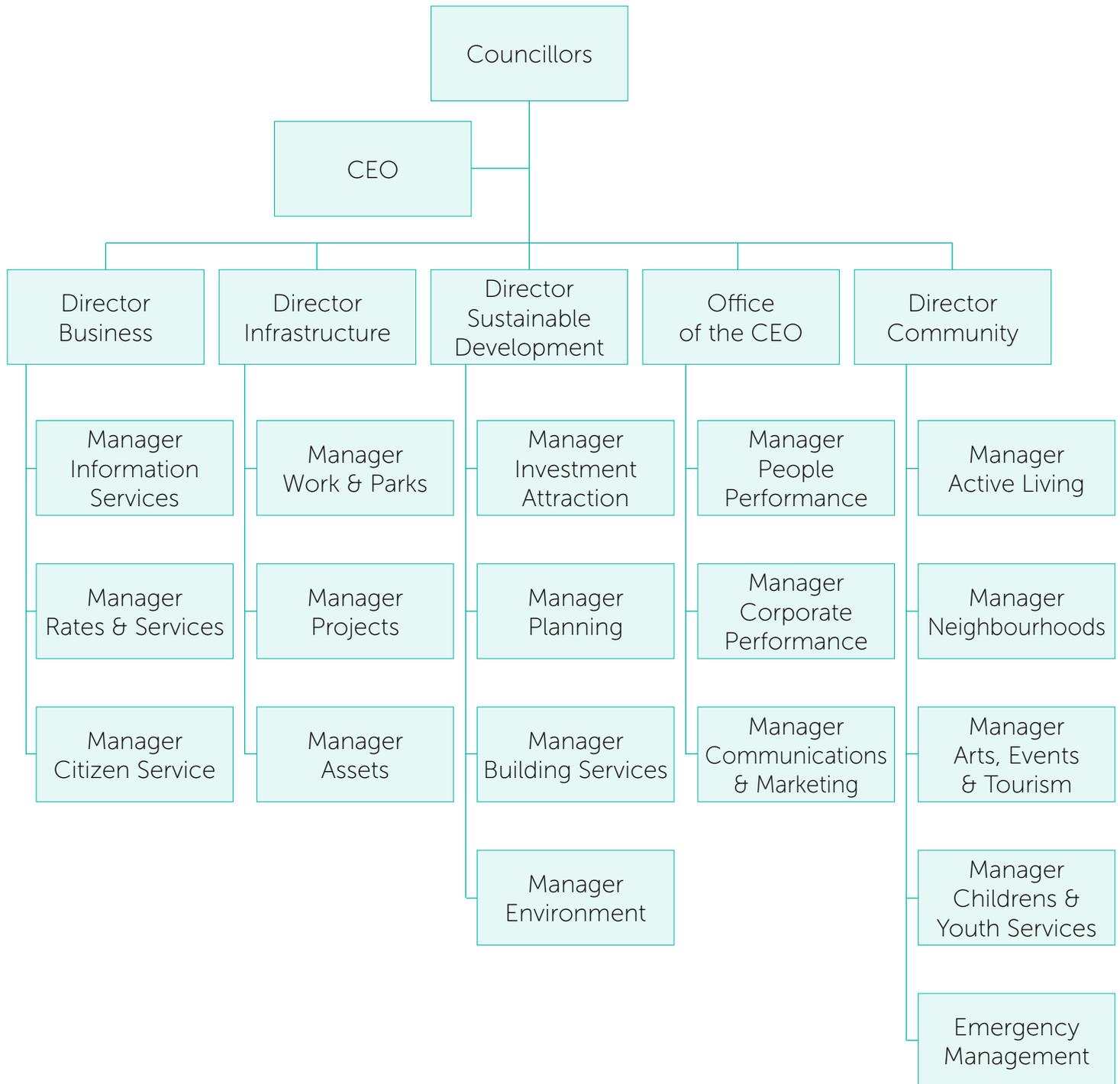
(Undera Committee member)

I want to know I have done everything I can to ensure the community, my children & students grow up in, will help them become strong, resilient caring members of our local and global community.

