

# Creating a Connected Cardinia

Neighbourhood Development Framework

Implementation Plan

2011 - 2015

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### Prepared by:

Neighbourhood Development portfolio  
Community Strengthening Unit  
[DATE]

### Review date:

The *Neighbourhood Development  
Implementation Plan 2011 - 2015* will be  
refreshed annually and reviewed every  
four years.

## Introduction

Planning is one thing... delivering is another.

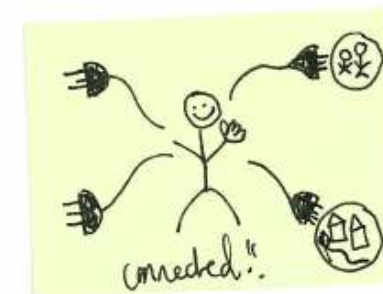
This Implementation Plan compiles the key actions identified in the three documents that make up Cardinia Shire Council's *Neighbourhood Development Framework 2011 - 2015*:

<b>Neighbourhood Development Background Paper 2011 - 2015</b>	Provides the background to Neighbourhood Development, defines Council's role etc.
<b>Neighbourhood Development Policy &amp; Strategy 2011 - 2015</b>	Sets out the approach to Neighbourhood Development at Cardinia Shire Council, the key outcomes sought and a program logic model for moving towards these outcomes
<b>Neighbourhood Development Action Plan 2011 - 2015</b>	Sets out a program of activities and initiatives related to Neighbourhood Development in Cardinia Shire

It also includes a list of current activities delivered by other areas of Council, along with potential future activities and links to useful resources.

It should be an invaluable resource in delivering the various initiatives identified in the *Neighbourhood Development Framework 2011 – 2015*.

# Connection & Attachment



## Action I: New Resident Welcome

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>New Resident Welcome Kits</b>	Develop proposal/prototype for new welcome kit	✓				Comm's  (Product design and delivery)	NDP <sup>1</sup> Rates Residential Estate developers Real Estate agents	Comm's budget
	Focus groups with new and existing residents	✓						
	Identify key triggers to ensure all new residents receive a welcome kit	✓						
	Development of final product with designers	✓						
	Roll out new welcome kits	✓	Review	Review	Review			
<b>Resident Information Nights</b>	Develop model for delivering Resident Information nights and secure support across Council (e.g. Open House type event)	✓				NDP  (Program Delivery)	All Council business units	\$1000/annum
	Each year, identify new or existing communities to deliver a quarterly Resident Information Night. Aim to spread across the Shire, not just in growth area.	Pilot	✓	✓	✓			

<sup>1</sup> Neighbourhood Development portfolio

## Action 2: Get to Know Your Shire

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Get to Know Your Neighbour</b>	Get to Know Your Neighbour brochure	✓	✓	✓	✓	NDP  (Program development and delivery)	Communications Arts & Culture	\$6500/annum
	Hello Postcard in CONNECT	✓	✓	✓	✓			
	External Web presence	✓	Review	Review	Review			
	Media promotion	✓	✓	✓	✓			
	Neighbour Day Events	✓	✓	✓	✓			
	Creative art/story-based program, e.g.: » Stories from Your Street competition » Community photographic exhibition » Interactive website for posting stories			✓	✓			
<b>Meet the Street/Town events</b>	Develop a model, e.g.: » Council hosts in street or local park, in conjunction with Township Committee and/or other local community groups » Incorporate activities such as information about Council initiatives (e.g. walking groups), games, My Neighbourhood book, MyBus, Mobile Library	✓	Review	Review	Review	NDP  (Program development and facilitation)	Placed based CSOs  Community Services (Youth, Health Promotion, Children's Services)	\$1000/annum
	Pilot model and further develop model	✓						
	External web presence	✓	Review	Review	Review			

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
	Promotion through media and CONNECT		✓	✓	✓			
	Deliver up to six events around the Shire each year		✓	✓	✓			
<b>Get to Know Your Shire</b>	Investigate the feasibility of running Get to Know Your Shire bus trips around the municipality. Focus could vary between planning and infrastructure, cultural heritage, tourist attractions, townships...		✓			NDP (Program development and delivery)	Economic Development Sustainable Environment	\$1000/annum if hiring bus  Alternatively could use Community Bus
	Prepare guidelines, processes and trial		✓	Review	Review			
	External web presence and promotion		✓	✓	✓			
	Run up to four bus tours per year			✓	✓			
<b>Get to Know Your Local Area</b>	Investigate running events in local areas – focus is on “Connection to Place” and connection to local groups. Areas could include new wetland areas in estates, local parks, creeks, trails etc – education on how to protect, be involved etc.		✓			NDP (Program development and facilitation)	Local community groups (e.g. Friends groups, Bushland groups) Sustainable Environment Agencies such as Melbourne Water (existing partnership in place – Waterwatch program).	
	Prepare guidelines, processes and trial		✓	Review	Review			
	External web presence and promotion		✓	✓	✓			
	Run up to four events per year			✓	✓			