(Tallygaroopna Committee member)



Greater Shepparton City Council Organisational structure diagram





Role of Council

Community Plan Liaison Officer

Council will continue to provide a Community Plan Liaison for each Community Plan Steering Committee. The objectives of this role are to act as a conduit between Council and Committees to assist the process of Community Plan implementation. The Council Liaison acts as the conduit between the community and Council, regularly attends Community Plan meetings and works with Steering Committees to develop expressions of interest and project proposals.

A Community Plan Liaison Officer will be provided from Council's Neighbourhoods Department.

Roles and Responsibilities

Council aims to work in partnership with the community to implement their Community Plan. The role of Council in supporting each community can vary slightly depending on the town and the priority actions that they are trying to achieve. Roles and responsibilities include:

- Appoint a GSCC Community Plan Liaison Officer as the primary point of contact for each town.
- Community Plan Liaison Officer maintains contact with each of the Community Plan Steering Committees on a regular basis.
- Attend Committee meetings regularly (approx. 6 times per year).
- Participate in and support the implementation of Community Plans.
- Work with Committees to scope priority projects.
- Work with Committees to determine appropriate funding stream (i.e. leverage funding, community plan implementation fund, advice to capital budget, advocacy).
- Assist Committees to develop expressions of interest and project proposals to access Council's Community Plan Implementation Fund.
- Work with the Committee to identify methods of advocacy.
- Work with the Committee to review plans annually.
- Make recommendations to Council's Executive Team and Councillors.
- Liaise with relevant Council branches and Responsible Managers in regards to the development and implementation of projects.
- Monitor Community Plan projects and provide an Annual Report to Councillors and Council Executive on progress.



Development of Community Plan

The development of a Community Plan requires a whole of community approach where all groups and individuals in the community have an opportunity to be involved.

The three stages in the development of a Community Plan are:

Phase 1 – Information Gathering

Phase 2 – Community Consultation and Engagement

Phase 3 – Preparation of Community Plan

Details of each stage are included below:

Phase 1 – Information Gathering

- a) Engage community champions to establish a community project team to assist with the consultation process.
- b) Collect and review local demographics.
- c) The collation of demographics assists in developing an understanding of the size and structure of a town or area as well identifying other characteristics of the community such as birth, migration, aging, education, ethnicity, nationality, and employment.
- d) Collect and review reports and projects that impact on the local community.
- e) A review of existing Council documents.
- f) Analysis of community data.
- g) Collect information regarding existing community infrastructure and services with internal Council departments.

Phase 2 – Community Consultation and Engagement

- a) Determine a consultation plan together with the community project team and Council. To assist in the identification of appropriate consultation methods, the team may utilise Council's resources such as the Community Engagement Strategy and Community Plan toolkit to develop their consultation methods and tools.
- b) Develop consultation tools.
- c) Undertake community consultation for a minimum of four weeks.
- d) Undertake an audit with Council staff to identify current works, activities and programs that are undertaken in the area.
- e) Assist in building the capacity in the community and encourage community ownership of the plan in accordance with the ABCD approach.
- f) Develop outcomes that are realistic, sustainable and can be implemented.



Phase 3 – Preparation of Community Plan

- a) Development of written community plan and action plan incorporating data gathered in phase one and two.
- b) Each action is linked to a strategic pillar of the Council Plan 2013 – 2017. Council Officers can assist with this.
- c) Draft plan provided to the community project team for feedback.
- d) Draft plan is circulated throughout the wider community for feedback for a minimum of three weeks.
- e) Community Plan presented to Council for endorsement.

'A dream you dream alone is only a dream. A dream you dream together is reality.'
(John Lennon)

Review of Community Plan Action Plans

Council will work in partnership with Committees to review their Action Plans on an annual basis. The reviews will be held in August / September each year with the wider community consulted for a minimum of three weeks. A table depicting the stages of the review are listed below.

Achievements	<ul style="list-style-type: none"> Steering Committee to review and identify achievements
Prepare Consultation Activities	<ul style="list-style-type: none"> Steering Committee and Council to determine relevant consultation methods
Undertake Consultation	<ul style="list-style-type: none"> Committee with support from Council will undertake consultation Minimum 3 weeks
Review Information	<ul style="list-style-type: none"> Steering Committee and Council review comments received and develop / update Action Plan
Finalise Action Plan	<ul style="list-style-type: none"> Action Plan made available to the community



Stuck on finding some new ideas on consultation methods?

- Community Plan Toolkit
 - Council's Community Engagement Strategy
- A full review of the Community Plans will occur every five years. This will give the Committee the opportunity to review the vision of the town, associated priorities, but also update demographics and strategic links relevant to the town. The process to complete the full review has been outlined in 'Development of a Community Plan'.



Progressing Projects

Projects identified within a Community Plan are either advocacy based or require access to funding in order to be completed. This section outlines:

- Advocacy methods
- Funding Options
- Council's Community Plan Implementation Fund

Advocacy

At times priority actions identified by small towns are not the responsibility or delegation of Council to deliver, therefore advocacy, from Council and/or the Committee will be required to progress these actions. Advocacy projects will be identified within the Community Plan Action Plans.

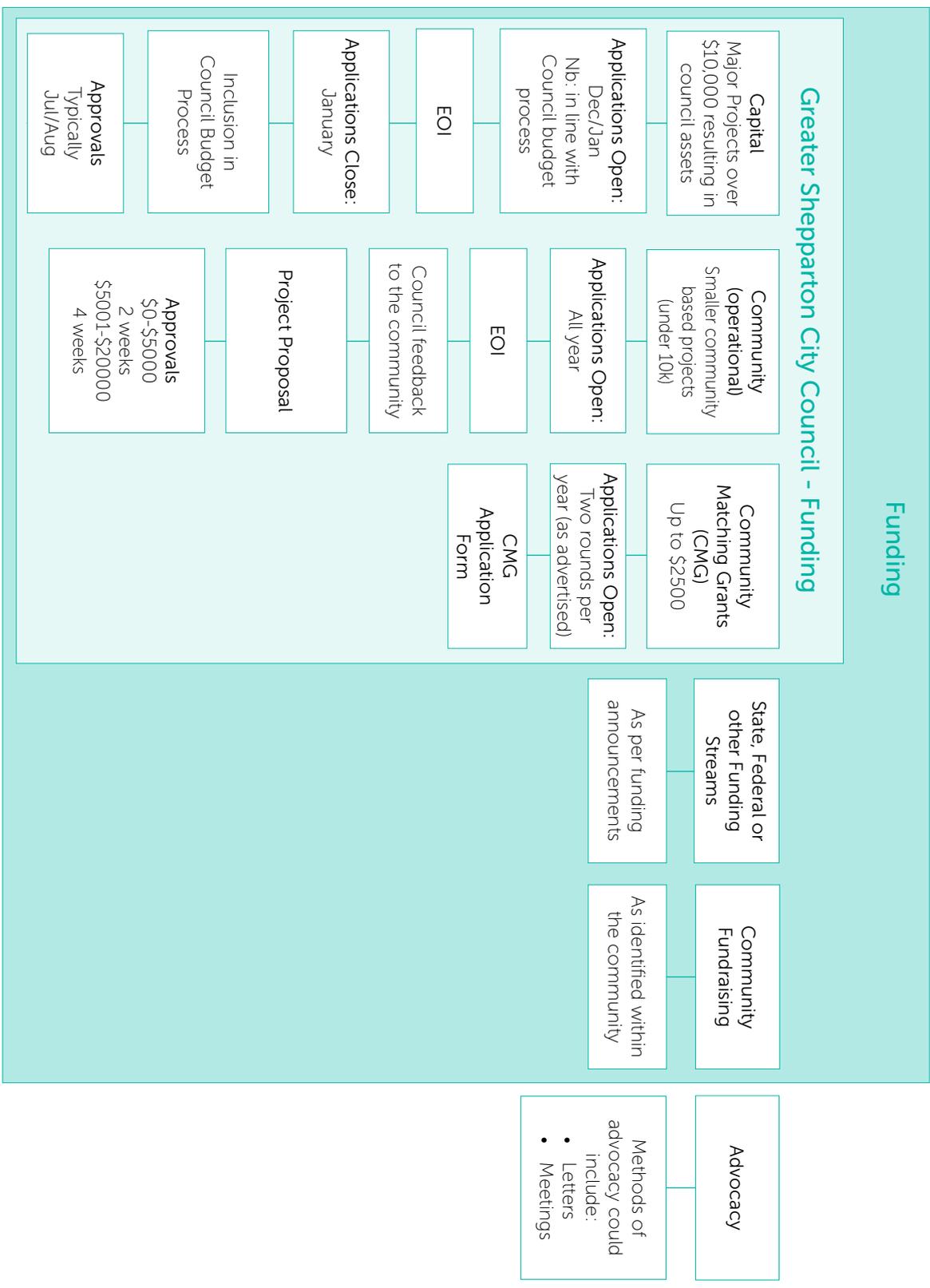
Committees or Council may be able to identify a number of methods for them to advocate for the progression of these initiatives. They may include, but are not limited to:

- Committees writing letters of support to the responsible organisation or government body.
- Identifying opportunities for Council to advocate on behalf of the small towns.
- Participation in consultation related to local, state and federal policy and strategy development.
- Invite representatives from relevant bodies to meet with the community.

*'We are all faced with a series of great opportunities -
brilliantly disguised as insoluble problems.'*
(John W Gardner)

Funding Options (fundraising, state, federal)

Annual Review Process
Identification of four priorities





Funding Options

Community Fundraising

Financial contributions from your community are one way to indicate strong community support and can be used to leverage other funding sources.

Consider your project and whether there are dual benefits for other groups and organisations within your town. If so, these groups may be willing or able to provide finances or assist you to raise community funds to put towards a project.

Consider:

- Local organisations
- Sporting clubs
- Service clubs
- Businesses



For more information see:

- Community Plan Toolkit 'Community Fundraising tip sheet'
- Our Community
<https://www.ourcommunity.com.au/>
- The Six Pillars of Fundraising
<http://www.fundingcentre.com.au/help/fundraising-pillars>

Greater Shepparton City Council funding avenues

Greater Shepparton City Council has a range of funding programs that the Community Plan Steering Committees are eligible to apply for. More details regarding each funding program are available on Council's website.

Community Plan Implementation Fund (see below for more details)

- Community Matching Grants
- Our Sporting Future
- Community Event Grants
- Arts in the Community
- Jumpstart (pending)



State and Federal Government, philanthropy or other external funding sources

Committees are encouraged to seek funding or leverage funding through state, federal and philanthropy grant streams. Council's Community Plan Liaison and Council's Grants Officer can offer advice on suitable funding programs and assistance with funding applications.

Possible funding sources include:

- Foundation for Rural and Regional Renewal
<https://www.frrr.org.au/>
- GV Community Fund
<http://www.thecommunityfund.com.au/>
- Australia Post
<http://ourneighbourhood.com.au/grants/community-grants.html>
- Department of Planning and Community Development
<http://www.dpcd.vic.gov.au/home/grants>
- Federal Government Grants
<http://www.grantslink.gov.au/>
- Banks – e.g. Bendigo Bank
- The Fundingcentre.com.au provides a database of grants for a subscription fee of \$150 per year. The Funding Centre provides grant information from state and federal government, corporate, philanthropic and community foundations.