**Resources/Links:**

- » Neighbour Day <http://www.neighbourday.org/>
- » My Street competition <http://www.abc.net.au/rn/streetstories/features/mystreet/>
- » Pool <http://www.pool.org.au/>
- » Street by Street <http://www.civilsociety.org.au/StreetbyStreet.htm>
- » Landshare Australia <http://www.landshareaustralia.com.au/>
- » Social Inclusion Week (November) <http://www.nationalstreetparty.com.au/index.cfm?contentID=1>

### Action 3: Civic Engagement for Cardinia residents

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
Support best practice community engagement	Support the finalisation of a Community Engagement Framework for Council	✓	Ongoing as required	Ongoing as required	Ongoing as required	NDP		
	Advocate for Council publications to be provided in accessible formats (e.g. easy to read, executive summaries etc)	✓	✓	✓	✓	Policy development and implementation		
	Promote opportunities for community members to Have Their Say	✓	✓	✓	✓			

#### Resources/Links:

- » International Association for Public Participation [www.iap2.org.au](http://www.iap2.org.au)
- » Department of Sustainability and Environment – Effective Engagement toolkits  
<http://www.land.vic.gov.au/dse/wcmn203.nsf/Home+Page/8A461F99E54B17EBCA2570340016F3A9>
- » Bendigo City Council’s Community Engagement Framework [www.bendigo.vic.gov.au/About\\_us/The\\_Council/Community\\_engagement](http://www.bendigo.vic.gov.au/About_us/The_Council/Community_engagement)
- » Bang the Table <http://corporate.bangthetable.com/>



## Potential future activities

Activity	Notes
<b>Council presence across the Shire</b>	For example: » Locally based “front door” staff » Mobile Council » Community Cabinet » Information kiosks
<b>Community portal</b>	Linking Logan <a href="http://www.linkinglogan.com.au">www.linkinglogan.com.au</a>
<b>Summer activities program</b>	
<b>Residents greeting residents program</b>	

## Other related Council Programs/other links:

- » Walking Groups (Health Promotion)
- » Walking School Bus
- » Youth Council
- » Youth Leadership Program
- » Seniors for Safety
- » Positive Aging
- » MyBus
- » FREEZA
- » Playstart van and playgroups
- » Streets Ahead
- » Children’s Day and Road Safety expo
- » Kindergarten President’s Network
- » Parent/Professional Training Calendar
- » CAN-II project (Cardinia Active & Nutritious Phase II - Health Promotion)

# Resilience



## Action 4: Building Community Resilience

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Building Community Resilience seminar series</b>	Develop a program of sessions promoting resilient ways of doing and thinking		✓	Review	Review	NDP (Facilitation)	Lifelong Learning  Local service providers as a link to running training, mentoring, intervention programs	\$3000/annum
	Promote and run sessions		✓	✓	✓			
<b>Mentoring/ training</b>	Investigate a mentoring program: » Strengths based approach » Resilience development, Financial literacy » Finding out what strengths assist people in getting out of or dealing with difficult situations, and therefore would be worth focusing on?		✓					
	Develop model and pilot		✓					
	Promote and run sessions			✓	✓			

## Action 5: Linking Neighbours Project

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
Linking Neighbours project	Review existing programs in Cardinia		✓			NDP	MetroAccess Disability Community Safety Positive Aging	\$1500 for printing
	Research similar programs at other Councils.		✓			Project development and delivery		
	Decide on need for program and develop		✓					

### Resources/Links:

- » Port Phillip Linking Neighbours Project: [http://www.portphillip.vic.gov.au/social\\_support\\_recreation.htm](http://www.portphillip.vic.gov.au/social_support_recreation.htm)

## Action 6: Family Leadership/Mentoring Program

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Family Leadership Program</b>	Investigate and develop a model for program			✓		NDP	The Australian Centre for Social Innovation	
	Pilot program			✓		(Program development and facilitation)	Lifelong Learning portfolio	
	Review and refine program			✓				
	Roll out program				✓			

### Notes:

- » Appreciative enquiry/strengths approach
- » Move families from coping to thriving
- » Use SHARE model of upskilling
- » Remember that Emotional Intelligence starts with self-awareness
- » Incorporate mentoring/ life coaching