Council’s Community Plan Implementation Fund

Council will commit funds each financial year towards implementing priority actions identified within the endorsed Community Plans within the municipality. This fund is divided into two streams, one for capital items and the other for operational projects. Council’s definition for a capital and operational item are:

<i>Capital</i>	<i>Operational</i>
<ul style="list-style-type: none"> • Projects over \$10,000 • Ultimately end as Council’s fixed asset • Council owned / controlled infrastructure 	<ul style="list-style-type: none"> • Projects on non-Council owned facility • Renewals that don’t change the nature of the asset • Work on Crown land where Council is not appointed as Committee of Management • Feasibility studies and masterplans. • Typically projects valued at under \$10,000 • Community capacity building activities and projects

Matched Funding

Matched funds are funds to be paid by the community, which match funds from other sources.

Capital Stream

Any matched funds including leverage funds will strengthen a capital budget bid, however providing matched funding is not essential. It is acknowledged that it will be difficult for Community Plan Steering Committees to contribute in kind to capital projects, therefore it’s not mandatory.

Operational Stream

At least 25% matching is required for each application. Matching may include financial and in some circumstances will be an in kind contribution or materials.

In kind labour is typically defined as:

- \$25 per hour - unskilled labour
- \$40 per hour- skilled labour (qualified tradesperson)
- \$65 per hour – machinery hire including driver (i.e. machinery hire would include small business providing in kind contribution)



Eligibility

Please note that the following eligibility criteria and considerations apply for both capital and operational project streams.

Strategic Links

Committees will need to demonstrate how their project links to the Council Plan 2013 – 2017 and the relevant Community Plan.

Projects on / relevant to Government Department land

In some cases, approvals to carry out the proposed project may be required if the project is located on government department land.

For example, approval may be required from various Victorian Government Departments if the project is to take place on Crown Land, or on a roadside reserve. Similarly, approval may be required from Council to carry out a project on Council owned land. In all cases, Community Plan Steering Committees should discuss the projects with the applicable body responsible for permits / approvals prior to submitting their application to ensure the project is viable.

Procurement Guidelines

Council is required to comply with its Procurement Guidelines.

When Committees are seeking quotes to support their applications it is important to note the quotations are required for the whole job cost not just the amount requested from Council. It is recommended to request long standing quotes (of up to 3 months) to enable decision making to occur.

Contingency

It is important for contingency to be considered in developing project budgets for EOI's and Project Proposals. Contingencies of between 20% - 40% are recommended, however further advice on appropriate contingencies for each project will be offered.

Acknowledgment of Council financial contribution

Steering Committees will be required to acknowledge funding received from Council through any media or publications regarding the project or activity.

Mobile objects / equipment

Committees are eligible to seek funds for mobile objects or equipment. Mobile objects or equipment are defined as those that do not have a permanent fixed position. Mobile objects may include; computers, projector screens, etc. It is the expectation that should the Committee no longer require this equipment in the future, that the object or equipment is not sold for profit, rather that the object / equipment is gifted to another similar organisation or community group.



Capital Process

This stream is available for capital (major) projects that have been identified as priority within the Community Plan.

Council's budget bidding process commence in December each year with the application period open until January

- Applications Open:** December (in line with Council's budget process)
- EOI's Due:** End of December
- Applications Close:** End of January
- Approvals:** July / August (in line with Council's budget process)

Identify priorities	<ul style="list-style-type: none"> • Community Plan Steering Committees will develop an Expression of Interest (EOI) for each capital item (max 4 priorities each year)
Develop EOIs	<ul style="list-style-type: none"> • The EOI will explore project objectives, stakeholders and planning and scoping to date
Submit to Council for feedback	<ul style="list-style-type: none"> • The EOI will be presented to relevant internal branches to seek further advice on the progression of the project, either individually with departments or through the Project Sponsors meeting
Council process	<ul style="list-style-type: none"> • Neighbourhoods will complete Council's internal capital budget bid paperwork, from the information provided within the EOI
Feedback to communities	<ul style="list-style-type: none"> • Following the initial budget application process, Committees will be provided feedback on projects included within the capital bid process • Community Plan Steering Committees will be kept informed as the decision making on the budget progresses, typically in July / August each year



Operational Process

This stream is available for community based projects that have been identified as priority within the Community Plan.