### Resources/Links:

- » The Australian Centre for Social Innovation's Family by Family program:
  - [www.tacsi.org.au](http://www.tacsi.org.au)
  - [www.familybyfamily.org.au](http://www.familybyfamily.org.au)

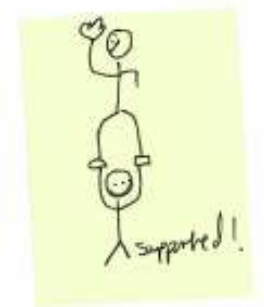
## Potential future activities

Activity	Notes

## Other related Council Programs

» Best Start program

# Support & Involvement



## Action 7: Resident-led Neighbourhood Development initiatives

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Resident-led Neighbourhood Development initiatives</b>	Develop a model for Resident-led Neighbourhood Development initiatives	✓				NDP (Facilitation)	Place Based CSOs	In-house to run program. Budget may be required to implement activities
	Undertake a pilot with Gembrook Township Committee to develop and implement activities identified by the group to improve community connections and community spirit	✓	✓					
	Identify further communities to work with using the model		✓	Review	Review			
	Aim to have at least one program going at all times, depending on resources.		✓	✓	✓			

### Resources/Links:

- » Asset-based, Resident-led Neighbourhood Development (Eric Leviten-Reid, July 2006) [www.caledoninst.org/Publications/PDF/599ENG.pdf](http://www.caledoninst.org/Publications/PDF/599ENG.pdf)
- » Live Local [www.livelocal.org.au](http://www.livelocal.org.au)

## Action 8: Community Leadership Program

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Community Leadership Program</b>	Develop model and curriculum, including: <ul style="list-style-type: none"> <li>• Leadership training</li> <li>• Skills development</li> <li>• Coaching/mentoring</li> </ul> Alternative is to partner with an external provider	✓				NDP  (Project governance and facilitation)	Lifelong Learning portfolio Council's OD department External provider (e.g. Opening Doors program)	\$10,000 per annum
	External web presence and promotion	✓	Review	Review	Review			
	Run program annually with a range of current and future community leaders	Pilot if possible	✓	✓	✓			
	Follow up with a mentoring/coaching program for alumni		✓	✓	✓			

### Resources/Links:

- » Opening Doors <http://www.ucco.org.au/involved/events.php>
- » Coaching/mentoring example [www.anccommunity.ca/Res\\_Coaching.html](http://www.anccommunity.ca/Res_Coaching.html)

## Action 9: Poppy Seed Grants program

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
Poppy Seed Grants	Develop guidelines, assessment criteria and governance arrangements N.B. Option of linking with Minor Community Grants	✓	Review	Review	Review	NDP  (Project governance and facilitation)	Grants portfolio	\$5000+ as budget allowed
	Launch around Neighbour Day (last Sunday in March) each year	✓	✓	✓	✓			

### Resources/links:

» Port Phillip City Council – Small Poppy Grants program <http://www.portphillip.vic.gov.au/smallpoppyneighbourhoodgrants.htm>



## Action 10: Capacity building for community groups

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Capacity building community groups</b>	Develop model and supporting resources for building capacity in community groups: <ul style="list-style-type: none"> <li>• Workforce capability assessment (see DPCD resource)</li> <li>• Upskilling through training/mentoring</li> <li>• Promotion of existing opportunities</li> <li>• Networking opportunities</li> <li>• Recruitment of volunteers</li> </ul>	✓				NDP  (Program development, delivery and facilitation)	Volunteer portfolio Place Based CSOs Recreation Arts and Culture Sustainable Environment	In-house
	Pilot delivery of model	✓						
	Work with other business units to roll out to community groups, including: <ul style="list-style-type: none"> <li>• Recreation reserve communities</li> <li>• Arts and culture groups</li> <li>• Township committees</li> <li>• Friends groups</li> </ul>		✓	✓	✓			
	Support the formation of community groups in new communities in the Shire		✓	✓	✓			

### Resources/Links:

- » Workforce Capability Assessment (DPCD) <http://www.dpcd.vic.gov.au/communitydevelopment/community-sector/capability-framework>
- » Volunteer Training Packages [http://mercury/colin/Page/Page.asp?Page\\_Id=485&h=I](http://mercury/colin/Page/Page.asp?Page_Id=485&h=I)

## Potential future activities

Activity	Notes
<b>Asset Mapping</b>	<ul style="list-style-type: none"><li>» Review the Community Infrastructure for Growth Areas final report</li><li>» Identify any further information required (community groups and services)</li><li>» Investigate options for building on the report to capture this information</li></ul>
<b>Place-building initiatives</b>	<ul style="list-style-type: none"><li>» Potential project with Eco Dev – Fusion Halifax <a href="http://www.fusionhalifax.ca/en/home/default.aspx">http://www.fusionhalifax.ca/en/home/default.aspx</a></li><li>» Fusion Halifax - a non profit, volunteer based organisation for people aged 20 to 40 years. It is about making Halifax a priority destination for young people looking for a place to live and work. Its initial focus has been on progressive downtown development, employment growth and sustainable transport. Currently it has Action Teams in sustainability, Health and Wellbeing, Diversity, People Factor, Urban development and Arts and Culture. It has mobilised 2,400 members. It is the type of organisation every community needs.</li></ul>

## Other related Council Programs

- » Volunteer Portfolio
- » Lifelong Learning Portfolio

# Respect



## Action 11: Multi-lingual Council information and translation services

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Multi-lingual Council information and translation services</b>	Identify most appropriate languages for multi-lingual information	✓				NDP  CALD/ Diversity portfolio  (Project development)	Communications	Multi-lingual information covered by New Residents Kit budget.  DVD/website would require additional budget
	Prepare material to promote how people can contact Council in their own language, for use in Council publications.	✓						
	Inform Customer Service about process and other Council business units as needed.	✓						
	Review after 2011 Census results are released		✓					
	Investigate the feasibility of providing more comprehensive multi-lingual information on Council's website, via DVDs or other alternatives		✓					

## Action 12: Investigate and potentially revamp the role of the Access and Inclusion committee

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
<b>Access and Inclusion committee</b>	Investigate the current status of the Access and Inclusion committee	✓				NDP  (Facilitation)	Metro Access Disability portfolio Diversity portfolio Positive Aging portfolio Seniors for Safety portfolio	In-house
	Investigate need and potential for revamping the committee's role to work with Strategic and Statutory planners to proactively	✓						

### Action 13: Promote connection between diverse groups (physical spaces/programs etc)

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead & Role	Collaboration opportunities	Budget required
Promote connection between diverse groups	» Identify and develop opportunities for connection between diverse groups		✓	✓	✓	NDP (Facilitation)	CALD portfolio Diversity portfolio Disability portfolio MetroAccess Positive Aging Seniors for Safety Community Safety	In-house
	» Promote inclusive and accessible community groups		✓	✓	✓			

#### Links/Resources:

- » Challenging Racism research project: [http://www.uws.edu.au/social\\_sciences/soss/research/challenging\\_racism](http://www.uws.edu.au/social_sciences/soss/research/challenging_racism) (Good resource for 'anti-racism' initiatives.)

## Potential future activities

Activity	Notes
Development or support of a Social Inclusion Policy	

## Other related Council Programs

- » Building Harmony project (partner: Windermere)
- » Harmony Day

# Governance and Project Management

## Action 14: Neighbourhood Development Reference Group

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
<b>Neighbourhood Development Reference Group</b>	Establish purpose and outcomes for Neighbourhood Development Reference Group	✓				NDP		\$500/annum
	Recruit staff and other members as appropriate	✓						
	Establish Terms of Reference	✓						
	Meet quarterly	✓						
	Review membership and Terms of Reference		✓	✓	✓			

### Notes

» Members may include:

- Social Planner (Phil Medley)
- Community Planner (Glenda George)
- Health Promotion Coordinator (Georgia Davies-Jackson)
- Community Strengthening Coordinator (Tim Cooper)
- Diversity Officer, Community Strengthening (Carrolyn Agius)
- Place-based Community Strengthening Officers (Bianca Baddock)

## Action 15: Project Management

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
Project Management	Develop project plans for each project to be undertaken in the financial year, in accordance with the guidelines below.	✓	✓	✓	✓	NDP		In house
	Add actions into Interplan	✓	✓	✓	✓			
	Embed actions into business planning process	✓	✓	✓	✓			
	Complete budget bids for new actions	✓	✓	✓	✓			

### Notes

Each initiative identified within this Action Plan will need to be developed and implemented in the following way:

- » Project Scope and sign off
- » Project Plan including:
  - Establishment of a project team if required
  - Project timeline and sub-tasks
  - Stakeholder analysis and engagement plan
  - Monitoring and Evaluation Plan
- » Project Development (in accordance with the principles outlined in the *Neighbourhood Development Strategic Directions Paper 2011-2015*)
- » Monitoring during roll out of the project
- » Evaluation of the project on completion or at an appropriate time during the project, which would feed into a yearly review of the Neighbourhood Development portfolio.