Committees are ultimately responsible for the implementation of funded operational projects. There may be times where the Steering Committees seek assistance from Council’s Community Plan Liaison or other Council departments where required but essentially these projects are community driven.

Applications Open: Any time throughout the year.

Approvals:
 Under \$5000 within 2 weeks
 \$5000 - \$20,000 within 4 weeks
 Over \$20,001 within 6 weeks

Application Process (projects under \$5000)

<p>Project Proposal</p>	<ul style="list-style-type: none"> • Committees or Working Groups will complete a Project Proposal highlighting project overview, stakeholders and compliance with regulations
<p>Submit to Council for approval</p>	<ul style="list-style-type: none"> • Project Proposal submitted to Council for approval
<p>Feedback to the Community</p>	<ul style="list-style-type: none"> • Council will provide written confirmation advising the outcome of the application • For projects under \$5000, anticipated timeframe will be two weeks from receipt of project proposal



Application Process (projects over \$5000)

Expressions of Interest (EOIs)	<ul style="list-style-type: none"> • Committees will complete an initial EOI form which will highlight the project overview, identification of stakeholders and resources required
Submit to Council	<ul style="list-style-type: none"> • The EOI will be distributed to relevant departments for comment
Feedback to the Community	<ul style="list-style-type: none"> • Council's Community Planning Staff will provide written feedback to Community Plan Steering Committees
Project Proposal	<ul style="list-style-type: none"> • Following advice provided on EOI full scoping of project will then be completed. (Confirmation of stakeholder involvement, compliance with regulations ,etc.) • A Project Proposal completed by Working Group or Steering Committee and submitted to Council for approval
Submit to Council for approval	<ul style="list-style-type: none"> • Project Proposal submitted to Council for approval
Feedback to the Community	<ul style="list-style-type: none"> • Council will send notification to Community Plan Steering Committee advising of the outcome of the application • For projects between \$5000 and \$20,000, anticipated timeframe will be four weeks from receipt of project proposal

Community (Operational) Scheme – Implementation

Committees will be responsible for the implementation of funded operational projects. There may be times where the Steering Committees seek assistance from Council's Community Plan Liaison or other Council departments where required but essentially these projects are community driven. Community Plan Steering Committees will be encouraged to acknowledge and celebrate the completion of their projects.

Payment of Funds: If Community Plan Steering Committees are incorporated and able to receive funds directly, then the monies will be transferred directly to the Committee. All projects should be completed and acquitted within 12 months of receiving funds.

If Committees aren't able to receive funds directly, they can identify an auspice for the project. The monies will be transferred to the auspice, whilst the Steering Committee deliver the project. All projects should be completed and acquitted within 12 months of receiving funds.

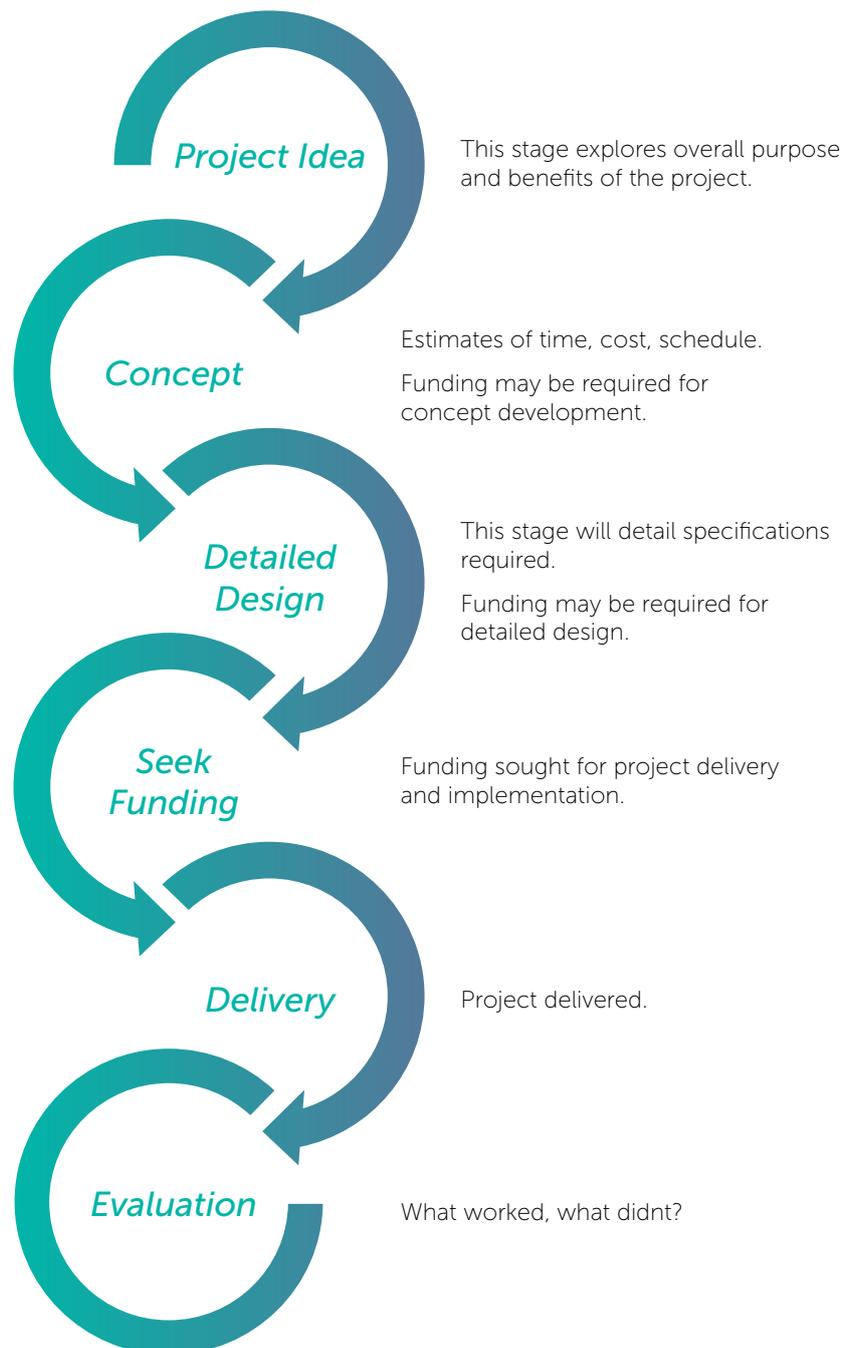
Alternatively if the Community Plan Steering Committees are unable to provide an auspice, Council will work in partnership with the community to deliver the project and pay associated costs directly to the suppliers as required (and agreed within the initial EOI / Project Proposal Form).

Alternative arrangements will be considered if required.



Life of a Project (processes and timeframes)

Council promotes forward planning in the development and delivery of projects, through adopting a project management framework. Benefits of forward planning include thorough scoping, more accurate costs, more accurate timeframes and ultimately projects delivered in a timely manner. There are a number of stages and consideration of each stage is vital in ensuring that projects meet the intended objectives and delivered within set timeframes and budget. Some projects may move through these stages quickly, however for other projects, each stage may take some time to progress. Project stages include.





Annual milestones & timeframes

Over the year there are a number of key milestones in the delivery of the Community Planning program. This includes capital budget application process, capital budget approvals, community plan action plan annual review and preparation of projects for the following year of capital budget bidding. The following table demonstrates the key milestones in Community Planning over a year as well as approximate months that the milestones occur.