**Resources/Links:**

- » Evaluation Toolbox [www.evaluationtoolbox.net.au](http://www.evaluationtoolbox.net.au)
- » Clear Horizon [www.clearhorizon.com.au](http://www.clearhorizon.com.au)
- » Roberts Evaluation [www.robertsevaluation.com.au](http://www.robertsevaluation.com.au)

# Monitoring and Evaluation

## Action 16: Annual Resident Surveys

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
<b>Resident Survey</b>	Develop survey in consultation with relevant business units	✓	Review	Review	Review	NDP  (Project development and delivery)	Comms CCC staff Comm. Services Community Strengthening Social Planner Community Planner	In-house
	Develop process for distribution to residents	✓						
	Monitor results of survey on an ongoing basis and respond to any trends/key issues that occur	✓	✓	✓	✓			

### Notes

- » Could start small by developing as a neighbourhood development focussed survey.
- » Could be an online survey that is marketed through CONNECT and through local community groups.
- » Could be located on the New Residents web portal (and not done as an annual survey, but more as an ongoing survey)

## Action 17: Monitoring of community well-being data

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
Monitoring of relevant community well-being data	Review relevant community well-being data	✓	✓	✓	✓	NDP	Social Planner Community Planner	In-house
	Feed data analysis into project planning, annual review process and final evaluation	✓	✓	✓	✓			

### Data sources:

- » Community Indicators Victoria [www.communityindicators.net.au](http://www.communityindicators.net.au)
- » *Top fifteen data sources for describing community wellbeing in Victoria* (Jeanette Pope, DPCD, April 2011)
- » Australian Bureau of Statistics, Census Data [www.abs.gov.au](http://www.abs.gov.au)

## Action 18: Individual monitoring and evaluation of project impacts

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
Monitoring and evaluation of individual projects	During the project planning phase, ensure a monitoring and evaluation plan is developed	✓	✓	✓	✓	NDP		In-house
	Conduct monitoring during roll-out of each project and collect evaluation data	✓	✓	✓	✓			
	Feed data into annual review and four year evaluation	✓	✓	✓	✓			

### Notes:

Each program or initiative should have in-built monitoring mechanisms that will be identified during the project planning phase. Quantitative and Qualitative approaches can be used, including:

Quantitative: *What happened? Who attended? Happy sheet feedback*

Qualitative: *Impact assessment through tools such Most Significant Change, Semi-structured interview, Quote capture*

### Resources/Links:

- » Evaluation Toolbox [www.evaluationtoolbox.net.au](http://www.evaluationtoolbox.net.au)
- » Clear Horizon [www.clearhorizon.com.au](http://www.clearhorizon.com.au)
- » Roberts Evaluation [www.robertsevaluation.com.au](http://www.robertsevaluation.com.au)

## Action 19: Yearly Review

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
<b>Yearly Review of Neighbourhood Development Framework</b>	Use data from resident surveys, monitoring of community well-being data and monitoring and evaluation of individual projects to compile a yearly report	✓	✓	✓	✓	NDP		In-house

### The yearly review will help:

1. To track the progress of the Cardinia community on a range of measures such as:
  - » Community connection
  - » Knowledge and access to services
  - » Respect and tolerance, including cross cultural understanding
  - » Participation
  - » Resilience
  - » Capacity
2. To understand the impact of Neighbourhood Development initiatives, including unexpected outcomes.
3. To understand what works/doesn't work.
4. To inform new initiatives and collect ideas.

Key Evaluation Questions should be developed around the broad areas of:

<b>Inputs</b>	(Resources)	→ Time, money staff
<b>Activities</b>	(What is done)	→ Activities conducted → People that the program reaches
<b>Outcomes</b>	(What results)	→ Changes in people → Changes in what people do → Social, environmental, economic change

Some key broad themes that the yearly review should seek to answer will be:

- Merit – did the program do what it intended?
- Worth – was the program the best way of addressing the issue?

## Action 20: Five-year evaluation

Actions	Sub-tasks	2011-12	2012-13	2013-14	2014-15	Lead	Collaboration opportunities	Budget required
<b>Five-year evaluation of the Neighbourhood Development Framework</b>	Conduct a full evaluation of the program based on data collected over the five years. The resulting evaluation report should make recommendations for the next steps.	✓	✓	✓	✓	NDP		In-house

### Resources/Links:

- » Evaluation Toolbox [www.evaluationtoolbox.net.au](http://www.evaluationtoolbox.net.au)
- » Clear Horizon [www.clearhorizon.com.au](http://www.clearhorizon.com.au)
- » Roberts Evaluation [www.robertsevaluation.com.au](http://www.robertsevaluation.com.au)